

2025/2026



CITY MANAGER RECOMMENDED BUDGET

Capital Improvement Plan
Proposed Fees, Rates, and Charges Schedule

May 23, 2025



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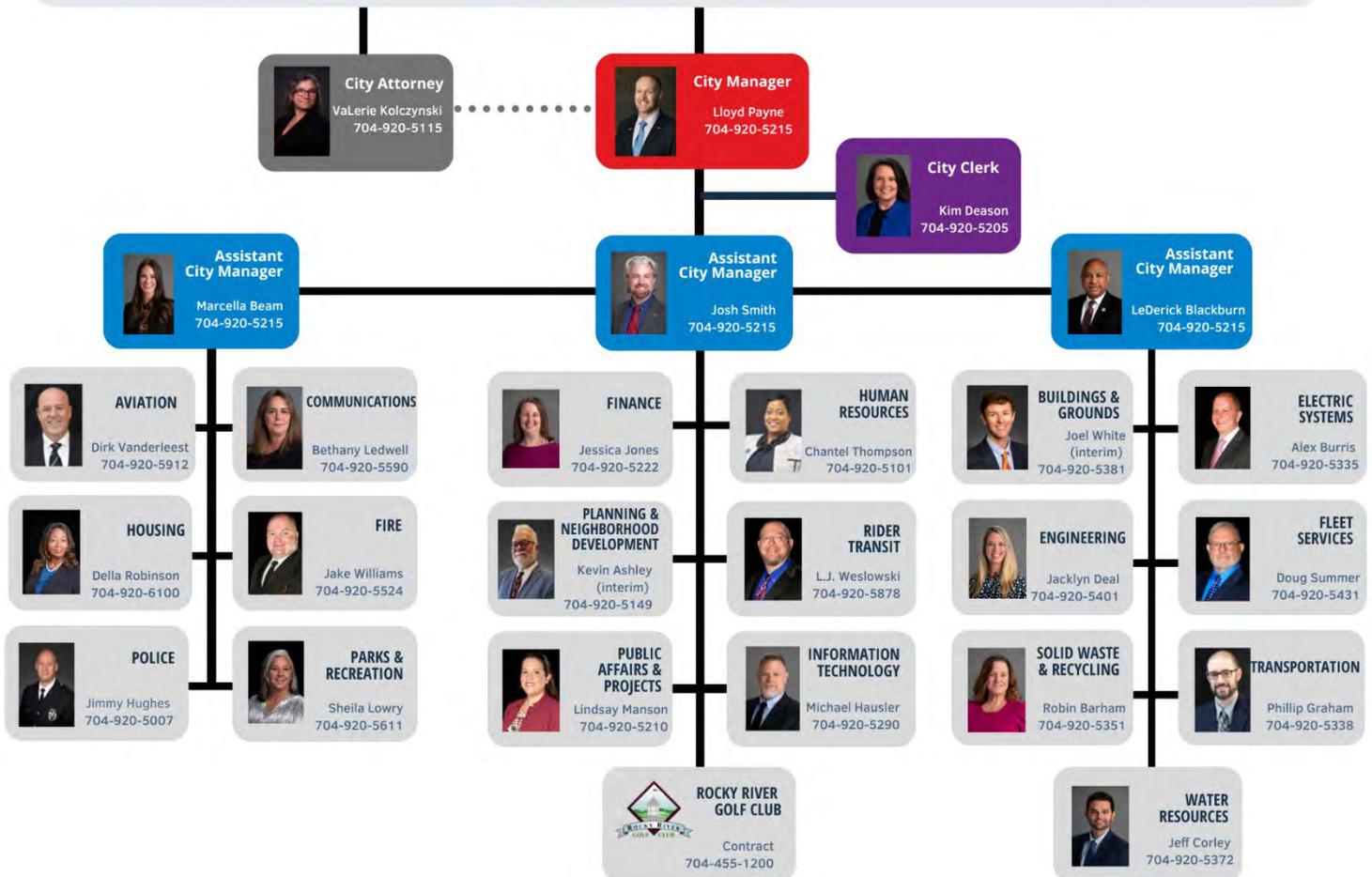
City Organizational Chart

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**; **Lori Clay, 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**





INTRODUCTION

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-  **City Manager's Budget Message**
A message from the City Manager to Council describing the contents of the budget
-  **Budget Process**
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-  **Budget Summary**
A guide to understanding the budget document and a roll-up of Revenues and Expenditures by type for each budgeted fund
-  **Citywide Revenues & Expenditures**
A look at the total revenues and expenditures for all funds
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-  **Personnel Summary**
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-  **Strategic Plan Overview**
Goals, strategies, tactics, and metrics for FY 2026

Budget Message

May 23, 2025

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 honored to present the Fiscal Year (FY) 2025-2026 Annual Budget for your review and consideration. This proposed budget directly reflects the goals and priorities expressed by you at our annual planning session and budget workshop. Staff worked diligently to incorporate the adopted Strategic Plan into recommended projects and operational items. Budgetary decisions were made with fiscal stewardship and Strategic Plan alignment at the forefront.

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 2026. I want to extend my gratitude 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 for our residents.

Per the Cabarrus County tax collector's office, the City's updated assessed property values are \$24,756,331,083 which is a 6.8% increase over the previous year. One cent of the property tax rate equates to \$2,400,000 after the City's collection rate of 99% is applied.

The City-wide budget totals \$382,574,668 for all funds, including utilities and special revenue funds. This is an overall budget increase of 8.1% over the FY 2025 adopted budget. The recommended General Fund budget for FY 2026 is \$165,649,000 with a tax rate of 42¢ per \$100 of valuation.

To address critical one-time capital needs, I am recommending the use of \$3,998,595 from the City's General Capital Reserve Fund. Of this, \$2,213,595 will be transferred directly from reserves to a project fund for the purchase of critical Self-Contained Breathing Apparatus (SCBA) to ensure the continued safety of our firefighters. The remaining \$1,785,000 will be transferred to the General Fund for equipment purchases. The anticipated unrestricted General Fund Balance will continue to meet Council's goal of maintaining a Fund Balance target between 30% and 35% of expenditures.

My recommendation includes implementing strategic rate adjustments designed to ensure a more equitable and sustainable system for our Water, Stormwater, and Wastewater customers. Concord Electric continues to follow the recommendations from their recent rates and charges analysis. Through this study and ongoing expert consultation, rates and charges will be adjusted to better align with the true cost of providing service. Following these consultants' recommendations, the changes will continue our progress towards a rate structure that can handle both the consistent and fluctuating needs within the electric industry.

Economic Challenges & Our Growing Community

Budget development for FY 2026 reflects a period of both significant growth and emerging economic headwinds. While our community continues to attract new residents and businesses, which drive staffing needs, we are also navigating persistent inflationary cost pressures and a noticeable flattening of sales tax revenues. This normalization, observed by local governments across North Carolina after a period of robust growth, requires careful monitoring and minimal growth projections for sales tax. The broader economic landscape, characterized by continued higher interest rates, potential supply chain complexities, and increased costs for goods, presents ongoing challenges for our community. Despite these challenges, we remain focused on keeping our community affordable while ensuring that our infrastructure is maintained.

Budget Development

Following City Council's direction, I instructed departments to develop a budget that prioritizes essential City operations, finds ways to make our operation more efficient, invests in our dedicated staff, and sustains the high level of service our residents expect. Departments were directed to limit requests for additional personnel, examine existing operational cost levels, and reduce capital requests where possible. The goal of this year's annual budget development was to maintain the current tax rate and allocate funding to the City Council's strategic priorities, including dedicated

resources for Transportation, Parks & Recreation, and affordable housing. This budget reflects the necessary costs to meet our commitments and fund essential city functions.

Dedicated Priority Funding

Since FY 2021, City Council has appropriated a portion of property tax revenues for Transportation, Parks & Recreation greenway projects, and affordable housing construction. Setting aside funding allows the City to focus our efforts on these crucial areas. To build upon the progress that we have made and demonstrate our continued commitment to these priorities, I recommend a continued fixed amount of funding be approved by Council each year. Doing so ensures a stable source of revenue to help plan and budget for projects in the years to come.

Transportation

Council continues to place a priority on dedicated funding for the maintenance of City-owned streets. The FY 2026 budget designates \$4.4 million for projects within 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. A portion of this funding is specifically set aside for the replacement of concrete streets. The proposed budget also includes \$3.7 million for street resurfacing.

Staff work closely with the North Carolina Department of Transportation to reduce traffic and congestion concerns. The City maintains 304 miles of sidewalk and 386 center lane miles of roads. Each year, staff identify areas throughout the City where sidewalks are needed to enhance connectivity and walkability for our residents.

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

- Resurfacing of major-corridor City streets
- Repair or replacement of the White Street bridge
- Design and construction of a roundabout at Weddington Road and Rock Hill Church Road

Parks & Recreation

Ensuring our Parks & Recreation department has the necessary resources to make progress towards the goal of 30 miles of greenway by 2030 remains an important Council priority. The FY 2026 budget sets aside \$1.8 million for the Parks & Recreation reserve. These funds help us maintain our existing greenway network and continue to grow it. In the coming year, funds will be used for:

- Construction of the first phase of the Clarke Creek Greenway: Cox Mill Loop
- Greenway bridge and boardwalk repairs

Affordable Housing

The growing gap in housing affordability continues to be a significant concern and Council prioritizes the creation of affordable options. The FY 2026 budget will continue to dedicate funding for affordable housing and partner with WeBuild Concord and other private organizations. This year, I am again proposing to appropriate \$1.8 million for this purpose. Concord will also continue to support the operations of our Public Housing department beyond their federal funding allotments to ensure the department has the necessary resources to provide decent and safe housing.

Funding Council's Strategic Priorities

Last May, City Council adopted a new Strategic Plan for Concord. The Strategic Plan lays out our vision, mission, goals, and key strategies for how we'll get there. The Council's six Strategic Plan goals were key in putting together our FY 2026 budget. Even though some of the work the City does every day might not directly link to these Goals, we have been deliberate in making funding decisions for large capital projects and budgetary expansions that align with a strategic goal. These goals provide a helpful framework for understanding next year's budget plan. This past spring, City departments created a series of meaningful metrics to track our progress. An update on the first year of progress will be published later this year.



Goal 1: Deliver Effective & Efficient City Government

At the core of our FY 2026 budget is a drive for efficiency. Throughout the FY 2026 process, our departments scrutinized every area, seeking opportunities to streamline operations and ensure our community's tax dollars go further. This year, we've made tough decisions, allowing us to maintain our current tax rate while still delivering essential services. Some examples of ways that City staff are working to make our organization run more effectively are:

- Working to align budgeted expenses with responsible departments to determine true costs of service delivery
- Strategically shifting our Buildings & Grounds team to the General Fund, which will increase efficiency and streamline the allocation process

- Centralizing non-health insurance premium costs in the HR budget for more efficient management
- Adding automated gates to our cemeteries, eliminating the need for contract labor
- Beginning implementation of a single software solution for Human Resources and Finance, allowing us to leverage modern technology and eliminate numerous outdated legacy systems



Goal 2: Create Economic Opportunities for Individuals & Businesses

The City remains committed to encouraging economic vitality through business expansion and the creation of quality jobs for our residents. A recent example of this is Eli Lilly's significant investment in our community. Concord continues to be recognized as a favorable environment for both large corporations and small businesses alike, as evidenced by our recent ranking as the [4th best city in NC for small business according to B2B Reviews](#).

Downtown Concord is experiencing a transformation, and the recent completion of the streetscape revitalization project marks a significant milestone. The refreshed downtown branding, incorporating the new residential development, alongside new corporate offices and diverse retail tenants, was celebrated with a successful Streetscape Grand Opening Block Party on May 3rd. This revitalized public space is already proving to be a strong draw, attracting new businesses and further enhancing the area's appeal and vibrancy.



Goal 3: Promote a Safe & Connected City

Ensuring the safety and connectivity of our City remains a top priority. This year, we are strengthening our commitment to public safety by adding four new dedicated police officers assigned to our Downtown area, enhancing safety and security in the heart of Concord. In FY 2026, the City will begin the design process for a new Fire Station on Flowes Store Road. This new Station 13 will expand fire service to several areas currently outside of the preferred response radius, ensuring we continue to meet our response time goals. Improving response times is essential to maintaining our ISO 1 rating, keeping insurance rates lower. The FY 2026 budget also includes funding to replace four fire trucks, 35 police cars, a new Police K-9, and funds SCBA (self-contained breathing apparatus) for our firefighters.

A truly connected community is built upon strategic investments in the services and infrastructure that improve mobility. At Concord-Padgett Regional Airport, the City is enhancing connectivity through the rehabilitation of critical aprons and taxilanes around the airport, including the apron at the Commercial Service Terminal. Doing so will support the growth of commercial air service with additional flights with Avelo Airlines. Commuting within the City will also be improved, as Concord/Kannapolis Rider replaces the electronic digital fare system, providing new technology and improving the passenger experience on public transit. The City will also upgrade the video wall at the Transportation Management Center, allowing for better real-time monitoring of traffic flow throughout Concord, keeping everyone moving safely and efficiently.



Goal 4: Invest in Innovative & Sustainable Infrastructure

To achieve the City's goal of innovative and sustainable infrastructure, Concord is strategically investing in key capital projects to maintain, modernize, and expand our essential infrastructure systems. An important component of our City's long-term sustainability includes proactively evaluating our existing facilities for potential reuse and/or repurpose. In FY 2026, the City will redesign the current, outgrown Fleet Management Facility to meet the needs of our Radio Shop. Our commitment to sustainable infrastructure also includes vital stormwater upgrades, necessary water infrastructure additions, critical sewer improvements, and continued expansion of our electric system to meet the needs of our growing City. To ensure these ambitious goals are met with a strong focus on sustainability, the City is revamping its internal sustainability committee, fostering a collaborative approach among representatives from a variety of departments.

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 and operating revenues. Below is a list of anticipated key capital projects for Water Resources:

Stormwater

- Buffalo Avenue Culvert Replacement

Water

- AMI (Automated Meter Infrastructure) System replacement
- Additional water tanks at Coddle Creek Water Treatment Plant to improve storage capacity

Sewer

- Irish Buffalo 42" Interceptor Tie-Overs

Concord Electric Systems has been in operation for more than 120 years and takes pride in being a community-owned, not-for-profit public power community. Concord Electric Systems recently earned the Reliable Public Power Provider (RP3)[®] designation from the American Public Power Association for providing reliable, safe electric service that encourages workforce development and system improvement. Nationwide, Concord joins an elite group of only 52 utilities to earn RP3 in 2025. Sustaining our exceptional service requires ongoing investment in our electrical infrastructure. Efforts are ongoing as we work towards adjusting our rates and charges to better reflect the cost of providing service. Electric capital projects funded for FY 2026 are:

- 100kV Interconnect Between Delivery #4 and Substation E
- Delivery #1 Replacement
- AMI (Automated Meter Infrastructure) System replacement
- New Electric Substations N, R, and S
- 100kV Tie Line from George Liles Parkway to Substation O



Goal 5: Develop Unique Places & Destinations

Concord is developing into a regional destination known for its distinctive parks and attractions, strong neighborhoods, and vibrant downtown. While downtown revitalization was discussed with Goal 2, the City is also contributing increasing funding for community events to foster unique, engaging experiences for residents. City staff are working with federal agencies, key community partners, and other non-profits to advance the McGill Reuse Project. This project will allow residents to become entrepreneurs within the food and beverage industry, while also addressing food access needs in the Gibson Village community.

Dorton Park successfully reopened in March 2025 and work on many of the remaining Phase I of the \$60 million Parks & Recreation general obligation bond projects is currently underway. Staff have worked diligently to be good stewards of bond funds, refining our projects to ensure that our dollars go as far as possible. Encouragingly, bid openings for the new J.E. 'Jim' Ramseur Park in March came in lower than initial estimates. Construction is expected to begin in summer 2025. These cost savings will help ensure that all park projects within the scope of the voter-approved GO Bonds will be addressed.



Goal 6: Leverage Communications & Partnerships

Concord is actively engaging with internal and external stakeholders to accomplish our goals and drive progress forward for our community. This year, the City will focus on technology improvements to ensure effective communication with our residents and businesses. Concord is investing in a notification system upgrade and replacement in FY 2026. This upgrade will ensure that important and urgent notices can be sent effectively to staff and the overarching community.

Giving Back: External Agency Funding

Our valued non-profit partners within the community play a vital role in ensuring a safety net is available for those in need and provide services that help enhance the quality of life in our City. 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. Requests for general and utility fund grants must meet a municipal public purpose to be considered for the award. CDBG grant recipients must meet federal eligibility guidelines, including 501(c)(3) status and 70% of funding must assist low/moderate-income residents. All non-profits receiving funds from the City must sign an agreement and are accountable for how they spend public dollars. 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 \$69,000 from the General Fund with an additional \$31,000 being adopted separately for the Cabarrus Arts Council, are recommended by City Council. CDBG monies totaling \$75,000 are also included in this budget proposal.

Team Concord

This budget includes important investments in Team Concord, providing City staff with the training, essential resources, and support they need to deliver excellent service. We are committed to fostering a positive work environment where they can continue to grow professionally and serve our community with pride. Data from the City's 2023's employee engagement survey identified four areas for improvement, or "hotspots": incivility, silence, exhaustion, and top-down decision making. To address these issues proactively, focus groups, led by myself and Assistant City Managers, met last fall to develop practical, low- or no-cost recommendations and actionable steps for improving our work environment. Some examples include an Employee Code of Conduct, additional trainings opportunities, a mentorship program, and setting clear expectations for new managers. New policies and programs will begin to roll-out in the coming months.

The compensation study-related changes adopted by Council in the current fiscal year have improved our ability to hire and retain highly qualified staff. To ensure we remain competitive, I am recommending a 3% cost of living adjustment effective the first full pay period in July. In addition, I am proposing merit-based increases ranging from 1% to 4%, directly tied to employee performance. Our career development program will continue to provide staff with opportunities to enhance their skill sets in the coming year - benefiting themselves and the City. I am proposing employees receive a 1.5% salary increase upon successful completion of their annual career development requirements.

Concord is self-insured for the medical benefits available to employees and their dependents. Over the last five years, the City has worked to ensure benefits remain comprehensive at an affordable price. For the first time since 2019, cost increases have made it necessary to recommend a 5% premium increase for employees enrolled in most of our plans. Employees will continue to have the choice between three comprehensive health insurance plans. Wellness efforts remain a priority, both for the wellbeing of our team and as a cost reduction strategy. Employees can earn a reduction in insurance premiums by completing key wellness activities: an annual dental cleaning appointment, completing a Health Risk Assessment, and certifying they do not use tobacco or attending a tobacco cessation program. The City also offers a Wellness Center for basic, routine physical health services for those enrolled in a City insurance plan. It provides a convenient, no-cost access point for basic medical care. Coworkers can select from multiple health/wellness-oriented training courses offered throughout the year. New for FY 2026, the City will pilot and in-person EAP (Employee Assistance Program) visits at our Wellness Center, providing additional, accessible options for those needing care.

The City's required contribution levels to the North Carolina Local Government Employees Retirement System will increase again in FY 2026. The contribution rate for general employees is now 14.35%, while the rate for law enforcement officers is 16.1%. Additionally, the City will contribute 5% to 401(k) accounts for all employees.

This budget includes funding for 7 additional full-time staff positions, 1 part-time position, 4 position reclassifications, and additional flex-band opportunities in three departments for FY 2026. A total of 1,231 full-time and 43 part-time positions are recommended for funding. The table below displays recommended changes:

Fund	Budget Unit	Position	Change	Number of Positions	Start Month
General Fund	Finance	Executive Assistant	New Position	1	October
General Fund	Police	Police Officers	New Position	4	July
General Fund	Parks & Recreation	Part-time Custodian	New Position	1	October
General Fund	Parks & Recreation	Part-time Recreation Center Leader	Additional Hours	1	July
General Fund	Cemeteries	Cemetery Maintenance Worker I/II	Flex-band	6	January
Aviation	CPRA	Aviation Operations Supervisor	New Position	1	July
Electric	Electric Administration	Electric Education Coordinator	New Position	1	October
Electric	Electric Engineering	Electric Engineering Tech I/II	Flex-band	1	July
Water	Water Operations	Project Engineer	Reclass of Existing Position	1	July
Water	Water Operations	Water Treatment Manager	Reclass of Existing Position	1	July
Water/Internal Service	Engineering	Staff Engineer	Transfer of Existing Position	1	July
Internal Service	Engineering	CAD Technician I/II	Flex-band	1	July
Internal Service	Engineering	Construction Inspector I/II	Flex-band	6	July
Internal Service	Engineering	Survey Tech I/II/III	Flex-band	2	July
Internal Service	Billing	Meter Technician Supervisor	Reclass of Existing Position	1	July

Conclusion

Looking ahead, the City's priority is making sure our financial and programmatic decisions directly support helping us to achieve City Council's strategic goals. My proposed budget balances fiscal responsibility while ensuring Concord continues to offer an exceptional quality of life and our departments have what they need to provide top-notch service to our residents. I worked closely with staff to put together a budget that meets these goals. Ultimately, my goal is to ensure that we are well-prepared and have the resources to manage our growth responsibly and sustainably. Delivering the high level of service our residents deserve is truly a team effort, and this budget provides Team Concord with the vital resources to make that happen every single day.

Respectfully submitted,



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

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 2025-26 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.

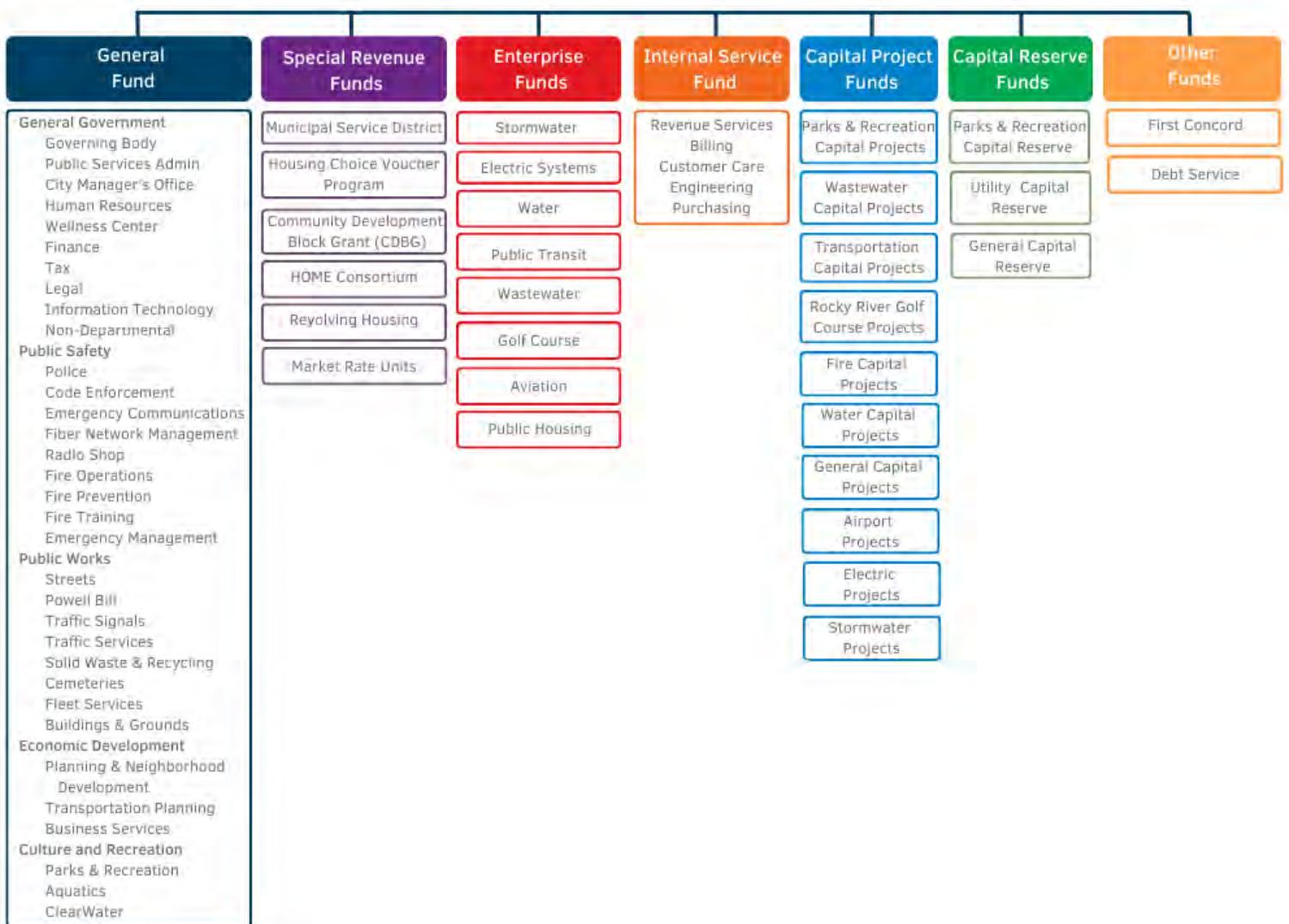
All governmental funds are reported using the modified accrual basis of accounting. Although the ACFR reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses recognized in the period incurred, for simplicity, the budget document reports all proprietary funds' prior year actuals using the modified accrual method.

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



Fund & Budget Unit Structure (FY 2025-2026)

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 – 4510
- Powell Bill – 4511
- Traffic Signals – 4513
- Traffic Services – 4514
- Solid Waste & Recycling – 4520
- Cemeteries – 4540
- Buildings & Grounds – 4270
- Fleet Services – 4550
- Planning & Neighborhood Development – 4910
- Transportation Planning – 4915
- Business Services – 4920
- Parks & Recreation – 6120
- Aquatics – 6121
- ClearWater – 6122

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. – 3124
 - Projects – 3125
- 320:** Home Consortium
 - Admin. – 3221
 - Projects – 3222
- 350:** Market Rate Units – 3500
- 370:** Revolving Housing – 3700

First Concord/Debt Service Funds

- 552:** 2014 LOBS – 6990
- 554:** 2024 LOBS – 5540
- 560:** Debt Service – 5600

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

- Revenue Services – 4200
- Billing – 4215
- Customer Care – 4220
- Engineering – 4230
- Purchasing – 4250

Capital Project Funds

- 420:** Parks & Recreation – 8300
- 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

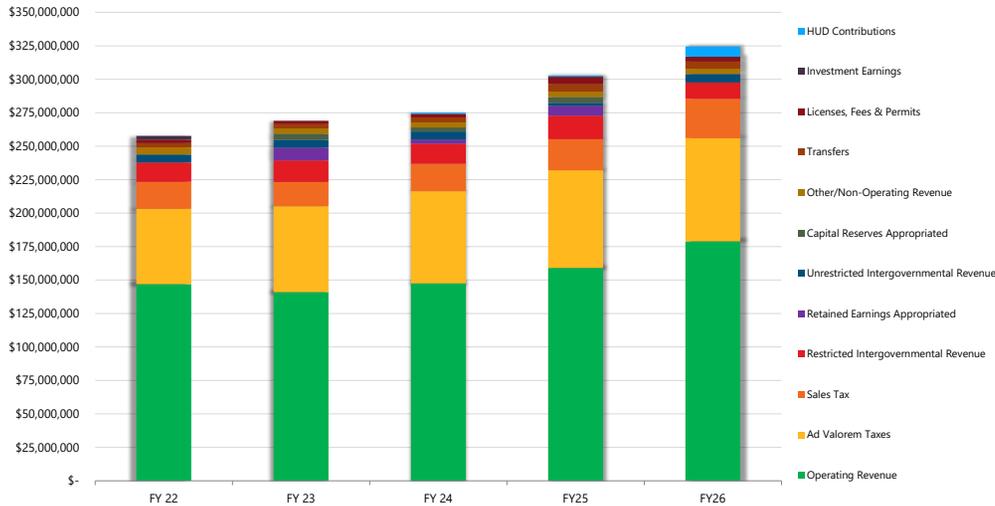
FY 2025-2026 Budget by Fund

	General Fund	Special Revenue Funds							Enterprise Funds								
Revenues:	General Fund	Municipal Service District	Housing Choice Vouchers	HOME Consortium	CDBG	\$5 Vehicle Tax	Market Rate Units	Revolving Housing Fund	Stormwater	Electric	Water	Transit	Wastewater	Golf Course	Aviation	Public Housing	All Funds
Ad Valorem Taxes	103,205,623	269,045	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 103,474,668
Sales Tax	29,309,670	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 29,309,670
Unrestricted Intergovernmental Revenue	8,165,356	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 8,165,356
Restricted Intergovernmental Revenue	6,594,548	-	-	1,238,487	560,220	-	-	-	-	-	-	4,657,033	-	-	-	-	\$ 13,050,288
Licenses, Fees & Permits	2,483,476	-	-	-	-	-	-	-	-	-	-	450,000	-	-	170,000	-	\$ 3,103,476
Operating Revenue	1,847,469	532	-	-	-	-	-	-	6,897,711	104,660,000	29,370,000	248,638	20,592,000	2,783,600	15,437,503	-	\$ 181,837,453
Other/Non-Operating Revenue	3,907,858	-	-	242,894	900	-	-	-	-	-	100,000	-	-	-	-	-	\$ 4,251,652
Investment Earnings	2,000,000	-	-	-	-	-	-	-	54,430	1,000,000	500,000	-	800,000	-	-	-	\$ 4,354,430
Retained Earnings Appropriated	-	-	-	-	-	-	-	-	-	10,265,268	536,022	-	710,808	332,208	-	-	\$ 11,844,306
Capital Reserves Appropriated	1,785,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 1,785,000
HUD Contributions	-	-	5,819,850	-	-	-	157,788	-	-	-	-	-	-	-	-	-	\$ 7,991,161
Transfers	6,350,000	234,405	64,070	31,006	-	-	-	1,800,000	-	-	-	1,512,582	1,200,000	-	2,027,849	587,296	\$ 13,807,208
TOTAL REVENUE	\$ 165,649,000	\$ 503,982	\$ 5,883,920	\$ 1,512,387	\$ 561,120	\$ -	\$ 157,788	\$ 1,800,000	\$ 6,952,141	\$ 115,925,268	\$ 30,506,022	\$ 6,868,253	\$ 23,302,808	\$ 3,115,808	\$ 17,635,352	\$ 2,200,819	\$ 382,574,668

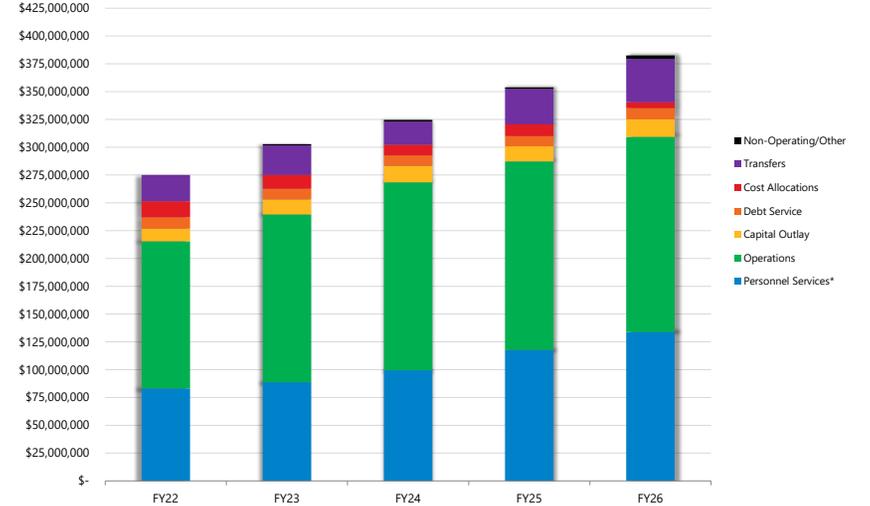
Expenditures:																	
Personnel Services*	101,632,646	232,519	514,878	42,802	106,074	-	-	-	2,491,530	10,832,912	7,395,630	872,956	3,766,279	-	5,151,420	766,330	\$ 133,805,976
Operations	36,132,068	140,738	5,313,004	1,469,585	455,046	-	35,500	-	433,732	84,097,985	12,421,218	5,921,938	15,329,141	2,759,499	10,197,334	794,964	\$ 175,501,752
Capital Outlay	10,891,434	-	-	-	-	-	-	1,800,000	693,000	1,560,050	548,000	(165,934)	406,500	-	35,000	-	\$ 15,768,050
Debt Service	4,493,145	-	-	-	-	-	-	-	-	910,605	3,553,353	-	243,524	-	860,836	-	\$ 10,061,463
Cost Allocations	(11,674,056)	29,759	56,038	-	-	-	-	-	2,583,879	4,488,551	4,787,821	239,293	3,157,364	107,982	823,713	639,525	\$ 5,239,869
Transfers	21,054,331	-	-	-	-	-	122,288	-	750,000	14,035,165	1,800,000	-	400,000	248,327	567,049	-	\$ 38,977,160
Non-Operating/Other	3,119,432	100,966	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 3,220,398
TOTAL EXPENDITURES	\$ 165,649,000	\$ 503,982	\$ 5,883,920	\$ 1,512,387	\$ 561,120	\$ -	\$ 157,788	\$ 1,800,000	\$ 6,952,141	\$ 115,925,268	\$ 30,506,022	\$ 6,868,253	\$ 23,302,808	\$ 3,115,808	\$ 17,635,352	\$ 2,200,819	\$ 382,574,668

*Note: Personnel Services costs for the Internal Service Fund (\$8,641,791) are captured in the Cost Allocations line above

Budgeted Revenues



Budgeted Expenses



City Revenues

By Fund	2022-2023 Actual Revenues	2023-2024 Actual Revenues	2024-2025 Council Approved*	2024-2025 Actual Revenues**	2025-2026 Budgeted Revenues	2026-2027 Planning Year
General Fund	144,967,540	136,112,491	159,244,264	145,945,564	165,649,000	168,842,176
Municipal Service District	257,929	258,843	292,868	339,552	503,982	485,273
HOME Consortium Fund	1,593,734	1,156,904	1,686,263	1,095,385	1,512,387	1,273,900
Community Development Block Grant (CDBG) Fund****	656,994	(1,979,905)	537,550	314,951	561,120	513,511
Section 8 Voucher Program	5,735,534	5,836,531	5,891,255	5,172,679	5,883,920	5,806,121
Market Rate Units Fund	119,015	157,698	152,488	124,984	157,788	157,788
Revolving Housing Fund****	1,574,670	(2,515,638)	1,523,230	1,474,940	1,800,000	1,800,000
Stormwater Fund	5,617,272	6,154,090	6,197,084	5,243,952	6,952,141	8,871,609
Electric Fund	108,863,032	110,386,429	118,698,137	90,663,693	115,925,268	116,033,819
Water Resources Fund	38,691,786	39,863,285	30,949,918	26,508,629	30,506,022	34,660,708
Transit Fund****	11,500,624	(9,409,915)	11,738,246	3,425,803	6,868,253	6,982,305
Wastewater Resources Fund	24,128,127	25,513,443	22,023,290	18,026,795	23,302,808	26,121,034
Golf Course Fund	3,208,892	3,760,097	2,695,769	1,841,766	3,115,808	3,054,058
Aviation Fund	19,717,430	18,007,737	17,517,231	15,601,257	17,635,352	20,630,300
Public Housing	2,090,945	2,496,245	2,162,877	1,850,046	2,200,819	2,243,994
TOTAL CITY REVENUES	\$ 368,723,524	\$ 335,798,334	\$ 381,310,470	\$ 317,629,996	\$ 382,574,668	\$ 397,476,596

* as amended

**as of 5/20/2025

****These funds went through a multi-year grant cleanup. The closeouts of the grants are shown in the numbers above. Please see the ACFR for more information.

City Expenditures

By Fund	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2026-2027 Planning Year
General Fund	141,755,973	142,545,139	159,244,264	130,382,134	165,649,000	168,842,176
Municipal Service District	163,084	225,136	292,868	374,893	503,982	485,273
HOME Consortium Fund	1,822,455	895,115	1,686,263	942,472	1,512,387	1,273,900
Community Development Block Grant (CDBG) Fund****	656,994	(1,979,905)	537,550	320,973	561,120	513,511
Section 8 Voucher Program	5,673,964	5,724,979	5,891,255	4,743,989	5,883,920	5,806,121
Market Rate Units Fund	73,890	108,485	152,488	71,729	157,788	157,788
Revolving Housing Fund****	1,650,251	(2,507,264)	1,523,230	1,706,017	1,800,000	1,800,000
Stormwater Fund	7,130,689	7,232,495	6,197,084	5,017,764	6,952,141	8,871,609
Electric Fund	93,489,447	81,803,092	118,698,137	81,226,911	115,925,268	116,033,819
Water Resources Fund	33,399,130	32,117,880	30,949,918	24,888,875	30,506,022	34,660,708
Transit Fund****	1,812,072	(8,952,879)	11,738,246	8,188,150	6,868,253	6,982,305
Wastewater Resources Fund	20,510,641	23,002,813	22,023,290	19,638,348	23,302,808	26,121,034
Golf Course Fund	3,100,377	3,005,912	2,695,769	1,527,157	3,115,808	3,054,058
Aviation Fund	19,107,586	18,591,389	17,517,231	15,450,268	17,635,352	20,630,300
Public Housing	2,340,820	2,251,864	2,162,877	1,713,527	2,200,819	2,243,994
Internal Service Fund***	-	-	-	-	-	-
TOTAL CITY EXPENDITURES	\$ 332,687,373	\$ 304,064,252	\$ 381,310,470	\$ 296,193,209	\$ 382,574,668	\$ 397,476,596

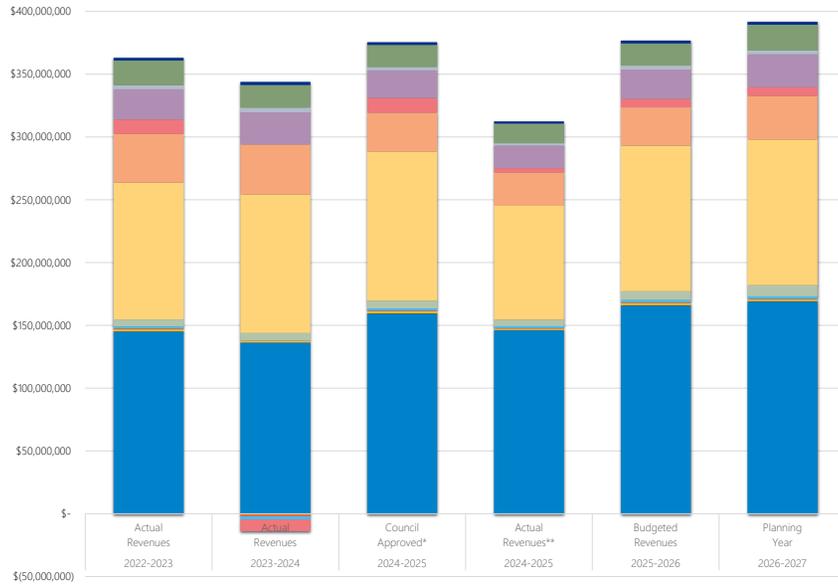
* as amended

**as of 5/20/2025

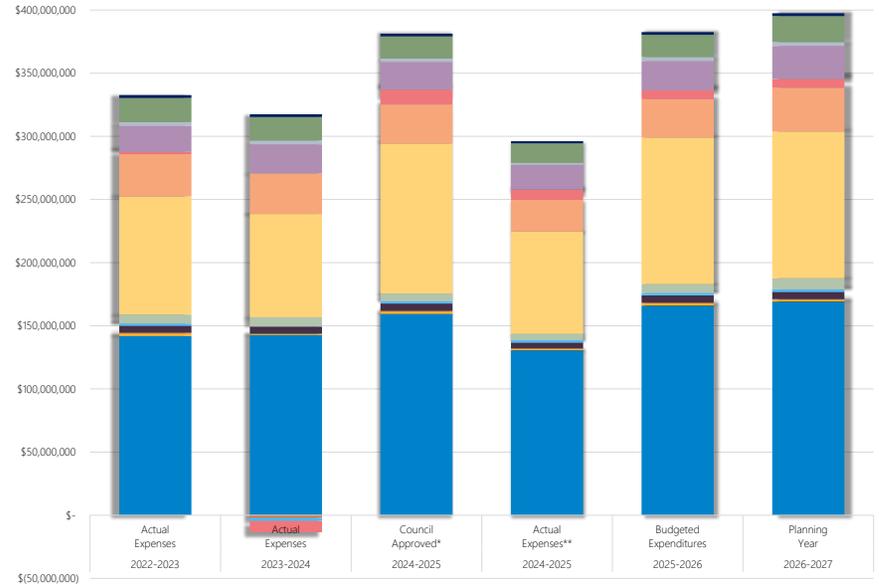
*** All Internal Service Expenditures are allocated to other City departments.

****These funds went through a multi-year grant cleanup. The closeouts of the grants are shown in the numbers above. Please see the ACFR for more information.

City Revenues by Fund



City Expenses by Fund



Major Revenue Sources

General Fund

The current General Fund budget for the 2026 fiscal year totals \$165,649,000 compared to the original adopted budget of \$150,303,310 for FY 2025. Factoring out financing proceeds and appropriations from fund balance (non-operating revenue); there is a revenue increase of \$7,210,690 (4.8%) when compared to the original adopted current budget. The increase in revenues for the City's General Fund budget proposal is a result of increasing revenues received from ad valorem taxes as well as increased fees. The tax rate should produce approximately \$103.2 million in ad valorem revenue.

The 2026 budgeted revenue from the Local Option sales tax source is flat when compared to current year budgeted collections. North Carolina continues to experience a slowdown in sales tax revenue growth. The City estimates all other revenue sources conservatively for FY 2026. 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 42¢ per \$100 valuation. This rate will yield \$103,205,623 in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 99%. The City's updated assessed value used in this budget preparation represents a 6.8% increase in property values for a total valuation of \$24,756,331,083 (including motor vehicles). One cent on the City's tax rate produces \$2,400,000 in revenue, after the City's estimated collection rate is applied.

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 ½¢ 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 \$29,309,974 for fiscal year 2026. 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. Total sales tax revenue is expected to decrease by 1.7% when compared to the current year's budgeted collections. Sales tax distribution growth was strong throughout the COVID-19 pandemic and has now levelled out as revenues are coming in very close to the original budgeted amount for the current year. It is anticipated that sales tax distributions will remain nearly flat in the upcoming fiscal year.

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 2026 is \$200,102, which represents a 15.7% decrease when compared to FY 2025 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 2026 budget proposal is \$451,364, which represents a 17.0% decrease in this revenue source when compared to FY 2025 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 Utility Franchise Tax in FY 2026 to be \$6,410,287 which is 20.5% higher when compared to estimated collections in FY 2025.

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 proposed budget of \$342,733 is a 36.4% decrease when compared to estimated collections for FY 2025.

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 \$3,716,466 for FY 2026, which represents an 11.1% 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 \$61 million as of June 30, 2024. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund balance at June 30, 2025. 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 2026 does not include an appropriation from fund balance.

The City maintains a General Fund Reserve to 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 \$3,998,585 from the General Capital Reserve fund balance for one-time capital equipment purchases. Although these reserves (approximately \$17.9 million on June 30, 2025) now reside in a separate fund from the General Fund and are no longer included in the City's General Fund Balance, the amounts are still available for projects and capital designated by the City Council.

Special Revenue Funds

The Municipal Service District tax rate is 16¢ 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 \$10,419,197.

Enterprise Funds

The Enterprise Funds will generate \$206,506,471 in revenues. Projections for FY 2026 were based on final collection estimates for FY 2025, anticipated growth in the customer base, and changes in rates.

Stormwater: The Stormwater Fund is comprised of \$6,897,711 in operating revenues and \$54,430 in investment earnings. Rate revenue for FY 2026 is expected to increase 21.2% when compared to FY 2025 estimates. Increases in rate revenue correlate with anticipated customer base growth and increases in stormwater ERU rates.

Electric Fund: The Electric Fund is comprised of \$104,660,000 in operating revenues, \$10,265,268 in retained earnings appropriated, and \$1,000,000 in investment earnings. 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 increase 5.1% over FY 2025.

Water Fund: The Water Fund is comprised of \$29,370,000 in operating revenue, \$500,000 in investment earnings, \$536,055 in retained earnings, and non-operating revenue of \$100,000. The FY 2026 budget proposal includes an adjustment to water rates. The rate and charges revenue projection for FY 2026 are conservative with 3.0% growth when compared to FY 2025 estimates.

Wastewater Funds: The Wastewater Fund is comprised of operating revenue of \$20,592,000, a transfer from Capital projects of \$1,200,000, a transfer from Retained Earnings of \$710,808, and investment earnings of \$800,000. There are adjustments to wastewater rates proposed in the FY 2026 budget. Wastewater revenues are expected to increase

5.8% when compared to FY 2025 estimates.

Public Transit: The Public Transit budget is comprised of \$248,638 in operating revenue, \$4,657,033 in restricted intergovernmental revenue, \$450,000 from \$5 (of \$30) in motor vehicle taxes, and \$1,512,582 in transfers. Transit farebox revenues have been decreased to match the estimated FY 2025 collections.

Golf Course: The Golf Course Fund anticipates earned revenue for FY 2026 to increase over FY 2025 due to a continued increase in leisure activities as a legacy of COVID-19. Total operating revenues are estimated at \$2,783,600, which is an increase of 6.3% over what was budgeted in FY 2025. Golf Course revenues also include a transfer from Retained Earnings of \$332,208.

Aviation: The Aviation budget is comprised of \$15,437,503 in operating revenue, \$170,000 in fees, a transfer of grant funds from their capital project fund of \$860,836, and a transfer of \$1,167,013 from the General Fund, which represents payment in lieu of property tax for aircraft based at Concord-Padgett Regional Airport. Aviation revenues for the current fiscal year are less than 1% higher than FY2025 projections.

Public Housing: The Public Housing budget is comprised of \$1,613,523 in housing revenues and \$587,296 in transfers from the General Fund and Market Rate Units Fund.

Internal Services Fund

The Internal Services Fund - comprised of Customer Care, Revenue Services, Billing, Engineering, and Purchasing - totals \$12,440,825. All costs within this fund are allocated among Electric, Water, Wastewater, Stormwater, Aviation, Downtown Development, Public Housing, Transit and the General Fund 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 Rates, Fees, and Charges.

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 2022	FY 2023	FY 2024	FY 2025	FY 2026
Public Services Administration	1	1	1	1	1
City Manager's Office	9	9	9.5	8.5	8.5
Human Resources	13	13	13	14	14
Finance	15	15	15	15	16
Tax	1	1	1	1	1
Legal	6	6	6	6	6
Information Technology	-	-	16	18	18
Police	226	227	227	229	233
Code Enforcement	9	9	9	9	9
Emergency Communications	25.5	25.5	26.5	26.5	26.5
Fiber Network Management	1.0	1	1	1	1
Radio Shop	5.5	5.5	5.5	5.5	5.5
Fire	240	257.9	272.8	272.8	272.8
Fire Prevention	10.2	10.2	12.2	12.5	12.5
Fire Training	5	6	6	6	6
Emergency Management	1	1	1	1	1
Streets & Traffic	36	36	36	36	36
Traffic Signals	8	9	9	9	9
Traffic Services	5	5	5	5	5
Solid Waste & Recycling	40.6	60.6	62.1	62.1	62.1
Cemeteries	9	9	9	9	9
Buildings & Grounds	-	-	-	-	60
Fleet Services	15	15	15	15	15
Planning & Neighborhood Development	19	19	18	18	18.5
Economic Development	1	1	1	1	1
Parks & Recreation	36.5	37.5	39.0	39.0	40.0
Total	738.2	780.2	816.7	821.4	886.9

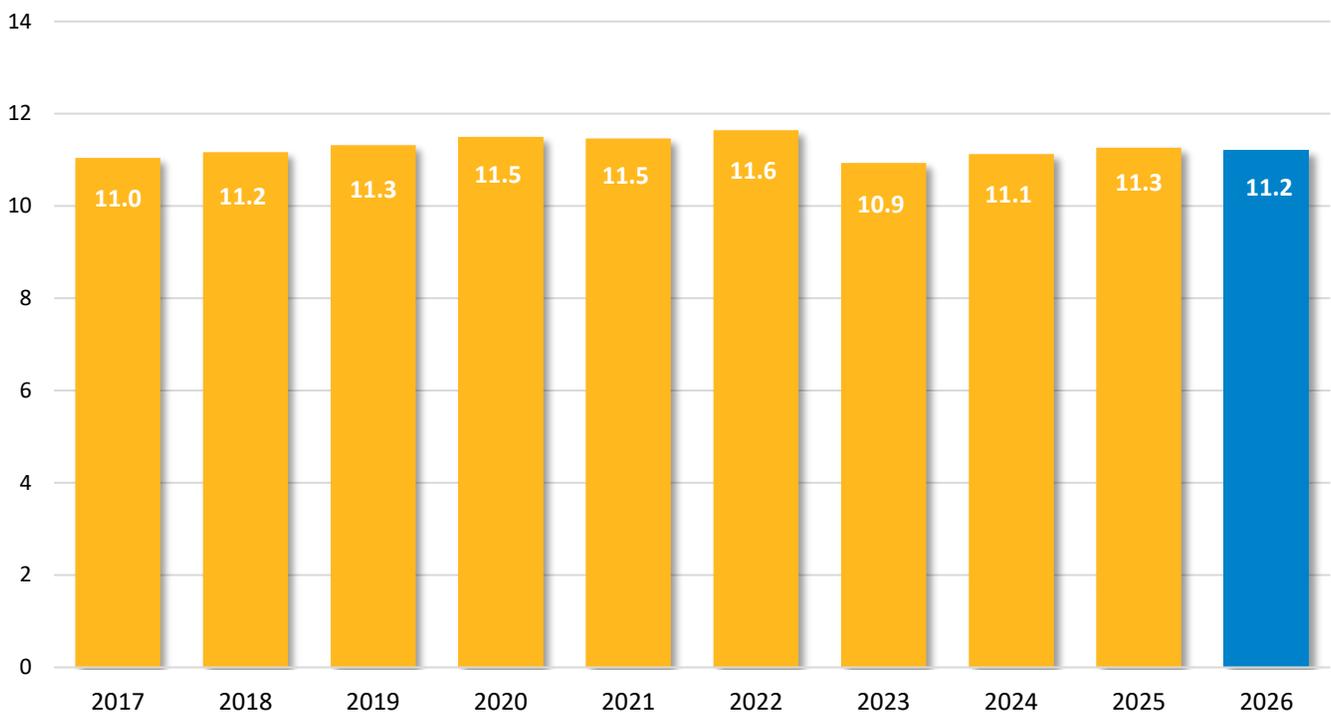
SPECIAL REVENUE FUNDS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Downtown Development	2	2	2	2	2
HOME Consortium Fund	1	0.7	1.0	1.6	1.6
CDBG Fund	1	1.3	1.0	1.0	0.9
Total	4.0	4.0	4.0	4.6	4.6

INTERNAL SERVICE FUND	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Utilities Collections	3.8	3.8	3.8	3.8	3.8
Data Services (contract)	-	-	-	-	-
Billing	16.25	16.25	16.25	16.25	16.25
Customer Care	25	24	24	24	24
Engineering	26	26	26	26	27
Purchasing	7	7	7	7	7
Buildings & Grounds (moved to General Fund)	57.5	59.5	59.5	59.5	-
Total	135.5	136.5	136.5	136.5	78.0

ENTERPRISE FUNDS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Stormwater Fund					
Stormwater Operations	21.59	21.59	21.26	21.59	21.59
Electric Systems Fund					
Electric Administration	4	5	5	5	6
Powerlines Maintenance	19	18	19	20	20
Tree Trimming	10	10	10	10	10
Electric Construction	37	37	37	37	37
Electric Engineering Services	8	8	8	8	8
Utility Locate Services	3	3	3	3	3
Water Resources Fund					
Hillgrove Water Treatment Plant	15.5	15.5	15.5	15.5	15.5
Coddle Creek Water Treatment Plant	15.5	15.5	15.5	15.5	15.5
Waterlines Operations & Maintenance	40.10	41.10	41.26	41.10	40.60
Public Transit Fund					
Rider Transit System	6.5	6.5	6.5	6.5	6.5
Wastewater Resources Fund					
Wastewaterlines Operations & Maintenance	31.81	31.81	32.98	32.81	32.31
Golf Course Fund					
Golf Course Operations (contract)	-	-	-	-	-
Aviation Fund					
Aviation Operations	47.5	51.5	51.5	51.5	52.5
Public Housing / Sec. 8 Vouchers Funds					
Public Housing Operations / Vouchers Program	13	13	14	14	14
Total	272.5	277.5	280.5	281.5	282.5
Total FTE All City Funds	1,150.2	1,198.2	1,237.7	1,244.0	1,252.0

Employees Per Capita

Information on employees per capita reflects how many employees are part of Team Concord in relationship to the overall population of Concord. This information helps demonstrate the City's ongoing commitment to excellent service delivery and conservative growth.





Deliver Efficient & Effective Government

The City of Concord will recruit and retain a highly talented, diverse workforce, and responsibly steward its resources.

- 1 Develop and adhere to existing recruitment and retention policies to ensure a highly talented team.
- 2 Provide robust learning and development opportunities by leveraging internal resources to promote career development.
- 3 Ensure financial stability of the City.
- 4 Forecast long-range operational costs for all programs and future capital needs.
- 5 Provide sustainable, streamlined and agile information technology services.
- 6 Achieve, maintain, and exceed industry standards and certifications.



Create Economic Opportunities for Individuals & Businesses

The City of Concord will encourage economic vitality through business expansion, job creation, and diverse housing development.

- 1 Support business expansion and job creation initiatives.
- 2 Expand housing choices.
- 3 Promote mixed-use economic development.



Promote a Safe & Connected City

The City of Concord will invest in services, programs, and infrastructure that improve safety and enhance mobility.

- 1 Enhance community safety through collaboration and technology.
- 2 Actively evaluate, plan, and invest in future mobility needs.
- 3 Improve mobility and connectivity for all.



Invest in Innovative & Sustainable Infrastructure

The City of Concord will be a leader in innovative and sustainable practices to maintain high-quality infrastructure.

- 1 Improve existing practices and develop new methods for resource conservation.
- 2 Implement industry best practices in design and operational procedures.
- 3 Monitor growth and maintain capacity of utilities and City facilities.
- 4 Evaluate the utilization of renewable energy.



Develop Unique Places & Destinations

The City of Concord will be a regional destination known for its distinctive parks and attractions, strong neighborhoods, and vibrant downtown.

- 1 Invest in being a destination for unique attractions.
- 2 Enhance the City's parks system.
- 3 Cultivate the Partnership for Stronger Neighborhoods Program.



Leverage Communication & Partnerships

The City of Concord will actively engage with internal and external stakeholders to accomplish its mission inclusively and effectively.

- 1 Build collaborations with regional stakeholders and media relationships.
- 2 Use technology to enhance communication with residents and employees.
- 3 Unify internal communications to strengthen public messaging.
- 4 Provide opportunities for community input.
- 5 Engage the public through educational programming and events.
- 6 Engage in regional, state, and federal partnerships.



Deliver Efficient & Effective Government

The City of Concord will recruit and retain a highly talented, diverse workforce, and responsibly steward its resources.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Develop and adhere to existing recruitment and retention policies to ensure a highly talented team.	Enhance the Workforce & Improve Hiring Efficiency by expanding outreach efforts and ensuring departments adhere to the City's structured interview process, hiring policies, and procedures.	Number of job fairs and outreach efforts	Semi-annually
	Accelerate Hiring For Key Positions by decreasing the average time-to-fill for critical roles by optimizing job postings and ensuring all departments initiate the interview process within 7 business days of the closing date.	Average number of days to fill critical positions	Semi-annually
		Percent of departments that initiate the interview process within 7 business days for critical positions	Semi-annually
	Improve Retention Rate by providing departmental action items based on exit interview analysis and implementing feedback from stay interviews.	Number of voluntary resignations	Annual
Provide robust learning and development opportunities by leveraging internal resources to promote career development.	Increase Employee Participation in Training: Achieve a 20% increase in employee participation in professional development programs and career development completion by offering in-house learning, development opportunities, and leveraging community training partnerships.	Number of employees that complete in-house learning opportunities	Annual
		Percent of employees that complete the Career Development program	Annual
	Develop a Leadership Pipeline.	Launch the STEP (Supervisor Training Experience Proficiency) program (Y/N)	Annual
		Number of employees that complete the STEP program	Annual
Ensure financial stability of the City.	Maintain strong bond ratings.	Bond ratings by Agency and type	Annual
	Maintain reserve levels according to reserve policy.	Reserves in compliance with policy (Y/N)	Annual
Forecast long-range operational costs for all programs and future capital needs.	Increase the frequency of general fund and utilities fund forecast updates from semi-annually to quarterly.	Number of updates to each forecast type by Finance	Annual
	Evaluate repetitive non-fleet capital purchases and work with departments to minimize year-to-year fluctuations in replacement costs.	Report out (Not Started/In-progress/Complete)	Annual
	Solid Waste fee: develop a set of operational costs directly tied to the fee and forecast out these costs.	Report out (Not Started/In-progress/Complete)	Annual
	Identify long-range Water capital project needs to resolve through master planning efforts.	Report out (Not Started/In-progress/Complete)	Annual
	Transition water treatment plants to a 10-year planning horizon on large maintenance and rehabilitation investments.	Report out (Not Started/In-progress/Complete)	Annual
	Ensure accurate park and greenway project cost projections through a partnership between Parks & Rec and Buildings & Grounds as part of the annual CIP development process.	Number of monthly meetings with B&G to evaluate projects, analyze cost of upcoming initiatives, and implement best practices for cost projection.	Quarterly
	Create and map all Parks assets to manage lifecycles and develop a replacement schedule.	Number of inventoried items added to asset inventory in 2025	Quarterly



Deliver Efficient & Effective Government

The City of Concord will recruit and retain a highly talented, diverse workforce, and responsibly steward its resources.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Provide sustainable, streamlined and agile information technology services.	Partnership between Finance, HR, and IT to select and implement a new Enterprise Resource Planning (ERP) software solution.	Report out (Not Started/In-progress/Complete)	Annual
	Increase cloud and virtualization utilization by the City.	Percent of infrastructure virtualized or migrated to cloud-based servers	Annual
	Improve User Satisfaction with IT services.	Percent of coworkers rating their satisfaction with IT as "Satisfied" or 4+ stars	Monthly
	Invest in new SCADA technology to provide better operations including real-time alerts for immediate response to devices outside their normal operating range and provide for a secure data environment.	Report out (Not Started/In-progress/Complete)	Annual
	Assure reliable water data transmission through a partnership with IT to upgrade network hardware components.	Report out (Not Started/In-progress/Complete)	Annual
	Invest in a robust AMI communication technology to leverage data transfer from additional field devices such as flow meters and pressure loggers.	Report out (Not Started/In-progress/Complete)	Annual
	Develop a robust and redundant fiber network to include fiber connectivity to new and existing City facilities.	Miles of City-owned fiber optic cables maintained.	Annual
Achieve, maintain, and exceed industry standards and certifications.	Maintain Triple Crown Status through GFOA awards for Annual Comprehensive Financial Report, Budget Book, and Popular Annual Financial Report.	Receive Triple Crown Award each year (Y/N)	Annual
	Consistently outperform industry standards for power reliability.	Customer Average Interruption Duration Index (CAIDI)	Annual
		System Average Interruption Duration Index (SAIDI)	Annual
		System Average Interruption Frequency Index (SAIFI)	Annual
	Maintain top performer status in the UNC Benchmarking Project compared to other Fleet departments across NC.	Percent of fleet availability up-time	Annual
	Adopt and implement ISO inspection schedule for Fire Marshals.	Maintain ISO Class 1 rating	Annual
		Report out on progress towards meeting standards	Annual
	Provide Incident Management Team (Emergency Management) training for coworkers.	Story report out about the program	Annual
		Number of deployable staff	Annual
		Number of credentialed staff	Annual
	Expand our internal Fleet training capacity.	Number of staff attending CDL training	Annual
		CDL pass rate on first test	Annual
		Number of staff who have taken Defensive Driving	Annual
Number of staff who have taken vehicle safety courses		Annual	



Deliver Efficient & Effective Government

The City of Concord will recruit and retain a highly talented, diverse workforce, and responsibly steward its resources.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Achieve, maintain, and exceed industry standards and certifications (continued).	Conduct two comprehensive HR compliance audits each year , covering FMLA, ADA, and FLSA, with a 100% resolution of identified issues to ensure compliance and minimize risk.	Number of audits conducted	Annual
		Percent of issues resolved	Annual
	Create ladder opportunities for career progression where feasible.	Report out regarding the addition of career ladder positions	Annual
	Encourage staff and departments to pursue and maintain industry certifications and accreditations.	Percent of CALEA standards met during annual review	Annual
		Successful annual renewal of CALEA accreditation on schedule without deficiencies (Y/N)	Annual
		Achieve NCLEA accreditation on schedule by end of calendar year 2025 (Y/N)	Annual
		Number of Police policy updates conducted each year to remain compliant with accreditation requirements	Annual
		Percent of HR employees with at least 1 relevant industry certification	Annual
		Earn the Area-Wide Optimization Program (AWOP) award	Annual
		Report out on a strategy to incentivize certain non-required industry certifications in Water	Annual
Percent of ASE accredited staff each year		Annual	
Number of staff that earn an additional ASE Accreditation	Annual		



Create Economic Opportunities for Individuals & Businesses

The City of Concord will encourage economic vitality through business expansion, job creation, and diverse housing development.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Support business expansion and job creation initiatives.	Support local businesses through the City Façade Grant program .	Number of applications processed annually	Annual
		Private sector dollars leveraged with façade grants	Annual
	Enhance job creation through active partnerships with existing and potential companies.	Investment tied to recruited companies	Annual
Expand housing choices.	Corban Avenue Tiny Home Project: partnership with WeBuild	Report out (Not Started/In-progress/Complete)	Annual
	Wilkinson Homes Repositioning Project	Report out (Not Started/In-progress/Complete)	Annual
	Improve Housing Choice Voucher landlord recruitment and education.	Percent growth in landlords participating in HCV	Annual
		Number of landlords attending workshops	Annual
	Develop a Strategic Repositioning Plan for the Public Housing Portfolio.	Report out (Not Started/In-progress/Complete)	Annual
Promote mixed use developments that enhance economic development.	Encourage mixed-use development.	Number of potential mixed-use projects	Annual
		Report out on acres, mixed-use components, walkability per project	Annual



Promote a Safe & Connected City

The City of Concord will invest in services, programs, and infrastructure that improve safety and enhance mobility.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Enhance community safety through collaboration and technology.	Establish a real-time connected public response network.	Report out (Not Started/In-progress/Complete)	Annual
	Communications will work closely with the Town of Harrisburg Fire Department on fire response plans /needs to ensure quality dispatch services.	Number of calls dispatched for the Town of Harrisburg Fire Department	Annual
	Continue collaborations with Urban Areas Security Initiative (UASI) members to deliver an advanced, reliable radio network that maintains interoperability.	Report out (Not Started/In-progress/Complete)	Annual
	Partner with City and County public safety agencies on the planning and development of a Joint Public Safety Training Facility (JPSTF).	Report out (Not Started/In-progress/Complete)	Annual
	Ensure that equitable services are received by all parties in auto-aid relationships.	Percent of aid received compared to aid given semi-annually	Semi-annual
		Report out (Not Started/In-progress/Complete)	Annual
	Establish replacement schedules for technology and communications components, including Communications Center consoles and the Cabarrus Radio System for Time Division Multiple Access (TDMA) capabilities.	Report out (Not Started/In-progress/Complete)	Annual
	Establish a department-specific replacement schedule for radio equipment based on monitoring the end-of-life notices.	Percentage of radios replaced as scheduled	Annual
	Analyze the City's existing telephone systems and providers to look for technology advancements to better keep City coworkers and citizens connected.	Report out on City telephone systems	Annual
	Conduct staffing study to ensure public safety ratios are accurate based on response needs.	Average number of calls answered per Telecommunicator	Annual
		Average number of calls dispatched per Telecommunicator	Annual
Report out on public safety staffing levels		Annual	
Develop an inclusive emergency response plan.	COMPLETED FY25 - Recently adopted City EOP based on 5-year update	Complete	
Seek public safety grant opportunities.	Report out on the status of Police grants	Annual	
Actively evaluate, plan, and invest in future mobility needs.	Create a Strategic Business Plan for Concord-Padgett Regional Airport (CPRA).	Report out (Not Started/In-progress/Complete)	Annual
	Update CPRA Federal Aviation Administration (FAA) Master Plan.	Report out (Not Started/In-progress/Complete)	Annual
	Leverage aircraft tracking data.	Report out (Not Started/In-progress/Complete)	Semi-annual
	Hold semi-annual meetings with tenants on progress on overall current projects.	Number of semi-annual meetings	Semi-annual
		Percent of tenants who attend each semi-annual meeting	Semi-annual



Promote a Safe & Connected City

The City of Concord will invest in services, programs, and infrastructure that improve safety and enhance mobility.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Actively evaluate, plan, and invest in future mobility needs (continued)	Survey tenants each year for feedback on semi-annual meetings.	Percent of tenants expressing satisfaction with the semi-annual meeting	Semi-annual
	Identify and fund greenway development and cross connect projects using the Park Reserve.	Number of parcels in the acquisition process	Annual
		Number of miles of secured easements/property for future greenway development	Annual
	Implement the OSCA (Open Space Connectivity Analysis).	Report out	Annual
	Use the Complete Streets Initiative to require multi-use path/side paths on development projects along corridors identified in the Comprehensive Transportation Plan and OSCA.	Number of projects developed using the Complete Streets Initiative	Annual
	Pedestrian & Bicycle Plan.	Number of gaps reduced in Comprehensive Transportation Plan	Annual
	Long Range Public Transportation Plan: Update the long range plan and use it to plan and implement mobility solutions.	Report out	Annual
	ADA Paratransit: Evaluate the number of Paratransit program applications received to determine system operational and budgetary demand.	Number of approved paratransit applications	Annual
		Number of applications for paratransit	Annual
Ridership: Evaluate stop-level and route-level ridership to determine system usage demands and opportunities for revised service options.	Percent change in ridership	Annual	
Improve mobility and connectivity for all.	On-Time Bus Performance: Track timeliness utilizing CAD/AVL platform.	On-time percentage of bus routes	Annual
	Bus Stop Amenities Program: Provide seating or shelters, and solar lighting where possible.	Percent of total bus stops with amenities	Annual
	ADA Transition Plan: Improve existing bus stops and build new bus stops to ADA standards according to Rider Transit's ADA Transition Plan.	Report out (Not Started/In-progress/Complete)	Annual
	Pedestrian Improvement Plan (PIP) Sidewalks.	Number of miles of sidewalk constructed	Annual
	Parks will partner with Transportation to identify PIP projects to enhance connectivity.	Number of PIP projects identified	Annual
	Improve signal corridor timing using the Traffic Management Center.	Number of signal corridors retimed and evaluated	Annual
	Implement ATSPM technology to monitor vehicle congestion and arrivals on red using the Traffic Management Center.	Percent of intersections with reduced congestion	Annual



Invest in Innovative & Sustainable Infrastructure

The City of Concord will be a leader in innovative and sustainable practices to maintain high-quality infrastructure.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Improve existing practices and develop new methods for resource conservation.	Identify high maintenance areas to naturalize to reduce inputs for mowing, labor, and/or fuel.	Square footage of land converted to native or protected status	Semi-annual
	Work toward a sustainable fleet through the replacement of gas/diesel vehicles with EVs/hybrids and the installation of charging stations.	Percent of total City vehicles replaced with EV and Hybrids	Annual
		Number of chargers installed per year	Annual
		Report out (Not Started/In-progress/Complete)	Annual
	Leverage the City's Sustainability Committee to educate staff and emphasize sustainable work practices.	Report out on the Sustainability Committee's progress its Vision, Mission, & Goals	Annual
		Number of Sustainability Committee members	Annual
		Number of departments represented on the Sustainability Committee	Annual
	Waste Diversion: Increase the diversion of waste materials from the landfill from 16% to 20%.	Percent of total waste diverted from the landfill	Semi-annual
Identify and reduce contamination in recycling using AI tools.	Percent of total collection points per route that are contaminated	Semi-annual	
Resource Conservation: Identify the items/design components that are either new methods of resource conservation or suggestions from the Sustainability Committee.	Report out on new methods of innovative design and construction	Annual	
Implement industry best practices in design and operational procedures.	Identify rooms/spaces where occupancy sensors can be installed to reduce energy waste in unoccupied spaces.	Number of room occupancy sensors installed	Semi-annual
	Identify and relamp light fixtures to LED where possible.	Number of light fixtures relamped	Semi-annual
	Material Resources: Identify the items/design components of City projects that can be reused or saved.	Report out on items and materials saved or reused on City projects	Annual
	Use design best practices to right-size projects for future needs.	Number of design studies done on replacement projects	Annual
	Use up-to-date technology for permitting, surveying, and design to increase efficiency and keep up with industry standards.	Report out (Not Started/In-progress/Complete)	Annual
	Clean and replace signs to ensure compliance with MUTCD standards.	Percent of signs treated to ensure compliance	Annual
	Research and pilot new paving treatments .	Report out (Not Started/In-progress/Complete)	Annual
	Implement asset management best practices in Water.	Percent of overall work activity associated with preventive/routine maintenance	Annual
Average expected lifespan of assets by asset class		Annual	
Average asset age		Annual	



Invest in Innovative & Sustainable Infrastructure

The City of Concord will be a leader in innovative and sustainable practices to maintain high-quality infrastructure.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Monitor growth and maintain capacity of utilities and City facilities.	Encourage use of bottle fillers at water fountains City-wide.	Number of bottles saved using City water fountains	Monthly
	Monitor Growth: assess capacity growth and track the number of active accounts.	Percent growth in active accounts	Annual
		Percent growth in capacity	Annual
	Implement industry best practices in Engineering operational procedures.	Report out (Not Started/In-progress/Complete)	Annual
	Develop a sewer allocation dashboard to visually view approved projects and available sewer capacity.	Report out (Not Started/In-progress/Complete)	Annual
	Track systemwide water use and production using AMI and plant data to better track and display water usage and availability.	Report out (Not Started/In-progress/Complete)	Annual
	Renewable Energy.	Required Renewable Energy Credits purchased	Annual
		Smart Electric Power Alliance (SEPA) kWh	Annual



Develop Unique Places & Destinations

The City of Concord will be a regional destination known for its distinctive parks and attractions, strong neighborhoods, and vibrant downtown.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Invest in being a destination for unique attractions.	Utilize current Comprehensive Master Plan feedback to determine Parks' programs, events, and activities.	Report out	Annual
	Coordinate community-wide initiatives through the establishment of a directory of inter-departmental, partner, and stakeholder representatives.	Report out (Not Started/In-progress/Complete)	Annual
		Number of partners & stakeholders in the directory	Annual
		Number of coordinated events	Annual
	Attract strong business to locate downtown.	Number of targeted recruitment efforts/partnerships with brokers and property owners	Annual
	Partner with Cabarrus Arts Council to increase programming at the Davis Theater over 2025 baseline.	Percent increase in the number of shows offered	Annual
	Establish an MSD at The Boulevards to create a unique identity for the corridor through art, landscaping, and branding.	Report out (Not Started/In-Progress/Complete)	Annual
Enhance the City's park system.	Create a maintenance cycle for facility systems within recreation centers, community rooms, playgrounds and shelters.	Report out (Not Started/In-progress/Complete)	Annual
	Update and promote consistent, visitor-friendly wayfinding.	Report out	Annual
	Plant milkweed at City facilities as part of participation in the Mayor's Monarch Pledge.	Number of milkweed plants planted	Annual
	Increase the number of trees planted in City parks.	Number of trees planted at City Park locations	Annual
Cultivate the Partnerships for Stronger Neighborhoods.	Increase the number of active neighborhoods participating in the program. Activities could be neighborhood matching grants, litter sweep, national night out, sign toppers, adopt a street or stream, Christmas parade float, or attendance by a City staff to present programming at a meeting.	Number of program benefits used by active neighborhoods	Annual
	Encourage National Night Out celebrations among recognized neighborhoods by increasing the number of events above 2024 baseline of 8.	Number of participating neighborhoods	Annual
	Equip City neighborhood liaisons to effectively partner with neighborhoods through information sharing, training and encouraging liaison attendance at neighborhood meetings.	Percent of City liaisons who attend at least 1 neighborhood meeting per year	Annual
	Use Neighborhood Matching grants to fund neighborhood improvement projects.	Total dollars of grant projects awarded	Annual



Leverage Communication & Partnerships

The City of Concord will actively engage with internal and external stakeholders to accomplish its mission inclusively and effectively.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Build collaborations with regional stakeholders and media relationships.	Partner with municipalities and local organizations to expand the reach of programming and informational campaigns.	Report out on partnerships	Annual
	Media relationships: track sentiment analysis of media coverage.	Percent of positive, negative, & neutral stories	Annual
Use technology to enhance communication with residents and employees.	Explore alternate methods of technology for improving communication externally with residents and internally with Team Concord.	Report out on options for technology for to communicate with residents, customers, and staff	Annual
	Ensure website is ADA compliant.	Report out (Not Started/In-progress/Complete)	Annual
	Service Delivery: Track average response and resolution time.	Percent of non-project related issues resolved within service level agreement (SLA) guidelines	Monthly
	Achieve at least 65% First Call Resolution (FCR) for non-project related issues within the next 12 months.	Percent first call resolution for non-project-related IT issues	Annual
	Create a process for updating the City's mass communication contact lists at least once per month within the next 6 months.	Number of internal and external customer contact lists updated	Monthly
	Expand the use of Cartology app to from 41.9% to 50% of residential Solid Waste customers by January 2027.	Percent of eligible Cartology addresses with notification sign-ups	Semi-annual
Unify internal communications to strengthen public messaging.	Centralize communication to the public through Public Affairs.	Report out (Not Started/In-progress/Complete)	Annual
	Maintain City Brand Standards through standard e-mail signatures and logo usage.	Report out (Not Started/In-progress/Complete)	Annual
	Improve communications between departments to increase awareness of impacts to the public via tools like Microsoft Teams.	Report out (Not Started/In-progress/Complete)	Annual
Provide opportunities for community input.	Encourage community participation and input through surveys using www.publicinput.com.	Total number of survey participants through publicinput.com	Annual
	Implement surveys pre/post events in Parks to measure attendee satisfaction and align future events with residents' needs.	Percent of attendees reporting their satisfaction as "very satisfied" per Parks event	Semi-annual
		Number of pre/post event surveys collected	Semi-annual
		Report out from Parks on pre/post event surveys	Annual
	Reinstitute the on-board survey program and provide passive survey opportunities for customers to provide feedback, whether at the Rider Transit Center or on-board Rider Transit vehicles.	Number of on-board Transit passive surveys collected	Annual
	Ensure a robust public participation during updates to the long-range public transportation plan with a goal of 3,000 inputs.	Number of total inputs received during the Long Range Public Transportation Plan	Annual
	Engage the community by hosting public meetings.	Number of resident workshops provided per GO Bond project	Semi-annual
		Number of attendees at resident workshops on upcoming GO Bond projects	Semi-annual
Number of public input sessions for Church Street Corridor Plan		Annual	



Leverage Communication & Partnerships

The City of Concord will actively engage with internal and external stakeholders to accomplish its mission inclusively and effectively.

Strategy	Tactic/Measurable/Target	Metric	Reporting Period
Engage the public through educational programming and events.	Seek ways to expand educational outreach and programing for residents of all ages.	Number of programs conducted for adults on waste reduction and water conservation	Annual
		Number of adult program attendees for programs offered through Public Affairs	Annual
		Number of Fire classes/courses offered to school-age residents	Annual
		Number of Fire classes/courses offered to senior residents	Annual
		Number of Fire classes/courses offered to Businesses and Industrial groups	Annual
		Number of community/civic events focused on development, area plans, and downtown attended by Planning staff	Annual
		Number of public-facing HR community workshops covering employment opportunities, resume writing, and City hiring practices.	Annually
		Number of people that attend community HR workshops	Annually
	Increase community awareness of City benefits & career opportunities.	Click rate/open rate of digital campaigns for recruiting	Annually
	Utilize the City's internship program.	Number of interns hired	Annually
Develop and provide accessible, inclusive Parks programs and implement seasonal programming.	Report out on accessible and inclusive Parks program development	Annual	
	Report out seasonal Parks programming on environmental education, technology through recreation, and cultural arts	Annual	
Engage in regional, state, and federal partnerships.	Enhance partnerships with local organizations to expand program delivery.	Report out	Annual



GENERAL FUND

SECTION CONTENTS



General Government

The support functions for the City, assisting other departments in their daily operations



Economic Development

The business and residential development function within the City.



Public Safety

The safety and security functions within the City.



Recreation & Culture

The recreational services and park facility functions in the City



Public Works

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

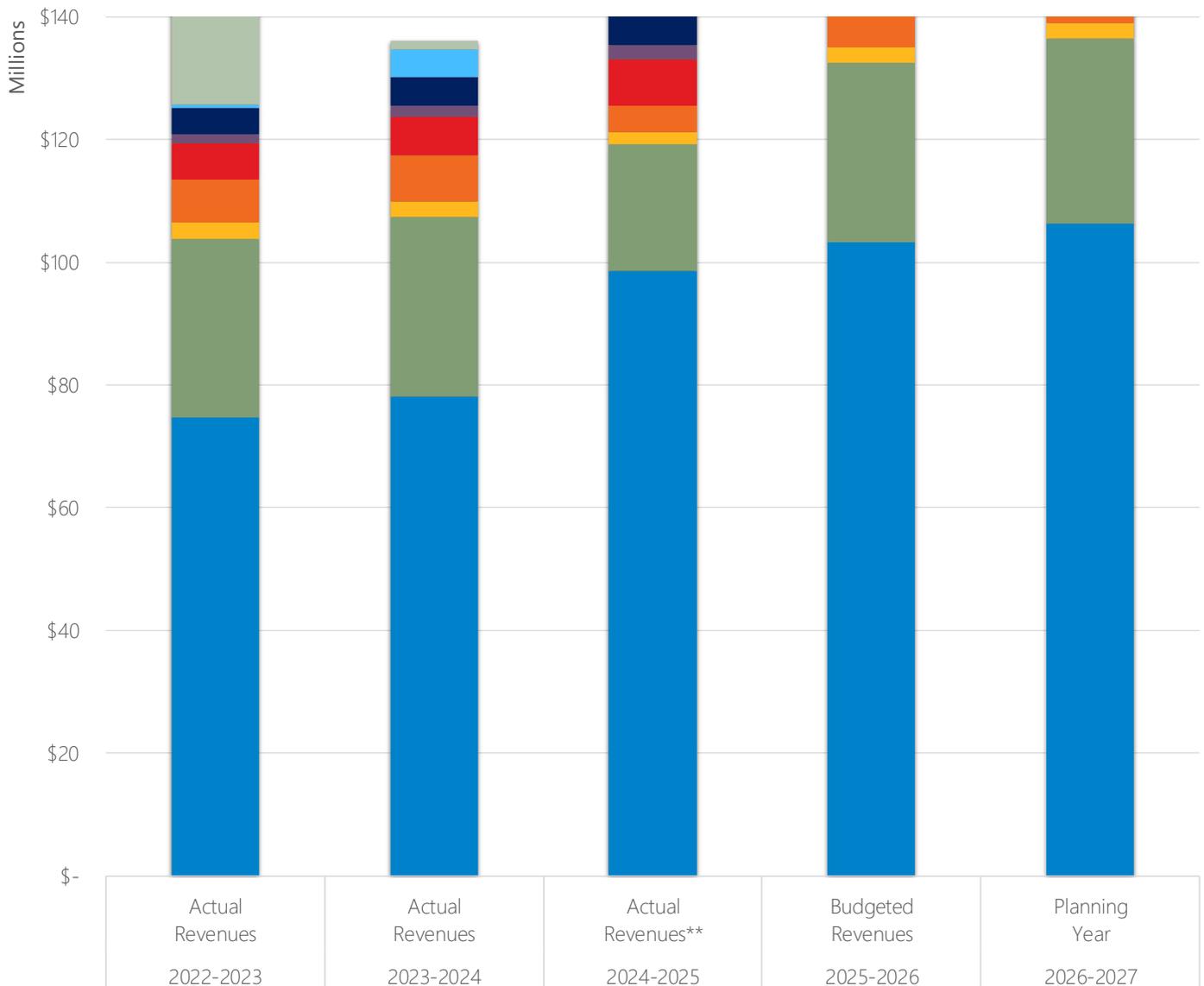
General Fund Revenue

	2022-2023 Actual Revenues	2023-2024 Actual Revenues	2024-2025 Council Approved*	2024-2025 Actual Revenues**	2025-2026 Budgeted Revenues	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 100							
Ad Valorem Taxes	74,769,280	78,079,615	97,226,285	98,566,923	103,205,623	62.30%	106,282,552
Sales Taxes	29,025,343	29,382,011	29,778,739	20,590,796	29,309,670	17.69%	30,154,235
Licenses	2,621,205	2,504,615	2,405,490	2,086,515	2,483,476	1.50%	2,483,476
Unrestricted Intergovernmental Revenue	7,003,819	7,523,432	7,195,810	4,344,123	8,165,356	4.93%	8,485,870
Restricted Intergovernmental Revenue	5,938,137	6,228,915	6,157,935	7,510,288	6,594,548	3.98%	6,594,548
Operating Revenues	1,424,206	1,720,923	1,600,792	2,287,119	1,847,469	1.12%	1,882,290
Other General Revenue	4,415,163	4,679,347	12,379,213	6,070,072	3,907,858	2.36%	3,907,858
Investment Earnings	522,522	4,643,798	2,500,000	4,489,729	2,000,000	1.21%	2,000,000
Transfers	19,247,865	1,349,835	-	-	8,135,000	4.91%	7,051,347
Total Revenues	\$ 144,967,540	\$ 136,112,491	\$ 159,244,264	\$ 145,945,564	\$ 165,649,000	100.0%	\$ 168,842,176

* as amended

**as of 5/20/2025

General Fund Revenues - 5 Years



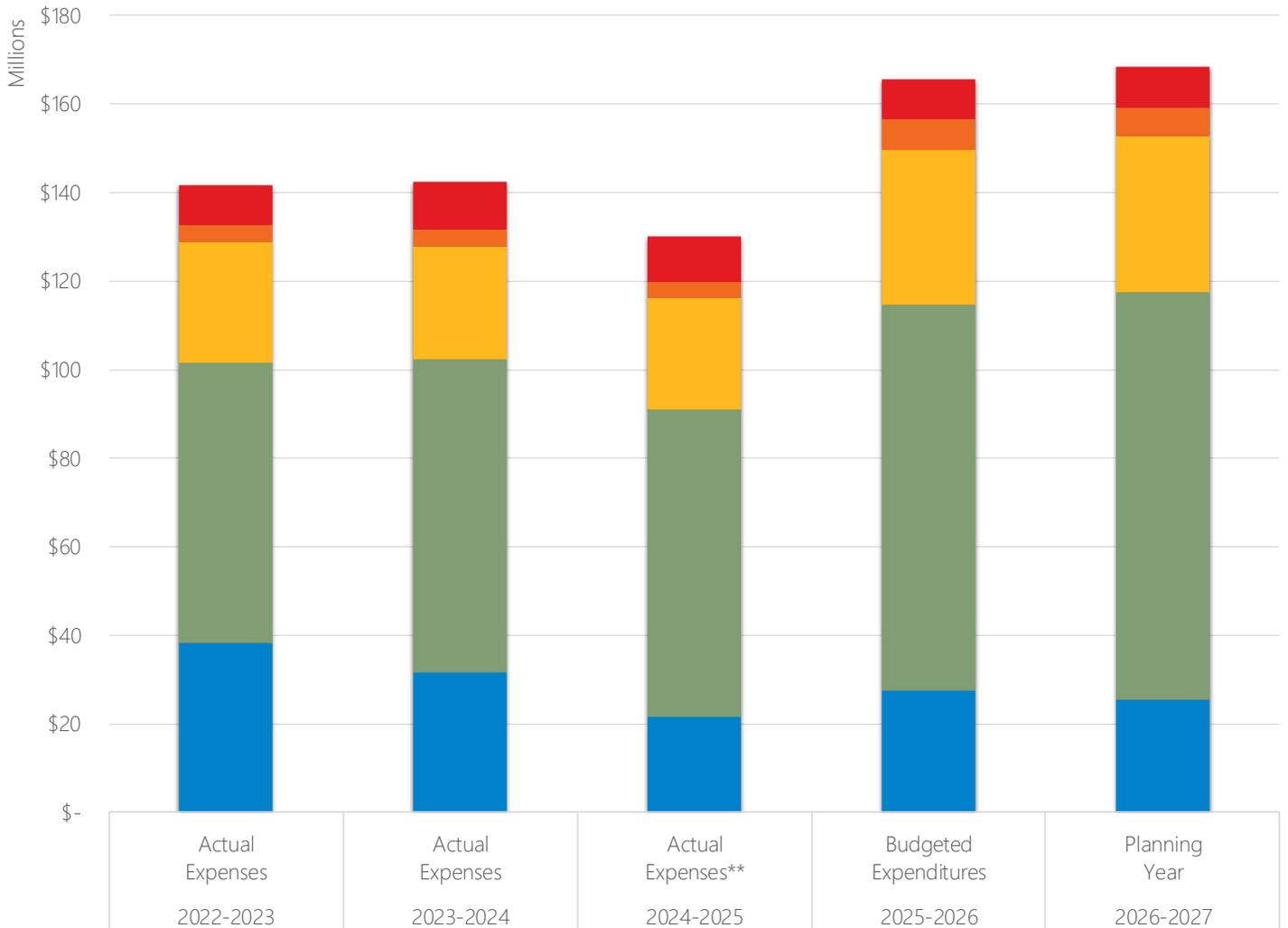
General Fund Expenditures

Functional Area	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Function	2026-2027 Planning Year
General Government	38,178,345	31,699,105	30,627,898	21,538,237	27,544,659	16.63%	25,463,667
Public Safety	63,260,601	70,739,475	83,670,130	69,595,967	86,995,133	52.52%	92,005,735
Public Works	27,388,210	25,269,997	28,214,899	25,110,814	35,030,471	21.15%	35,332,324
Economic Development	3,892,374	3,942,887	4,402,534	3,679,551	6,933,787	4.19%	6,388,158
Recreation & Culture	9,036,443	10,893,674	12,069,679	10,254,767	9,144,950	5.52%	9,342,146
Total Expenditures	\$ 141,755,973	\$ 142,545,139	\$ 158,985,139	\$ 130,179,337	\$ 165,649,000	100.0%	\$ 168,532,030

* as amended

**as of May 20, 2025

General Fund Expenditures - 5 Years

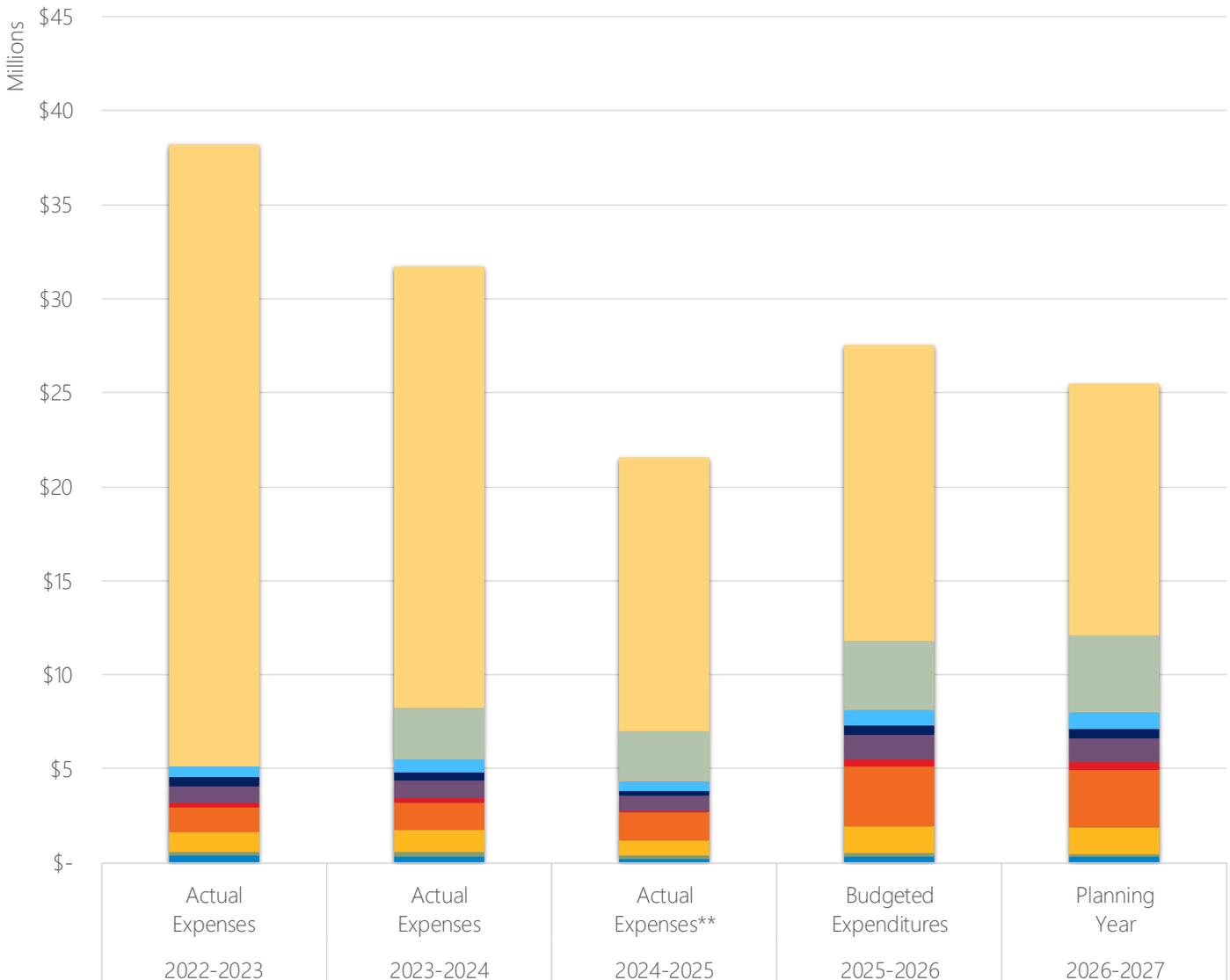


General Government Expenditures

Budget Unit (General Fund)	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Governing Body	381,421	343,633	321,370	185,271	340,702	1.2%	334,914
Public Services Administration	154,772	218,477	230,680	166,455	157,127	0.6%	105,034
City Manager's Office	1,086,196	1,183,818	1,425,776	816,907	1,408,500	5.1%	1,403,219
Human Resources	1,323,316	1,454,210	1,805,143	1,540,887	3,200,840	11.6%	3,110,599
Wellness Center	248,415	223,900	338,462	36,808	408,257	1.5%	408,257
Finance	887,477	946,953	1,142,857	818,627	1,274,381	4.6%	1,268,167
Tax	470,963	454,844	459,208	221,392	484,697	1.8%	502,918
Legal	546,127	661,817	668,140	510,193	818,317	3.0%	827,010
Information Technology	-	2,752,178	3,554,987	2,690,318	3,701,519	13.4%	4,141,841
Non-Departmental	33,079,658	23,459,276	20,681,274	14,551,379	15,750,319	57.2%	13,361,708
Total Expenditures	\$ 38,178,345	\$ 31,699,105	\$ 30,627,898	\$ 21,538,237	\$ 27,544,659	100.0%	\$ 25,463,667

* as amended

**as of 5/20/2025



Governing Body

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

Mission

The City of Concord enhances the quality of life by providing excellent service, planning for the future, and collaborating with our community.

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

22-23	23-24	24-25	25-26	26-27
8.00	8.00	8.00	8.00	8.00

FY 24-25 Major Accomplishments

- Supported the Concord United Committee.
- Adopted the newly developed City of Concord Strategic Plan.

Program & Strategy Enhancements

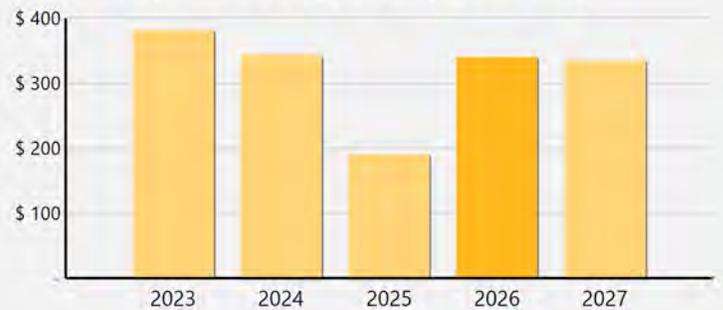
- Maintain a healthy fund balance and capital reserves while meeting necessary expenses on a pay-as-you-go basis.
- Provide funding and support for goals and strategies of the newly developed City of Concord Strategic Plan.
- Support the Concord United Committee to promote diversity, equity, and inclusion within the City.

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4110	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	192,532	186,648	163,677	173,078	177,978	183,973
Operations	382,771	283,298	261,265	215,618	250,631	234,536
Debt Service	136,581	136,826	136,848	21,922	136,648	136,670
Cost Allocations	(330,463)	(263,140)	(240,420)	(220,376)	(224,555)	(220,265)
Total Expenditures	381,421	343,633	321,370	190,242	340,702	334,914

*as amended

**as of 5/20/2025

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
 - Promote a safe work environment for all public works employees

FTE Summary

22-23	23-24	24-25	25-26	26-27
1.00	1.00	1.00	1.00	1.00

- FY 24-25 Major Accomplishments**
- Began construction of the new Fleet facility.
 - Replaced HVAC units at the Brown Operations Center (BOC) Administration building.
 - Completed precast panel caulking of joints on all BOC buildings.
 - Upgraded computers and kiosks that are used by employees at the BOC.
 - Repaired the front entrance gate at the BOC and performed maintenance on the parking lot.

- FY 25-26 Budget Highlights**
- Oversee the construction of the new Fleet facility, the demolition of the old fuel stations, and the installation of an automated carwash.
 - Replace HVAC units in the BOC Administration and Operations buildings.
 - Continue maintenance to the BOC parking lot.
 - Replace BOC generator displays.

- FY 26-27 Planning Year Goals**
- Make repairs to the Salt Shed.
 - Install a new gate at the upper laydown yard.
 - Replace HVAC units in the BOC Operations/Warehouse building.
 - Continue parking lot maintenance at the BOC.

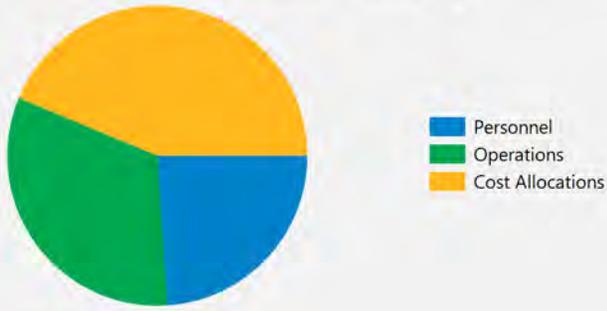
- Program & Strategy Enhancements**
- Continue to implement personnel expansions to increase efficiency, improve operational safety, and bring supervisor to subordinate ratios into the recommended span of control.
 - Focus on personnel development and mentorship to plan for future growth, succession planning, and employee development.

Performance Summary

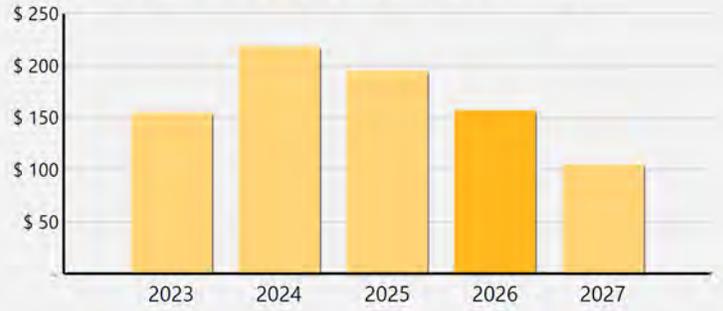
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Effective & Efficient City Government	Support & Direction	Provide quality customer service to City departments, citizens, and the development community a timely manner to expedite the delivery of infrastructure and planning services.	% of performance objectives achieved by infrastructure and development departments	85%	55%	80%	80%
			Total number of recordable injuries for Public Works coworkers	23	16	30	20
			% of Public Works coworkers that complete the Career Development program requirements	New Measure	New Measure	100%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4115	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	206,660	222,103	276,327	248,115	299,324	296,772
Operations	334,844	390,117	429,066	377,974	404,012	168,597
Debt Service	149,332	-	-	-	-	-
Cost Allocations	(536,064)	(393,744)	(474,713)	(430,945)	(546,209)	(360,335)
Total Expenditures	154,772	218,477	230,680	195,144	157,127	105,034

*as amended

**as of 5/20/2025

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, economic, and effective manner. Keep our residents 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

FTE Summary

22-23	23-24	24-25	25-26	26-27
9.00	9.50	9.50	8.50	8.50

FY 24-25 Major Accomplishments

- Implemented the City's Strategic Plan.
- Continued social media efforts to inform citizens and business owners of downtown Streetscape updates.
- Provided monthly updates regarding the downtown Streetscape and Parks & Recreation Bond information to the Mayor and Council at public City Council meetings, which are live streamed on the City's YouTube channel.

FY 25-26 Budget Highlights

- Conduct the biannual survey to gather feedback from residents on many topics related to living in Concord and their perceptions of key City services.
- Continue to expand the Partnership for Stronger Neighborhoods Program by engaging inactive neighborhoods and recruiting new neighborhoods into the program.
- Continue social media communication efforts for the public on all social media outlets.

FY 26-27 Planning Year Goals

- Utilize the Strategic Plan to inform capital planning processes and the development of future budgets.

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.

Performance Summary

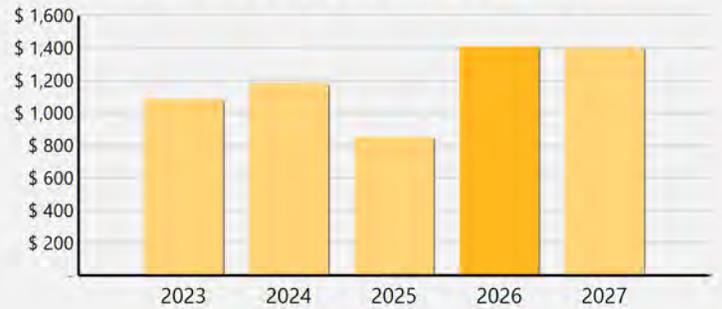
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Communications & Partnerships	Public Affairs	Provide quality, comprehensive, and timely information to the public and City neighborhoods on major events/issues and projects in Concord; develop community outreach opportunities; create environmental stewardship within the community and organization; and foster clear communication and productive relationships between City government and citizens.	Concord 101 program graduation rate	New Measure	New Measure	New Measure	98%
			Public Safety Academy program graduation rate	New Measure	New Measure	New Measure	N/A
			City Link Newsletter Open Rate	New Measure	New Measure	60%	50%
			# of social media followers on City social media accounts	New Measure	New Measure	New Measure	N/A
Effective & Efficient City Government	Coordination of City Departments	Provide timely and accurate information to City departments for effective use of City resources.	% of citizens rating of overall satisfaction with City services (Biennial Survey)	N/A	94%	N/A	95%
	Records	Provide accurate notification of public meetings, prepare and maintain all Statutes and Ordinances, and compile and disseminate City Council minutes in a timely manner.	% of draft regular meeting minutes ready for adoption by next month	100%	100%	100%	100%
Unique Places & Destinations	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 recognized neighborhoods that are active	New Measure	New Measure	76%	80%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4120	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,353,178	1,543,300	1,755,637	1,432,577	1,754,802	1,773,405
Operations	311,150	272,460	380,330	203,051	335,178	307,189
Debt Service	139,650	139,901	139,923	22,414	139,719	139,741
Cost Allocations	(717,783)	(771,842)	(850,114)	(806,234)	(821,199)	(817,116)
Total Expenditures	1,086,196	1,183,818	1,425,776	851,808	1,408,500	1,403,219

*as amended

**as of 5/20/2025

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.

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
- Compensation & Benefits Administration
- Employee Relations
- Worker's Compensation
- Recruitment & Retention
- Safety & Training
- Policy Development
- General Liability Insurance Management
- Occupational Health & Wellness

FTE Summary

22-23	23-24	24-25	25-26	26-27
13.00	13.00	13.00	14.00	14.00

FY 24-25 Major Accomplishments

- Developed the S.T.E.P. (Supervisors Training Enrichment Proficiency) Program, which covers organizational policies, fosters the development of interpersonal and leadership abilities, and provides hands-on experience through job shadowing opportunities for future supervisors.
- Successfully filled the Learning & Development Analyst position to address Citywide training needs while ensuring robust learning and development services and advancing training initiatives remained a focal point.
- Introduced a new claims management approach by establishing quarterly meetings with leadership that give updates and insights into claim details to enhance oversight and decision-making.
- Overhauled and expanded the First Aid and CPR Training Program, delivering multiple Citywide sessions to enhance certification rates and ensure internal compliance with safety standards.
- Implemented targeted recruitment strategies to address challenges in filling hard-to-fill positions, focusing on specialized outreach, candidate engagement, and streamlined hiring and onboarding processes.

FY 25-26 Budget Highlights

- Maintain a competitive compensation plan and a comprehensive employee benefits package to effectively attract, engage, and retain top talent within the organization.
- Consistently evaluate and identify potential risks that could impact the organization's reputation, safety, security, or financial stability, implementing proactive strategies to mitigate these challenges.
- Select a vendor to implement an ERP (Enterprise Resource Planning) system to eliminate data duplication, streamline applicant tracking, onboarding and employee performance management data using a centralized system.

FY 26-27 Planning Year Goals

- Implement a HRIS (Human Resource Information System) as a part of the larger ERP project.
- Enhance the exit interview process to effectively analyze and leverage feedback, enabling the development of targeted strategies to reduce turnover and improve employee retention.

Program & Strategy Enhancements

- Continue to prioritize continuous learning by offering formal HR-related training and implementing the S.T.E.P. Program to promote upward mobility and foster ongoing leadership development skills across the organization.
- Continue to explore and implement innovative strategies that attract, engage, and retain top talent, fostering a dynamic and competitive workforce to drive the organization's ongoing success.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Effective & Efficient City Government	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	60	60	56	52
	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	15%	59%	5%	100%
	Employee Relations	Encourage and provide a thorough and streamlined grievance process to review issues fairly and expediently	% of grievances resolved at department level	75%	75%	N/A	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	54	50	41	70
			Turnover Rate	16%	4.7%	2.9%	N/A
	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	16	N/A	20	19
	Worker's Compensation Program	Ensure a thorough review and correct processing of related claims	# of Worker's Compensation Injuries	42	40	8	N/A

Budget Charts



Budget By Category

Budget Unit #: 4125	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,238,181	1,444,284	1,701,877	1,606,777	2,002,403	2,027,631
Operations	571,954	577,953	738,383	825,363	2,353,391	2,200,215
Debt Service	147,323	147,587	147,611	23,646	147,395	147,419
Cost Allocations	(634,143)	(715,615)	(782,728)	(761,646)	(1,302,349)	(1,264,666)
Total Expenditures	1,323,316	1,454,210	1,805,143	1,694,139	3,200,840	3,110,599

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
Contract	Contract	Contract	Contract	Contract

Major Accomplishments and Performance Goals

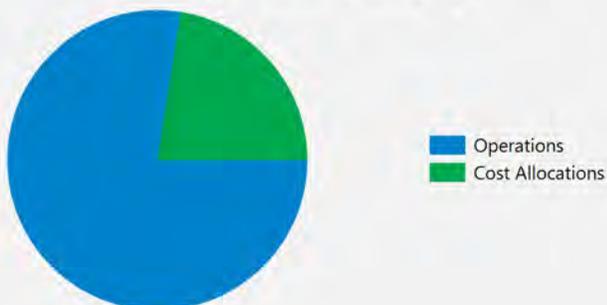
- Begin offering in-person Employee Assistance Program (EAP) sessions 1 day per week.
- Develop and promote additional wellness initiatives to engage coworkers and potentially reduce health care costs through the following services: Nutrition, Weight Loss, Diabetes Management, Breast Cancer Awareness, Heart Health, Cancer Prevention, Stress Management, & Wellness Visits.
- Continue to utilize medical plan data to customize wellness programming and training to improve employee health and wellbeing.

Performance Summary

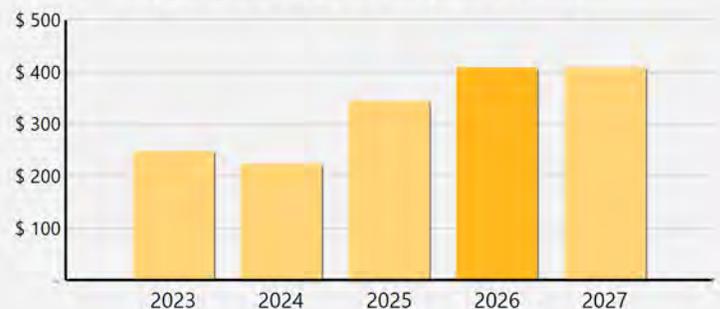
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Customer Service	Enhance the level of customer service provided to coworkers by providing cost saving alternatives.	# of patient visits at the Employee Wellness Center	3,409	2,021	871	2,000
	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)	82	116	61	20

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4126	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	321,863	332,275	506,151	499,138	575,010	575,010
Cost Allocations	(73,448)	(108,375)	(167,689)	(153,606)	(166,753)	(166,753)
Total Expenditures	248,415	223,900	338,462	345,533	408,257	408,257

*as amended

**as of 5/20/2025

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
- Strategic Planning
- Investments & Debt Management
- Transparency

FTE Summary

22-23	23-24	24-25	25-26	26-27
15.00	15.00	15.00	16.00	16.00

FY 24-25 Major Accomplishments

- Reviewed responses from RFP for an Enterprise Resource Planning (ERP) system in conjunction with Human Resources and other City departments. Contracted with selected an ERP vendor to begin implementation process.
- Updated processes to comply with new requirements from the Governmental Accounting Standards Board (GASB) regarding compensated absences.
- Awarded the Triple Crown by the Government Finance Officers Association for receiving the Certificate of Achievement in Financial Reporting, the Popular Annual Financial Report, and Excellence in Budgeting Awards.

FY 25-26 Budget Highlights

- Move into implementation phase of the ERP project to convert Finance and HR systems to the selected solution.
- Hire an Executive Assistant to help the department with administrative duties.
- Implement a new budgeting software that aligns with the selected ERP solution.
- Report out on the first year of progress with the City's Strategic Plan.

FY 26-27 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

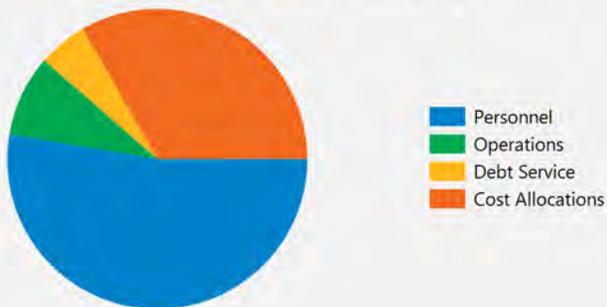
- The Grants Team will continue to maintain compliance in monitoring and reporting.
- Budget ensures that financial requests made in the budget process align with Council priorities through innovative and streamlined processes to increase efficiency and effectiveness.
- Accounts Payable reviews monthly 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

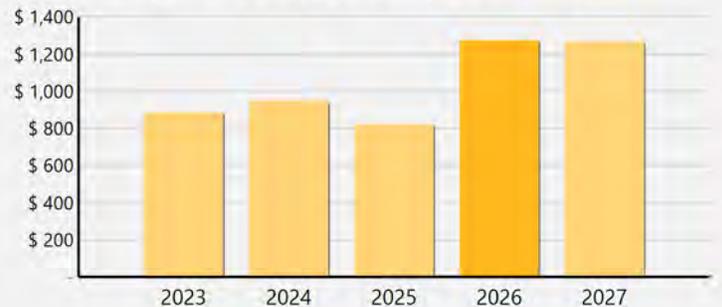
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Communications & Partnerships	Budget & Performance	Provide timely and accurate budget and performance information to the Mayor/City Council, management, department directors, external agencies, and the public to maintain effective use of City resources.	# of Civic Ed presentations given to 3rd grade students on the City's budget	New Measure	16	19	N/A
			# of 3rd grade students that attend a Civic Ed presentation on the City's budget	New Measure	855	787	N/A
Effective & Efficient City Government	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	2.01%	1.88%	2%	5%
			% of Bank Reconciliations completed within 25 days of statement generation	New Measure	0%	86%	95%
	Accounts Payable	Provide accurate and timely issuance of payments to vendors to maximize the City's cash flow position.	% of invoices paid late due to Accounts Payable delay	New Measure	11.92%	0.28%	5%
			% of vendor payments made electronically	New Measure	75.73%	80%	75%
			% of invoices paid late due to department-related delay	New Measure	0.04%	57.76%	5%
	Payroll	Provide accurate and timely payments to City employees to comply with the City's compensation plan.	% of off-cycle payroll checks (Inverse of Payroll Accuracy Rate)	New Measure	0%	0%	0%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4130	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,379,937	1,478,741	1,781,376	1,578,968	2,006,604	2,133,801
Operations	269,714	287,182	289,142	290,382	332,924	192,371
Capital Outlay	12,819	-	-	-	-	-
Debt Service	202,570	202,933	202,966	32,513	202,669	202,702
Cost Allocations	(977,563)	(1,021,903)	(1,130,627)	(1,079,735)	(1,267,816)	(1,260,707)
Total Expenditures	887,477	946,953	1,142,857	822,127	1,274,381	1,268,167

*as amended

**as of 5/20/2025

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, and Heavy Equipment Rental Tax
- Cemetery Record Maintenance

FTE Summary

22-23	23-24	24-25	25-26	26-27
1.00	1.00	1.00	1.00	1.00

Major Accomplishments and Performance Goals

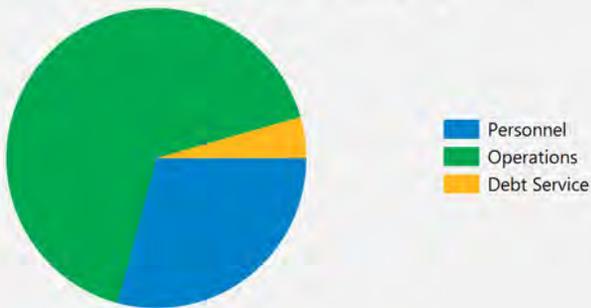
- Ensure communication is shared with funeral homes explaining the burial process and required documents.
- Provide an online cemetery payment portal for customer use.

Performance Summary

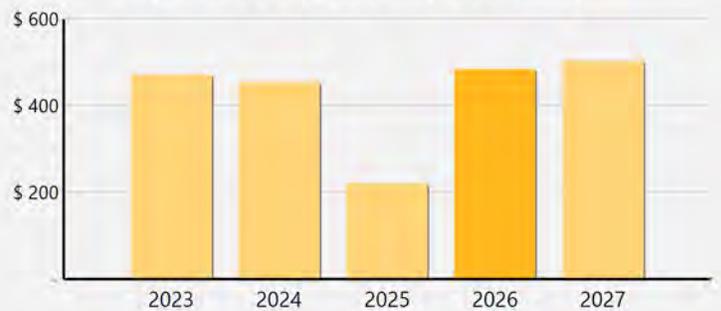
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Billing & Processing of Tax Bills	Provide low-cost Tax Division services to maximize use of resources required to service the City's taxpayers.	% of Malt Beverage/Wine Licenses Collected	90%	96%	N/A	95%
	Revenue Collection	Provide accurate and timely reporting of revenue collections to management team.	Timely reporting & recording of Tax Revenue by Agenda deadline	100%	100%	100%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4140	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	103,979	113,407	125,739	112,105	141,481	143,425
Operations	332,842	319,760	311,773	105,688	321,721	337,994
Debt Service	21,485	21,523	21,527	3,448	21,495	21,499
Cost Allocations	12,658	155	169	150	-	-
Total Expenditures	470,963	454,844	459,208	221,392	484,697	502,918

*as amended

**as of 5/20/2025

Legal

Fund: 100 - General Fund *Functional Area:* General Government *Budget Unit:* 4150 - Legal

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

22-23	23-24	24-25	25-26	26-27
6.00	6.00	6.00	6.00	6.00

FY 24-25 Major Accomplishments

- Represented the City in litigation matters, including code enforcement, personnel, workers compensation, civil rights cases, eminent domain, collections, contracts, and bankruptcies.
- 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.
- Demonstrated a strong commitment to providing quality, responsive services.
- Identified the goals and objectives of City Council.
- Provided high quality, cost-effective legal advice and services to City Council and City departments.
- Sought justice and enhanced public safety through the effective enforcement of law.

FY 25-26 Budget Highlights

- Begin a City Council-directed Affordable Housing acquisition program.

FY 26-27 Planning Year Goals

- Continue the City Council-directed Affordable Housing acquisition program.

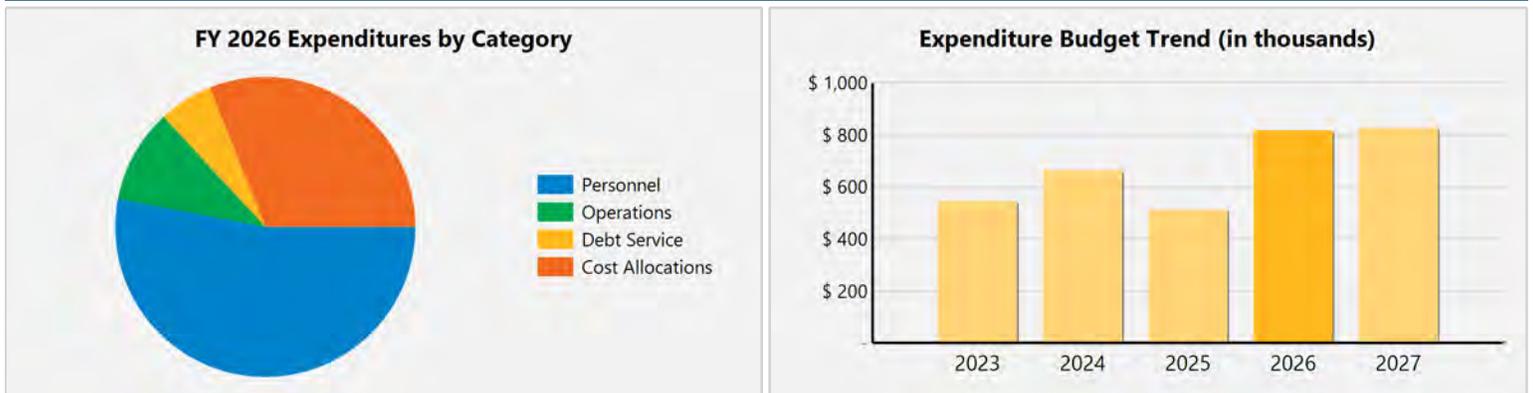
Program & Strategy Enhancements

- 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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Effective & Efficient City Government	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	1	1	1	1
	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	100%	100%	100%	100%
	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	92	31	41	N/A

Budget Charts



Budget By Category

Budget Unit #: 4150	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	813,411	894,833	1,005,346	933,143	1,143,255	1,156,639
Operations	138,199	223,447	121,458	93,614	218,695	221,095
Debt Service	125,839	126,064	126,085	20,197	125,900	125,921
Cost Allocations	(531,322)	(582,528)	(584,749)	(535,887)	(669,533)	(676,645)
Total Expenditures	546,127	661,817	668,140	511,068	818,317	827,010

*as amended

**as of 5/20/2025

Information Technology

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

Mission

Our mission is to provide leadership, technology, and process solutions that foster City government business and functional requirements. To provide leadership in IT and GIS procurement of hardware, software, and services to maximize value. To enhance communications, collaboration, and the flow of information. To provide the public, access to City services and information in an efficient manner.

Vision

Our vision is to implement technology that allows City departments to function more efficiently, while providing for the security and integrity of City systems and data.

Major Services Provided

- Network infrastructure design, installation, and maintenance
- Cybersecurity and network firewall maintenance
- Core IT infrastructure upgrades
- IT Support Service Desk
- Computer hardware and software procurement, installation, and maintenance
- Technology project management and consulting

FTE Summary

22-23	23-24	24-25	25-26	26-27
-	16.00	18.00	18.00	18.00

FY 24-25 Major Accomplishments

- Upgraded City Hall Council Chambers with smart room technologies.
- Deployed a cloud-based backup system for Microsoft 365 software.
- Implemented ReciteME portal web accessibility scoring platform for City websites for regulatory compliance.

FY 25-26 Budget Highlights

- Begin work on upgrading SCADA technology for the Water department, including firewall upgrades for water treatment plants and vulnerability scanning across the Water SCADA network.
- Work with the Finance and Human Resources departments to begin the implementation of a new ERP software that will make processes in both departments more efficient.
- Upon completion of the new Fleet Facility, IT staff will work to bring the new facility online.
- Support the Water and Electric departments in the implementation of new AMI technologies for both departments.

FY 26-27 Planning Year Goals

- IT staff will begin working on a complete redesign and overhaul of the City's website.
- Consolidate web domains for Emergency Communications, Police, and Fire with the main City domain.

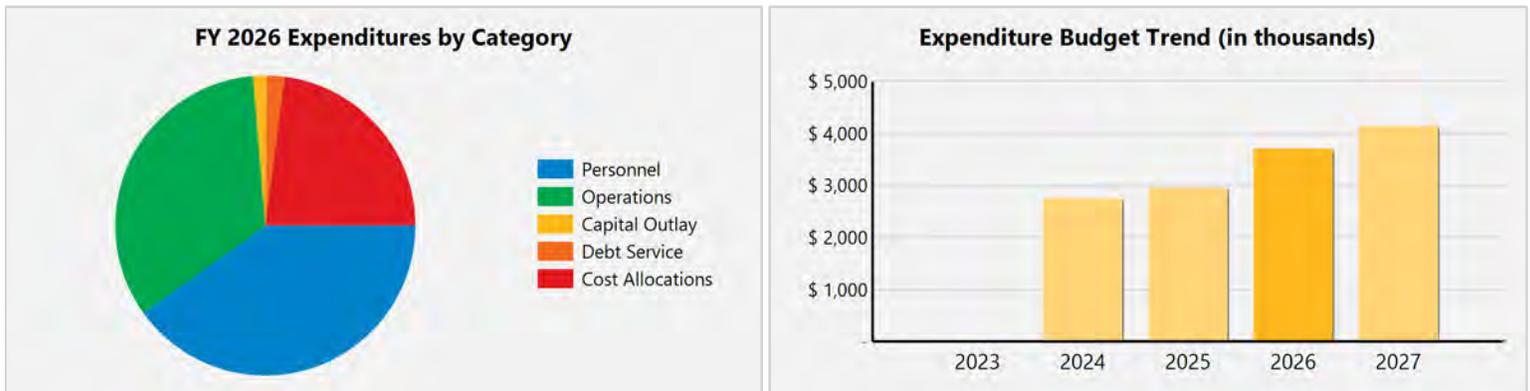
Program & Strategy Enhancements

- Consolidate GIS technology services for all City departments. This allows us to consolidate our data, standardize our software and licensing requirements, and eliminate unnecessary department specific expenditures supporting stand alone systems.
- Provide preventive maintenance programs to ensure high network availability, including capital replacements of network switches and physical servers nearing end of life.
- Continue with cybersecurity enhancements and training.
- Allocate staff resources to meet increasing demand for service requests.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Cyber Security	Provide protection to and training for how to protect coworkers and City-owned information technology assets.	# of Inbound Emails	New Measure	1,109,453	1,431,426	1,800,000
			# of Email Threats	New Measure	841,687	404,592	N/A
			% of Inbound Emails Blocked Due to Content	New Measure	15%	28%	33%
Effective & Efficient City Government	Computer Hardware & Software Support	Provide the highest level of computer services to City computer users to minimize downtime and disruptions and maximize employee productivity.	# of Closed Service Calls	New Measure	5,142	2,975	3,000
			First Contact Resolution Rate	New Measure	53%	36%	75%
			% of customer service surveys with ratings of 4 stars or better	New Measure	99%	100%	100%
	Cyber Security	Provide protection to and training for how to protect coworkers and City-owned information technology assets.	# of Coworkers Attending Trainings	New Measure	16	11	N/A
			# of cybersecurity tabletop exercises held	New Measure	1	1	N/A
			# of cybersecurity awareness trainings offered to coworkers	New Measure	109	79	N/A

Budget Charts



Budget By Category

Budget Unit #: 4160	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	-	1,799,840	2,431,411	2,105,857	2,741,825	2,777,198
Operations	-	1,589,386	2,123,453	2,189,500	2,300,005	2,895,585
Capital Outlay	-	161,302	330,845	43,979	100,000	100,000
Debt Service	-	130,676	130,698	20,936	130,506	130,528
Cost Allocations	-	(1,389,027)	(1,632,134)	(1,549,776)	(1,570,817)	(1,761,470)
Transfers	-	460,000	-	-	-	-
Non-Operating Expenses	-	-	170,713	141,503	-	-
Total Expenditures	-	2,752,178	3,554,987	2,952,000	3,701,519	4,141,841

*as amended

**as of 5/20/2025

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.

FTE Summary

22-23	23-24	24-25	25-26	26-27
-	-	-	-	-

Budget Charts



Budget By Category

Budget Unit #: 4190	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	15,952	42,210	300,000	-	-	-
Operations	3,977,811	2,209,642	1,884,687	1,826,557	704,173	586,623
Capital Outlay	-	-	-	7,540	-	-
Cost Allocations	407,082	639,913	818,851	765,034	5,100	5,952
Transfers	28,377,311	11,057,810	16,755,811	11,938,640	14,619,926	12,048,013
Other Financing Uses	(97)	-	-	-	-	-
Non-Operating Expenses	301,599	9,509,701	921,925	97,960	421,120	721,120
Total Expenditures	33,079,658	23,459,276	20,681,274	14,635,730	15,750,319	13,361,708

*as amended

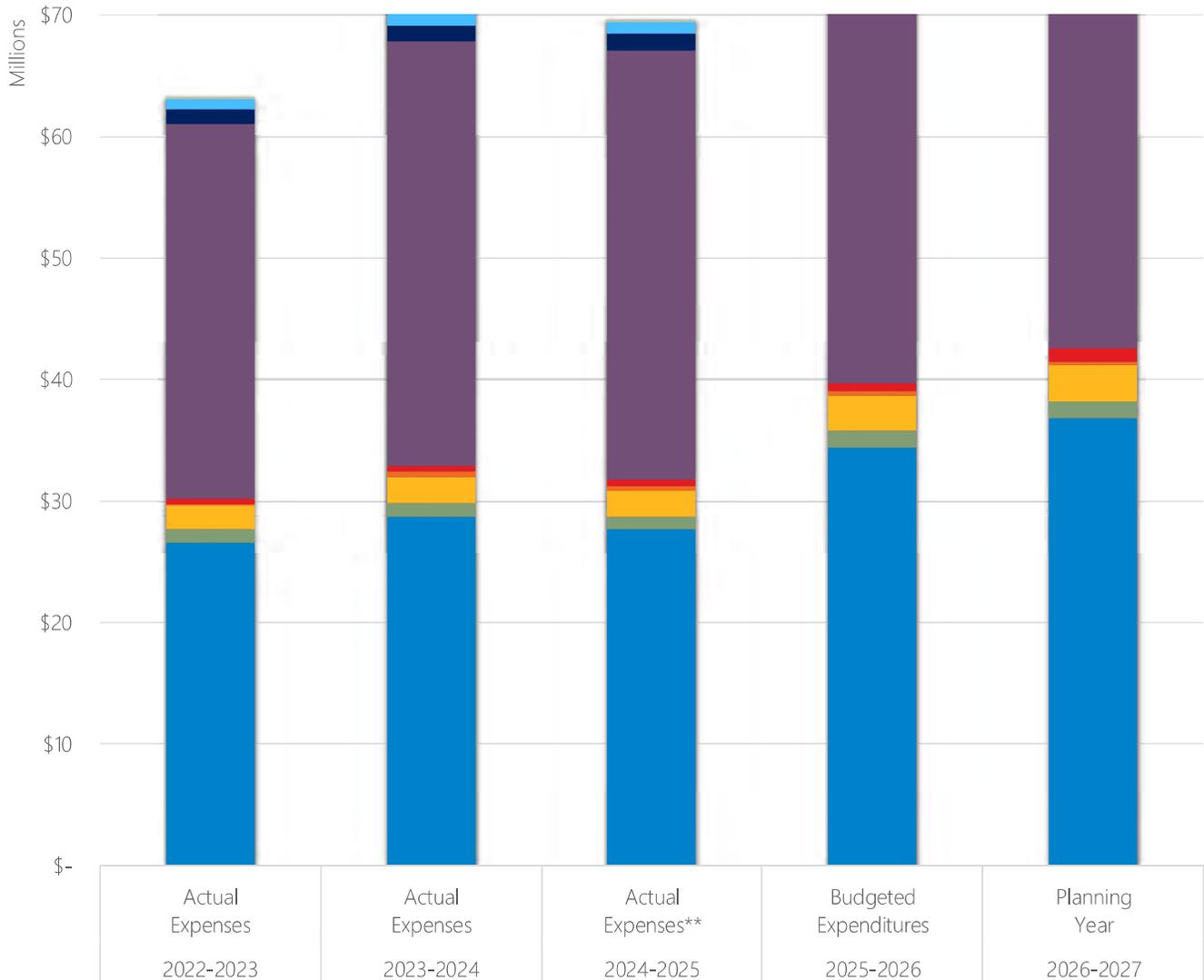
**as of 5/20/2025

Public Safety Expenditures

Budget Unit (General Fund)	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Police	26,539,044	28,660,511	32,866,554	27,677,729	34,393,482	39.5%	36,781,140
Code Enforcement	1,119,520	1,167,842	1,327,189	1,064,829	1,408,990	1.6%	1,430,088
Emergency Communications	1,935,796	2,169,347	2,773,019	2,109,401	2,906,599	3.3%	2,945,331
Fiber Network Management	152,238	434,368	760,357	414,388	318,601	0.4%	328,826
Radio Shop	467,010	509,160	675,389	485,741	712,722	0.8%	1,056,652
Fire	30,843,566	34,901,909	42,456,590	35,337,188	44,214,385	50.8%	46,388,330
Fire Prevention	1,148,179	1,258,750	1,589,577	1,372,740	1,725,875	2.0%	1,745,280
Fire Training	878,367	1,310,363	1,007,913	964,750	1,094,572	1.3%	1,113,694
Emergency Management	176,882	327,225	213,543	169,201	219,907	0.3%	216,394
Total Expenditures	\$ 63,260,601	\$ 70,739,475	\$ 83,670,130	\$ 69,595,967	\$ 86,995,133	100.0%	\$ 92,005,735

* as amended

**as of 5/20/2025



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.

Core Values

Competence | Courage | Integrity | Leadership | Respect | Restraint

Major Services Provided

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

FTE Summary

22-23	23-24	24-25	25-26	26-27
226.92	227.00	228.96	232.96	232.96

FY 24-25 Major Accomplishments

- Replaced damaged ballistic windows on the executive hall.
- Replaced SWAT ballistic vests that were expiring.
- Utilized state and federal grant money to purchase and implement Rapid DNA and National Integrated Ballistic Information Network (NIBIN) programs.
- Created a Civilian Traffic Crash Investigator position. This position provides non-emergency services to the community that are essential to motorist and roadway safety, such as vehicle crash investigations involving property damage only, assistance to stranded motorists, traffic direction, and special events assistance.

FY 25-26 Budget Highlights

- Add four Patrol Officers to increase staffing in the Center City patrol area.
- Replace golf carts that are nearing end of life with "All Terrain Style" vehicles to be used to help secure outdoor events such as NASCAR and ZMAX racing events and music events where we have to patrol non paved parking lots and campgrounds.
- Continuation of a plan to utilize over hire authority (or "double-slotting") as a mechanism to assist in maintaining a 95% or higher sworn staffing level. Officers with no prior experience require approximately 14 months of training from their hire date before being capable of performing in a solo environment. By proactively hiring officers using over hire authority, the department will be able to temporarily increase its "deployable strength" and effectively condense the 14-month training window.
- Purchase and train one additional canine to give the department a total of four, one for each geographic patrol district.

FY 26-27 Planning Year Goals

- Prepare for an increase to the Axon Officer Safety Plan contract amount.
- Continuation of a plan to utilize over hire authority (or "double-slotting") as a mechanism to assist in maintaining a 95% or higher sworn staffing level. Officers with no prior experience require approximately 14 months of training from their hire date before being capable of performing in a solo environment. By proactively hiring officers using over hire authority the department will be able to temporarily increase its "deployable strength" and effectively condense the 14-month training window.

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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Safe & Connected City	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	1,235	1,206	621	1,250
			Average monthly staffing level	91%	90%	94%	95%
			Part I crimes per 1,000 population	10.75	11	6.1	30
			% of Part 1 crimes cleared	33%	33%	37%	40%
			# of crashes at top five intersections	143	131	88	200
			Average response time to high priority calls in minutes	4.47	4.67	5.06	5

Budget Charts



Budget By Category

Budget Unit #: 4310	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	19,760,685	21,129,572	24,226,535	21,100,355	27,154,396	28,821,440
Operations	3,985,842	4,400,291	4,686,133	3,959,607	4,566,778	4,931,579
Capital Outlay	830,185	1,493,710	1,215,918	1,241,598	1,616,000	2,006,000
Debt Service	743,570	715,724	1,081,324	137,988	1,027,001	989,654
Cost Allocations	1,201,771	525,125	504,552	470,744	29,307	32,467
Transfers	-	270,000	-	-	-	-
Non-Operating Expenses	16,991	126,088	1,152,091	1,014,120	-	-
Total Expenditures	26,539,044	28,660,511	32,866,554	27,924,412	34,393,482	36,781,140

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
9.00	9.00	9.00	9.00	9.00

FY 24-25 Major Accomplishments

- Completed construction of a standalone office for the Code Enforcement Manager.
- Implemented Verizon GPS software on each Code Enforcement vehicle to give each officer access to their own travel patterns within their assigned zone and to 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.
- Replaced outdated computer tablets.

FY 25-26 Budget Highlights

- Continue to fund Axon body camera program for Code Enforcement.
- Continue to fund Verizon GPS software for accountability purposes.
- 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.
- Expand overtime opportunities to keep the City clean of illegal signs, illegally parked vehicles and illegal dumping sites.

FY 26-27 Planning Year Goals

- Continue to review and revise performance measures to ensure we are measuring the appropriate measures that make the division more efficient.
- Continue to fund Axon body camera program for Code Enforcement.
- Continue to fund Verizon GPS software for accountability purposes.

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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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	45	32	21	45
			Average # of cases per Code Enforcement Officer per year	898	1,094	540	1,050
			# of Code Enforcement cases closed per year	0	7,658	3,631	7,200

Budget Charts



Budget By Category

Budget Unit #: 4312	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	814,317	917,707	1,004,902	922,863	1,123,683	1,141,887
Operations	209,021	194,486	270,646	173,013	234,123	236,819
Capital Outlay	57,968	42,174	50,000	36,795	50,000	50,000
Cost Allocations	38,213	13,475	1,641	1,503	1,184	1,382
Total Expenditures	1,119,520	1,167,842	1,327,189	1,134,174	1,408,990	1,430,088

*as amended

**as of 5/20/2025

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 the Town of Harrisburg

FTE Summary

22-23	23-24	24-25	25-26	26-27
25.50	26.42	26.50	26.50	26.50

FY 24-25 Major Accomplishments

- Implemented a new Telecommunicator tiered position structure and reclassified staff accordingly.
- Increased community recruitment efforts.
- Began design for the Emergency Communications and Emergency Operations facility.

FY 25-26 Budget Highlights

- Begin construction of the new Emergency Communications and Emergency Operations Facility.
- Replace current MCC7500 radio consoles with new AXS Dispatch consoles.
- Upgrade 911 recording services.
- Work with Finance to identify new False Alarm Reduction record management and billing software.

FY 26-27 Planning Year Goals

- Add a Communications Deputy Director position.
- Relocate Emergency Communications operations to the new facility.
- Add a Training/Quality Assurance Coordinator position.

Program & Strategy Enhancements

- Continue to focus on staff recruitment and retention.
- Continue monitoring industry trends in emerging technology, best practices and training.
- Continue monitoring and analyzing fire dispatch practices to improve response times and to provide a high level of customer service to responders.
- Work closely with Police on changing response procedures and districting 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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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.	Cost per call for service	\$12.16	\$14.29	\$18.27	\$12
			Total # of calls dispatched for the Town of Harrisburg	N/A	2,390	1,236	N/A
Safe & Connected City	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 number of seconds from ring to answer	4.37	3.78	3.99	5
			% of initial call-taking entry for emergency calls completed within 30 seconds	98.7%	98.4%	98.6%	90%
			Average number of calls answered per Telecommunicator	4,563	4,511	2,372	6,000
			Average number of calls dispatched per Telecommunicator	6,736	6,457	2,785	8,000
			% of emergency calls dispatched within 60 seconds	93.47%	91.5%	94.22%	90%

Budget Charts



Budget By Category

Budget Unit #: 4315	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,568,783	1,753,534	2,301,074	1,792,183	2,501,545	2,548,773
Operations	217,476	361,877	364,912	289,918	332,629	322,994
Capital Outlay	71,407	-	-	-	-	-
Cost Allocations	78,130	53,936	107,033	99,021	72,425	73,564
Total Expenditures	1,935,796	2,169,347	2,773,019	2,181,122	2,906,599	2,945,331

*as amended

**as of 5/20/2025

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
- Maintain 149 Miles of Fiber Optic cables within the City

FTE Summary

22-23	23-24	24-25	25-26	26-27
1.00	1.00	1.00	1.00	1.00

FY 24-25 Major Accomplishments

- Added new fiber optic lines feeding several new City facilities including Substation V, the MTC building at Hillgrove WTP, and the Community Building at Les Myers Park.
- Signed an annual contract with a fiber contractor to assist with fiber infrastructure maintenance and new fiber installations.
- Completed the Highway 29 fiber move and enhancement.
- Added a Fiber Optic Request Form to the Communications Intranet page.
- Nearing completion on a Fiber Optic Inventory and Tracking system.

FY 25-26 Budget Highlights

- Provide a new fiber path at Concord Padgett Regional Airport to supply Fire Station #6 and David District Offices as well as to provide additional redundancy.
- Work with Parks & Recreation to supply fiber to future bond project locations.
- Expand the fiber network to include a new fiber path from Highway 29 and Davidson Drive to Highway 73 and International Drive.
- Continue to identify City facilities in need of new or enhanced redundant fiber network paths.
- Add new fiber route from Substation K to existing fiber at Highway 73 at Stanley Drive.

FY 26-27 Planning Year Goals

- Identify areas within the fiber network to add additional redundancy.
- Add a full-time Fiber Technician to assist with the maintenance of the City's growing fiber optic network.
- Work with Parks and Recreations to supply fiber optics for bond projects.

Program & Strategy Enhancements

- Continue to ensure connectivity to all City facilities with fiber optics.
- Work with other City departments when developing plans for future fiber network connectivity needs.
- Monitor inventory and future projects to allow cost effective procurement of materials.
- Continue to identify areas of potential cost savings by working with internal departments on fiber splicing and installation projects.
- Work with the IT department to develop automatic route redundancy within the network.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Safe & Connected City	Fiber System	Provide system maintenance of fiber equipment to ensure constant network connectivity	Number of fiber outages caused by fiber breaks or cuts	0	1	1	1
			% of new fiber installations completed by due date	100%	100%	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 fiber network downtime due to unplanned fiber outages	0	3,780	3,240	480

Budget Charts



Budget By Category

Budget Unit #: 4320	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	138,020	151,745	182,023	158,073	196,590	198,826
Operations	59,692	317,078	730,081	663,238	269,447	280,936
Capital Outlay	-	225,691	-	-	-	-
Cost Allocations	(45,474)	(260,146)	(151,747)	(266,920)	(147,436)	(150,936)
Total Expenditures	152,238	434,368	760,357	554,390	318,601	328,826

*as amended

**as of 5/20/2025

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

- Maintain the City's Telephone System
- Maintain the City's Radio System
- Install Vehicle Electronics & Lighting
- Network Data Installation

FTE Summary

22-23	23-24	24-25	25-26	26-27
5.50	5.50	5.50	5.50	5.50

FY 24-25 Major Accomplishments

- Established a work order system within City Works.
- Added a second tuner and continued annual radio maintenance for Police, Fire, Airport & Transit.
- Upgraded the current DVS Encore recording server to provide enhanced service for internal departments.

FY 25-26 Budget Highlights

- Identify and transition the City's current fax service to a new IP-based service.
- Solicit bids and begin design for the renovations for the Radio Shop relocation to the current Fleet facility.
- Provide data installation for newly-constructed City facilities and for ongoing Parks & Recreation bond projects.
- Continue to identify ways to streamline communication and Radio Shop services for internal departments.
- Complete the replacement schedule for the City event radio cache.

FY 26-27 Planning Year Goals

- Complete renovations and relocate the Radio Shop to the old Fleet facility.
- Add a new Communications Technician position.
- Continue to monitor data infrastructure needs within the City and identify potential new systems and/or upgrades as a solution.

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 the 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 troubleshooting and internal/external splicing that improves response times and reduces cost.
- Continued focus on coworkers career development and teambuilding.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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 that receive annual preventative maintenance	20%	28%	31%	90%
			# of radios maintained by the Radio Shop	New Measure	New Measure	1,165	N/A
	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 not needing corrections or repairs within 3 months	95%	96%	93%	95%
			# of Vehicle Installations	54	77	497	N/A
Safe & Connected City	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 # of minutes of downtime for the City's telephone system	0	0	0	5

Budget Charts



Budget By Category

Budget Unit #: 4330	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	462,321	514,114	632,361	554,162	684,819	695,008
Operations	112,935	132,123	150,852	121,099	119,327	120,187
Capital Outlay	-	-	48,535	38,735	-	52,000
Debt Service	50,842	48,938	46,714	4,477	44,826	42,938
Cost Allocations	(159,088)	(186,015)	(203,073)	(190,764)	(136,250)	(203,481)
Transfers	-	-	-	-	-	350,000
Total Expenditures	467,010	509,160	675,389	527,709	712,722	1,056,652

*as amended

**as of 5/20/2025

Mission

Provide the highest level of services 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
 - Hazardous Materials
 - Urban Search and Rescue
 - Aircraft Rescue-Firefighting Protection

FTE Summary

22-23	23-24	24-25	25-26	26-27
245.90	261.55	272.80	272.80	272.80

FY 24-25 Major Accomplishments

- Began construction on Fire Station #6 / David District Police Station.
- Continued an innovative hiring process for lateral firefighters by condensing recruit training for certified firefighters from 7-8 months to 3-4 weeks.
- Created a joint training program with the Concord Police Department for Police Assistance Company (PAC) and SWAT.

FY 25-26 Budget Highlights

- Continue the focus on replacing aging equipment with new technology to aid in firefighter safety and health.
- Continue to focus on ensuring appropriate staffing levels are in place and equitable service delivery is applied and delivered Citywide.
- Continue to plan for the new Fire Station #13 on Flowes Store Road.
- Meet with Fleet to smooth out the replacement schedule for Fire apparatus to avoid large swings in capital expenses year-to-year.

FY 26-27 Planning Year Goals

- Continue progress towards Staffing Study recommendations.
- Complete construction and open Fire Station #13.

Program & Strategy Enhancements

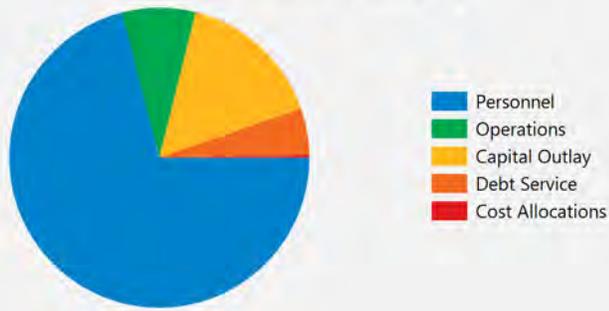
- Plan for future growth through fulfilling strategic plan initiatives and reporting KPIs and benchmarks to internal/external customers.
- Complete the comprehensive strategic plan and master plan for the department.
- Focus on personnel development and mentorship to plan for future growth and development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

Performance Summary

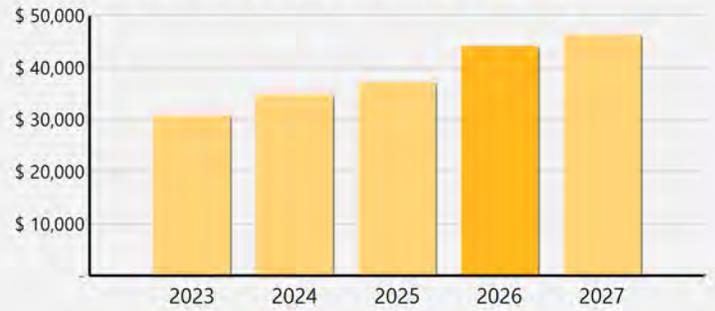
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Safe & Connected City	Operations & Administration	Provide effective and timely response to fire/rescue/medical assistance incidents within the City in order to minimize loss of life and destruction of personal property.	% of 1710 initial company response on the scene in less than 320 seconds	97%	97%	92%	80%
			% of 1710 Full Alarm Response on scene less 520 seconds	70%	83%	92%	80%
			% of first unit arrival within 4 mins (EMS)	81%	92%	49%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4340	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	20,955,382	23,500,223	28,902,341	25,333,590	31,399,947	33,600,489
Operations	3,607,593	4,363,557	4,471,222	4,093,568	3,482,096	4,021,338
Capital Outlay	3,590,208	4,527,220	7,245,696	6,588,525	6,978,000	6,911,200
Debt Service	1,000,862	1,035,699	1,073,288	424,247	2,239,085	1,734,320
Cost Allocations	1,689,520	890,210	764,043	712,462	115,257	120,983
Transfers	-	585,000	-	-	-	-
Total Expenditures	30,843,566	34,901,909	42,456,590	37,152,392	44,214,385	46,388,330

*as amended

**as of 5/20/2025

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
- Fire Code Enforcement

FTE Summary

22-23	23-24	24-25	25-26	26-27
10.20	12.20	12.50	12.50	12.50

FY 24-25 Major Accomplishments

- Adopted the Insurance Services Office (ISO) inspection schedule.
- Hired personnel and maintained full staffing in Fire Inspector Division.
- Adoption of the 2024 Fire and Building Code standards.

FY 25-26 Budget Highlights

- Expanding the residential Knox Box program by providing more seniors and non-ambulatory persons with a key box.
- Maintain a strong presence in fire education programs, inspections and investigations.
- Move towards 100% completion of conducting fire inspections on all commercial occupancies annually.

FY 26-27 Planning Year Goals

- Focus on Community Risk Reduction initiatives to promote a safer 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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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 within 14 days	89.4%	85.6%	95%	100%
			% of plans being approved with no more than two submittals	98.2%	98%	98%	80%
Safe & Connected City	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 fires where juveniles are involved in ignition	0%	0%	3%	2.5%
			% of residential fires where the dwelling has no working smoke alarms	18%	17.78%	7%	0%
	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	27%	40%	30%	100%
			Completion of periodic inspections based on NC Fire Code schedule	100%	100%	90%	100%
			% of fire code violations cleared within 90 days	60%	75%	88%	95%

Budget Charts



Budget By Category

Budget Unit #: 4341	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,088,899	1,205,364	1,517,024	1,337,886	1,645,171	1,663,146
Operations	38,069	52,768	72,143	60,977	72,143	72,143
Cost Allocations	21,210	618	410	376	8,561	9,991
Total Expenditures	1,148,179	1,258,750	1,589,577	1,399,240	1,725,875	1,745,280

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
5.75	6.00	6.00	6.00	6.00

FY 24-25 Major Accomplishments

- Facilitated two recruit classes; one traditional and one accelerated.
- Redesign of in-house training program for aspiring emergency vehicle drivers. The training program has been successful with a 98% pass rate.
- Conducted department-wide performance evaluations.

FY 25-26 Budget Highlights

- Maintain training programs and courses focused on Insurance Services Office (ISO), OSHA and industry best practices.

FY 26-27 Planning Year Goals

- Focus on personal and professional development programs.

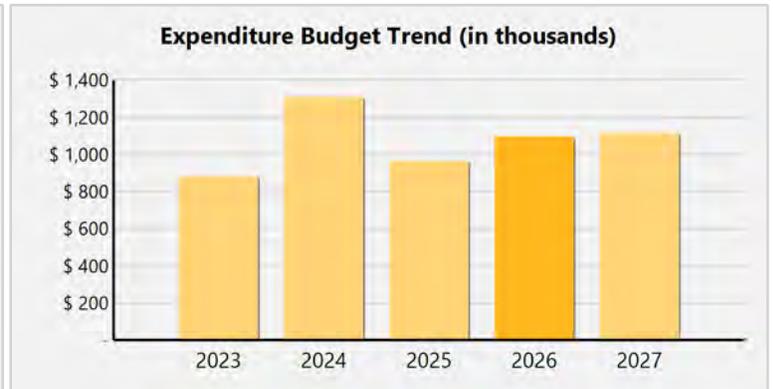
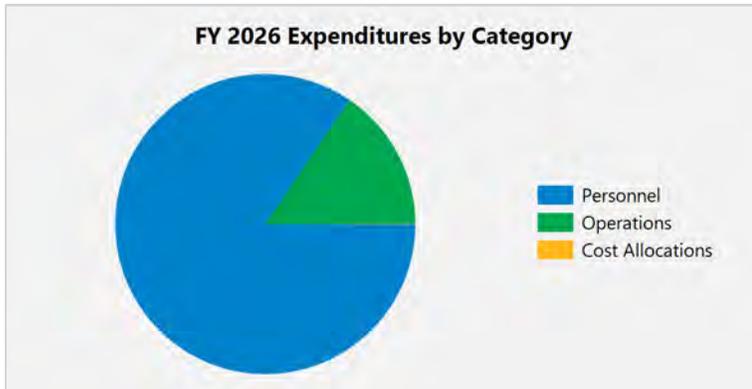
Program & Strategy Enhancements

- 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 evaluations to improve deficiencies through the NIST critical fire ground tasks analysis and annual Company evaluations testing.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Effective & Efficient City Government	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 recruits passing block skills test the first time	99%	98%	99%	90%
			Injuries per 100 firefighters	3.2	4.8	3.2	4
Safe & Connected City	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)	80%	100%	100%	100%

Budget Charts



Budget By Category

Budget Unit #: 4342	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	723,065	901,521	842,136	840,928	924,823	938,486
Operations	146,523	133,069	165,451	123,522	169,203	174,570
Cost Allocations	8,779	773	326	301	546	638
Transfers	-	275,000	-	-	-	-
Total Expenditures	878,367	1,310,363	1,007,913	964,750	1,094,572	1,113,694

*as amended

**as of 5/20/2025

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.

Vision

Enhance the readiness to Prepare, Respond, Mitigate, and Recover from emergency incidents.

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

22-23	23-24	24-25	25-26	26-27
1.00	1.00	1.00	1.00	1.00

FY 24-25 Major Accomplishments

- The Emergency Management Division transitioned back to the Fire Department in an effort to grow the division and continuously strengthen the ability for the City to Prepare, Respond, Mitigate, and Recover from emergency incidents.
- Contracted with outside instructors to teach Incident Command System (ICS) and FEMA Incident Management Team (IMT) courses for City employees, to grow our local IMT.
- Installed Star Link internet in the Mobile Command Unit to strengthen internet connectivity during emergency operations.

FY 25-26 Budget Highlights

- Fully implement the Baron Weather Tracking software to utilize during special events and severe weather events.
- Continue contracting with outside instructors to provide additional ICS and IMT trainings for City staff.
- Utilize the SARTOPO program for incident planning and land search operations.
- Utilize WebEOC City-wide and train applicable staff.
- Prepare for the UAS (drone) replacement, as the current unit needs to be upgraded to support new operating software.

FY 26-27 Planning Year Goals

- Identify ways to expand the Emergency Management Division to support the growth in Concord.
- Continue to schedule IMT-related courses for City staff and fully implement the Concord IMT.
- Identify ways to increase capacity through collaboration and expand preparedness and planning efforts for staff and the community.

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

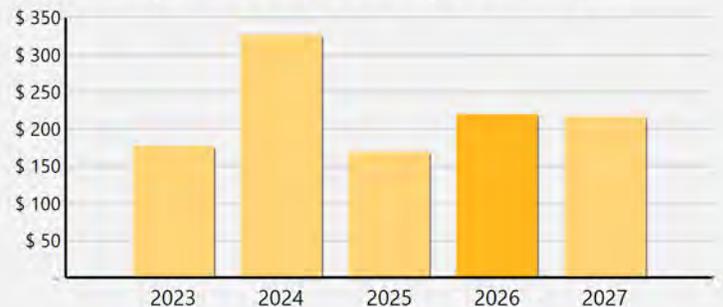
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Emergency Management	Promote public protective actions and domestic preparedness through a comprehensive and effective emergency management program to mitigate against, prepare for, respond to, and quickly recover from the multi-hazards that may impact the residents of the City of Concord.	% of responsible parties billed within a 20 day window of a Hazmat incident	100%	100%	100%	100%
Effective & Efficient City Government	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 training sessions offered to City employees	New Measure	New Measure	3	N/A
Safe & Connected City	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 update schedule	100%	100%	50%	100%
			# of emergency drills at City facilities	3	3	3	3
			% of annual risk assessments conducted on required critical infrastructures within City limits	100%	100%	50%	100%
			# of emergency exercises completed	New Measure	New Measure	3	N/A

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4343	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	139,088	151,392	168,246	155,607	180,070	175,259
Operations	75,922	255,823	89,914	59,983	76,990	77,344
Debt Service	6,138	6,149	6,150	985	6,141	6,142
Cost Allocations	(44,266)	(86,140)	(50,767)	(47,374)	(43,294)	(42,351)
Total Expenditures	176,882	327,225	213,543	169,201	219,907	216,394

*as amended

**as of 5/20/2025

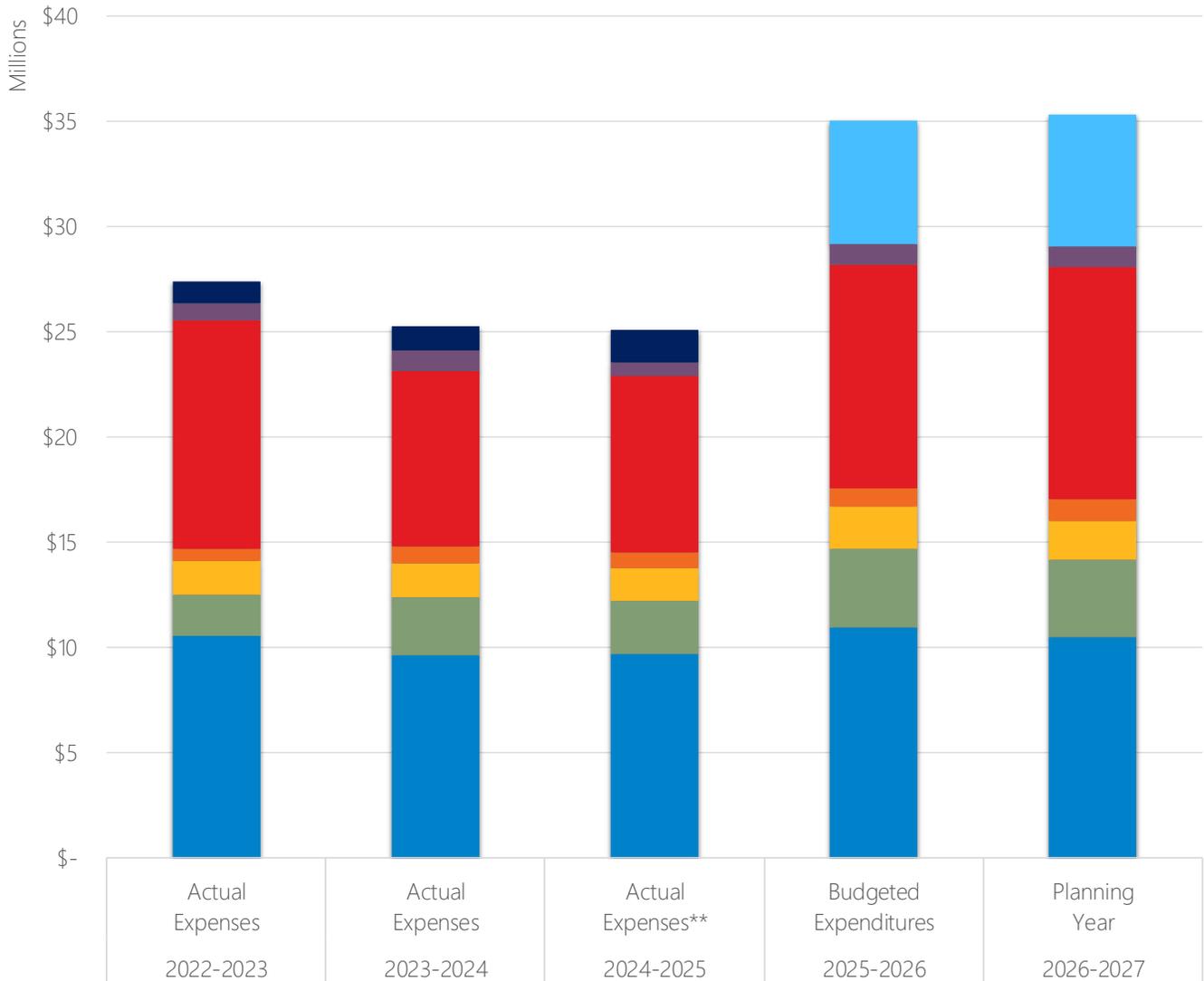
Public Works Expenditures

Budget Unit (General Fund)	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Streets & Traffic	10,556,143	9,617,757	10,890,566	9,689,904	10,985,999	31.4%	10,487,604
Powell Bill	1,970,639	2,806,132	3,000,248	2,534,429	3,716,466	10.6%	3,716,466
Traffic Signals	1,568,202	1,592,922	1,959,362	1,571,917	2,010,752	5.7%	1,818,915
Traffic Services	626,072	810,505	854,382	705,181	879,894	2.5%	1,050,666
Solid Waste & Recycling	10,837,332	8,303,523	10,288,390	8,384,912	10,572,715	30.2%	11,013,408
Cemeteries	796,570	974,956	992,237	644,280	996,233	2.8%	949,906
Buildings & Grounds***	N/A	N/A	N/A	N/A	5,868,412	16.8%	6,295,359
Fleet Services	1,033,252	1,164,203	229,714	1,580,191	-	0.0%	-
Total Expenditures	\$ 27,388,210	\$ 25,269,997	\$ 28,214,899	\$ 25,110,814	\$ 35,030,471	100.0%	\$ 35,332,324

* as amended

**as of 5/20/2025

***Buildings & Grounds prior year actuals are in the Internal Service Fund.



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

22-23	23-24	24-25	25-26	26-27
36.00	36.00	36.00	36.00	36.00

FY 24-25 Major Accomplishments

- Completed construction on the Lincoln Street bridge and added sidewalks for pedestrians to each side of the bridge.
- Resurfaced 20.6 lane miles in conjunction with the Powell Bill funds for the continuation of the Streets Preservation program.
- Phase 1 of the Spring Street Concrete Road Replacement took place between Fryling Avenue SW and Wilshire Avenue SW and included the removal of the existing concrete roadway, replacement of existing curb and gutter, rehabilitation of road subgrade, and laying asphalt roadway.

FY 25-26 Budget Highlights

- Start the construction phase for the Cedar, Crowell, Glenn and Elm sidewalk projects, as part of the Pedestrian Improvement Plan (PIP).
- Design and begin construction of the White Street Bridge replacement.
- Resurface Union Street north and south of the Streetscape project.

FY 26-27 Planning Year Goals

- Identify and design additional PIP projects to continue growing the City's sidewalk network.
- Evaluate and perform maintenance on City roads to enhance the durability, safety, and to increase the average pavement rating.
- Continue to participate in the 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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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 utility cut repairs and other non-pothole repair requests completed within 24 hours	97%	98%	98%	95%
	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.	% of reported potholes repaired within 24 hours	98%	98%	98%	95%
Safe & Connected City	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 analysis time in days for traffic safety and speeding complaints	10	11.26	11.35	30

Budget Charts



Budget By Category

Budget Unit #: 4510	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	2,703,984	3,109,054	3,633,328	3,229,213	3,979,017	4,035,955
Operations	3,288,953	1,179,299	1,519,115	997,137	1,317,320	1,346,022
Capital Outlay	205,122	769,358	916,776	906,872	698,144	112,500
Cost Allocations	752,339	600,045	421,346	388,321	591,518	593,127
Transfers	3,605,745	3,960,000	4,400,000	4,400,000	4,400,000	4,400,000
Total Expenditures	10,556,143	9,617,757	10,890,566	9,921,542	10,985,999	10,487,604

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
-	-	-	-	-

FY 24-25 Major Accomplishments

- Used Powell Bill funds to resurface 14.37 eligible lane miles within the City as part of the Streets Preservation program.
- Accepted 6.32 lane miles into the Local System, bringing the system total to 386.9 lane miles.
- Performed a pavement evaluation on City streets to identify areas of deterioration and potential safety hazards. The data will be used to prioritize resurfacing projects.

FY 25-26 Budget Highlights

- Examine eligible streets to determine areas in need of improvements that can be constructed with available funding.

FY 26-27 Planning Year Goals

- Focus on reducing the current street repaving cycle by maximizing the number of lane miles resurfaced and/or preserved with available Powell Bill funds.

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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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%	80%	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 completed as scheduled during the mowing season	0%	100%	100%	100%
	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.	Average Pavement Rating of City streets	70%	72.78%	79.8%	70%
Innovative & Sustainable Infrastructure	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.	% of lane miles rated at 80% or better on the Pavement Conditions Index (PCI)	0%	48%	58.6%	0%

Budget Charts



Budget By Category

Budget Unit #: 4511	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	1,796,697	2,806,132	3,000,248	2,672,952	3,716,466	3,716,466
Capital Outlay	173,942	-	-	-	-	-
Total Expenditures	1,970,639	2,806,132	3,000,248	2,672,952	3,716,466	3,716,466

*as amended

**as of 5/20/2025

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 176 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

22-23	23-24	24-25	25-26	26-27
8.00	8.92	9.00	9.00	9.00

FY 24-25 Major Accomplishments

- Transitioned signalization supplies to a new storage space that allows for quicker response for emergency callbacks.
- Eliminated emissions output during signal timing investigations by performing them with an electric vehicle.
- Shortened the response time for locate requests and decreased the frequency of utility cuts due to the hiring of an additional signal utility locator.

FY 25-26 Budget Highlights

- Engage with an engineering consultant to begin upgrading our Advanced Traffic Management software to meet NCDOT's requirements.
- Complete the upgrades to the signal detection system for the remaining signals from the outdated system to be cost effective.
- Upgrade the Traffic Management Center's video monitoring system.

FY 26-27 Planning Year Goals

- Continue funding to supplement NCDOT requirements for regular and routine signal maintenance on City and NCDOT area signals.
- Provide regularly scheduled maintenance on signals systems to enhance the traveling public on City streets.
- Electrify the buckets and line trucks to reduce and/or eliminate idling emissions.

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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Signal Optimization	Provide regular, scheduled maintenance or optimization service on system signals to the traveling public to meet or exceed NCDOT standards.	% of NCDOT traffic signals receiving preventative maintenance (Schedule C) each year	100%	100%	25%	100%
			% of NCDOT traffic signals that receive timing optimization (Schedule D) each year	50%	27%	17%	66%
	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.	% of repairs to traffic signal indication failures within 24 hours	100%	100%	100%	100%
Safe & Connected City	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 traffic signals made within 2 hours	100%	100%	100%	100%

Budget Charts



Budget By Category

Budget Unit #: 4513	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	755,814	825,883	982,206	887,247	1,073,365	1,087,470
Operations	444,221	596,386	888,964	865,291	696,632	703,057
Capital Outlay	281,258	108,153	35,000	27,500	225,000	10,000
Cost Allocations	86,909	62,501	53,192	49,554	15,755	18,388
Total Expenditures	1,568,202	1,592,922	1,959,362	1,829,592	2,010,752	1,818,915

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
5.00	5.00	5.00	5.00	5.00

FY 24-25 Major Accomplishments

- Acquired a new plotter to expand the capability and efficiency of making intricate decals and signs for internal and external requests.
- Installed 275 traffic signs and 64 street blades across the city for a total of 339 signs.
- Purchased a Toolcat with attachments to maneuver barricades, to use as a forklift, and to assist with striping operations.

FY 25-26 Budget Highlights

- Explore new methods to improve operational procedures and achieve cost savings for all programs, services, and activities.
- Coordinate with other departments to support traffic and pedestrian control associated with special events and City activities.

FY 26-27 Planning Year Goals

- Create a maintenance crew to routinely refresh and re-stripe City roads and facilities.
- Identify and perform in-house striping throughout the city as needed.
- Continue the maintenance of Regulatory and Warning sign maintenance programs.

Program & Strategy Enhancements

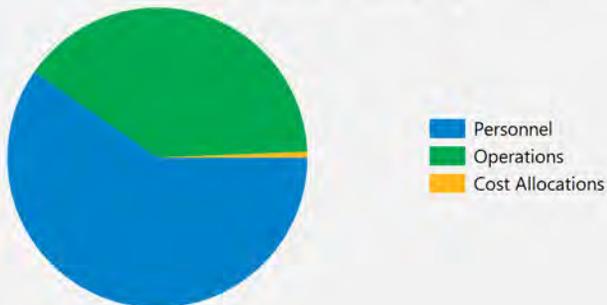
- Explore new methods to improve operational procedures to achieve cost savings for all programs, services, and activities.
- Use asset-resource management programs to provide prompt replacement of deficient or missing regulatory and warning signs and to evaluate performance effectiveness.
- Monitor and identify potential expenditure problems and improve the management of assets using quarterly budget and work plan review meetings.

Performance Summary

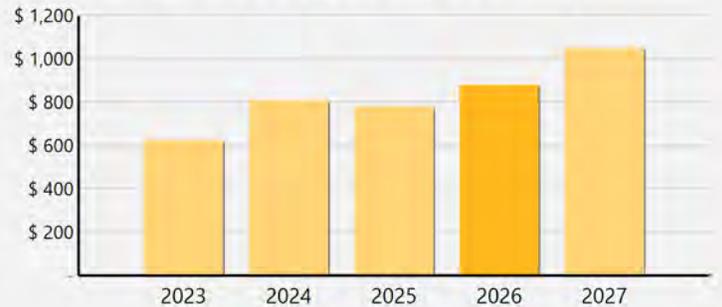
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Communications & Partnerships	Custom Signs & Decals	Provide custom sign and decal services to internal customers and Recognized Neighborhoods to support emergency vehicle identification and recognition goals.	% of internal sign requests completed within 2 weeks	100%	100%	95%	100%
		Provide signing of Zoning Public Hearing Notices for Concord Development Services Department to meet time posting requirements under the NC General Statues.	% of rezoning/special use notice postings completed within the work order timeframe	100%	100%	99%	100%
Core City Service	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%
			% of in-field work orders for regulatory or warning sign replacements made within 72 hours	100%	80%	90%	100%
			% of sign replacements made within 1 week	100%	60%	70%	100%
Safe & Connected City	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 small-scale pavement markings completed within 6 months of request	0%	50%	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 emergencies or incident operations made within 2 hours	100%	100%	100%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4514	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	435,083	449,335	487,272	451,659	525,262	521,540
Operations	117,627	198,025	300,105	251,404	349,013	402,618
Capital Outlay	23,330	150,431	62,115	72,885	-	120,000
Cost Allocations	50,032	12,713	4,890	4,488	5,619	6,508
Total Expenditures	626,072	810,505	854,382	780,435	879,894	1,050,666

*as amended

**as of 5/20/2025

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 residential and 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
- Yard Waste Collection
- White Goods, Metal, Tires, Electronic Waste and Building Material Collection
- Small Business Garbage and Recycling Collection
- Cart Management Activities

FTE Summary

22-23	23-24	24-25	25-26	26-27
44.27	60.93	62.10	62.10	62.10

FY 24-25 Major Accomplishments

- Completed the second year of transition to City-provided solid waste services with a reduction in customer complaints and a higher diversion rate of recyclable material from the landfill.
- Increased recycling contamination awareness through issuing door tags, letters of violation, and as a last resort, removal of recycling carts when efforts have not prompted reductions in contamination.
- Implemented a new yard waste fee structure based on volume to cover collection and disposal costs. The changes resulted in more manageable daily routes and diversion of workers and/or helper roles to other areas within the department.

FY 25-26 Budget Highlights

- Work with IT staff to identify and implement a viable option to replace the outdated Mobile 311 system with a similar product to locate and direct collection of yard waste and bulk waste.
- Continue to use Routeware data to address areas throughout the city where recycling contamination is highest, along with low set out rates. As a result, education and outreach efforts will continue to expand, become more neighborhood-based, and will be published in multiple languages.
- Implement contract washing of garbage and recycle trucks on a weekly basis, improving the cleanliness and operational maintenance of our automated fleet.
- Work with community partners and vendors to identify waste reduction strategies and begin implementing the strategies that the City has responsibility to manage.
- Further integrate cart management functions, including inventory of carts and individual components, into the Routeware platform.

FY 26-27 Planning Year Goals

- Hire and onboard a Safety Coordinator for the department, that will help train Solid Waste staff and make sure that safety protocols are being followed.
- Create more robust data collection methods for the capture of recycling contamination information from the field and automate the data into dashboards to aid in making informed decisions.

Program & Strategy Enhancements

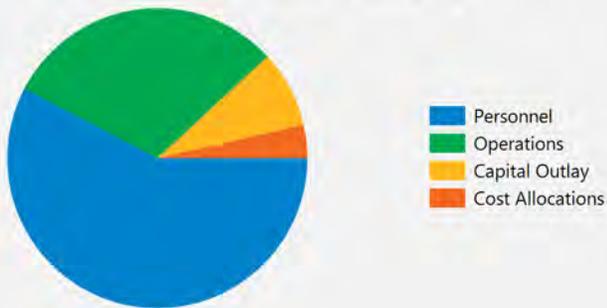
- Monitor collection routes for efficiency and effectiveness as designed.
- Promote recycling participation using CARTology, website enhancements, social media, direct mail, neighborhood, and other practical outreach measures to grow recycling participation and collect "clean" tons of recyclables.
- Utilize data driven decision making in all aspects of waste collection and resource allocation.

Performance Summary

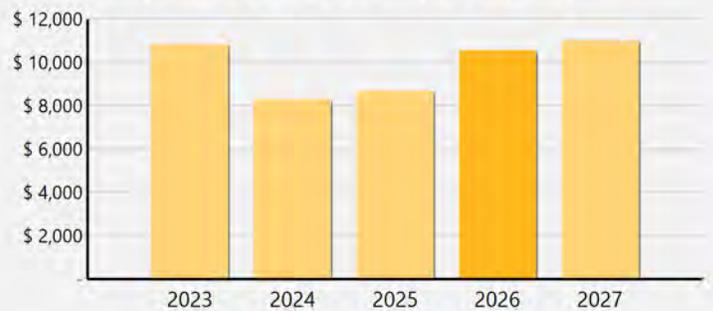
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Residential Garbage/ Bulky/ Recycling Collection	Provide residential garbage, bulky, and recycling collection to City residents to maintain a safe and healthy living environment for present and future generations to live, grow, and work.	# of complaints per 1,000 collection points (Garbage, Recycling, & Bulky)	82	70	24	30
			Tons of garbage collected per 1,000 population	299	336	158	300
			% of customers participating in curbside recycling	47%	59%	34.5%	65%
			Average # of pounds of recyclables collected per household in curbside recycling	247	309	181	400
	Yard Waste Collection	Provide yard waste collection to City residents to keep neighborhoods clean and attractive.	Yard Waste Pounds per Collection Point (excludes loose leaf)	345	410	173	350
			# of tons of yard waste collected per Collection FTE (excludes loose leaf)	202	281	119	300
Innovative & Sustainable Infrastructure	Outreach & Education	Provide residents and businesses with outreach and education on garbage, bulky, and recycling collection.	% of collection points that are signed up for CARTology app reminders	35%	39.8%	41.8%	50%
			Diversion rate of recycling tons/tons landfilled	0%	0%	15.5%	30%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4520	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	2,835,672	4,786,694	5,638,080	4,778,185	6,098,133	6,299,545
Operations	7,034,759	2,880,636	3,133,154	2,438,280	3,219,750	3,365,671
Capital Outlay	636,103	409,584	1,221,746	1,192,901	877,000	962,000
Cost Allocations	330,798	226,609	295,410	272,078	377,832	386,192
Total Expenditures	10,837,332	8,303,523	10,288,390	8,681,444	10,572,715	11,013,408

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
9.00	9.10	9.10	9.10	9.10

FY 24-25 Major Accomplishments

- Relocated the Cemetery Manager's office to the Brown Operations Center, creating opportunities for interaction with administration and other division managers.
- Converted office space at the Cemetery office to a comfortable meeting space where Cemetery leadership can meet with the citizens and customers from all three City cemeteries. The renovations also added an additional work space for a second crew leader, eliminating the need to share the same office space.
- The East Oak Addition to the West Concord Cemetery was surveyed, mapped, and laid out in order to provide space for 98 more graves.

FY 25-26 Budget Highlights

- Expand the existing columbarium at Oakwood Cemetery.
- Automate cemetery gates to ensure consistent and timely opening and closing. The automated gates will offset \$8,500 annually in operating costs that are currently in place to have a contract employee manually open and close the gates each day.
- Implement a Cemetery Worker II ladder progression to provide growth opportunities for dedicated team members.

FY 26-27 Planning Year Goals

- Review progress and achievements met for the Cemetery Worker II ladder progression.
- Continue to correct erosion issues in cemeteries.
- Review cost savings and citizen satisfaction due to automating the cemetery gates.

Program & Strategy Enhancements

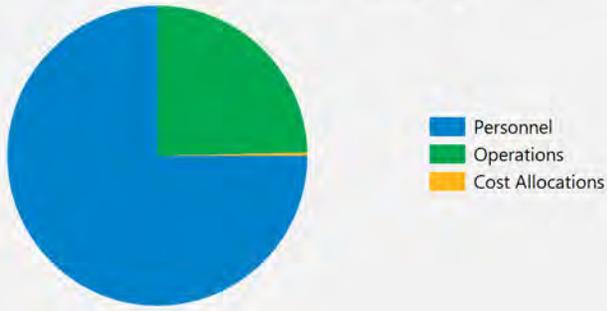
- Continue beautification efforts at all three cemeteries enhancing these City assets for the use of the residents of Concord.
- Identify City-wide opportunities for upward mobility for interested team members; ensure that each team member is educated on the tuition assistance program and other City benefits.

Performance Summary

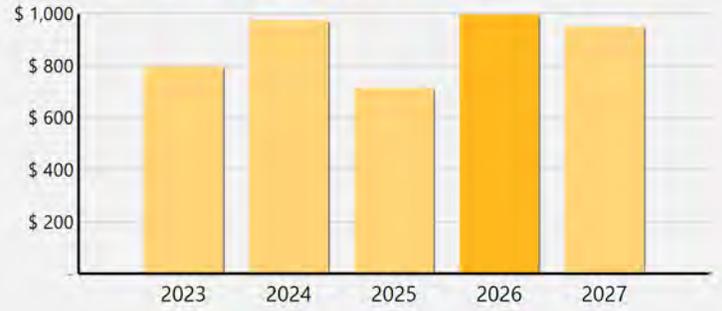
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Cemetery Operations	Provide efficient, accurate, and professional burial services. Maintain the Cemetery grounds to the highest standards to meet or exceed visitor expectations.	% of Cemetery mowing completed on time	97%	0%	95%	100%
			# of funerals completed annually	0	0	133	0

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4540	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	533,434	511,815	686,584	500,582	747,667	762,239
Operations	151,652	163,572	203,939	143,384	245,287	183,841
Capital Outlay	49,677	139,184	84,086	54,716	-	-
Cost Allocations	61,807	22,385	17,628	16,430	3,279	3,826
Transfers	-	138,000	-	-	-	-
Total Expenditures	796,570	974,956	992,237	715,112	996,233	949,906

*as amended

**as of 5/20/2025

Buildings & Grounds Maintenance

Fund: 100 - General Fund Functional Area: Public Works 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.

Vision

The Buildings and Grounds Department is an internal service division that will support City Departments while prioritizing Customer Service, Sustainability, and Dependability.

Major Services Provided

- Building Maintenance
- Custodial Services
- Grounds Maintenance
- Urban Forestry

FTE Summary

22-23	23-24	24-25	25-26	26-27
58.83	59.50	59.50	59.50	59.50

FY 24-25 Major Accomplishments

- Worked with IT to further tailor CityWorks and enhance reporting for work completed by different divisions. These updates will be a valuable tool in assessing departmental efficiencies and projecting departmental growth.
- Reclassified a Grounds Worker position to the City's first Tree Specialist in FY25. This position is the "boots on the ground" doing the field work while the City Arborist conducts plan review and facilitates the administrative aspect of the Urban Forestry Division. This reclassification has allowed for the department to complete specialized work in the Urban Forestry Division.
- Began offering ladder progression opportunities for Grounds Worker staff. This will offer a step between Grounds Worker and Grounds Crew Supervisor to those who otherwise would not have had an opportunity for upward mobility. The additional education and training required benefit the co-worker and the City.

FY 25-26 Budget Highlights

- Departmental funding moved from the Internal Service Fund to the General Fund. This transition will allow the Buildings and Grounds Department to provide better service for City departments.
- Achieved the designation of "Tree City USA" for the fifth consecutive year and achieved the "Improvement Award" for the first time. Receiving the Tree City USA designation aligns with Goal 4 of the City's Strategic Plan.
- To better administer services across the City, Buildings & Grounds moved out of the Internal Service fund and into the General Fund.

FY 26-27 Planning Year Goals

- Measure the effectiveness of new data collection procedures.
- Continue to analyze the staff commitments and operating impacts from Parks & Recreation bond referendum projects coming online.

Program & Strategy Enhancements

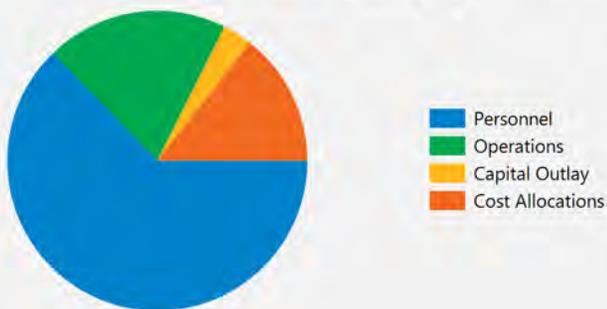
- Encourage staff to participate in career development and encourage those striving to elevate themselves to Grounds Worker II.
- Identify City-wide opportunities for upward mobility for interested team members; ensure that each team member is educated on the tuition assistance program and other City benefits

Performance Summary

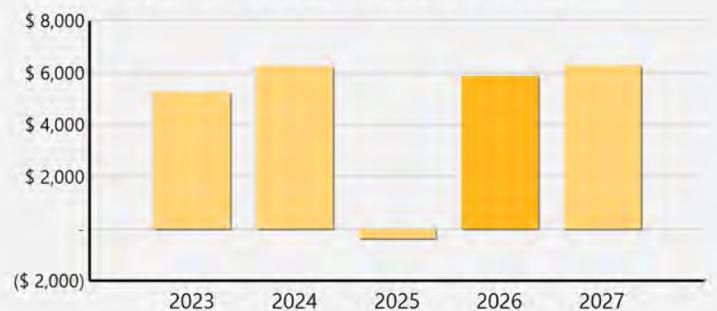
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Building Maintenance	Provide timely responses to and completion of routine and emergency maintenance calls to ensure safe and productive working environments. Provide quality custodial services to City employees/customers to provide a clean and safe working environment.	% of HVAC Requests Completed Within 24 Hours	97%	95%	95%	96%
			% of Electrical Maintenance Requests Completed Within 2 Days	90%	90%	95%	88%
			% of routine building maintenance requests completed within 2 days	95%	99%	99%	96%
			% of custodial requests completed within 4 hours	99%	99%	99%	100%
			% of City employees rating satisfaction with custodial services as "very good" or "good"	100%	99%	99%	98%
	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 mowing schedules completed on-time	98%	98%	95%	96%
			% of planting beds maintained quarterly	0%	0%	98.5%	0%
Unique Places & Destinations	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.	Ratio of trees replaced per tree removed	5.02	2.01	8.8	2
			% of tree acreage planted of total land permitted for development	-1%	5.16%	7.9%	0%
			Spending on trees per capita	\$2.54	\$4.14	\$2.36	\$2

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4270	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	3,673,768	4,077,632	4,751,296	4,147,712	5,174,010	5,429,605
Operations	1,096,451	1,094,257	1,138,075	943,758	1,619,493	1,689,561
Capital Outlay	-	-	591,413	455,365	263,290	448,620
Cost Allocations	(5,255,953)	(6,244,933)	(6,480,784)	(5,924,474)	(1,188,381)	(1,272,427)
Transfers	-	630,524	-	-	-	-
Depreciation & Amortization	209,259	177,054	-	-	-	-
Non-Operating Expenses	276,475	265,467	-	-	-	-
Total Expenditures	-	-	-	(377,639)	5,868,412	6,295,359

*as amended

**as of 5/20/2025

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.

Vision

Fleet Services seeks to provide the most efficient management of city assets and resources in an environmentally responsible manner. We fully recognize if we are not customer driven, our vehicles won't be either.

Major Services Provided

- Vehicle / Equipment Maintenance
- Fueling Services
- Vehicle / Equipment Specifications / Purchasing
- Vehicle / Equipment Disposal
- CDL and other driver training

FTE Summary

22-23	23-24	24-25	25-26	26-27
15.00	15.00	15.00	15.00	15.00

FY 24-25 Major Accomplishments

- Began construction of the new Fleet building.
- Brought CDL (Commercial Drivers License) testing in-house after completing the requirements of the Testing Certification.
- Successfully performed scheduled maintenance on the City fleet.

FY 25-26 Budget Highlights

- Increasing maintenance costs are being driven by higher prices for vehicle parts, tires for Solid Waste trucks and Fire apparatus, and repairing damaged vehicles due to wrecks.
- Complete the construction of the new Fleet building and transition operations to the new facility.
- Monitor the lead time for vehicles so that vehicles are delivered to departments on time.

FY 26-27 Planning Year Goals

- Request an additional Maintenance Mechanic to help balance the workload of the department.
- Encourage staff to participate in the City's Career Development program by encouraging additional means of training and certification.
- Continue to develop all 2nd shift team members by enhancing their skillset and efficiency.

Program & Strategy Enhancements

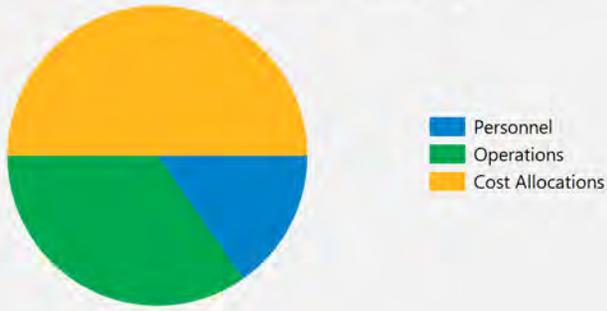
- Leverage dashboards to monitor departmental performance indicators using data from the fleet management software.
- Encourage team members to utilize the City's Career Development program to increase their skillset and pay.

Performance Summary

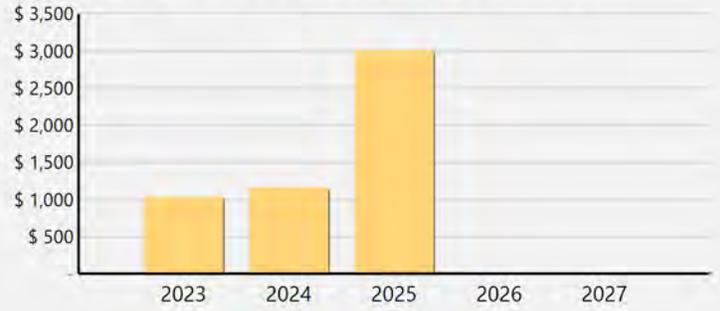
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Maintenance	Provide high quality and timely vehicle maintenance for City departments to achieve maximum fleet availability and high customer satisfaction.	% of work orders completed within 24 hours	99%	99%	93.7%	99%
			% of work orders that require repeat repairs within 30 days	0.54%	0.24%	4.4%	0.4%
			Fleet Availability Rate	99%	98.1%	97.84%	99%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4550	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,234,334	1,372,632	1,597,065	1,355,534	1,709,104	1,802,327
Operations	3,540,415	4,219,082	4,337,078	4,994,025	3,876,708	4,323,217
Capital Outlay	1,737	28,263	-	7,540	-	-
Cost Allocations	(3,743,234)	(4,455,774)	(5,704,429)	(3,354,441)	(5,585,812)	(6,125,544)
Total Expenditures	1,033,252	1,164,203	229,714	3,002,658	-	-

*as amended

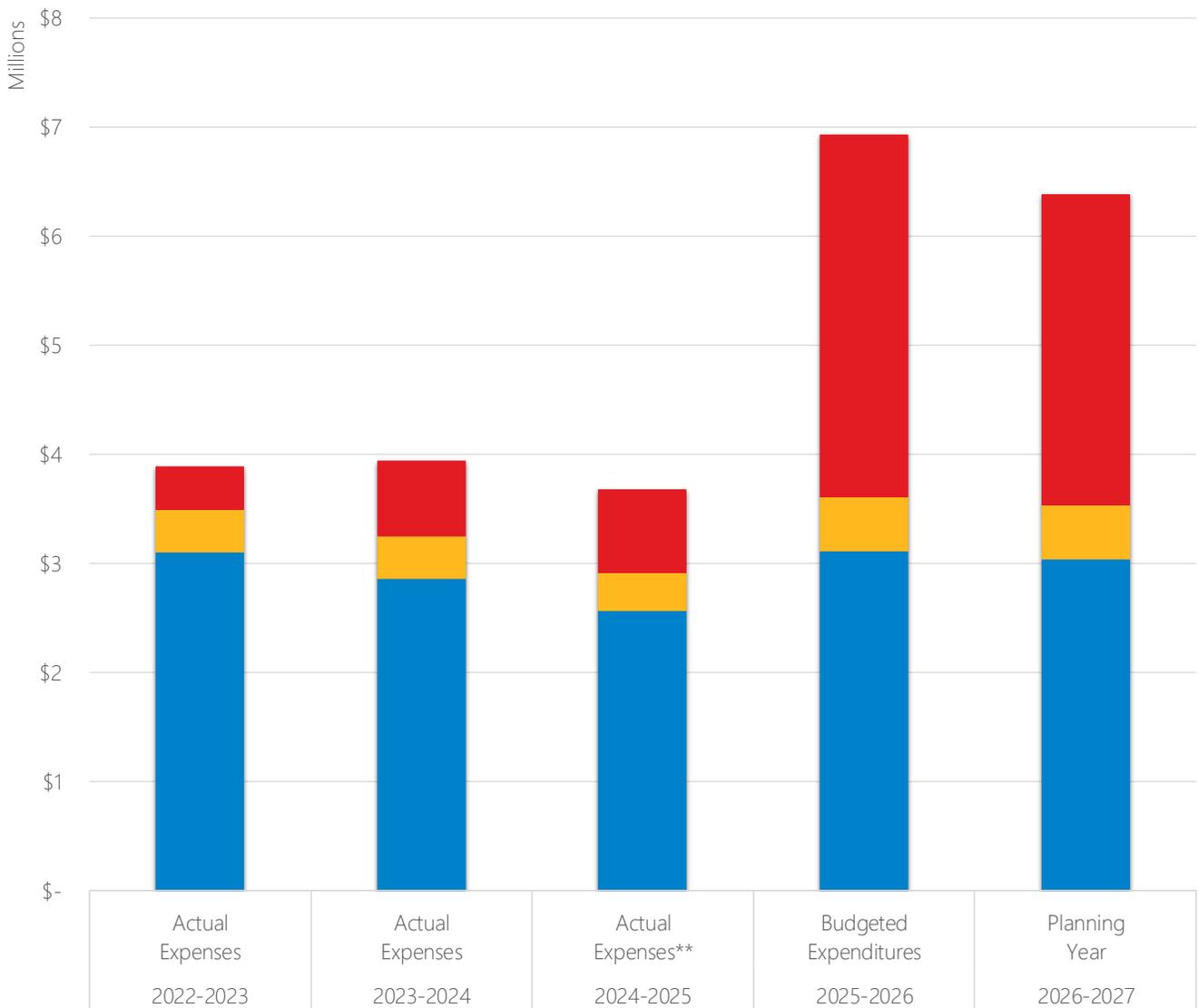
**as of 5/20/2025

Economic Development Expenditures

	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2025-2026	2026-2027
Budget Unit (General Fund)	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Budgeted Expenditures	Percentage by Budget Unit	Planning Year
Planning & Neighborhood Developm	3,105,735	2,855,831	3,160,994	2,565,397	3,107,131	44.8%	3,037,960
Transportation Planning	381,688	389,223	471,775	344,180	498,250	7.2%	498,250
Business Services	404,950	697,833	769,765	769,974	3,328,406	48.0%	2,851,948
Total Expenditures	\$ 3,892,374	\$ 3,942,887	\$ 4,402,534	\$ 3,679,551	\$ 6,933,787	100.0%	\$ 6,388,158

* as amended

**as of 5/20/2025



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.

Core Values
The Planning Department takes ownership of its actions by being accountable. The department communicates to inform and engage coworkers and the community and works collaboratively to provide excellent service.

- 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 the Cabarrus Economic Development Corp.
 - Small Area and Corridor Plans

FTE Summary

22-23	23-24	24-25	25-26	26-27
19.00	18.00	18.43	18.45	18.45

- FY 24-25 Major Accomplishments**
- Completed Historic Handbook updates and implemented historic districts at North and South Union Streets and the Edgewood locations.
 - Updated CDO section 9.5 Residential (NRD) Neighborhood Infill Residential District to allow for development and redevelopment of housing in underutilized areas.
 - Continued community development and affordable housing efforts by constructing two affordable homes for sale, renovation of numerous existing housing units, working with the developer of the Coleman Mill redevelopment, pursuing the purchase of land for affordable housing, and partnering with the Housing Department on the redevelopment of the public housing properties.

- FY 25-26 Budget Highlights**
- Continue to work on major economic development and downtown projects including Eli Lilly and Red Bull/Rauch and complete Union Streetscape improvements.
 - 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.
 - Advance to final stages of the Logan Neighborhood National Register of Historic Places nomination.

- FY 26-27 Planning Year Goals**
- Complete the Bruton Smith/Concord Mills Small Area Plan (The Boulevards).
 - Continue to monitor 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 addressed early in the process.
- Advance to final stages of the Logan Neighborhood National Register of Historic Places nomination.

- Program & Strategy Enhancements**
- Implement the city's new strategic plan by creating economic opportunities for individuals and businesses, expanding housing choices, enhancing communication with residents by using technology and engage the public through educational programming and events.
 - Continue to evaluate, improve and refine the plan review process to make it more efficient and customer friendly.

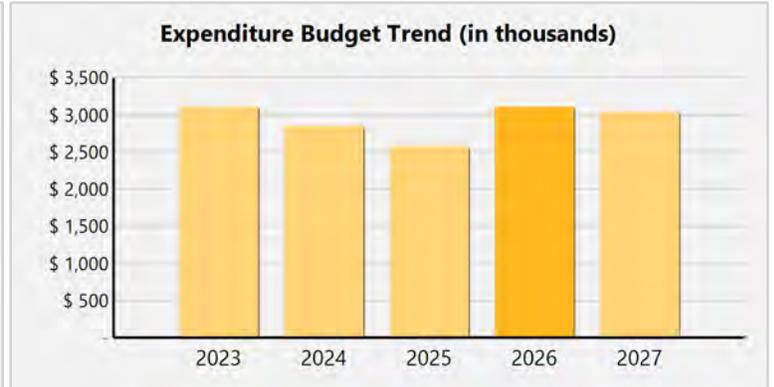
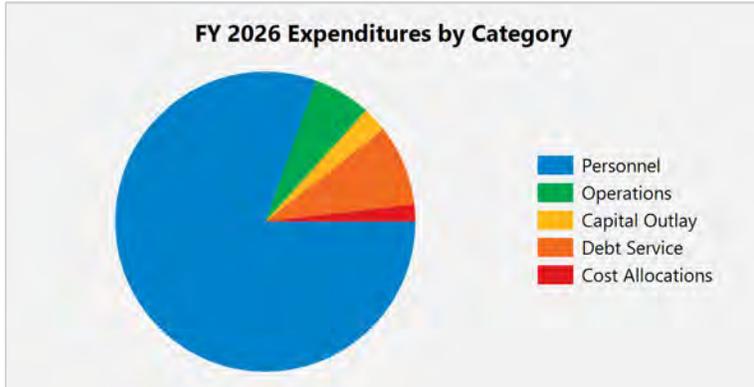
Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
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Core City Service	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.	# of non-statutory text amendments to the Concord Development Ordinance approved	0	4	4	2
			# of Zoning Map Amendments approved	0	10	10	10
Economic Opportunities	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 through Accela	1,166	782	718	700
	Permitting	Provide accurate and timely issuance of development permits to developers and citizen to ensure compliance with local ordinances.	# of approved single family residential units that receive a permit	0	219	213	205
			# of approved single family residential attached units that receive a permit	0	118	101	100
			# of permitted two, three, or four family residential units	81	4	6	2
			# of multi-family residential units approved and permitted	0	0	176	75
			# of commercial building permits approved	0	33	63	30
			# of industrial building permits issued	0	0	4	2
			# of sign permits issued	151	50	66	50
			# of Certificates of Compliance that are issued on the first inspection	0	235	212	220
			# of zoning clearance permits for additions and/or accessories	46	249	34	10
	# of Temporary Use Permits issued	40	23	17	15		
Subdivisions of Land	Ensure that land in the City is subdivided in a manner that provides for quality of life and orderly growth, and that natural resources are protected.	# of new lots recorded by the Cabarrus County Register of Deeds- Preliminary Subdivision Plats	0	2	812	100	
		# of lots approved- Preliminary Subdivision Plats	4	2	8	2	

Economic Opportunities	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.	# of Certificates of Appropriateness issued in Historic Districts	20	11	7	5
			# Special Use Permits approved	1	0	1	1
			# of variances brought to the Board of Adjustment	0	0	0	0

Budget Charts



Budget By Category

Budget Unit #: 4910	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,853,362	2,020,172	2,289,650	2,033,131	2,501,572	2,531,557
Operations	303,250	286,576	238,874	201,168	192,332	176,502
Capital Outlay	212,774	58,276	74,751	34,490	84,000	-
Debt Service	271,628	272,114	272,159	43,597	271,760	271,805
Cost Allocations	464,722	217,593	285,559	265,511	57,467	58,096
Transfers	-	1,100	-	-	-	-
Total Expenditures	3,105,735	2,855,831	3,160,994	2,577,897	3,107,131	3,037,960

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
-	-	-	-	-

Major Accomplishments and Performance Goals

- Improve communication efforts between the 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 state the Comprehensive Transportation Plan (CTP) and the Regional Model for the metropolitan area.
- Identify special studies for potential improvements on corridors for regional transportation needs including highway, transit, air, bicycle, and pedestrian facilities within the city.

Budget Charts



Budget By Category

Budget Unit #: 4915	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	381,688	389,223	471,775	472,040	498,250	498,250
Total Expenditures	381,688	389,223	471,775	472,040	498,250	498,250

*as amended

**as of 5/20/2025

Business Services

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

Mission

The Business Services team encourages business growth, creation, and development by working collaboratively with the community and providing excellent customer service.

Core Values

Accountability | Communication | Collaboration | Community Engagement

Major Services Provided

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

FTE Summary

22-23	23-24	24-25	25-26	26-27
1.00	1.00	1.00	1.00	1.00

FY 24-25 Major Accomplishments

- Facilitated permitting and construction for projects such as: Red Bull, Ball, Rauch, Eli Lilly, Kroger/Ocado, Hendrick/GM Performance, Novi Buildings and the NASCAR Building. Actively participated with the Cabarrus Economic Development Corporation (EDC) in recruiting businesses to Concord.
- Completed Streetscape mitigation plans and assisted with design solutions on Market Street. Actively recruited new businesses like Charros Restaurant and Sawmill Tavern to downtown Concord. Worked to identify and capture top tenants for the open spaces downtown.
- Participated in developing the sewer policy with an emphasis on preserving allocations for new business development.

FY 25-26 Budget Highlights

- Continue coordinating development efforts with Cabarrus EDC and Downtown Development staff.
- Facilitate the permitting and construction of new development projects.
- Keep working with local non-profits to find affordable office space to serve the community.

FY 26-27 Planning Year Goals

- Continue engagement with the Cabarrus Center's entrepreneurship council to promote small business growth in Concord.
- Continue to work with non-profits in the community so they can rent an inexpensive office space to complete their work.

Program & Strategy Enhancements

- Work with Cabarrus EDC on implementing the new Strategic Plan and actively recruit new businesses.
- Engage economic development partners on cost-sharing opportunities and sponsorships.
- Review economic development incentive programs in the context of changing the economic development environment and update as needed.
- Continue support for City-wide economic development recruitment, expansion, and construction and coordinated marketing strategy with Cabarrus EDC that emphasizes quality of life.
- Maintain strong communication among departments and partners to achieve quick and effective responses for economic development projects.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Economic Opportunities	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	\$382,638,036	\$33,977,986	\$260,438,365	\$30,500,000
			Total Commercial Investment	\$163,641,084	\$60,860,542	\$138,538,119	\$20,000,000
			Total Downtown MSD Investment	\$48,559,057	\$557,531	\$1,219,927	\$250,000
			Cabarrus EDC - Concord Projects/RFIs	100	81	46	40
Unique Places & Destinations	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.	Union St. Investment - Streetscape Impact	\$47,786,091	\$330,101	\$577,206	\$25,500

Budget Charts



Budget By Category

Budget Unit #: 4920	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	112,392	29,106	148,402	65,294	135,357	137,301
Operations	108,695	240,825	242,194	181,148	258,146	208,146
Cost Allocations	2,469	1,841	579	526	2,186	2,551
Transfers	75,000	71,266	50,007	50,007	234,405	126,180
Other Financing Uses	106,395	354,796	328,583	475,979	2,698,312	2,377,770
Total Expenditures	404,950	697,833	769,765	772,954	3,328,406	2,851,948

*as amended

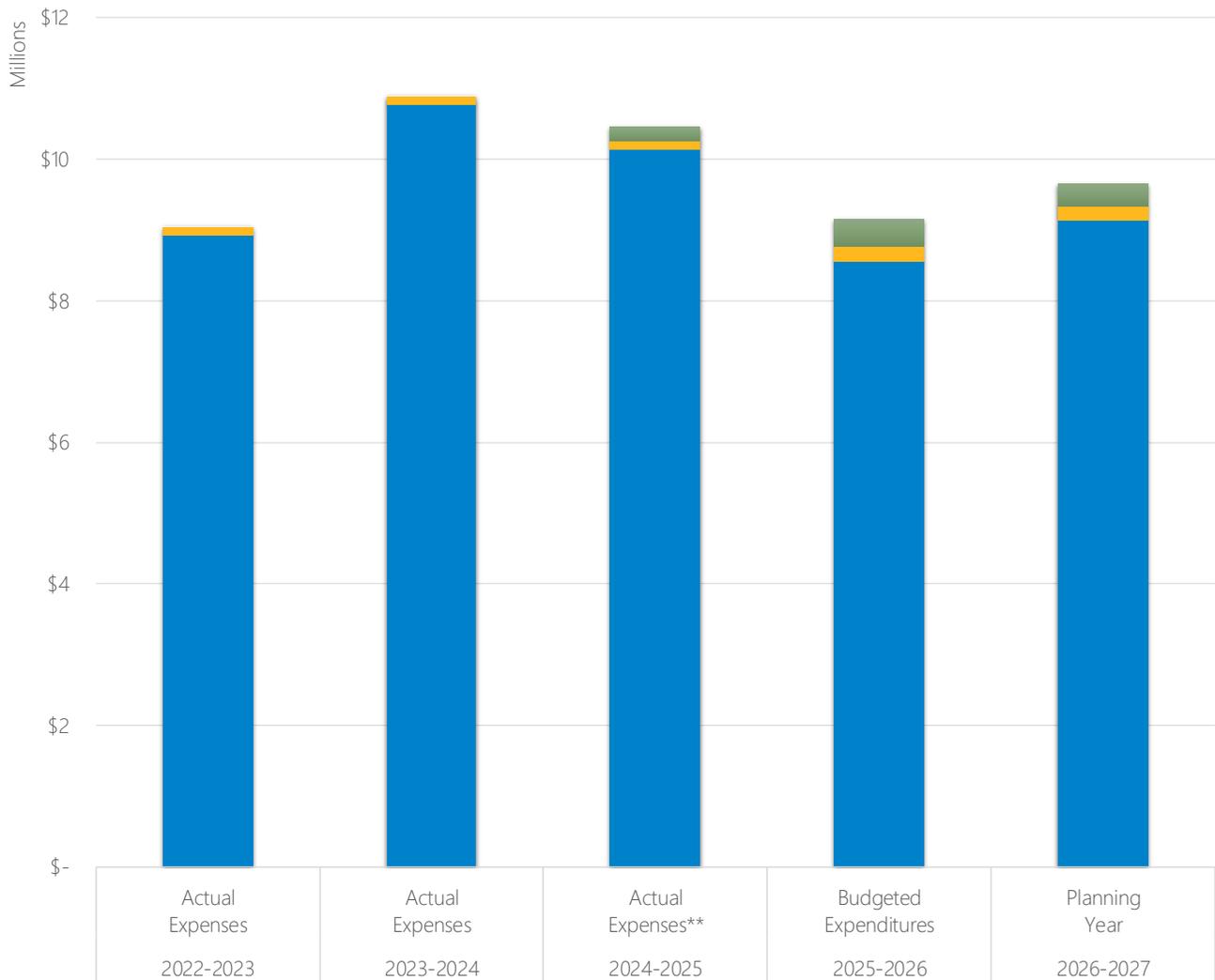
**as of 5/20/2025

Recreation & Culture Expenditures

Budget Unit (General Fund)	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Parks & Recreation	8,925,840	10,773,301	11,814,768	10,143,259	8,560,328	93.6%	9,133,592
Parks & Recreation - Aquatics	110,603	120,373	254,911	111,508	208,554	2.3%	208,554
ClearWater	-	-	259,125	202,798	376,068	4.1%	310,146
Total Expenditures	\$ 9,036,443	\$ 10,893,674	\$ 12,069,679	\$ 10,254,767	\$ 9,144,950	100.0%	\$ 9,652,292

* as amended

**as of 5/20/2025



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

FTE Summary

22-23	23-24	24-25	25-26	26-27
37.25	39.00	37.50	38.00	38.00

FY 24-25 Major Accomplishments

- General Obligation (GO) Bond projects completed this year include McInnis Aquatics Center and Dorton Park.
- Implemented a winter camp for children during the school holiday break.
- Installed a playground at Gibson Field.

FY 25-26 Budget Highlights

- Continue progress on GO Bond projects at Caldwell Park, J.E. "Jim" Ramseur Park, the Academy Gibson Complex, and Hartsell Park.
- Utilize Placer AI data to enhance program and special event planning. This data allows us to be effective and efficient in our programming for residents and visitors alike.
- Replace boardwalks on Hector H. Henry Greenway - Moss Creek and decking at the Corban bridge for McEachern Greenway.

FY 26-27 Planning Year Goals

- Develop an operational manual for the new splash pads.
- Update the Comprehensive Parks & Recreation Master Plan which will allow the department to stay current with future park planning while also emphasizing the City's Strategic Plan goals.
- Continue with greenway funding, acquisition, and development.

Program & Strategy Enhancements

- Continue to manage GO funding for five park renovations and for the development of four new parks while providing citizen update meetings throughout the process.
- Be proactive in customer service and outreach to the public through social media, website updates, and updated face-to-face meetings.
- Emphasize connectivity following the recommendations of the adopted Open Space Connectivity Analysis and programming following the recommendations of the adopted Comprehensive Master Plan.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Communications & Partnerships	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 and teens participating in recreation center programs	3,172	1,858	2,724	5,000
Effective & Efficient City Government	Adult Athletics	Provide adult athletics in a cost-effective manner.	Adult sports revenue as a % of operating expenses	0%	0%	133%	115%
Unique Places & Destinations	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 program participants reporting being "very" satisfied with their experience	91%	89.55%	91%	98%
			# of youth participating in youth programming	0	5,339	461	1,000

Budget Charts



Budget By Category

Budget Unit #: 6120	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	2,147,749	2,496,351	3,186,071	2,628,143	3,391,775	3,512,452
Operations	2,454,294	3,010,835	3,073,461	2,509,215	2,658,241	3,101,480
Capital Outlay	17,820	-	136,627	155,960	-	8,000
Cost Allocations	2,863,680	3,667,027	3,613,609	3,366,702	710,312	711,660
Transfers	1,442,298	1,584,000	1,800,000	1,800,000	1,800,000	1,800,000
Non-Operating Expenses	-	15,088	5,000	46,438	-	-
Total Expenditures	8,925,840	10,773,301	11,814,768	10,506,459	8,560,328	9,133,592

*as amended

**as of 5/20/2025

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

- Aquatic Facility Operations
- Customer Service

FTE Summary

22-23	23-24	24-25	25-26	26-27
1.50	-	-	-	-

FY 24-25 Major Accomplishments

- Successfully transitioned pool reservations to the CivicRec system.
- Completed construction on the Zero Entry and Water Feature at McInnis Aquatic Center that was a part of the General Obligation Bond projects.
- Implemented improved swim lesson assessment procedures to enhance the customer experience.

FY 25-26 Budget Highlights

- Paint both locker rooms and the concession area.
- Add a concrete coating to floors in the locker rooms and in the concession area.

FY 26-27 Planning Year Goals

- Improve process for pool reservations.
- Enhance and improve pool fencing.

Program & Strategy Enhancements

- Focus on customer satisfaction including discussion of complaint resolution.
- Update the Operations Manual for improved customer service and safety of all users.
- Improve processes for pool memberships and financial documentation with collection of fees and facility forms.
- Continue to collect customer satisfaction surveys.

Performance Summary

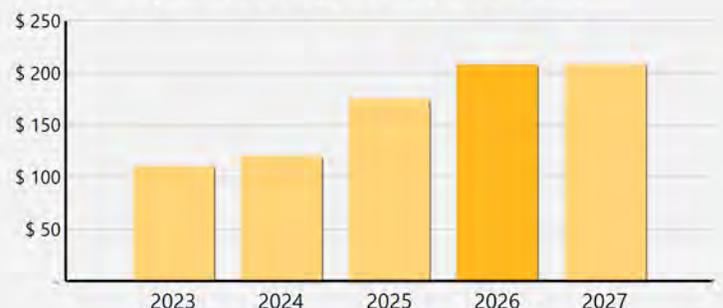
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Pool Operations	Operate aquatic facilities for the residents of Concord in a cost-effective manner to provide patrons with a pleasant and safe leisure experience.	% of pool visitors that report satisfaction with their experience at the Aquatic Center	0%	99%	98%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 6121	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	16,817	18,121	53,488	10,525	52,834	52,834
Operations	93,786	102,251	201,423	164,970	155,720	155,720
Total Expenditures	110,603	120,373	254,911	175,494	208,554	208,554

*as amended

**as of 5/20/2025

ClearWater

Fund: 100 - General Fund Functional Area: Recreation & Culture Budget Unit: 6122 - ClearWater

Mission

ClearWater Arts Center & Studios enables inspiration, creative expression and community connections through providing access to top-notch artists, their teaching and their works; as well as affordable space for working artists to build their practice and community, and for the community to hold private or public events and to gather.

Vision

For public art to be a unifying feature that strengthens Concord's overall identity, uplifts authentic community stories and resources, and adds beauty and meaning to public places and facilities.

Major Services Provided

- Art Exhibits
- Special Events
- Facility Operations
- Ceramic and Art Programming and Classes

FTE Summary

22-23	23-24	24-25	25-26	26-27
-	-	1.50	2.00	2.00

FY 24-25 Major Accomplishments

- Received the Rebuilding Together grant that included funds for a new mural and enhanced outdoor seating to help make ClearWater a unique destination within Concord.
- Increased programming at the Ceramics Center.
- Moved ClearWater reservations to CivicRec for online access to facility requests for public and private events.

FY 25-26 Budget Highlights

- Planning to expand programming on the Clearwater Campus.
- Expand special event offerings to the public.
- Begin construction on the Academy Gibson Sculpture Garden.

FY 26-27 Planning Year Goals

- Expand programs and events in the Sculpture Garden.
- Continue to gauge customer satisfaction through the use of surveys.
- Update the Operations Manual for the ClearWater Campus and a create a formal manual for the volunteer process.

Program & Strategy Enhancements

- Continue to meet with our instructors and volunteers monthly to enhance the customer experience.
- Stay connected with other art and ceramic centers in North Carolina to stay current with trends and best practices.

Performance Summary

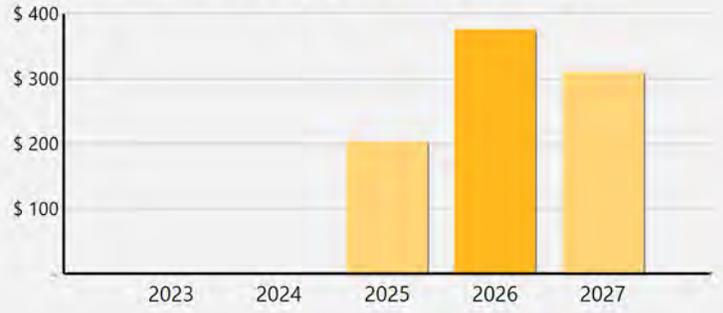
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Unique Places & Destinations	ClearWater Arts Center & Studio	ClearWater Arts Center & Studio	# of public events and reservations held at the ClearWater Arts Center	0	0	55	0

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 6122	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	-	-	143,827	50,037	165,834	167,659
Operations	-	-	115,298	153,252	210,234	142,487
Total Expenditures	-	-	259,125	203,289	376,068	310,146

*as amended

**as of 5/20/2025



SPECIAL REVENUE FUNDS

SECTION CONTENTS



Municipal Service District



HOME Consortium



Housing Choice Vouchers



Market Rate Units

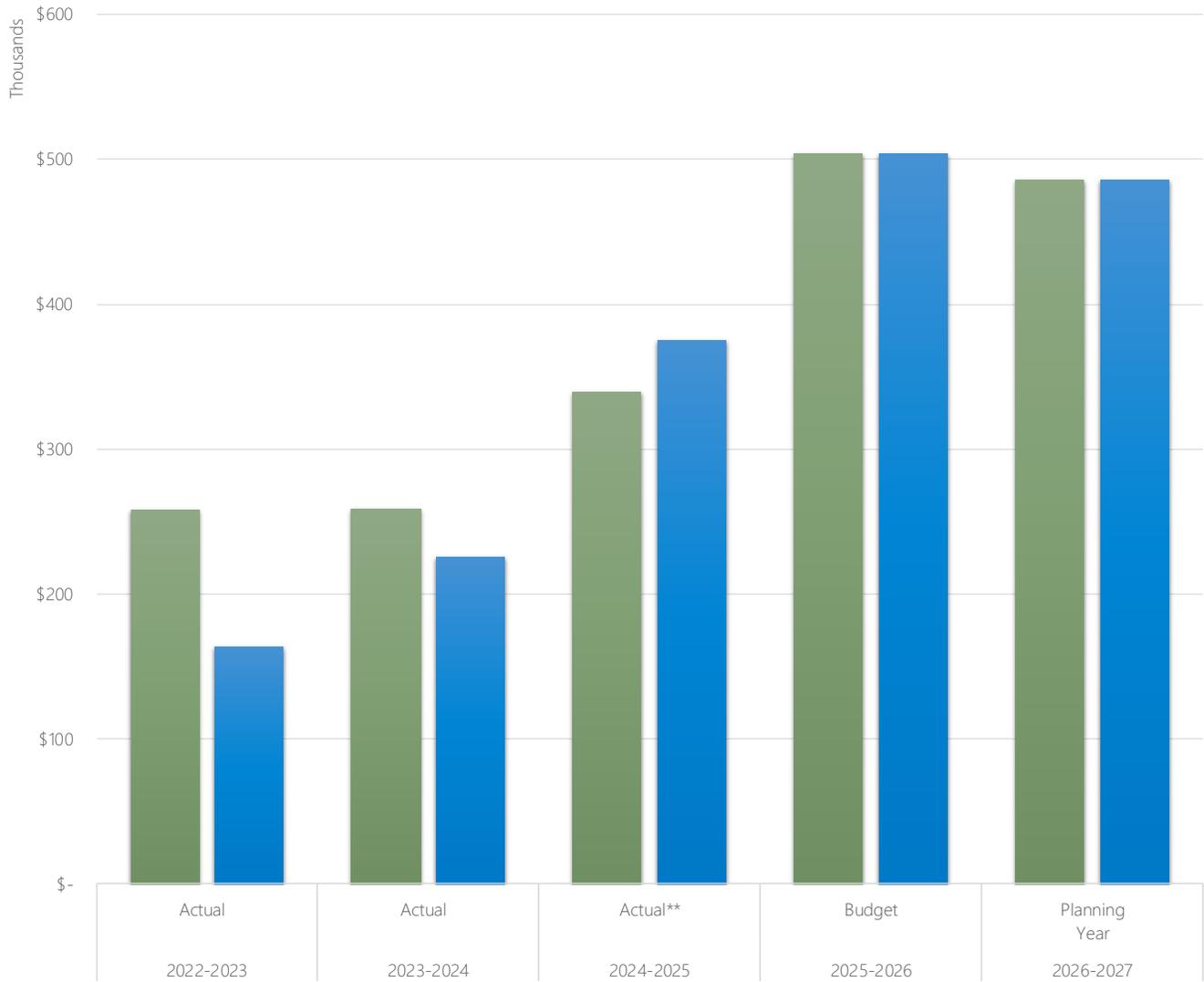


Community Development Block Grant



Affordable Housing Revolving

Municipal Service District



	2022-2023 Actual	2023-2024 Actual	2024-2025 Council Approved*	2024-2025 Actual**	2025-2026 Budget	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 201							
Restricted Intergov'tl Revenue	186,351	179,577	236,889	228,159	269,045	53.38%	250,496
Operating Revenues	389	310	500	295	532	0.11%	500
Other Financing Sources	75,000	71,266	50,007	105,007	234,405	46.51%	234,277
Investment Earnings	(3,812)	7,690	-	6,091	-	0.00%	-
Total Revenues	\$ 257,929	\$ 258,843	\$ 287,396	\$ 339,552	\$ 503,982	100.0%	\$ 485,273
Munisipal Service District Fund - Expenditures	163,084	225,136	292,868	374,893	503,982	100.00%	485,273
Total Expenditures	\$ 163,084	\$ 225,136	\$ 292,868	\$ 374,893	\$ 503,982	100.0%	\$ 485,273

*as amended

**as of 5/20/2025

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 public and private partnerships.

Vision

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

Core Values

The Downtown Development team takes ownership of its actions by being accountable and communicates to inform and engage coworkers and the community and works collaboratively to provide excellent service.

Major Services Provided

- Enhance Historic Downtown Concord
- Business development, recruitment, and design
- Leverage public and private partnerships
- Market and promote Downtown Concord

FTE Summary

22-23	23-24	24-25	25-26	26-27
2.00	2.00	2.00	2.00	2.00

FY 24-25 Major Accomplishments

- Hosted two Art Walks in partnership with Cabarrus Arts Council and continued communication with downtown stakeholders regarding Streetscape and other new construction projects.
Hosted several downtown Concord events in FY25 including: Christmas in July, Small Business Saturdays, Social Saturdays, First Fridays, and the Streetlight 5K.
- Developed a mitigation strategy for businesses impacted by the 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 25-26 Budget Highlights

- Begin a branding and marketing initiative that incorporates the new Downtown environment.
- Recruiting new businesses for retail space in new construction and redevelopment projects. Working with the private sector on future projects for Downtown.
- Focusing on driving more businesses and individuals downtown after the Streetscape mitigation.
- Increasing visibility by posting event updates and business information to the Downtown Concord webpage, through social media, and paid advertising.

FY 26-27 Planning Year Goals

- Begin new public-private partnerships for upcoming residential and commercial projects and continue the façade grants program.
- 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.

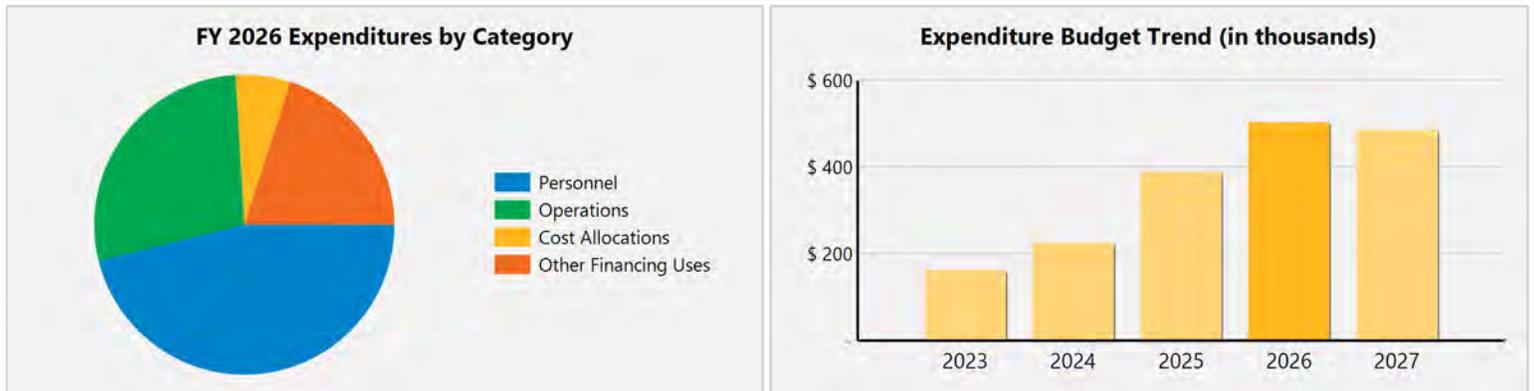
Program & Strategy Enhancements

- Reinstate monthly mixers with business owners and increase sponsorship for events and programming.
- Continue education and training through the North Carolina Main Street Program.
- Increase volunteerism for events and programs and increase community engagement in downtown projects.
- Work with community partners to implement new downtown events.
- Recruitment of restaurant and retail tenants.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Communications & Partnerships	Communication	Communicate and engage with all downtown stakeholders and the public sector.	Percentage of businesses, property owners, and residents reporting they received communications	21%	75%	76%	45%
	Marketing	Provide effective marketing services for Downtown events, businesses, venues, and available real estate.	Annual increase in social media followers	16%	12%	8%	5%
Economic Opportunities	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	8	8	14	2
	Economic Development	Work in an open and transparent partnership with public and private partners to recruit and retain businesses.	Number of businesses who have received support from Downtown staff annually	56	96	101	66
			Ratio of business openings to closings in Downtown	5	17	5	16

Budget Charts



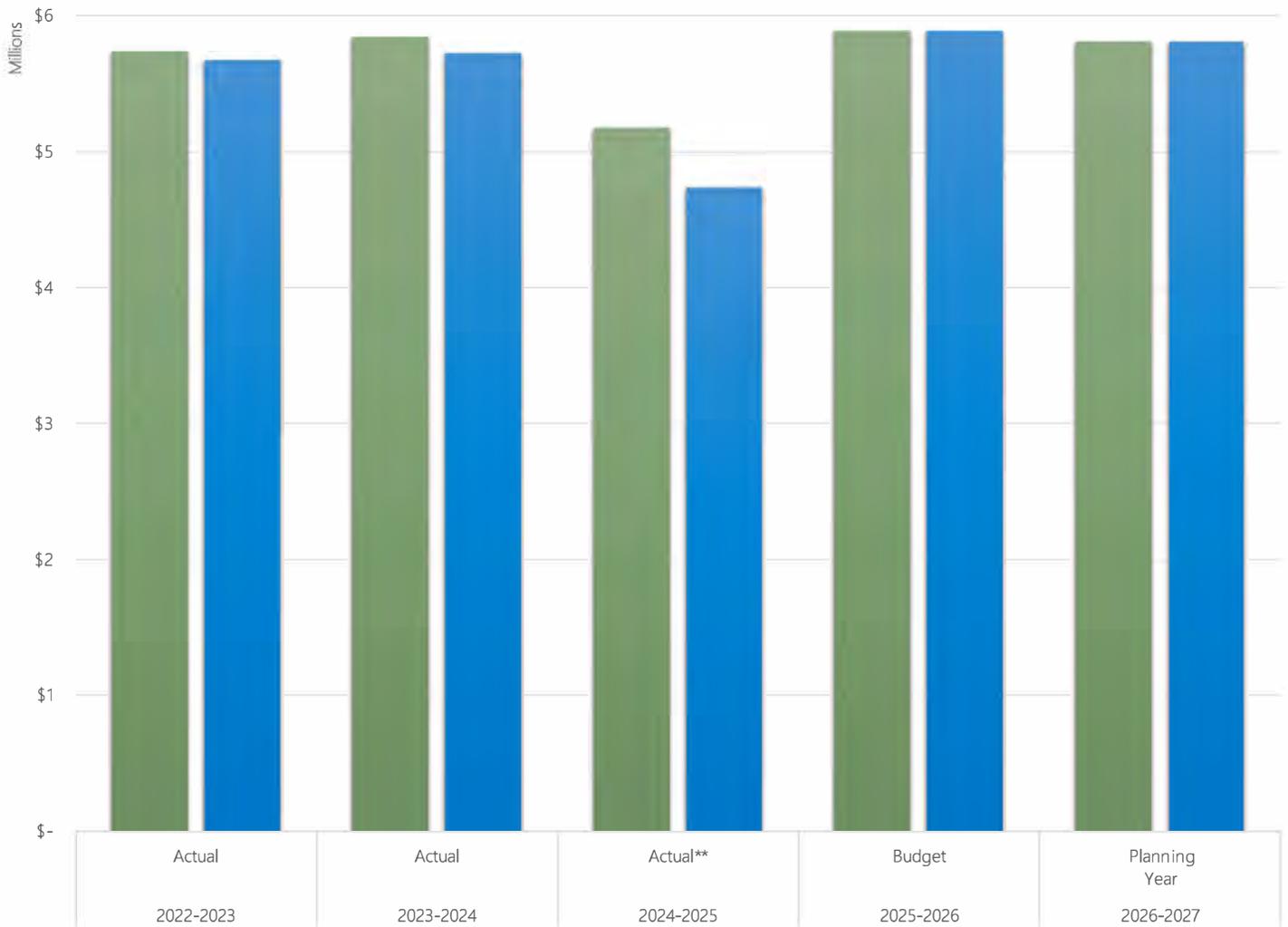
Budget By Category

Budget Unit #: 5000	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	86,902	181,403	219,349	192,196	232,519	236,194
Operations	47,251	19,193	44,511	85,642	140,738	132,980
Cost Allocations	28,931	24,539	29,008	27,414	29,759	30,172
Other Financing Uses	-	-	-	83,826	100,966	85,927
Total Expenditures	163,084	225,136	292,868	389,078	503,982	485,273

*as amended

**as of 5/20/2025

Housing Choice Voucher Program



	2022-2023 Actual	2023-2024 Actual	2024-2025 Council Approved*	2024-2025 Actual**	2025-2026 Budget	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 210							
Restricted Intergov'tl Revenue	-	-	-	-	-	0.00%	-
Other Revenue	-	-	-	-	-	0.00%	-
Other Financing Sources	58,537	56,974	5,123	6,851	64,070	1.09%	40,321
Housing Revenue	5,676,998	5,779,558	5,886,132	5,165,828	5,819,850	98.91%	5,765,800
Total Revenues	\$ 5,735,534	\$ 5,836,531	\$ 5,891,255	\$ 5,172,679	\$ 5,883,920	100.0%	\$ 5,806,121
HCV Fund - Expenditures	5,673,964	5,724,979	5,891,255	4,743,989	5,883,920	100.00%	5,806,121
Total Expenditures	\$ 5,673,964	\$ 5,724,979	\$ 5,891,255	\$ 4,743,989	\$ 5,883,920	100.0%	\$ 5,806,121

*as amended

**as of 5/20/2025

HCV Admin

Fund: 210 - Voucher Program | Budget Unit: 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

22-23	23-24	24-25	25-26	26-27
3.46	4.89	4.90	4.90	4.90

FY 24-25 Major Accomplishments

- Explored new voucher opportunities as made available by the U.S. Department of Housing and Urban Development (HUD) and improved voucher utilization rates.
- Reviewed payment standards to increase lease-up success.
- Hired a new Housing Specialist position to improve departmental efficiency and compliance.

FY 25-26 Budget Highlights

- Continue to creatively recruit new landlords and partner with WeBuild and other non-profits and private developers to expand market rate rental units and units participating in the HCV program.
- Work to improve voucher utilization rates.

FY 26-27 Planning Year Goals

- Work to improve voucher utilization rates.

Program & Strategy Enhancements

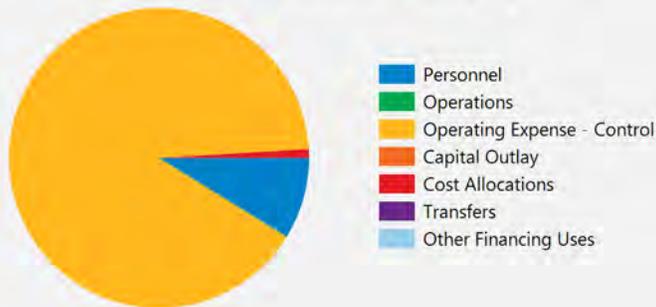
- Continue to provide education on policies and procedures through annual Landlord workshops.
- Promote fair housing and encourage participation in the Housing Choice Vouchers program and its services.
- Attain and maintain a high level of standards and professionalism in day-to-day management of all 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

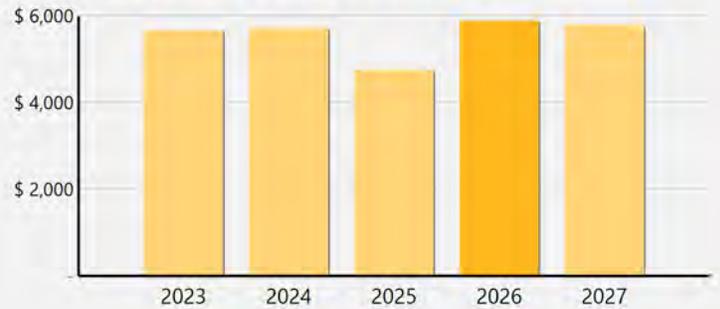
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.	
Core City Service	Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% Utilization of Units Under Lease based on Voucher Funding (not total # of vouchers)	108%	0%	109%	98%	
			% of initial Inspections completed prior to lease-up	0%	100%	100%	100%	
			% of life safety issues resolved within 24 hours	0%	100%	90%	100%	
			% of bi-annual Housing Quality Standards (HQS) inspections completed	0%	97%	85%	100%	
	Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents to promote the goal of homeownership.	# of Family Self-Sufficiency (FSS) Program participants	30	25	18	25	
	Task Tracking			% of HCV Participants Recertified by Due Date	104%	100%	100%	100%
				% of waitlist status update completed	0%	85%	90%	100%
				% of unit months leased as compared to unit months available	0%	86%	80%	0%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 1500	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	331,900	373,343	482,091	404,184	514,878	523,476
Operations	3,436	5,439	5,769	6,940	4,250	4,250
Operating Expense - Control	370,625	331,264	263,131	238,314	106,366	106,964
Capital Outlay	-	-	-	-	-	-
Cost Allocations	53,522	48,802	44,730	42,492	56,038	58,067
Transfers	-	-	24,602	-	-	-
Other Financing Uses	-	-	-	-	-	-
Total Expenditures	759,483	758,848	820,323	691,930	681,532	692,757

*as amended

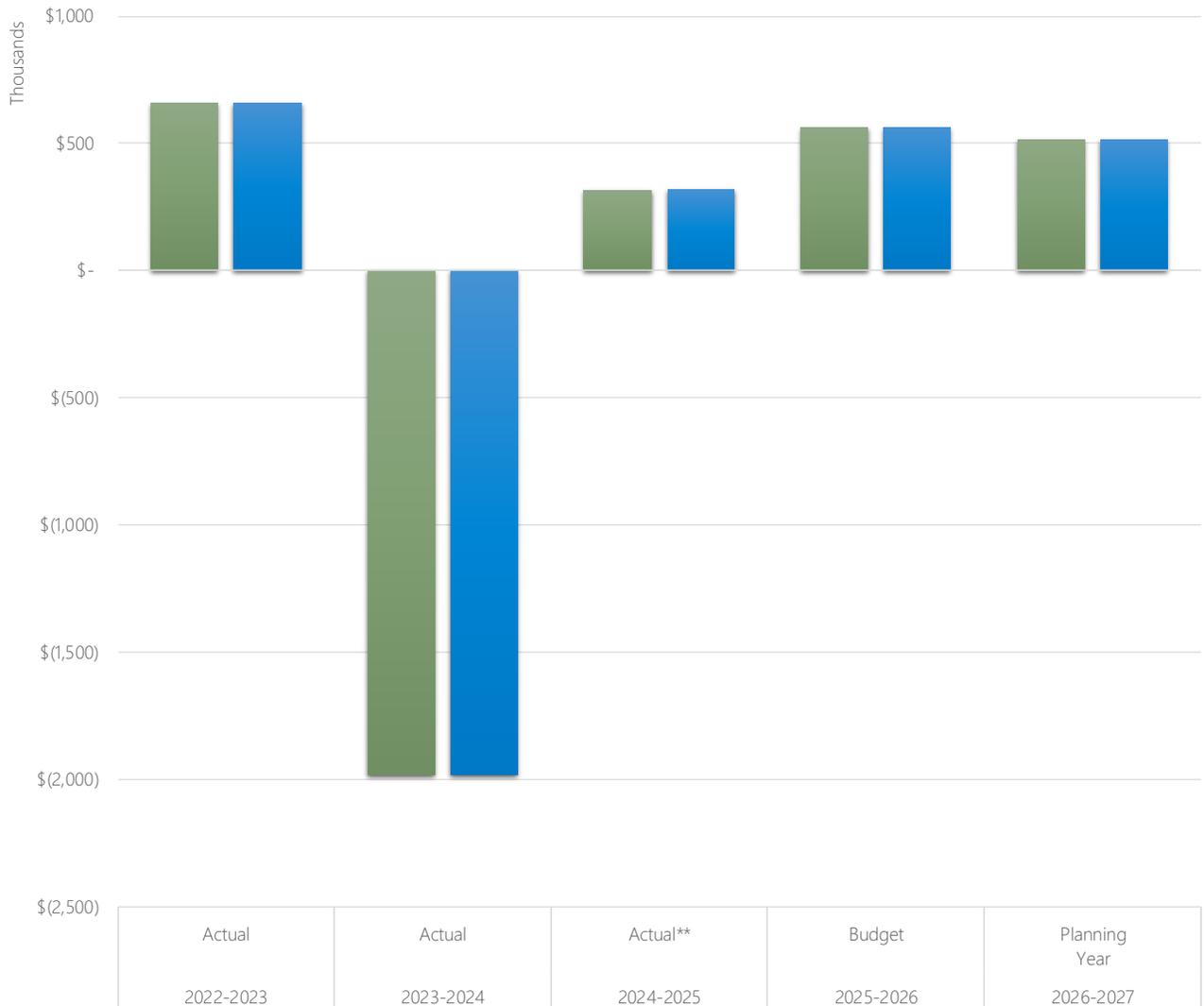
**as of 5/20/2025

Budget Unit #: 1501	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operating Expense - Control	4,914,481	4,966,131	5,070,932	4,063,562	5,202,388	5,113,364
Total Expenditures	4,914,481	4,966,131	5,070,932	4,063,562	5,202,388	5,113,364

*as amended

**as of 5/20/2025

Community Development Block Grant (CDBG)



	2022-2023 Actual	2023-2024 Actual	2024-2025 Council Approved*	2024-2025 Actual**	2025-2026 Budget	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 310							
Restricted Intergov'tl Revenue	507,471	(1,984,430)	528,389	309,946	560,220	99.84%	512,611
CARES Act***	59,521	98,847	-	-	-	0.00%	-
Other Revenue	90,001	(94,322)	9,161	5,005	900	0.16%	900
Other Financing Sources	-	-	-	-	-	0.00%	-
Investment Earnings	-	-	-	-	-	0.00%	-
Total Revenues	\$ 656,994	\$ (1,979,905)	\$ 537,550	\$ 314,951	\$ 561,120	100.0%	\$ 513,511
CDBG Fund - Expenditures	656,994	(1,979,905)	537,550	320,973	561,120	100.00%	513,511
Total Expenditures	\$ 656,994	\$ (1,979,905)	\$ 537,550	\$ 320,973	\$ 561,120	100.0%	\$ 513,511

*as amended

**as of 5/20/2025

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

Note: FY 2023-2024 actual revenues and expenditures display as negative values due to accounting clean up.

CDBG Admin 2025

Fund: 310 - Community Development Block Grant | Budget Unit: 3124 - CDBG Admin 2025 & 3125 - CDBG Projects 2025

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.

Core Values

Accountability, Communication, and Teamwork

Major Services Provided

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

FTE Summary

22-23	23-24	24-25	25-26	26-27
1.00	1.00	1.00	0.94	0.94

FY 24-25 Major Accomplishments

- Showcased the City's investment in being a destination for unique attractions by assisting with the McGill project. The McGill Project will assist LMI entrepreneurs to build the foundation of their own successful food and beverage-based business and will help address the food desert needs within the Gibson Village Community. To date, Concord has purchased four parcels to house the campus, conducted an environmental review, demolished the delapidated structures, conducted a wetlands/stream survey, been awarded \$656,000 in funding from US Representative Alma Adams for the site work, invested over \$600,000 of the City's general and CDBG funds, and conducted two public input sessions in addition to an online survey to obtain community feedback about the needs and potential uses of the site.
- Assisted Parks and Rec with designs for various park upgrades, new construction, and greenway additions to ensure safe walkability for residents in the Logan and Gibson neighborhoods.
- Completed three emergency rehabs. Currently working to complete reconstruction of one with repairs so severe that required them to be demolished and rebuilt. One income certification is underway. Staff has fielded 47 rehab inquiry calls and 13 online inquiries.

FY 25-26 Budget Highlights

- Staff will continue to work with the Transportation department to complete the reconstruction of the Lincoln Street Bridge. Staff will continue to engage with the community to provide updates and to respond to questions about these projects.
- Continue work on both the McGill Project and the next phase of work at ClearWater with Parks & Recreation department.
- Work within the Healthy Housing Cohort to create a technology-based solution designed to provide a central location for residents to access non-profits who can assist with various needs without duplicating applications. The initial goal will be a universal application which can provide basic information to service providers so the agency can determine if they can assist. In addition to a universal initial application, a secondary goal will be to collect better data on the individuals or families assisted.
- Continue to address residents on the waiting list to limit time on the list. Continue partnering with Cabarrus County, Habitat, and other partners to address client needs when work amount exceeds funding limits.
- Work to identify new community development efforts which can revitalize LMI communities or open opportunities for LMI residents in Concord. Seek potential grant funding to assist with efforts.

FY 26-27 Planning Year Goals

- Continue site work and construction for the McGill campus. Seek additional parcels which may be opportunities to expand the campus footprint. Also continue work with Parks & Recreation for the next phase of work at ClearWater.
- Partner with cohort members, other City departments, and WeBuild to expand housing choices, address infrastructure needs, community engagement, education opportunities, and create economic opportunities for LMI residents as well as other individuals in the community.
- Seek grant opportunities for future Community Development activities.

Program & Strategy Enhancements

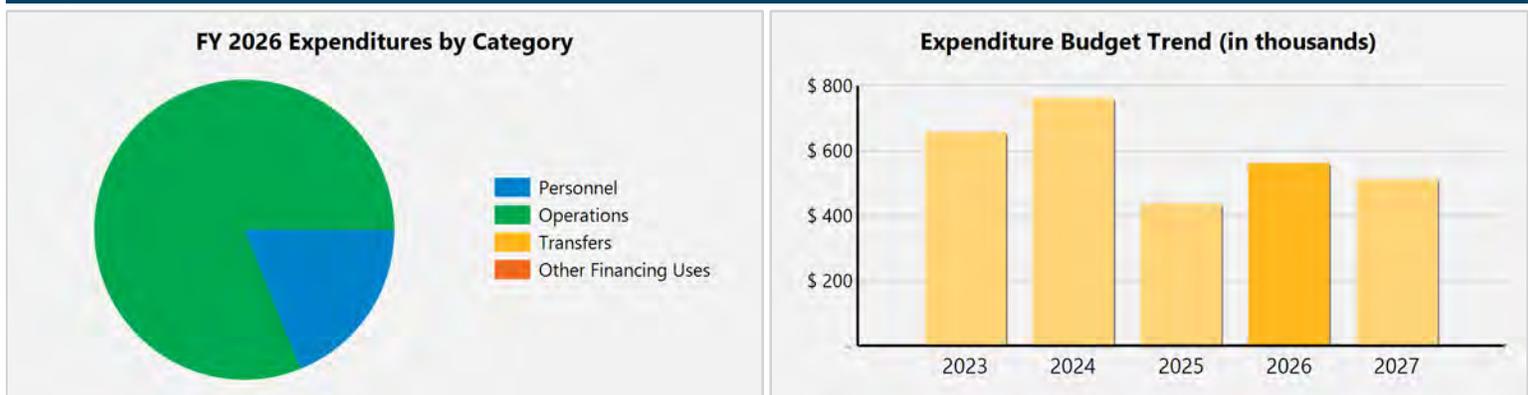
- Work to increase citizen knowledge of community development efforts through workshops and/or presentations such as Fair Housing, Heir Property, and rehab education. Also partner with other groups to educate about area needs, individual housing rights, and service contacts. Use the cohort efforts to connect this information to residents.
- 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, and elimination of barriers to benefit residents throughout Concord. Use the cohort effort to move this goal forward.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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%
			% of Allowable Administrative funds expended	92.72%	91.5%	51.76%	50%
	Emergency / Substantial 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	1	1	3	10
			% of emergency/substantial rehab funds expended	35.98%	68%	47.38%	45%

Budget Charts



Budget By Category

Budget Unit #: 3124	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	115,566	91,817	99,826	91,019	106,074	107,776
Operations	16,392	24,464	2,743	5,685	5,970	4,835
Total Expenditures	131,957	116,281	102,569	96,704	112,044	112,611

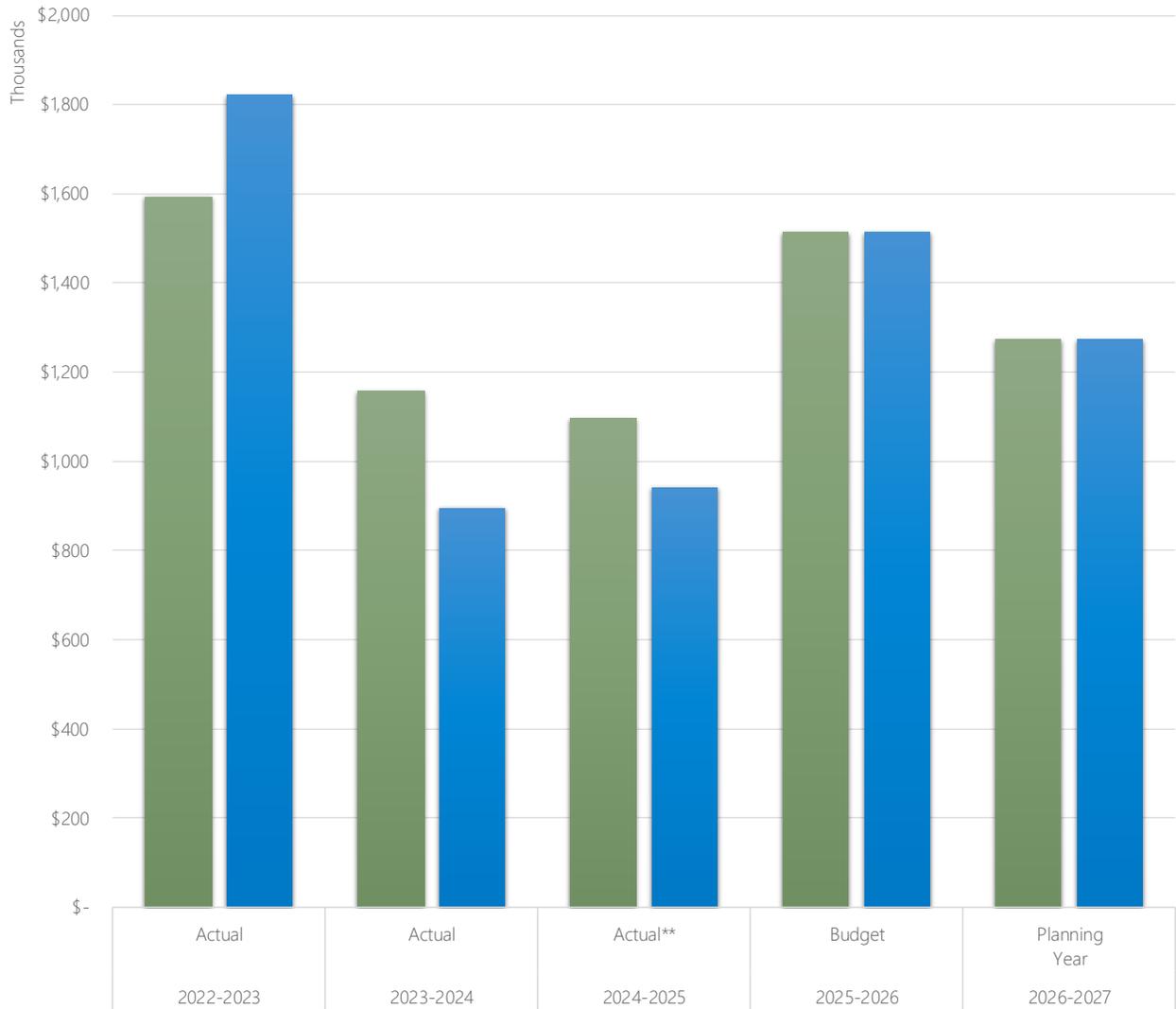
Budget Unit #: 3125	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	167,421	545,888	434,981	338,959	449,076	400,900
Transfers	-	-	-	-	-	-
Total Expenditures	167,421	545,888	434,981	338,959	449,076	400,900

*as amended

**as of 5/20/2025

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

HOME Consortium



	2022-2023 Actual	2023-2024 Actual	2024-2025 Council Approved*	2024-2025 Actual**	2025-2026 Budget	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 320							
Restricted Intergov'tl Revenue	1,512,286	881,722	1,091,698	781,911	1,238,487	81.89%	1,000,000
Other Revenue	39,485	242,520	563,559	281,327	242,894	16.06%	242,894
Transfers	31,006	32,106	31,006	23,254	31,006	2.05%	31,006
Investment Earnings	10,957	556	-	8,893	-	0.00%	-
Total Revenues	\$ 1,593,734	\$ 1,156,904	\$ 1,686,263	\$ 1,095,385	\$ 1,512,387	100.0%	\$ 1,273,900
HOME Fund - Expenditures	1,822,455	895,115	1,686,263	942,472	1,512,387	100.00%	1,273,900
Total Expenditures	\$ 1,822,455	\$ 895,115	\$ 1,686,263	\$ 942,472	\$ 1,512,387	100.0%	\$ 1,273,900

*as amended

**as of 5/20/2025

HOME Admin 2025

Fund: 320 - HOME Grant | Budget Unit: 3221 - HOME Admin 2025 & 3222 - HOME Projects 2025

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.

Core Values

Accountability, Communication, and Teamwork

Major Services Provided

- Lead Agency Administration of the Cabarrus/Iredell/Rowan HOME Consortium
- Down Payment Assistance to Low and Moderate-Income (LMI) Homebuyers
- New Construction of Affordable Housing Units
- Renovation of existing homes

FTE Summary

22-23	23-24	24-25	25-26	26-27
0.70	1.00	1.57	0.61	0.61

FY 24-25 Major Accomplishments

- Sold one home and began construction on two more. Staff worked to assist homeowners in repairs, home rehabs, and down payment assistance. Overall, staff has fielded 47 rehab inquiry calls and 13 online inquiries.
- Concord was selected one of eight cities in the nation to be a part of a Healthy Housing Cohort.
- Staff hosted 10 events for the community and annual events for local contractors, lenders and realtors. These events are meant to provide education opportunities about fair housing, promote positive relationships with contractors for upcoming opportunities, and give lenders or realtors the chance to ask questions from staff on housing assistance programs provided through Concord.

FY 25-26 Budget Highlights

- Continue working with the Housing Department and the consultant to complete the Wilkinson public housing repositioning project. This will be a multi-year, multi-funded, high-impact project for Housing.
- Work to provide all educational opportunities in both English and Spanish to meet the needs of LMI residents within Concord.
- Staff will continue to address the length of time that residents are held on the waiting list for rehabilitation assistance.
- Work within the Healthy Housing Cohort to create a technology-based solution designed to provide a central location for residents to access non-profits who can assist with various needs without duplicating applications. The initial goal will be a universal application which can provide basic information to service providers so the agency can determine if they can assist. In addition to a universal initial application, a secondary goal will be to collect better data on the individuals or families assisted.
- Continuing to seek partnerships with developers and grant options for affordable housing options within the City.

FY 26-27 Planning Year Goals

- Continue working on 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, Habitat, and other partners 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 work through workshops, presentations, and other trainings opportunities to educate about area needs, individual housing rights, how to navigate the application process, and how to report issues. Use the cohort efforts to connect this information to residents. Continue to sort data collected to show how utility repairs help residents with lower energy bills.
- 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 cohort members to better assist residents needing home rehab and other services. 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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Down Payment Assistance	Offer down payment assistance and homebuyer education to provide homeownership opportunities to qualified buyers.	# of households who received downpayment assistance	0	1	2	5
	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	6	6	3	3
	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	90%	100%	100%	100%
			% of allowable administrative funds expended	43.51%	74.2%	66%	40%

Budget Charts



Budget By Category

Budget Unit #: 3221	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	42,966	-	41,494	(1,062)	42,802	43,752
Operations	24,519	92,774	67,676	35,454	81,046	56,248
Total Expenditures	67,484	92,774	109,170	34,392	123,848	100,000

*as amended

**as of 5/20/2025

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

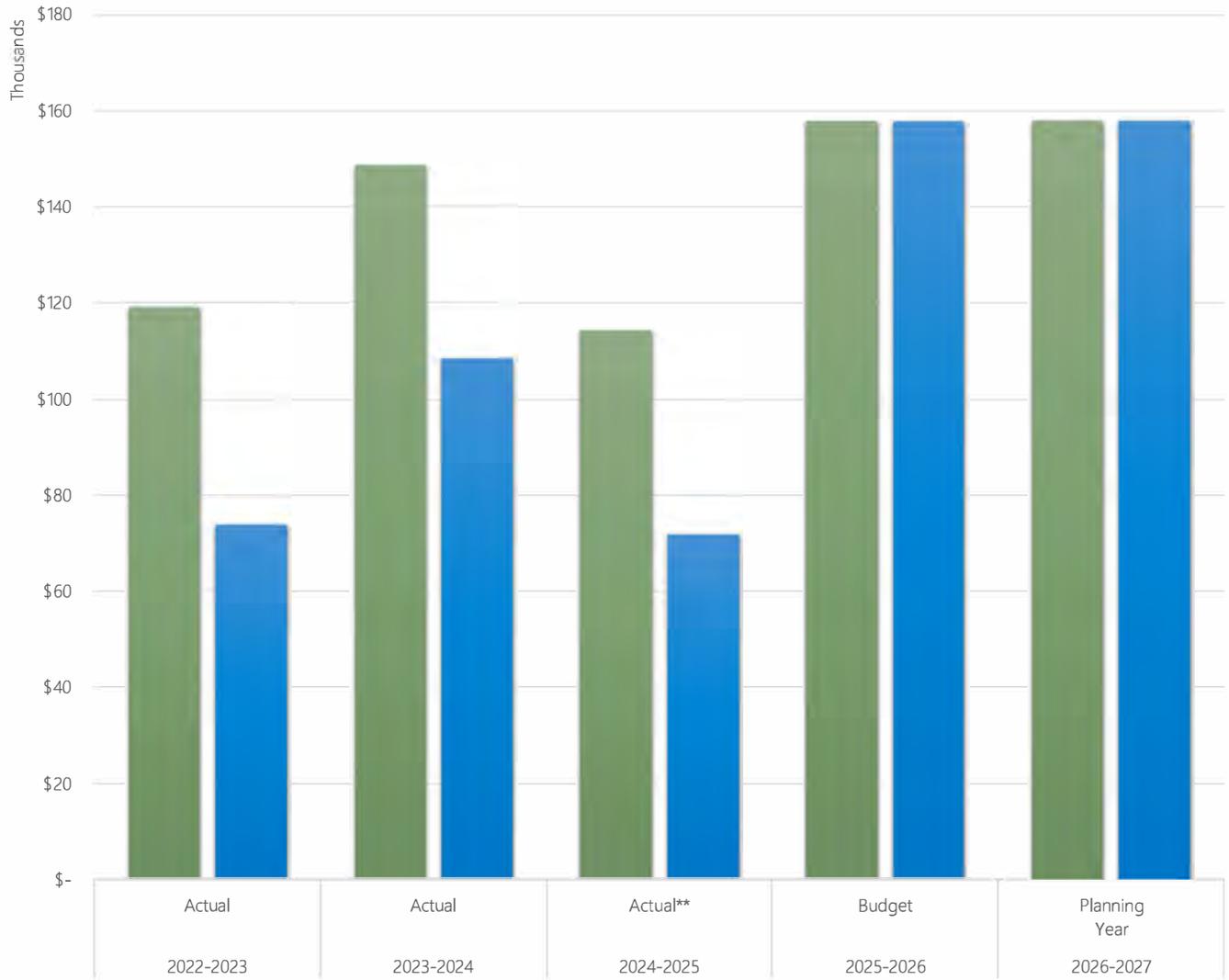
Budget Unit #: 3222	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	1,247,110	393,309	1,577,093	1,707,984	1,388,539	1,173,900
Total Expenditures	1,247,110	393,309	1,577,093	1,707,984	1,388,539	1,173,900

*as amended

**as of 5/20/2025

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

Market Rate Units



	2022-2023 Actual	2023-2024 Actual	2024-2025 Council Approved*	2024-2025 Actual**	2025-2026 Budget	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 350							
Housing Revenue	119,105	148,381	152,488	114,229	157,788	100.00%	157,788
Investment Earnings	(90)	9,317	-	10,755	-	0.00%	-
Total Revenues	\$ 119,105	\$ 148,381	\$ 152,488	\$ 114,229	\$ 157,788	100.00%	\$ 157,788
Market Rate Units Fund - Expenditures	73,890	108,485	152,488	71,729	157,788	100.00%	157,788
Total Expenditures	\$ 73,890	\$ 108,485	\$ 152,488	\$ 71,729	\$ 157,788	100.00%	\$ 157,788

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
-	-	-	-	-

FY 24-25 Major Accomplishments

- Worked with the City Manager’s Office and the Fire Department on the Firefighter Affordable Housing program.
- Continued to manage the portfolio of affordable properties.

FY 25-26 Budget Highlights

- Continue to work with the City Manager’s Office and the Fire Department on the Firefighter Affordable Housing program.

FY 26-27 Planning Year Goals

- Continue to work with the City Manager’s Office and the Fire Department on the Firefighter Affordable Housing program.

Program & Strategy Enhancements

- Maintain housing stock above quality requirements.
- Continue to explore new funding through grant opportunities being made available locally, statewide, & 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 the stock of Market Rate Units by exploring new opportunities & developing innovative ways to encourage more units.

Performance Summary

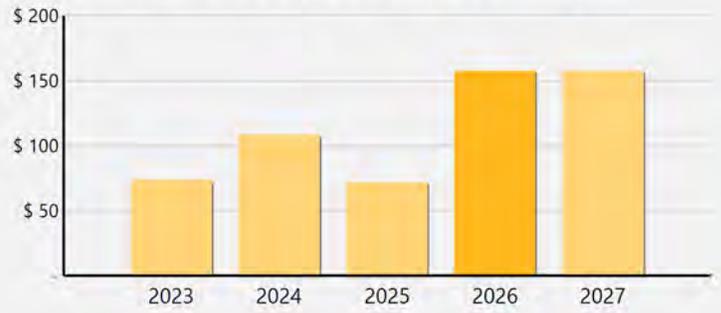
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Accounting	Provide accurate financial information, in a timely manner, to the City and HUD to comply with local/state/ federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected	91%	0%	0%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



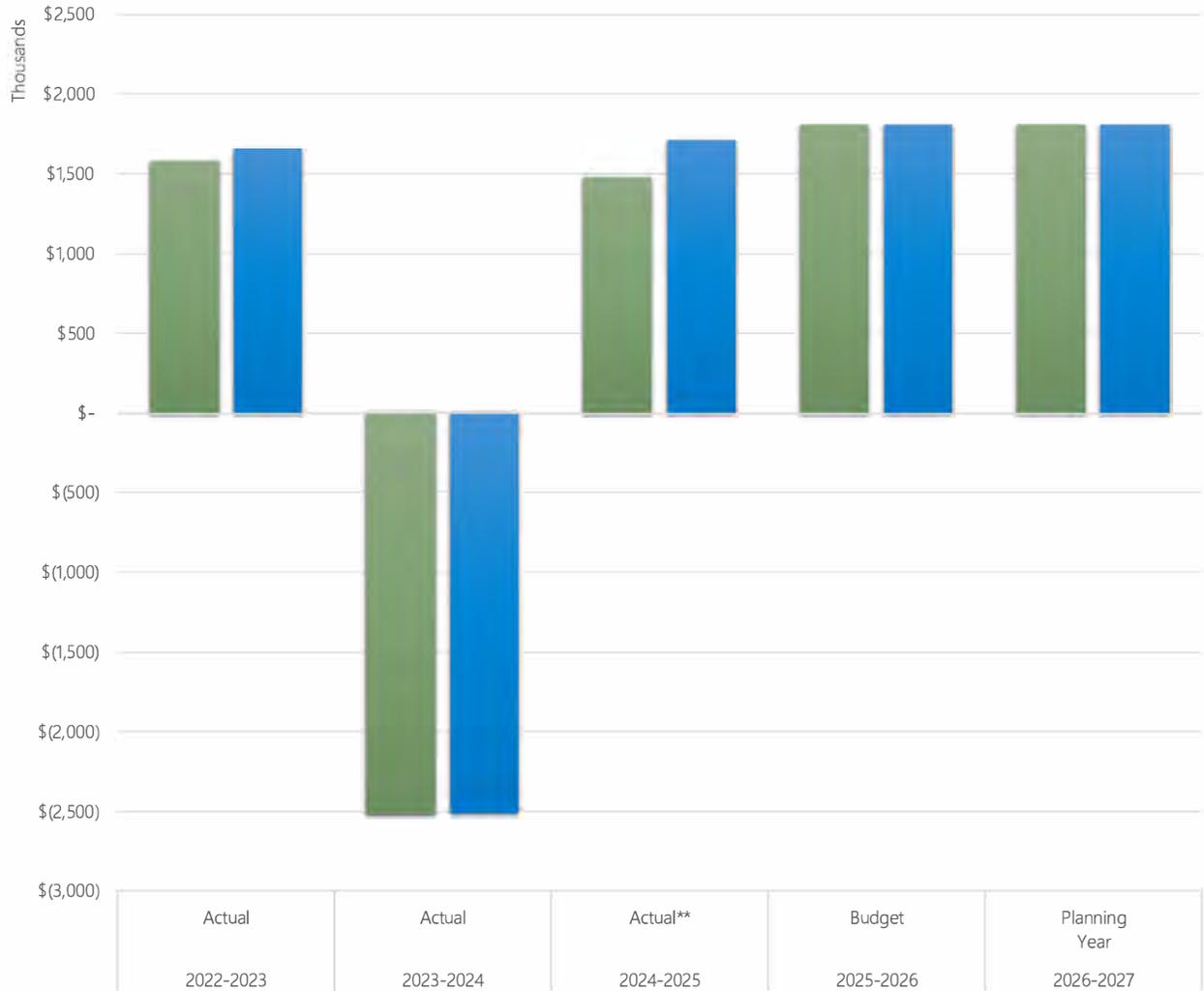
Budget By Category

Budget Unit #: 3500	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	18,977	29,658	35,500	9,328	35,500	35,500
Operating Expense - Control	11,986	1,573	-	-	-	-
Transfers	42,927	77,254	116,988	62,401	122,288	122,288
Total Expenditures	73,890	108,485	152,488	71,729	157,788	157,788

*as amended

**as of 5/20/2025

Affordable Housing Revolving Fund



	2022-2023 Actual	2023-2024 Actual	2024-2025 Council Approved*	2024-2025 Actual**	2025-2026 Budget	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 370							
Affordable Housing Revolving fund - Revenues	1,574,670	(2,515,638)	1,523,230	1,474,940	1,800,000	100.00%	1,800,000
Total Revenues	\$ 1,574,670	\$ (2,515,638)	\$ 1,523,230	\$ 1,474,940	\$ 1,800,000	100.0%	\$ 1,800,000
Affordable Housing Revolving Fund - Expenditures	1,650,251	(2,507,264)	1,523,230	1,706,017	1,800,000	100.00%	1,800,000
Total Expenditures	\$ 1,650,251	\$ (2,507,264)	\$ 1,523,230	\$ 1,706,017	\$ 1,800,000	100.0%	\$ 1,800,000

*as amended

**as of 5/20/2025

Note: FY 2023-2024 actual revenues and expenditures display as negative values due to accounting clean up.

Revolving Housing Projects Fund

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

Mission

Major Services Provided

- Revolving funds related to Affordable Housing within the City
- Supported through dedicated priority funding allocated by City Council

FTE Summary

22-23	23-24	24-25	25-26	26-27
-	-	-	-	-

FY 25-26 Budget Highlights

- Prior to FY 2025, the allocation to the Revolving Housing Projects Fund was based on the value of 1¢ of the property tax rate. In FY 2025, the allocation was increased and was changed to a fixed dollar amount. This change gives City Council greater flexibility to adjust the amount allocated to this fund each year.

Program & Strategy Enhancements

Budget Charts



Budget By Category

Budget Unit #: 3700	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	1,404,370	(1,010,434)	1,511,217	1,706,017	-	-
Capital Outlay	-	(15,200)	-	-	-	-
CIP Projects	-	-	(7,987)	-	1,800,000	1,800,000
Non-Operating Expenses	245,881	(1,481,631)	20,000	-	-	-
Total Expenditures	1,650,251	(2,507,264)	1,523,230	1,706,017	1,800,000	1,800,000

*as amended

**as of 5/20/2025



ENTERPRISE FUNDS

SECTION CONTENTS



Stormwater



Wastewater



Electric



Rocky River Golf Course



Water



Concord-Padgett Regional Airport



CK Rider Transit



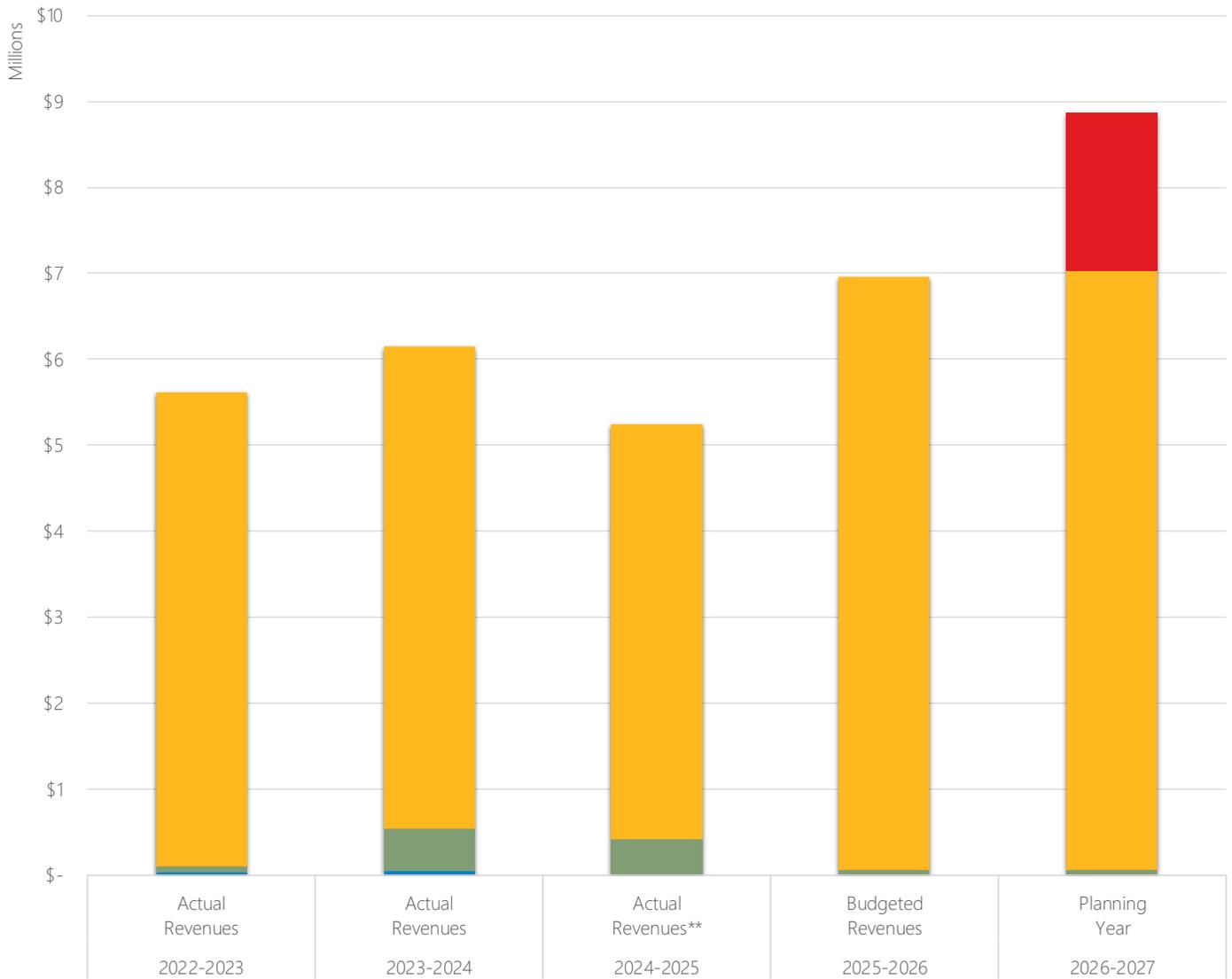
Public Housing

Stormwater Fund Revenues

	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2025-2026	2026-2027
	Actual	Actual	Council	Actual	Budgeted	Percentage by	Planning
Fund 600	Revenues	Revenues	Approved*	Revenues**	Revenues	Source	Year
Non-Operating Revenues	35,151	47,844	-	-	-	0.00%	-
Investment Earnings	58,954	483,255	-	414,217	54,430	0.78%	54,430
Operating Revenues	5,523,166	5,622,991	5,692,428	4,829,735	6,897,711	99.22%	6,976,978
Retained Earnings Appropriated	-	-	504,656	-	-	0.00%	1,840,201
Total Revenues	\$ 5,617,272	\$ 6,154,090	\$ 6,197,084	\$ 5,243,952	\$ 6,952,141	100.0%	\$ 8,871,609

* as amended

**as of 5/20/2025

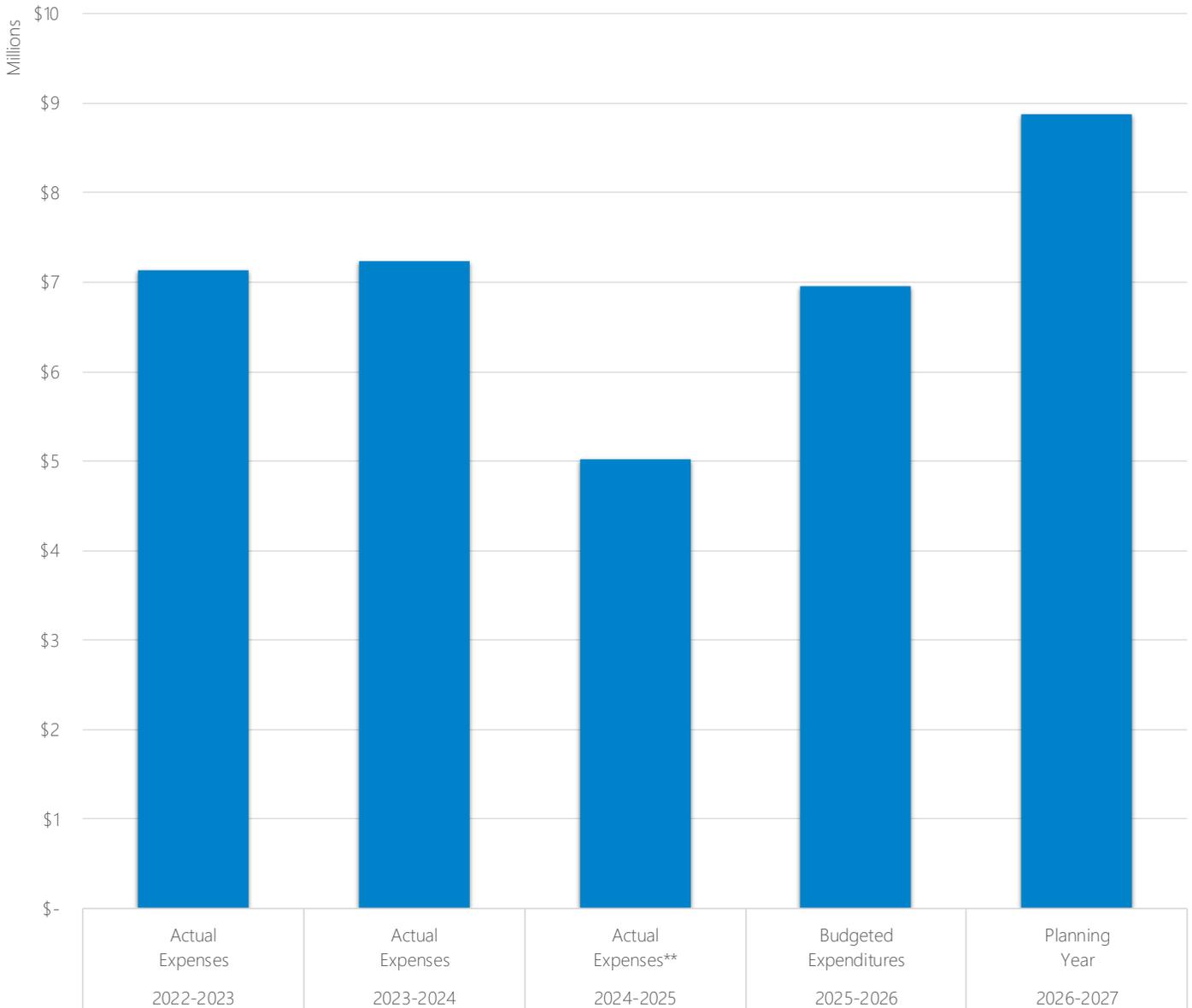


Stormwater Fund Expenditures

Budget Unit	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Stormwater Operations	7,130,689	7,232,495	6,197,084	5,017,764	6,952,141	100.0%	8,871,609
Total Expenditures	\$ 7,130,689	\$ 7,232,495	\$ 6,197,084	\$ 5,017,764	\$ 6,952,141	100.0%	\$ 8,871,609

* as amended

**as of 5/20/2025



Stormwater Oper & Maint

Fund: 600 - Stormwater Fund | Budget Unit: 7100 - Stormwater Oper & Maint

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

22-23	23-24	24-25	25-26	26-27
21.59	21.26	21.26	21.59	21.59

FY 24-25 Major Accomplishments

- Began the Main Street Culvert Replacement. This culvert suffered severe erosion damage during a heavy rain event and needed to be replaced.
- Completed design and easement acquisition for the Farmwood Boulevard Culvert Replacement. This project is identified in the master plan and will upsize the existing culvert under Farmwood Boulevard.

FY 25-26 Budget Highlights

- Bid and begin construction of the Farmwood Boulevard Culvert Replacement project.
- Complete the Main St. Culvert Replacement project.
- Begin the Miramar Drive Culvert Replacement project in conjunction with greenway construction. This project will replace a culvert under Miramar Drive that was identified in the Stormwater Master Plan.
- Replace a culvert on Wyoming Drive that is in poor condition.

FY 26-27 Planning Year Goals

- Complete the Miramar Drive Culvert Replacement project in conjunction with greenway construction.
- Finish the replacement of the Wyoming Drive culvert.
- Begin preliminary engineering work and scoping for the Asheford Green Culvert Replacement project.

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 Plan & related studies.
- Evaluate the ditch maintenance program to maximize efficiencies and develop educational programs related to the Utility Credit & Adjustment Manual.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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.	Average # of days to respond or investigate service requests	N/A	1.74	1.75	2
	Maintain NPDES Phase II Compliance	Implement required NPDES Phase II Stormwater program elements to reduce pollution and erosion caused by stormwater runoff.	Total # of NPDES Phase II education outreach touchpoints	52	120	81	50
			% of SCM (Stormwater Control Measures) inspections audited by City staff	47%	28%	20.5%	30%
			% of major City facilities inspected	100%	100%	0%	100%
			% of minor City facilities inspected (5 year cycle)	100%	23%	10%	20%
	Scheduled Street Sweeping	Complete established sweeping routes on schedule to reduce pollution from streets reaching streams and degrading water quality.	Total # of times that curbed streets are swept	12	12	6	12

Budget Charts



Budget By Category

Budget Unit #: 7100	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,851,320	1,949,746	2,215,859	2,005,500	2,491,530	2,557,031
Operations	741,453	492,481	540,640	411,947	433,732	443,809
Capital Outlay	-	-	709,656	801,259	693,000	141,000
Cost Allocations	2,051,717	2,355,683	2,435,553	2,246,220	2,583,879	2,579,769
Transfers	516,500	599,689	295,376	-	750,000	3,150,000
Depreciation & Amortization	1,970,761	1,802,411	-	-	-	-
Non-Operating Expenses	(1,062)	32,484	-	-	-	-
Total Expenditures	7,130,689	7,232,495	6,197,084	5,464,925	6,952,141	8,871,609

*as amended

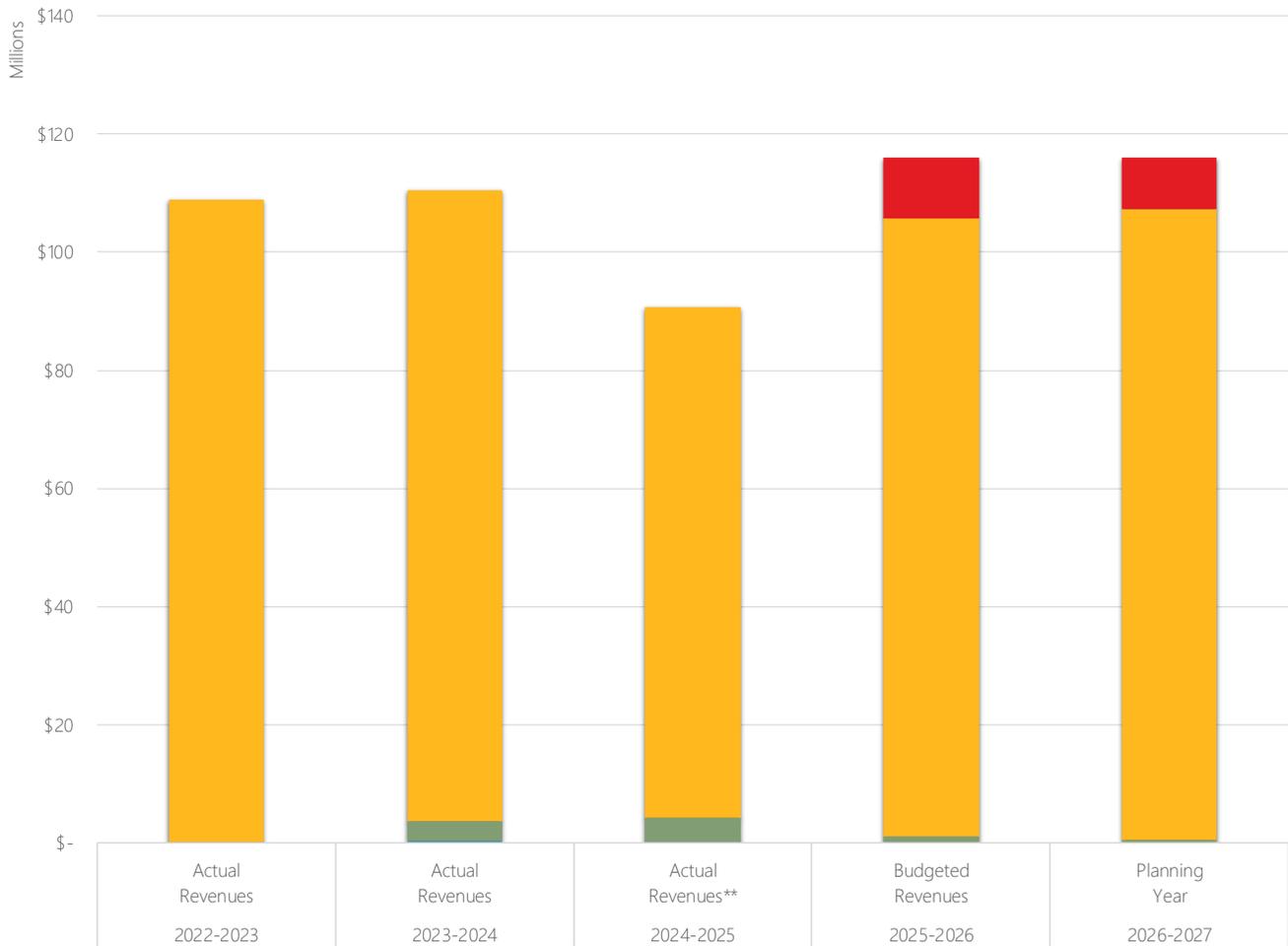
**as of 5/20/2025

Electric Systems Revenue

Fund 610	2022-2023 Actual Revenues	2023-2024 Actual Revenues	2024-2025 Council Approved*	2024-2025 Actual Revenues**	2025-2026 Budgeted Revenues	2025-2026 Percentage by Source	2026-2027 Planning Year
Non-Operating Revenues	48,031	208,989	35,322	59,463	-	0.00%	-
Investment Earnings	(45,840)	3,310,144	1,000,000	4,083,805	1,000,000	0.86%	500,000
Operating Revenue	108,860,841	106,867,296	99,600,000	86,473,882	104,660,000	90.28%	106,720,000
Retained Earnings Appropriated	-	-	18,062,815	-	10,265,268	8.86%	8,813,819
Total Revenues	\$ 108,863,032	\$ 110,386,429	\$ 118,698,137	\$ 90,617,150	\$ 115,925,268	100.0%	\$ 116,033,819

* as amended

**as of 5/20/2025

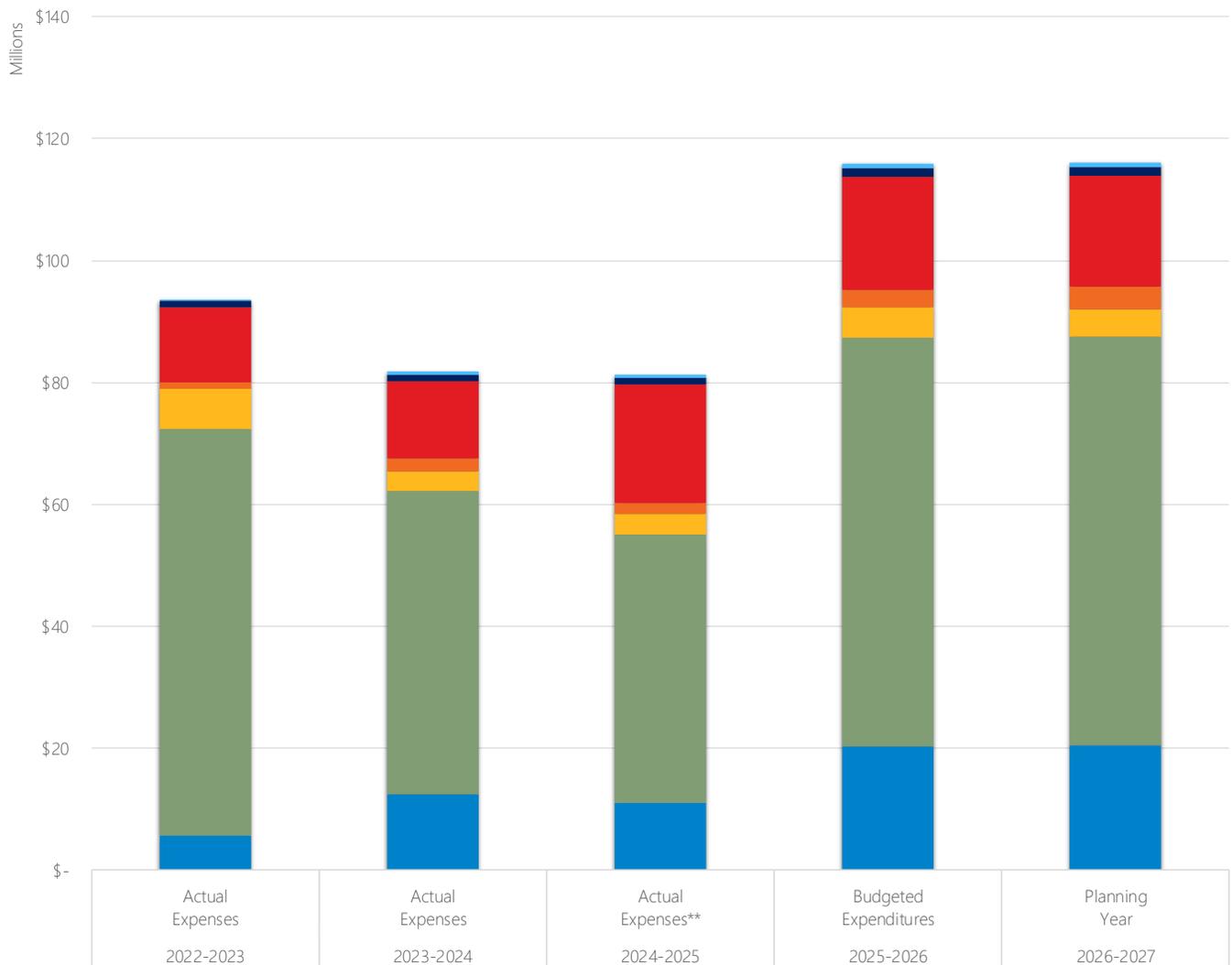


Electric Systems Expenditures

Budget Units	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Electric Administration	5,691,621	12,454,012	15,815,634	10,957,601	20,269,975	17.5%	20,387,194
Purchased Power	66,595,595	49,733,035	65,214,279	44,155,496	67,125,858	57.9%	67,125,858
Maintenance Powerlines	6,600,694	3,294,229	4,253,035	3,386,177	4,965,968	4.3%	4,542,952
Tree Trimming	1,062,988	2,023,455	2,750,305	1,718,411	2,883,034	2.5%	3,643,375
Electric Construction	12,421,529	12,746,333	28,489,152	19,527,003	18,531,384	16.0%	18,186,139
Peak Shaving	690	690	-	-	-	0.0%	-
Electric Engineering	954,541	1,059,824	1,408,988	1,053,488	1,410,798	1.2%	1,438,883
Utility Locate Services	161,788	491,513	766,744	428,737	738,251	0.6%	709,418
Total Expenditures	\$ 93,489,447	\$ 81,803,092	\$ 118,698,137	\$ 81,226,911	\$ 115,925,268	100.0%	\$ 116,033,819

* as amended

**as of 5/20/2025



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

22-23	23-24	24-25	25-26	26-27
4.75	5.00	5.00	6.00	6.00

FY 24-25 Major Accomplishments

- Earned the highest Diamond Safety Award of Excellence from the American Public Power Association for safe operating practices. New safety supplies were added at the Electric Systems Operations Center (ESOC) for better compliance and maintenance of safety standards.
- Successfully completed the 2nd year of a 5-year rate track study.
- Began the selection process for a new Advanced Metering Infrastructure (AMI) system with the establishment of a clear and structured project plan which outlines the goals, timelines, and critical components necessary for the successful implementation of the new system.

FY 25-26 Budget Highlights

- Remain mindful and adaptive to changes in natural gas pricing while continuing development of a robust natural gas hedging strategy.
- Continue development of renewable energy profiles to support advancement in technology.
- Complete the 3rd year of a 5-year rate track study.

FY 26-27 Planning Year Goals

- Continue efforts to ensure safe and efficient work practices are employed.
- Complete the 4th year of a 5-year rate track study.
- Ensure continual adoption of innovative technology to oversee the Electric System safely and efficiently.

Program & Strategy Enhancements

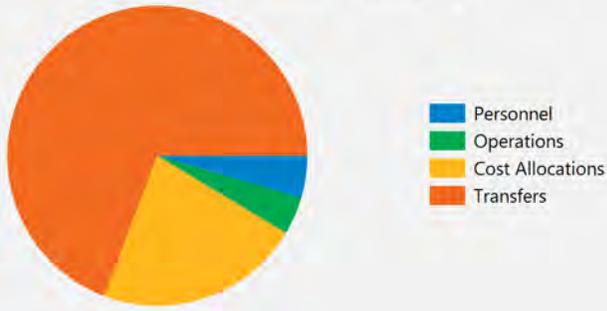
- Make continuous efforts to ensure proper selection of legal and engineering consultants.
- Hold bi-monthly staff meetings to ensure clear understanding of departmental objectives and individual roles.
- Hold regular departmental safety meetings to ensure personnel are trained and understand expectations 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

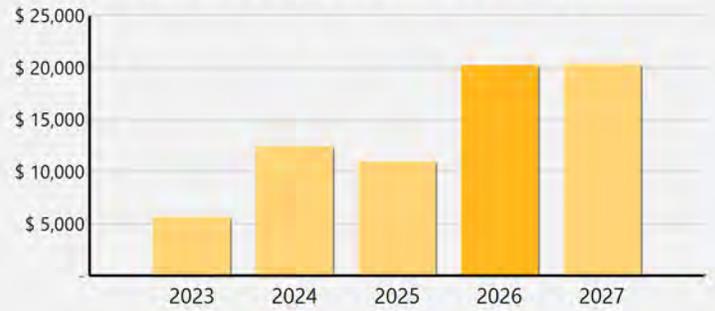
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Safety	Provide a safe work environment for employees to minimize the safety risk.	# of OSHA 300 reportable incidents	5.72	3.53	14.12	N/A

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7200	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	773,910	832,492	787,352	706,434	922,360	951,708
Operations	460,615	360,769	489,663	466,062	823,899	783,190
Capital Outlay	-	-	-	-	-	-
Cost Allocations	3,461,200	3,560,813	4,217,188	4,018,618	4,488,551	4,517,131
Transfers	650,377	7,393,383	10,321,431	5,821,431	14,035,165	14,135,165
Depreciation & Amortization	8,982	15,398	-	-	-	-
Non-Operating Expenses	336,537	291,157	-	-	-	-
Total Expenditures	5,691,621	12,454,012	15,815,634	11,012,545	20,269,975	20,387,194

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
-	-	-	-	-

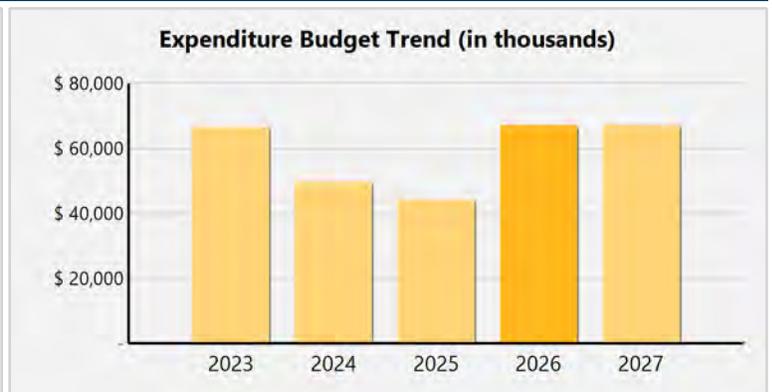
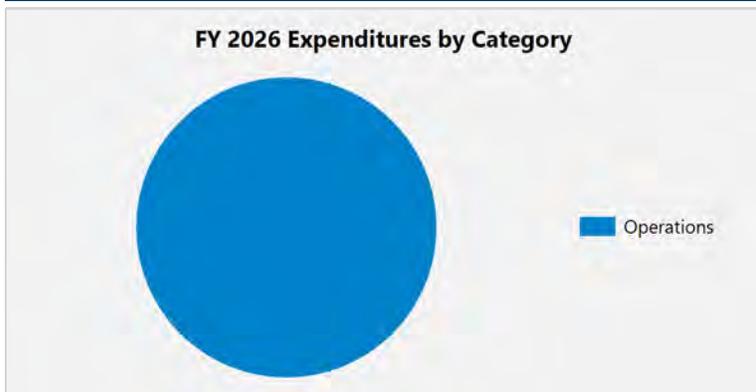
Major Accomplishments and Performance Goals

- 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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Purchased Power	Provide efficient utilization of resources to limit or reduce costs of electric system operation.	Average cost of purchased power in cents	6.24	4.81	4.44	6.5

Budget Charts



Budget By Category

Budget Unit #: 7210	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	66,595,595	49,733,035	65,214,279	44,155,496	67,125,858	67,125,858
Total Expenditures	66,595,595	49,733,035	65,214,279	44,155,496	67,125,858	67,125,858

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
19.00	19.00	20.00	20.00	20.00

FY 24-25 Major Accomplishments

- Completed the change out of circuit breakers for Substation L to improve system reliability.
- Completed Substations V and W providing capacity for Eli Lilly and the west side of the system.
- Sale and removal of all peak shaving generators.

FY 25-26 Budget Highlights

- Anticipated completion of the transmission loop to Substation E.
- Substantial completion of Substation N for additional capacity on the northeast side of the system.
- Change out Substation K1 breakers for improved reliability.
- Begin the procurement phase of the AMI upgrade project.

FY 26-27 Planning Year Goals

- Begin AMI communications upgrade and meter installations.
- Acquire property for Substations R and S.
- Complete the upgrades to the SCADA system for better system reliability.

Program & Strategy Enhancements

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

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Electric Equipment Maintenance	Provide system maintenance of electrical equipment to ensure constant flow of power.	% of outages caused by mechanical failure	12.31%	14%	11%	3%
	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	34.54	154.5	81.1	40
			System Average Interruption Frequency Index (SAIFI)	0.52	1.45	1.27	0.06
			Customer Average Interruption Duration Index (CAIDI) in minutes	66.44	106.22	63.89	66
	Testing and 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	3,105	475	203	3,000

Budget Charts



Budget By Category

Budget Unit #: 7220	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,856,162	1,902,485	2,276,957	1,926,417	2,455,243	2,491,657
Operations	605,664	938,185	1,444,027	2,605,036	1,710,675	1,638,695
Capital Outlay	-	-	532,051	476,383	800,050	412,600
Transfers	3,365,401	-	-	-	-	-
Depreciation & Amortization	773,467	453,559	-	-	-	-
Total Expenditures	6,600,694	3,294,229	4,253,035	5,007,836	4,965,968	4,542,952

*as amended

**as of 5/20/2025

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 right-of-way clearance

FTE Summary

22-23	23-24	24-25	25-26	26-27
10.00	10.00	10.00	10.00	10.00

Major Accomplishments and Performance Goals

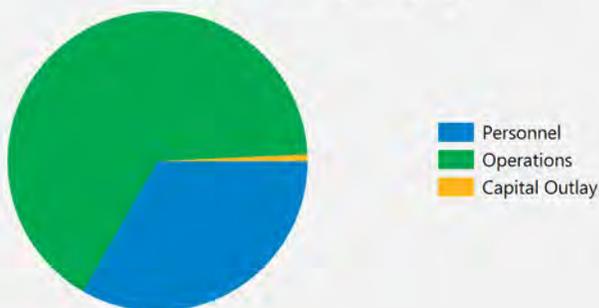
- Utilize both contract labor and internal resources to reach right-of-way trimming and maintenance benchmark of 33% main circuit completion by year end.
- Use contract labor during peak growth times to enhance service provision.
- Train and educate new crew members to enhance their skills and safety.
- Find training opportunities to enhance the service provided to customers by increasing proficiency.

Performance Summary

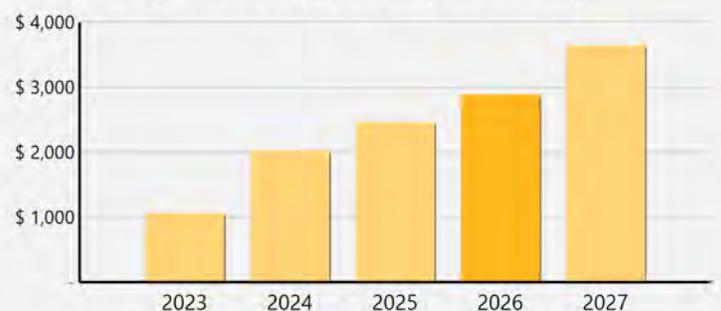
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Tree Trimming	Provide thorough tree trimming and timely response to customer tree maintenance to minimize potential or further damage to electrical infrastructure and property.	% of customers receiving personal notification of service on their property within 24 hours	100%	100%	100%	100%
			% of main circuit right-of-way trimmed and/or maintained	12%	32%	11.6%	33%
			% of power outages caused by trees or tree limbs	19.75%	14%	5%	10%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7230	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	615,355	619,410	888,638	661,220	960,688	976,710
Operations	301,834	1,229,237	1,808,667	1,765,303	1,901,346	1,909,665
Capital Outlay	-	-	53,000	38,900	21,000	757,000
Depreciation & Amortization	145,799	174,808	-	-	-	-
Total Expenditures	1,062,988	2,023,455	2,750,305	2,465,423	2,883,034	3,643,375

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
37.00	37.00	37.00	37.00	37.00

FY 24-25 Major Accomplishments

- Completed service installations during the Eli Lilly construction phases and assisted the commissioning of Substations V and W.
- Relocated overhead facilities on Concord Parkway and McGill Avenue for NCDOT bridge construction. Electric Construction also relocated overhead and underground facilities at the intersection of Poplar Tent Road and Eva Drive for a different NCDOT project.
- Completed the relocation of power utility poles on Lincoln Street as part of the Lincoln Street Bridge project.

FY 25-26 Budget Highlights

- Monitor efficiencies gained from using contract crews along with City staff throughout the year to construct and maintain overhead and underground utility lines.
- Ensure safety supplies and trainings are maintained and up-to-date.
- Keep a routine maintenance and repair program for transmission and distribution lines.

FY 26-27 Planning Year Goals

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

Program & Strategy Enhancements

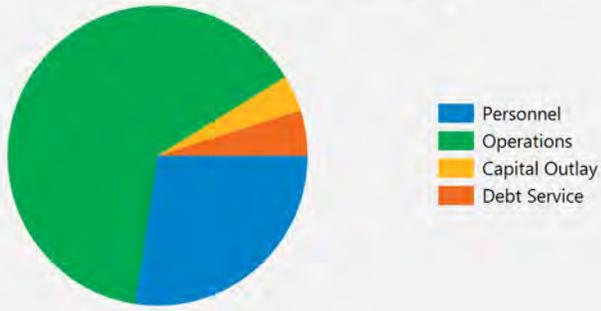
- Maintain replacement schedule for vehicles, trucks, and equipment to ensure maximum fleet availability and responsiveness to customer needs.
- Utilize contract labor to provide high levels of service in periods of increased service demand.
- Regularly inspect wooden poles in the system to protect against disruptions in the system.
- Provide career development training to increase the knowledge and performance of employees.

Performance Summary

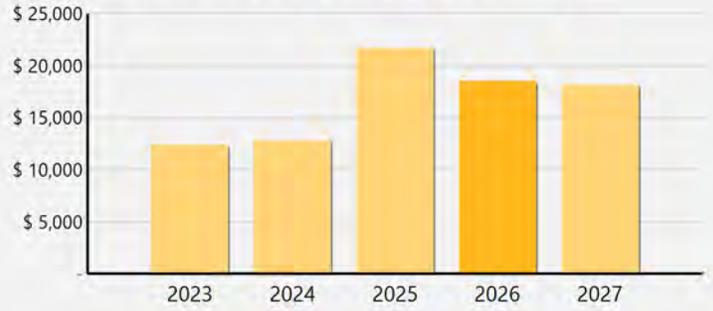
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Electric Construction	Provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable period.	% of service installations completed within 10 working days of final inspection	99%	99%	99%	100%
			% of outdoor lights installed within 5 working days	99%	99%	99%	100%
			% of street lights repaired within 2 working days	99%	99%	99%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7240	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	3,687,579	4,095,826	4,679,791	4,127,108	5,082,837	5,148,572
Operations	6,230,714	8,153,560	13,349,529	7,475,400	11,818,942	11,905,997
Capital Outlay	(995,644)	(3,571,519)	1,201,148	1,055,754	719,000	221,000
Debt Service	352,150	320,953	908,684	742,488	910,605	910,570
Transfers	-	500,000	8,350,000	8,350,000	-	-
Depreciation & Amortization	3,146,730	3,247,514	-	-	-	-
Total Expenditures	12,421,529	12,746,333	28,489,152	21,750,749	18,531,384	18,186,139

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
8.00	8.00	8.00	8.00	8.00

FY 24-25 Major Accomplishments

- Worked towards a paperless work system by creating digital files.
- Maintained an ARC GIS Field Map application to collect data for pole inspections.
- Partnered with IT to migrate the WindMil server to a virtual server.

FY 25-26 Budget Highlights

- Continue maintenance of the data in the Electric GIS system database by completing a system-wide asset inventory and refine database maintenance techniques.
- Update annual labor and material costs in the Partner Software to provide financial reporting from the staking software to carefully track installed assets and develop cost tracking for the NCDOT.
- Research and develop a method for tracking after-hours map changes that need to be corrected within the GIS system.
- Manage the Electric Heat Pump Rebate program.

FY 26-27 Planning Year Goals

- Continued maintenance of the data in the Electric GIS database by completing the system wide inventory of assets and refine database maintenance techniques.
- Develop internal NCDOT Project guidelines, including streamlining the URA submittal package and co-worker training to provide clear and concise information throughout NCDOT reviews and construction processes.

Program & Strategy Enhancements

- Find training opportunities by using cost-effective training courses.
- Refine database maintenance techniques while striving 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

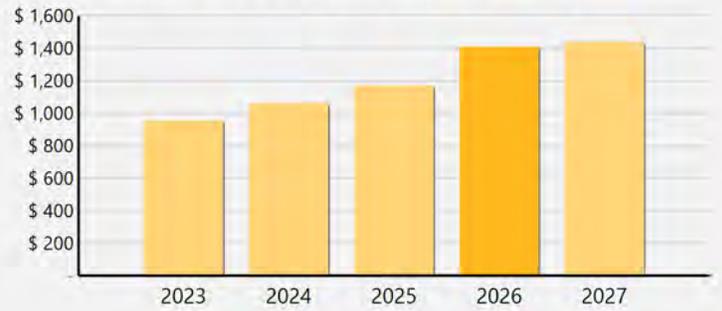
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	GIS Application Service	Identify and address internal customer needs such as calculations and maps promptly to maintain construction and service schedules.	% of internal GIS data requests completed within 5 working days	94.97%	92%	100%	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	100%	100%	100%	95%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7250	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	798,439	876,163	989,195	863,976	1,096,910	1,107,647
Operations	127,828	160,827	368,023	233,296	313,888	311,736
Capital Outlay	-	-	51,770	74,809	-	19,500
Depreciation & Amortization	28,275	22,835	-	-	-	-
Total Expenditures	954,541	1,059,824	1,408,988	1,172,081	1,410,798	1,438,883

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
3.00	3.00	3.00	3.00	3.00

Major Accomplishments and Performance Goals

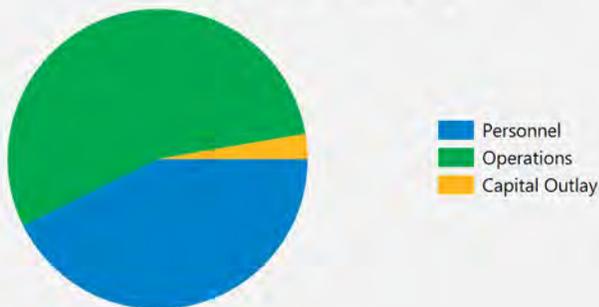
- For calendar year 2024, the Utility Locate team conducted 15,538 locates and have completed 2,000 more in January and February of 2025.
- Utilize City crews and contract locators to keep ticket response times low.
- Staff is researching available techniques, programs, and technical support to stay current with standard practices to protect the City's utility investment.
- Being proactive in existing locate projects and staying prepared for future locating needs throughout the city.

Performance Summary

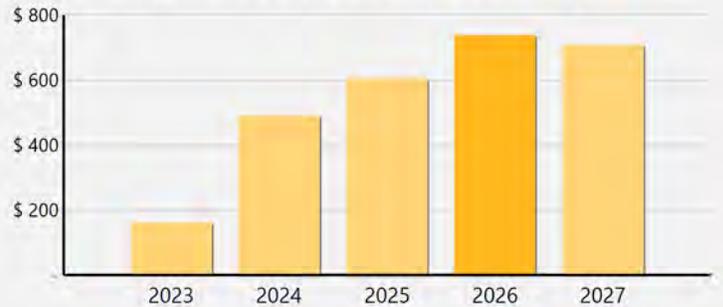
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Utility Location	Locate all utilities in compliance with the NC Underground Damage Prevention Act guidelines of accuracy and time requirements to prevent damage to the Electric department's infrastructure.	% of utility locates completed within 72 hours	99.23%	99%	99%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7260	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	260,391	256,467	299,207	232,577	314,874	284,828
Operations	291,363	196,200	447,537	353,751	403,377	404,590
Capital Outlay	-	(9,500)	20,000	18,270	20,000	20,000
Cost Allocations	(416,027)	-	-	-	-	-
Depreciation & Amortization	26,061	48,345	-	-	-	-
Total Expenditures	161,788	491,513	766,744	604,597	738,251	709,418

*as amended

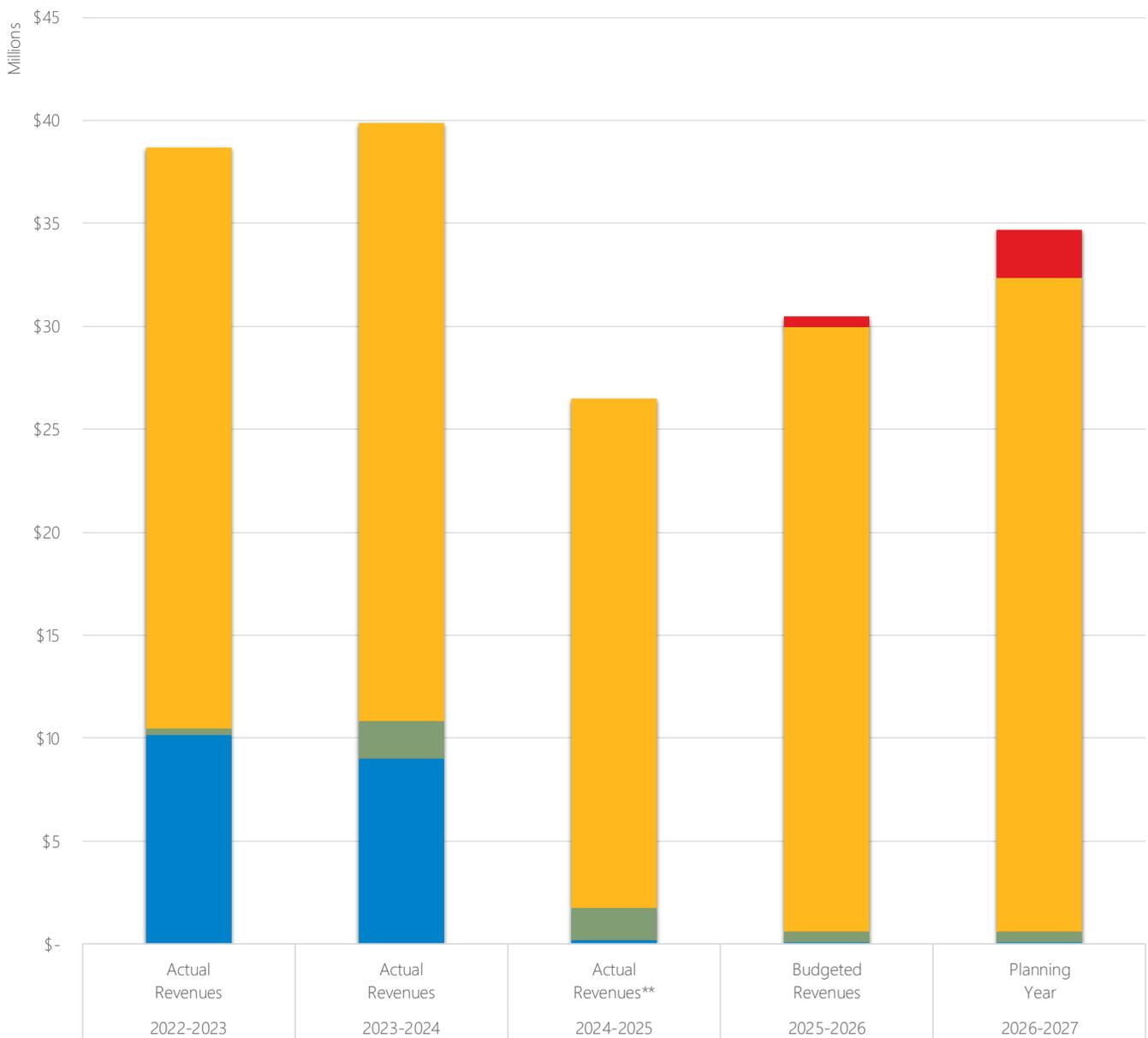
**as of 5/20/2025

Water Resources Revenue

Fund 620	2022-2023 Actual Revenues	2023-2024 Actual Revenues	2024-2025 Council Approved*	2024-2025 Actual Revenues**	2025-2026 Budgeted Revenues	2025-2026 Percentage by Source	2026-2027 Planning Year
Non-Operating Revenues	10,145,393	9,019,581	50,000	161,392	100,000	0.3%	100,000
Investment Earnings	325,565	1,808,011	500,000	1,589,876	500,000	1.6%	500,000
Operating Revenue	28,220,828	29,035,693	28,522,785	24,757,361	29,370,000	96.3%	31,770,000
Retained Earnings Appropriated	-	-	1,877,133	-	536,022	1.8%	2,290,708
Total Revenues	\$ 38,691,786	\$ 39,863,285	\$ 30,949,918	\$ 26,508,629	\$ 30,506,022	100.0%	\$ 34,660,708

* as amended

**as of 5/20/2025

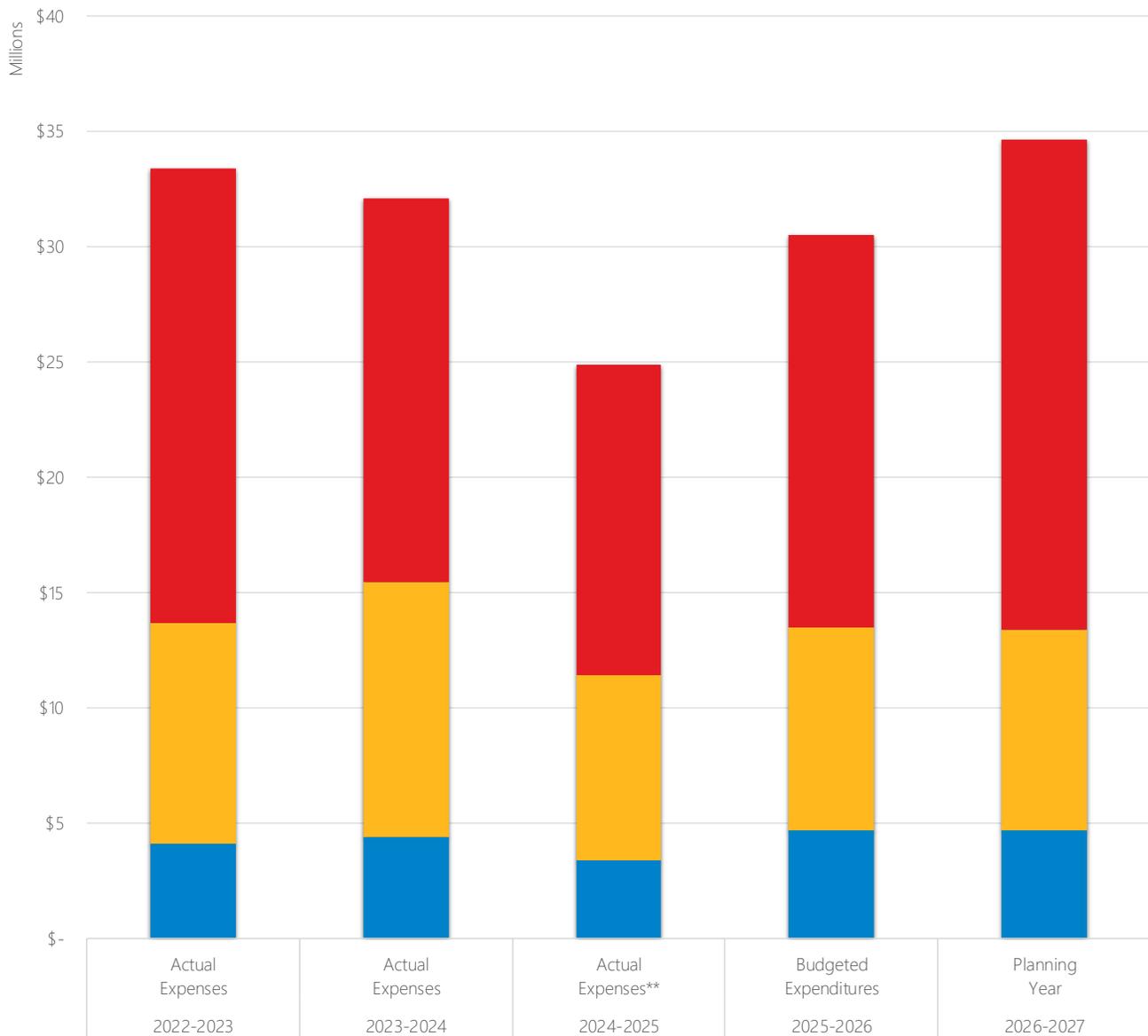


Water Resources Expenditures

Budget Units	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Hillgrove Water Treatment Plant	4,105,471	4,368,482	4,766,529	3,364,937	4,672,716	15.3%	4,660,859
Coddle Creek Water Treatment Plant	9,573,877	11,064,850	9,440,085	8,050,247	8,800,079	28.8%	8,708,960
Waterlines Operation & Maintenance	19,719,782	16,684,548	16,743,304	13,473,690	17,033,227	55.8%	21,290,889
Total Expenditures	\$ 33,399,130	\$ 32,117,880	\$ 30,949,918	\$ 24,888,875	\$ 30,506,022	100.0%	\$ 34,660,708

* as amended

**as of 5/20/2025



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

22-23	23-24	24-25	25-26	26-27
15.50	15.50	15.50	15.50	15.50

FY 24-25 Major Accomplishments

- Began the Granular Activated Carbon (GAC) Filtration and Sedimentation Basin Repairs project.

FY 25-26 Budget Highlights

- Continue the GAC Filtration and Sedimentation Basin Repairs project.
- Install an automatic load transfer switch at the Corban pump station.
- Replace HVAC unit #4.
- Complete the 3D asset scanning project.
- Replace the roof membrane at Hillgrove Water Treatment Plan.

FY 26-27 Planning Year Goals

- Complete and get certification for the GAC Filtration and Sedimentation Basin Repairs project and make the GAC facility operational. This process will include intensive staff training as well as data collection to ensure its effectiveness.
- Rebuild the Lake Fisher raw water pump #4.

Program & Strategy Enhancements

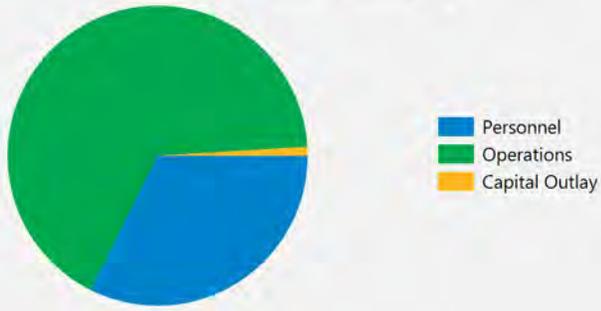
- Attend training sessions to obtain knowledge on new regulations and treatment processes.
- Attend training on OSHA safety programs.
- Plan for upgrades and technology enhancements to address future regulations and provide high quality water for years to come.

Performance Summary

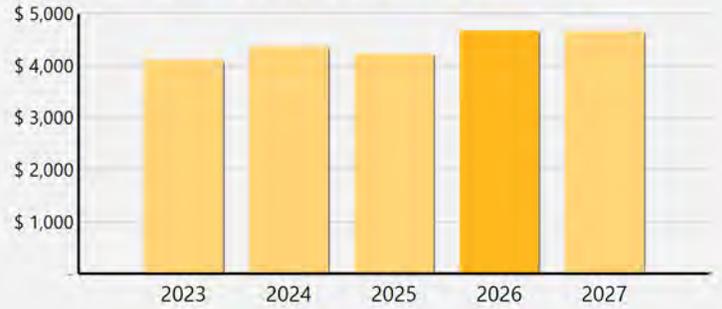
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Water Treatment & Analysis	Comply with and exceed state/federal regulations to provide safe drinking water. Provide efficient production of treated water to reduce the total treatment cost per 1,000 gallons.	% of treated water turbidity at or below 0.10 NTU	99%	99%	99%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7330	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,194,069	1,179,312	1,456,516	1,148,982	1,513,259	1,535,171
Operations	2,500,280	2,765,516	2,962,202	2,991,735	3,114,957	3,101,188
Capital Outlay	-	-	347,812	90,583	44,500	24,500
Depreciation & Amortization	411,123	405,012	-	-	-	-
Non-Operating Expenses	-	18,642	-	-	-	-
Total Expenditures	4,105,471	4,368,482	4,766,529	4,231,299	4,672,716	4,660,859

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
15.50	15.50	15.50	15.50	15.50

FY 24-25 Major Accomplishments

- Completed the rehabilitation of the chlorine room to ensure proper storage and dosing of chlorine into plant processes.

FY 25-26 Budget Highlights

- Complete the renovation of the aluminum tanks.
- Complete the 3D asset scanning project.
- Replace three HVAC units.
- Replace four valve actuators that control the opening and closing of valves to control the flow of water throughout the facility.

FY 26-27 Planning Year Goals

- Begin the Sedimentation Basin Rehabilitation project.
- Replace an additional three valve actuators.

Program & Strategy Enhancements

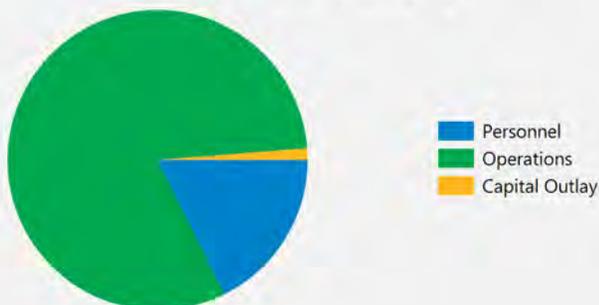
- Attend training sessions to obtain knowledge on new regulations and treatment processes.
- Network with our peers in the industry, state, and regulatory personnel.
- Plan for upgrades and technology enhancements to address future regulations and provide high quality water for years to come.
- Work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

Performance Summary

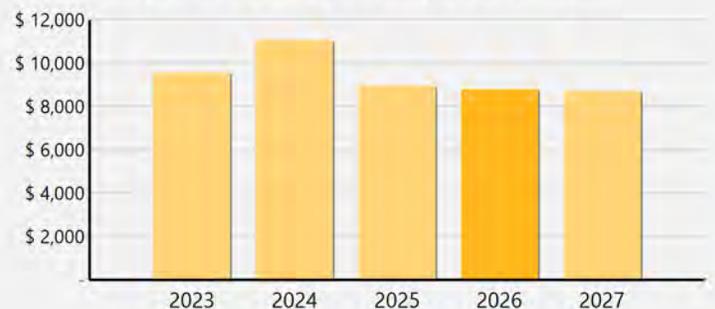
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Water Treatment & Analysis	Comply with and exceed state/federal regulations to provide safe drinking water. Provide efficient production of treated water to reduce the total treatment cost per 1,000 gallons.	% of treated water turbidity at or below 0.10 NTU	99%	99%	100%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7331	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,222,126	1,295,801	1,470,996	1,259,544	1,555,302	1,577,913
Operations	7,985,242	8,157,180	7,553,807	7,465,307	7,134,777	7,036,047
Capital Outlay	-	-	415,282	217,026	110,000	95,000
Transfers	-	1,250,000	-	-	-	-
Depreciation & Amortization	366,510	361,869	-	-	-	-
Total Expenditures	9,573,877	11,064,850	9,440,085	8,941,877	8,800,079	8,708,960

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
40.85	41.22	41.76	40.10	40.60

FY 24-25 Major Accomplishments

- Selected a consultant for upgrades to the City's Automated Metering Infrastructure (AMI) and began scoping the project and developing an RFQ. The consultant will ensure that the City's approach is well thought out and will provide specialized assistance in project design, vendor selection, and overall implementation.
- Began construction of the Poplar Tent Area pump station.
- Completed the Old Charlotte Road Water Line Replacement project. This project was needed due to numerous water main breaks along one stretch of Old Charlotte Road.

FY 25-26 Budget Highlights

- Begin the deployment of the AMI metering project.
- Complete the construction of the Poplar Tent Area pump station and begin operations.
- Begin capacity improvements projects in the southern and western parts of the system.
- Complete a valve tracing web map to assist in water isolation during main breaks.
- Complete major SCADA upgrades for better data integration and operational control of the water system.

FY 26-27 Planning Year Goals

- Continue the deployment of the AMI metering project. Significant progress will be made on the deployment of the new AMI system in this fiscal year.
- Continue to make progress on capacity improvements projects in the southern and western areas of the system.

Program & Strategy Enhancements

- Perform leak detection on 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.
- Deploy new GIS technology and leverage GIS capabilities in the field and in the office to help identify issues and solutions and to improve database accuracy.
- Program system changes and develop and design projects recommended by the Water Master Plan and related studies.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Maintenance	Conduct leak detection surveys on the 10% of the water distribution system annually to reduce the number of leaks and reduce un-accounted water loss.	% of system leak detection surveys completed	10%	10%	0%	10%
	New Construction	Provide more efficient water service installations for residential, commercial, and industrial customers to help expedite the construction of development projects.	Average # of working days to install 3/4" through 2" water service	6	5	6	6

Budget Charts



Budget By Category

Budget Unit #: 7340	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	2,968,792	3,336,990	4,092,201	3,421,017	4,327,069	4,399,610
Operations	2,054,899	2,608,795	3,201,829	3,384,828	2,171,484	2,158,079
Capital Outlay	-	-	532,359	308,642	393,500	316,000
Debt Service	590,691	627,782	3,642,760	2,693,557	3,553,353	3,552,697
Cost Allocations	4,048,738	4,006,143	4,274,155	3,986,695	4,787,821	4,814,503
Transfers	5,548,665	1,466,451	1,000,000	904,329	1,800,000	6,050,000
Depreciation & Amortization	4,166,752	4,394,713	-	-	-	-
Other Financing Uses	-	1,082	-	-	-	-
Non-Operating Expenses	341,244	242,593	-	-	-	-
Total Expenditures	19,719,782	16,684,548	16,743,304	14,699,068	17,033,227	21,290,889

*as amended

**as of 5/20/2025

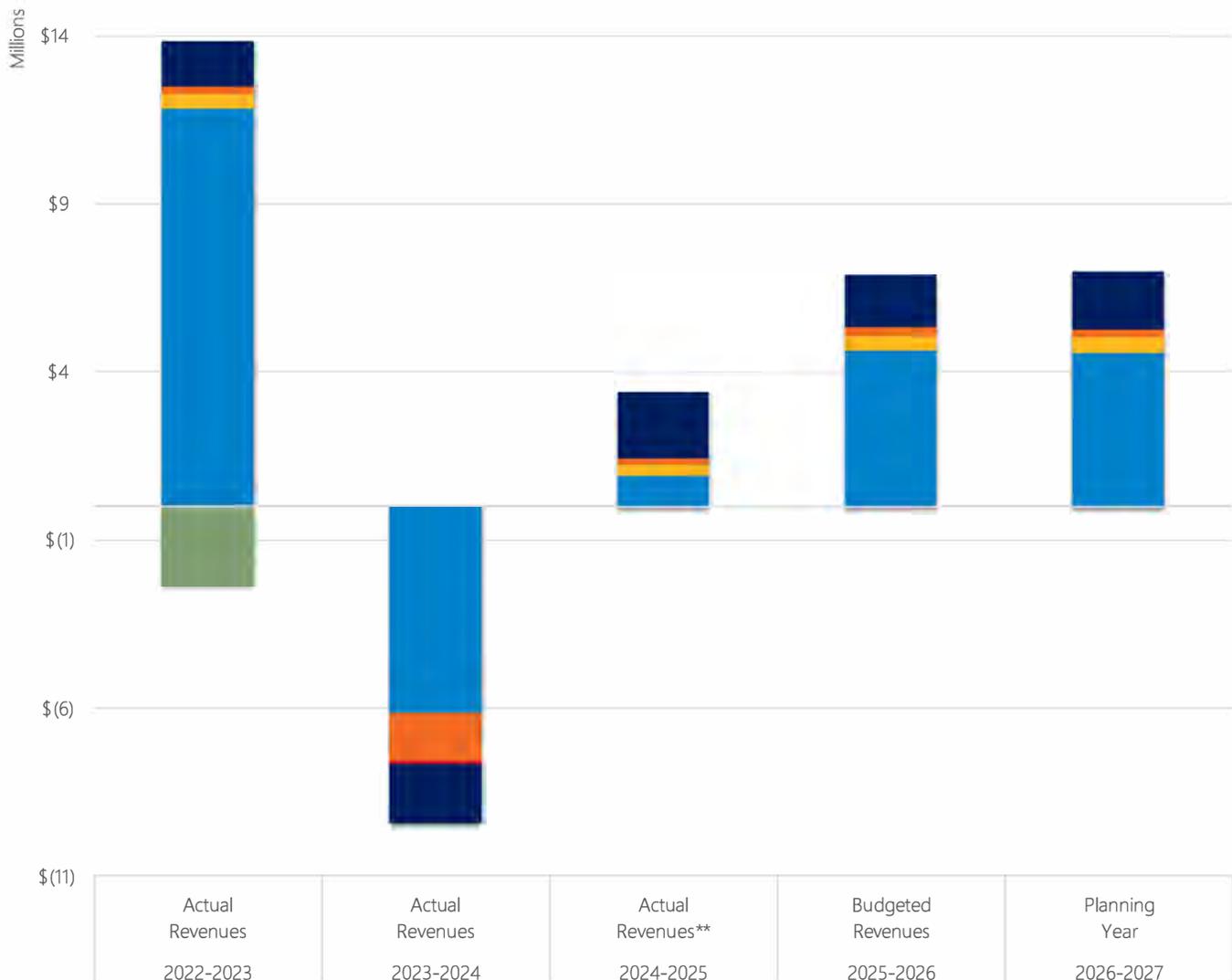
Transit System Revenue

	2022-2023 Actual Revenues	2023-2024 Actual Revenues	2024-2025 Council Approved*	2024-2025 Actual Revenues**	2025-2026 Budgeted Revenues	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 630							
Restricted Intergov't Revenue	11,824,724	(6,121,023)	6,403,977	934,599	4,657,033	67.81%	4,587,033
CARES Act Funding	(2,322,206)	-	-	-	-	0.00%	-
\$5 Vehicle Fee	439,693	(982)	435,000	332,347	450,000	6.55%	450,000
Operating Revenues	218,491	(1,421,474)	264,209	194,647	248,638	3.62%	248,597
Non-Operating Revenue	1,092	(106,888)	-	3,766	-	0.00%	-
Appropriated Retained Earnings	-	-	2,665,571	-	-	0.00%	-
Transfers	1,338,831	(1,759,548)	1,969,489	1,960,444	1,512,582	22.02%	1,696,675
Total Revenues	\$ 11,500,624	\$ (9,409,915)	\$ 11,738,246	\$ 3,425,803	\$ 6,868,253	100.0%	\$ 6,982,305

* as amended

**as of 5/20/2025

Note: FY 2023-2024 actual revenues and expenditures display as negative values due to project clean up within the fund.



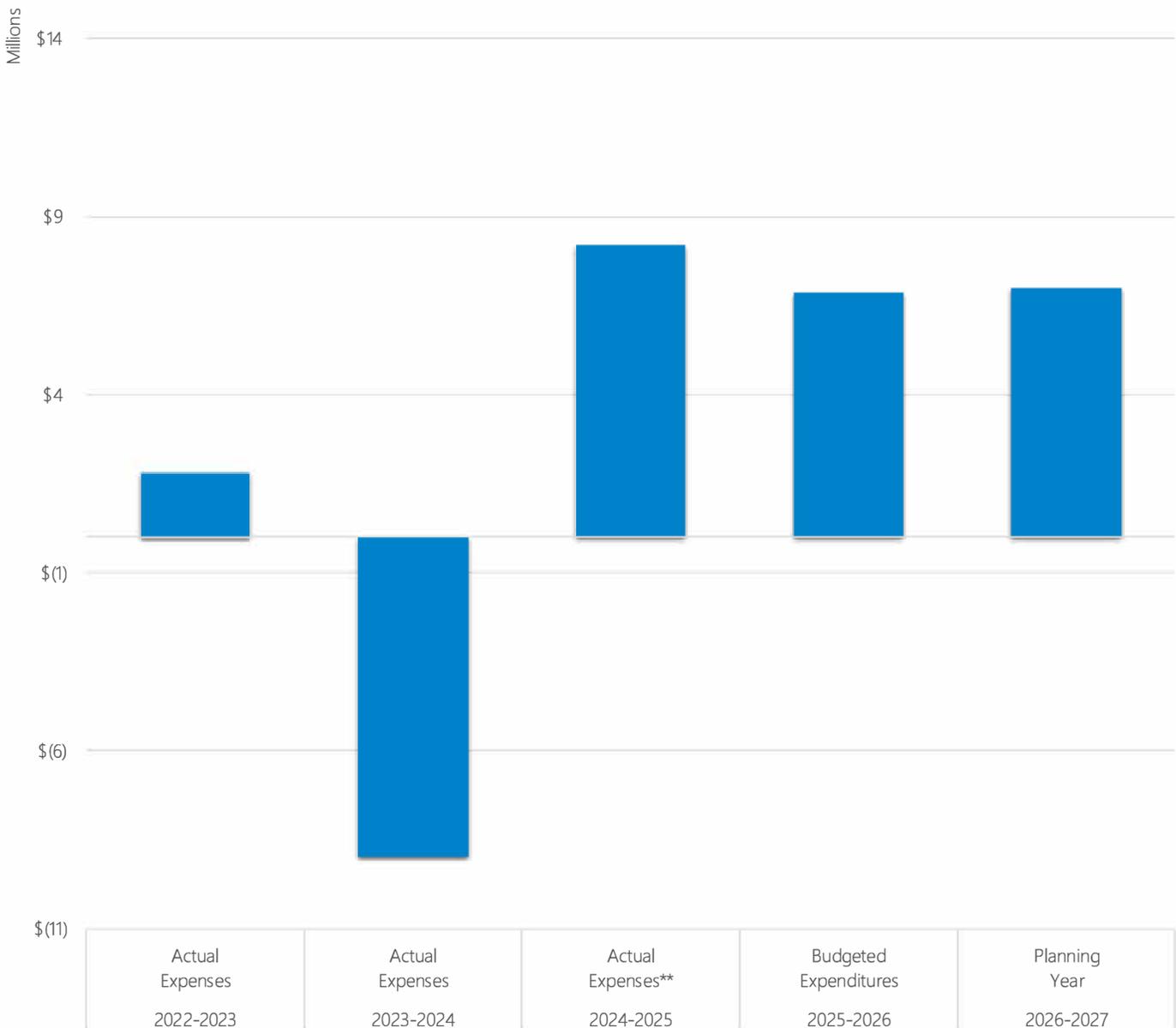
Transit System Expenditures

Budget Unit	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Transit - Rider	1,812,072	(8,952,879)	11,738,246	8,188,150	6,868,253	100.0%	6,982,305
Total Expenditures	\$ 1,812,072	\$ (8,952,879)	\$ 11,738,246	\$ 8,188,150	\$ 6,868,253	100.0%	\$ 6,982,305

* as amended

**as of 5/20/2025

Note: FY 2023-2024 actual revenues and expenditures display as negative values due to project clean up within the fund.



Transit Farebox/Local Expense

Fund: 630 - Public Transit Fund | Budget Unit: 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 service
- Door-to-door Paratransit service to Concord and Kannapolis

FTE Summary

22-23	23-24	24-25	25-26	26-27
6.50	6.50	6.50	6.50	6.50

FY 24-25 Major Accomplishments

- Continued to improve passenger experience, improve operator satisfaction, and improve safety.
- Refurbished the interior of the Transit administrative building to improve the effectiveness and utilization of the space.
- Continued efficiency improvements using the ADA Paratransit software increase in ridership.

FY 25-26 Budget Highlights

- Improve passenger experience, improve operator satisfaction, and improve safety by replacing Light Transit Vehicles (LTVs) that have exceeded their useful life, replacing CAD/AVL system due to end of 5 year contract, continue microtransit pilot to serve passengers who are affected by the Lincoln Street bridge closer, and replace CCTV for Rider Transit Center.
- Continue to improve ridership and experience with completion phase one of bus stop amenity plan and begin land acquisition in phase two as appropriate and replacement of pole lights at 60 bus stops, adding 20 additional pole lights and replacement of batteries in other lights at shelters. Replacing the remainder of the bus stop signs for improved branding and readability.
- Continued staff education and training including North Carolina Public Transportation Association Conference and Roadeo.
- Collaboration with ReEntry Program of Cabarrus County to provide transportation to work or to work training for members of the program.
- Intended Application for 5310 program to resume transportation to the Salisbury VA for the aging and disabled population and the general public as requested. There is no connection on public transit since the termination of the Rowan Express in December of 2022. Cabarrus County Transportation Service no longer provides these trips to persons eligible for their service either.

FY 26-27 Planning Year Goals

- Continue to work towards consolidation of Rider and CCTS and implementation of the Cabarrus County Long Range Public Transportation Master Plan. Continually 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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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 Farebox Recovery	4.01%	3.9%	3.9%	5%
			% of preventative maintenance completed on time	0%	0%	100%	100%
Safe & Connected City	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 fixed-route bus riders	318,315	355,856	355,856	300,000
	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 demand response riders (Paratransit, ReEntry & Substance Abuse programs, and Microtransit)	0	19,167	19,167	19,000

Budget Charts



Budget By Category

Budget Unit #: 7650	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	597,177	(966,030)	809,908	733,803	872,956	884,284
Operations	989,492	(1,468,068)	1,791,822	1,865,199	1,156,244	1,240,572
Operating Expense - Control	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
CIP Projects	-	-	-	-	-	-
Cost Allocations	194,466	(77,920)	201,740	190,739	239,293	257,689
Transfers	-	25,148	-	-	-	-
Depreciation & Amortization	-	-	-	-	-	-
Non-Operating Expenses	26,672	16,911	-	-	-	-
Total Expenditures	1,807,808	(2,469,960)	2,803,470	2,789,741	2,268,493	2,382,545

*as amended

**as of 5/20/2025

Budget Unit #: 7690	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	(407,946)	339,350	6,601,184	5,600,160	4,765,694	4,765,694
Capital Outlay	-	(214,726)	2,328,592	2,305,203	278,000	60,000
CIP Projects	-	-	-	-	(443,934)	(225,934)
Non-Operating Expenses	(57,106)	(11,221)	5,000	-	-	-
Total Expenditures	(465,053)	113,403	8,934,776	7,905,363	4,599,760	4,599,760

*as amended

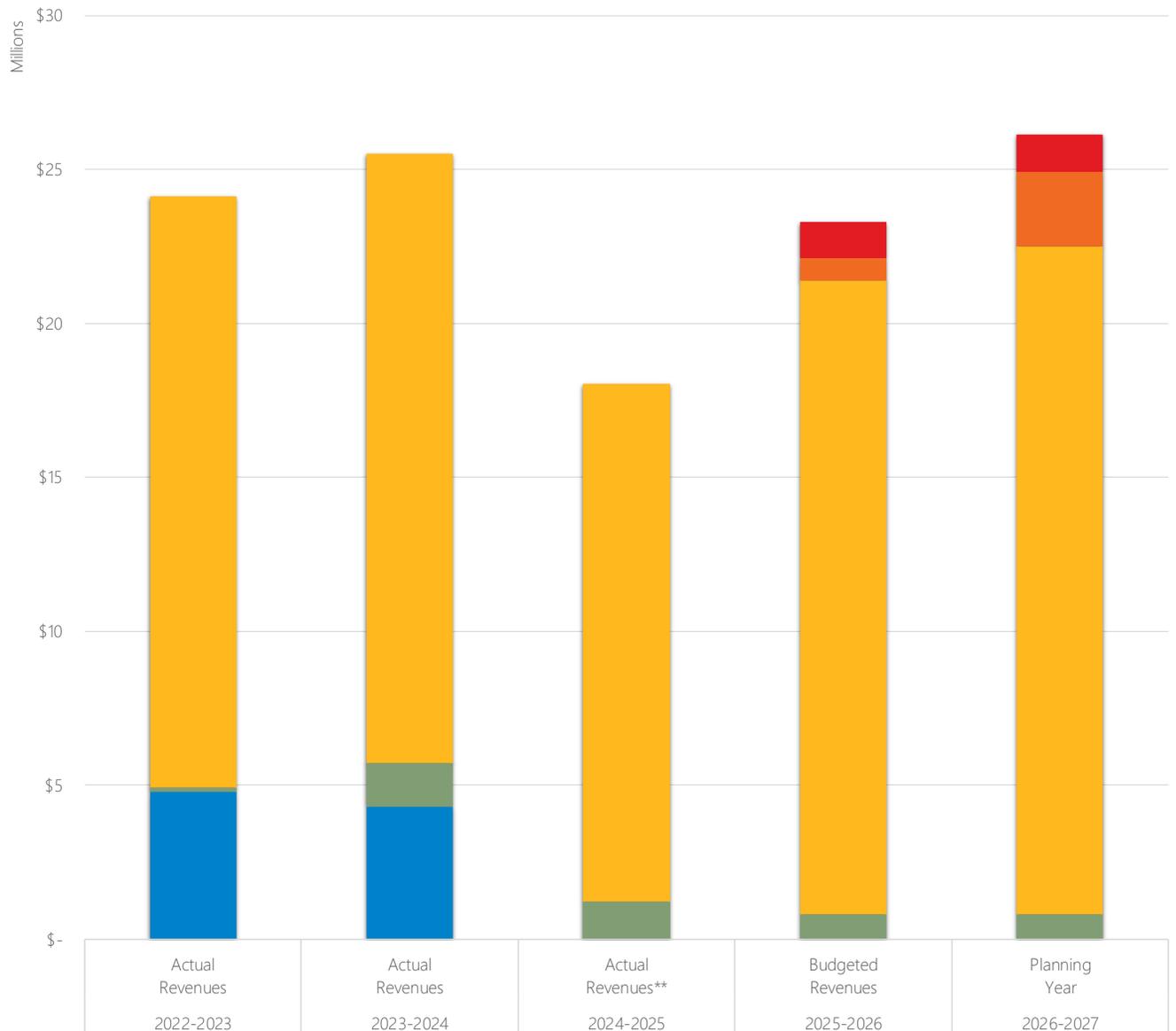
**as of 5/20/2025

Wastewater Resources Revenue

	2022-2023 Actual Revenues	2023-2024 Actual Revenues	2024-2025 Council Approved*	2024-2025 Actual Revenues**	2025-2026 Budgeted Revenues	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 640							
Non-Operating Revenues	4,789,779	4,293,970	-	19,400	-	0.0%	-
Investment Earnings	127,525	1,438,909	800,000	1,201,472	800,000	3.4%	800,000
Operating Revenues	19,210,823	19,780,564	19,584,353	16,805,923	20,592,000	88.4%	21,692,000
Retained Earnings Appropriated	-	-	1,638,937	-	710,808	3.1%	2,429,034
Transfers	-	-	-	-	1,200,000	5.1%	1,200,000
Total Revenues	\$ 24,128,127	\$ 25,513,443	\$ 22,023,290	\$ 18,026,795	\$ 23,302,808	100.0%	\$ 26,121,034

* as amended

**as of 5/20/2025

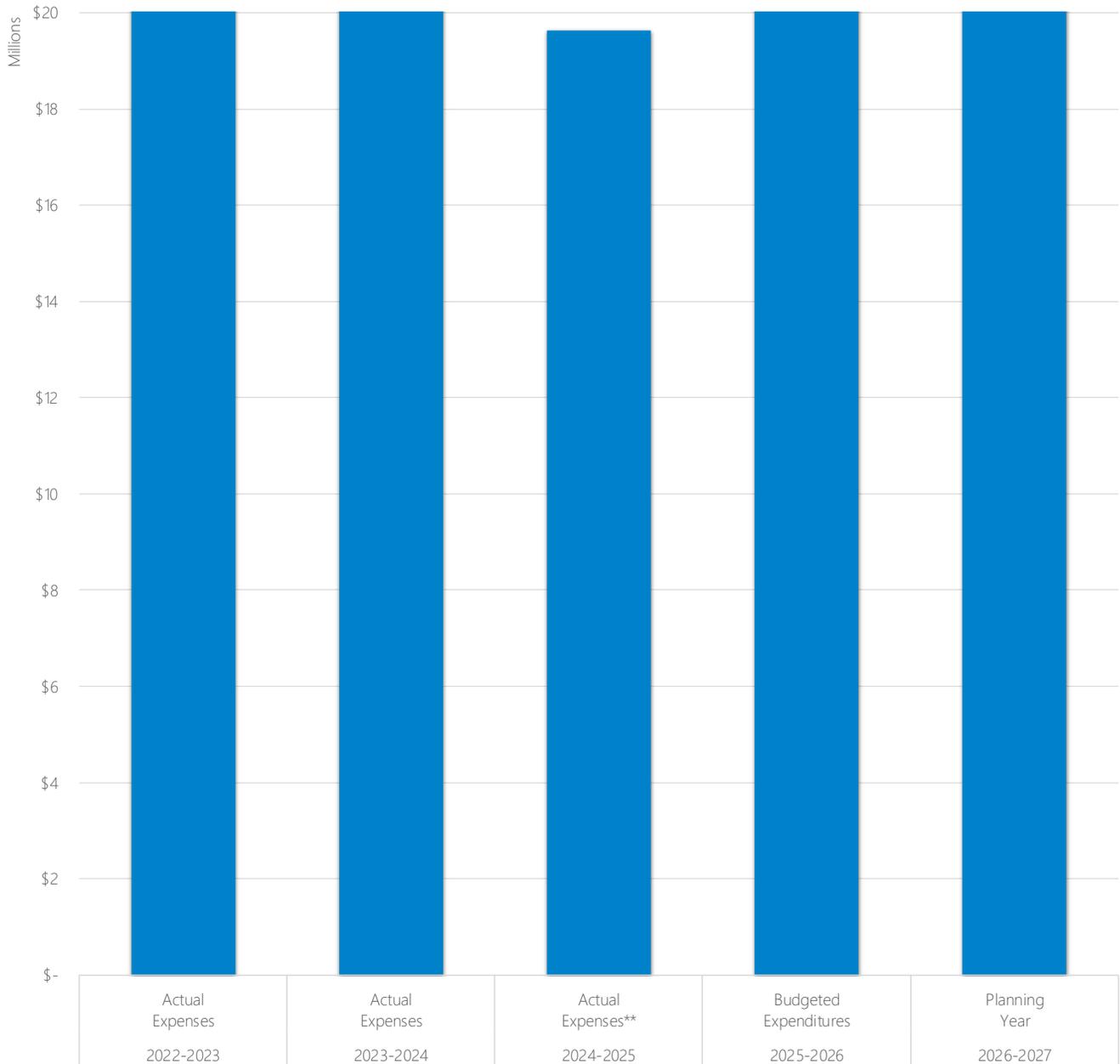


Wastewater Resources Expenditures

Budget Unit	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Wastewaterlines Operations & Maint.	20,510,641	23,002,813	22,023,290	19,638,348	23,302,808	100.0%	26,121,034
Total Expenditures	\$ 20,510,641	\$ 23,002,813	\$ 22,023,290	\$ 19,638,348	\$ 23,302,808	100.0%	\$ 26,121,034

* as amended

**as of 5/20/2025



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

22-23	23-24	24-25	25-26	26-27
31.81	32.98	32.81	32.31	32.31

FY 24-25 Major Accomplishments

- Continued substantial investment in trenchless rehabilitation to assist in reducing maintenance costs and Inflow and Infiltration (I&I) reduction. Cure in place lining will continue to be extensively utilized as an effective structural repair and I&I reduction method.
- The Wastewater department partnered with the Water and Sewer Authority of Cabarrus County (WSACC) on their systemwide I&I study. This process systematically metered sewer flows during normal conditions and rain events to detect high priority areas for I&I reduction.
- Completed construction of the Travis Lane sewer extension.

FY 25-26 Budget Highlights

- Complete the cure-in-place lining and manhole rehabilitation of the Kings Grant area sewer.
- Identify and begin development of the Irish Buffalo Creek tie overs to WSACC.
- Completed major SCADA upgrade at all pump stations.
- Continue substantial investment in trenchless rehabilitation to assist in reducing maintenance costs and I&I reduction. Cure-in-place lining will continue to be extensively utilized as an effective structural repair and I&I reduction method.

FY 26-27 Planning Year Goals

- Continue substantial investment in trenchless rehabilitation to assist in reduced maintenance cost and I&I reduction. Cure-in-place lining will continue to be extensively utilized as an effective structural repair and I&I reduction method.
- Begin construction of the Irish Buffalo Creek tie overs to WSACC.

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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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%
	Jetting & Cleaning	Provide comprehensive jetting and cleaning of collection mains to quickly correct system disruptions and potential damage to the system and personal property.	% of sewer mains cleaned	New Measure	New Measure	4.5%	10%
	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 high-priority lines inspected	100%	100%	45%	100%
			% of fats, oils, & grease (FOG) devices inspected	100%	83%	68%	100%
			# of reportable Sanitary Sewer Overflows (SSOs)	3	2	0	0
			Average # of days to complete sewer line repairs	New Measure	New Measure	4.75	7

Budget Charts



Budget By Category

Budget Unit #: 7420	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	2,648,958	2,860,745	3,439,234	2,862,128	3,766,279	3,817,469
Operations	10,772,518	11,763,341	14,434,965	13,413,060	15,329,141	16,990,728
Capital Outlay	-	-	493,285	492,976	406,500	533,000
Debt Service	121,513	107,857	243,322	185,742	243,524	243,389
Cost Allocations	2,593,368	2,674,509	3,012,484	2,782,242	3,157,364	3,136,448
Transfers	410,041	1,494,508	400,000	331,662	400,000	1,400,000
Depreciation & Amortization	3,949,081	4,028,170	-	-	-	-
Non-Operating Expenses	15,161	73,682	-	-	-	-
Total Expenditures	20,510,641	23,002,813	22,023,290	20,067,810	23,302,808	26,121,034

*as amended

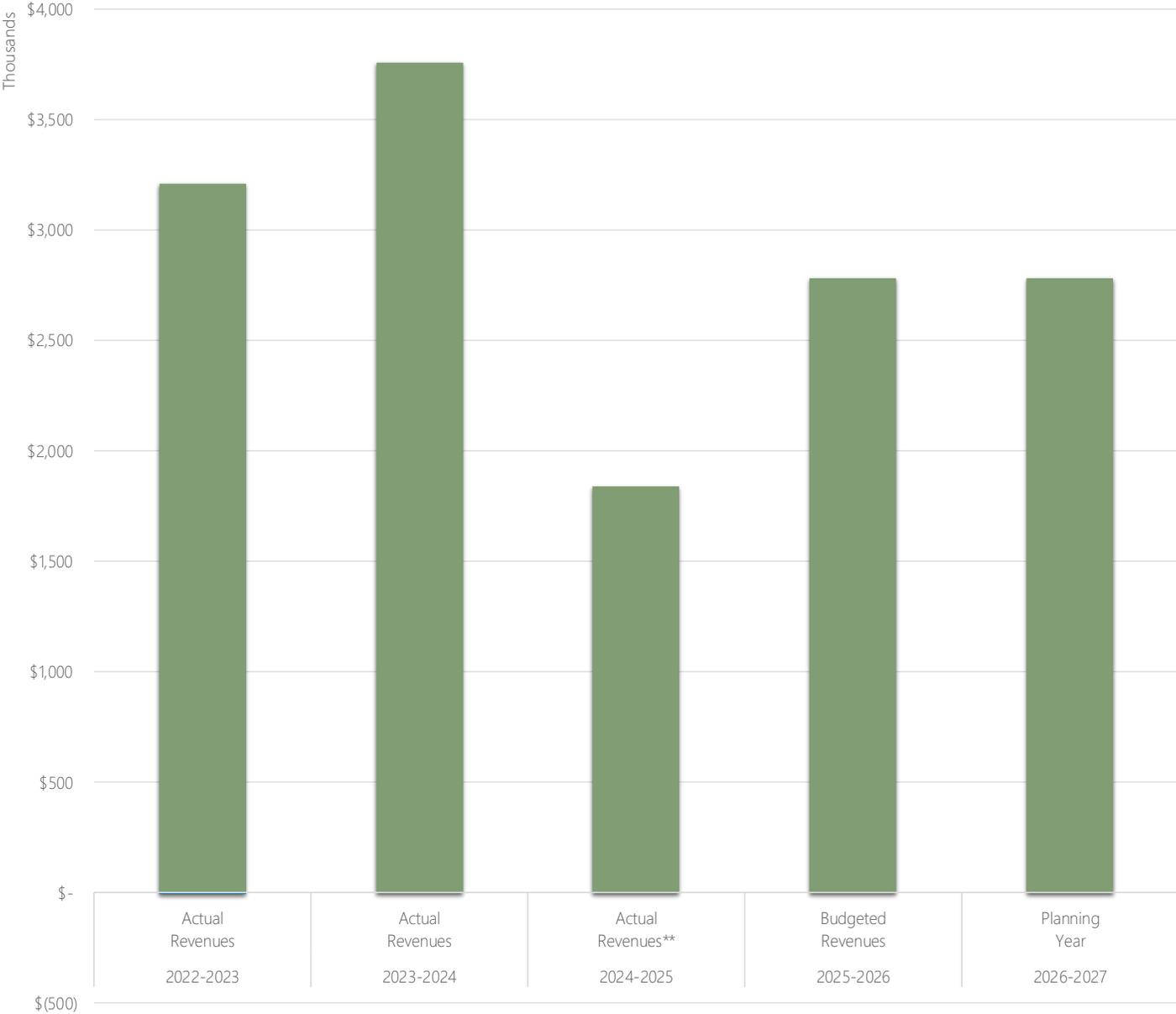
**as of 5/20/2025

Rocky River Golf Course Revenue

	2022-2023 Actual Revenues	2023-2024 Actual Revenues	2024-2025 Council Approved*	2024-2025 Actual Revenues**	2025-2026 Budgeted Revenues	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 650							
Other Revenue	(2,000)	-	-	-	-	0.00%	-
Operating Revenues	3,210,892	3,760,097	2,618,152	1,841,766	2,783,600	89.34%	2,783,600
Total Revenues	\$ 3,208,892	\$ 3,760,097	\$ 2,695,769	\$ 1,841,766	\$ 3,115,808	100.0%	\$ 3,054,058

* as amended

**as of 5/20/2025

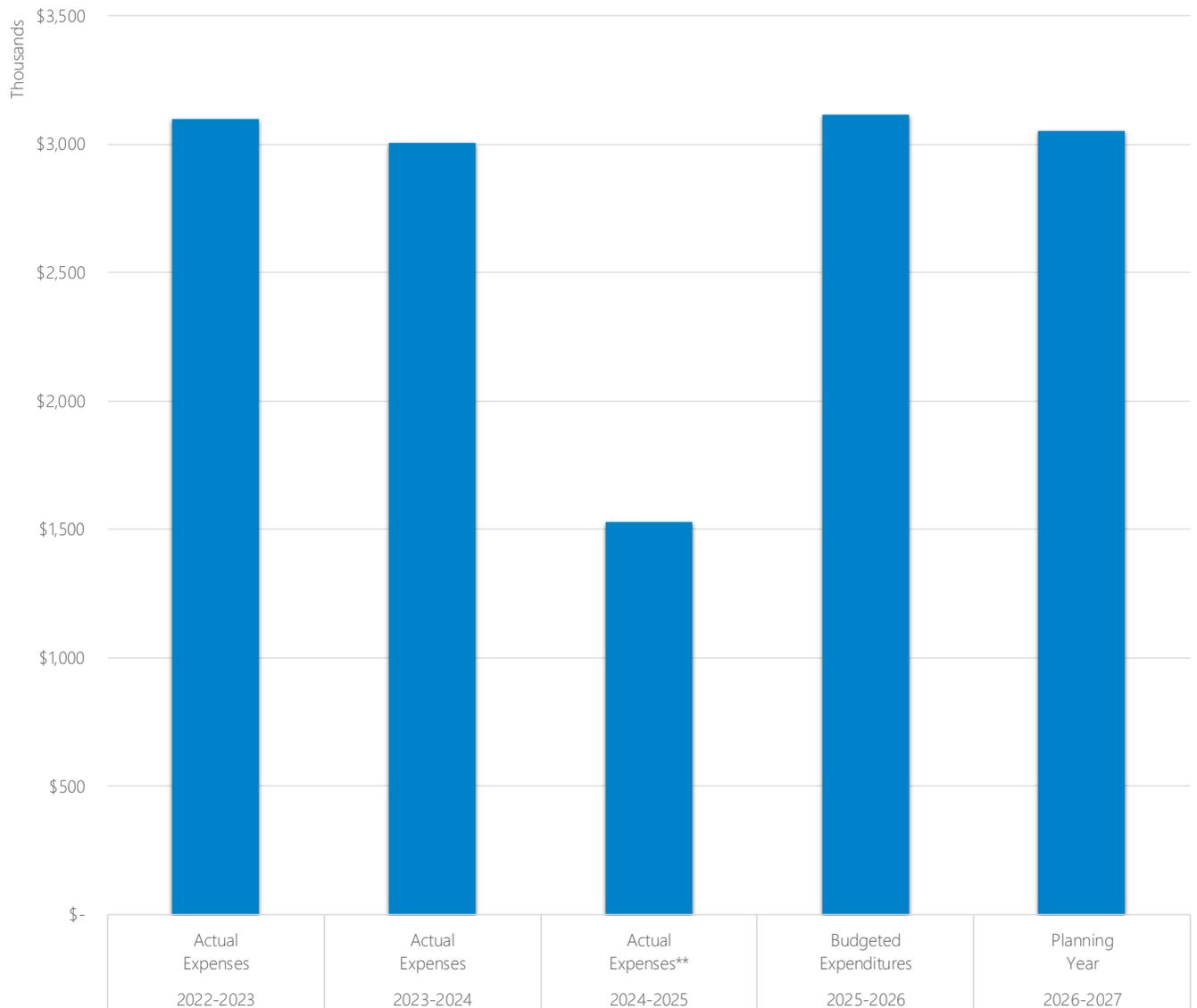


Rocky River Golf Course Expenditures

Budget Unit	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Rocky River Golf Club	3,100,377	3,005,912	2,695,769	1,527,157	3,115,808	100.0%	3,054,058
Total Expenditures	\$ 3,100,377	\$ 3,005,912	\$ 2,695,769	\$ 1,527,157	\$ 3,115,808	100.0%	\$ 3,054,058

* as amended

**as of 5/20/2025



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

22-23	23-24	24-25	25-26	26-27
Contract	Contract	Contract	Contract	Contract

FY 24-25 Major Accomplishments

- Broke ground on renovations to the clubhouse. While renovations are underway, group functions will be utilizing a 40 foot by 60 foot tent outside. Following the completion of the clubhouse renovations, the tent will be leveraged as an additional amenity for large group events at Rocky River.
- Began construction of a new maintenance building.
- Completed several projects that improved the overall safety of the facility that include new LED lighting in the cart barn, replacement of wooden stairs on hole #8 with stone steps, and made several improvements to concrete in the staging area, at the rear of the clubhouse, and problem areas throughout the course.

FY 25-26 Budget Highlights

- Projecting over 38,000 18-hole equivalent rounds of golf in FY2026.
- Complete the clubhouse renovations and the construction of a new maintenance building.
- Following the completion of the clubhouse renovations and the construction of the maintenance building, the security and surveillance systems of both buildings will be upgraded.

FY 26-27 Planning Year Goals

- Build additional on-course restrooms for the Front 9 holes and the Back 9 holes. This effort will be done in partnership with staff from the Engineering Department and the Water Resources Department.
- Complete renovations to sand bunkers on Holes #2, #3, #6, #8, #12, and #13 by adding concrete capillary liners and new sand to the bunkers. Two bunkers on Hole #12 will be reshaped into one bunker. In total, 10 bunkers will be renovated.

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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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	43,078	47,341	21,092	37,840
			# of pass-holder rounds played: 18-hole equivalent	3,276	3,050	1,456	3,450
			Average Golf + Food/Beverage revenue per 18-hole round	\$72.75	\$63.12	\$80.64	\$65.52
			Average operating cost per 18-hole round	\$51.98	\$40.28	\$60.66	\$54.8

Budget Charts



Budget By Category

Budget Unit #: 7501	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Operations	2,543,758	2,806,620	2,550,101	1,386,443	2,759,499	2,888,111
Capital Outlay	-	-	-	-	-	-
CIP Projects	-	-	-	-	-	58,178
Cost Allocations	52,813	90,405	68,051	63,874	107,982	107,769
Transfers	399,532	-	77,617	77,617	248,327	-
Depreciation & Amortization	-	122,071	-	-	-	-
Other Financing Uses	899	10,460	-	(777)	-	-
Non-Operating Expenses	(108,666)	(129,249)	-	-	-	-
Total Expenditures	2,888,336	2,900,306	2,695,769	1,527,157	3,115,808	3,054,058

*as amended

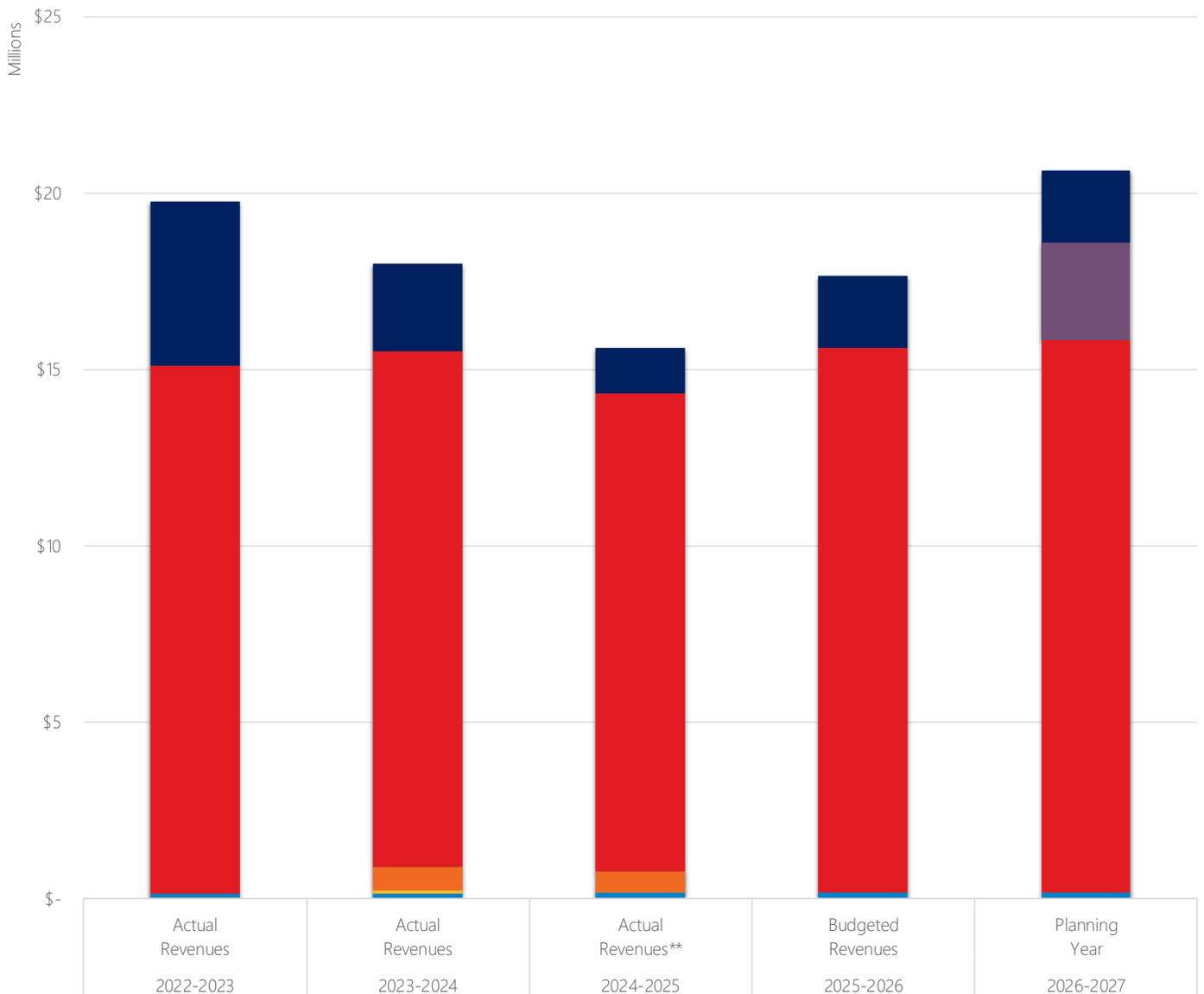
**as of 5/20/2025

Aviation Revenue

	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2025-2026	2026-2027
	Actual	Actual	Council	Actual	Budgeted	Percentage by	Planning
Fund 680	Revenues	Revenues	Approved*	Revenues**	Revenues	Source	Year
Licenses	147,403	131,590	190,000	156,243	170,000	0.96%	170,000
Non-Operating Revenue	(687)	104,116	-	4,184	-	0.00%	-
Investment Earnings	(54,665)	647,480	-	599,884	-	0.00%	-
Operating Revenue	14,965,320	14,635,165	14,130,680	13,549,019	15,437,503	87.54%	15,670,245
Appropriated Retained Earnings	-	-	1,027,848	-	-	0.00%	2,744,484
Transfers	4,660,058	2,489,386	2,168,703	1,291,927	2,027,849	11.50%	2,045,571
Total Revenues	\$ 19,717,430	\$ 18,007,737	\$ 17,517,231	\$ 15,601,257	\$ 17,635,352	100.0%	\$ 20,630,300

* as amended

**as of 5/20/2025

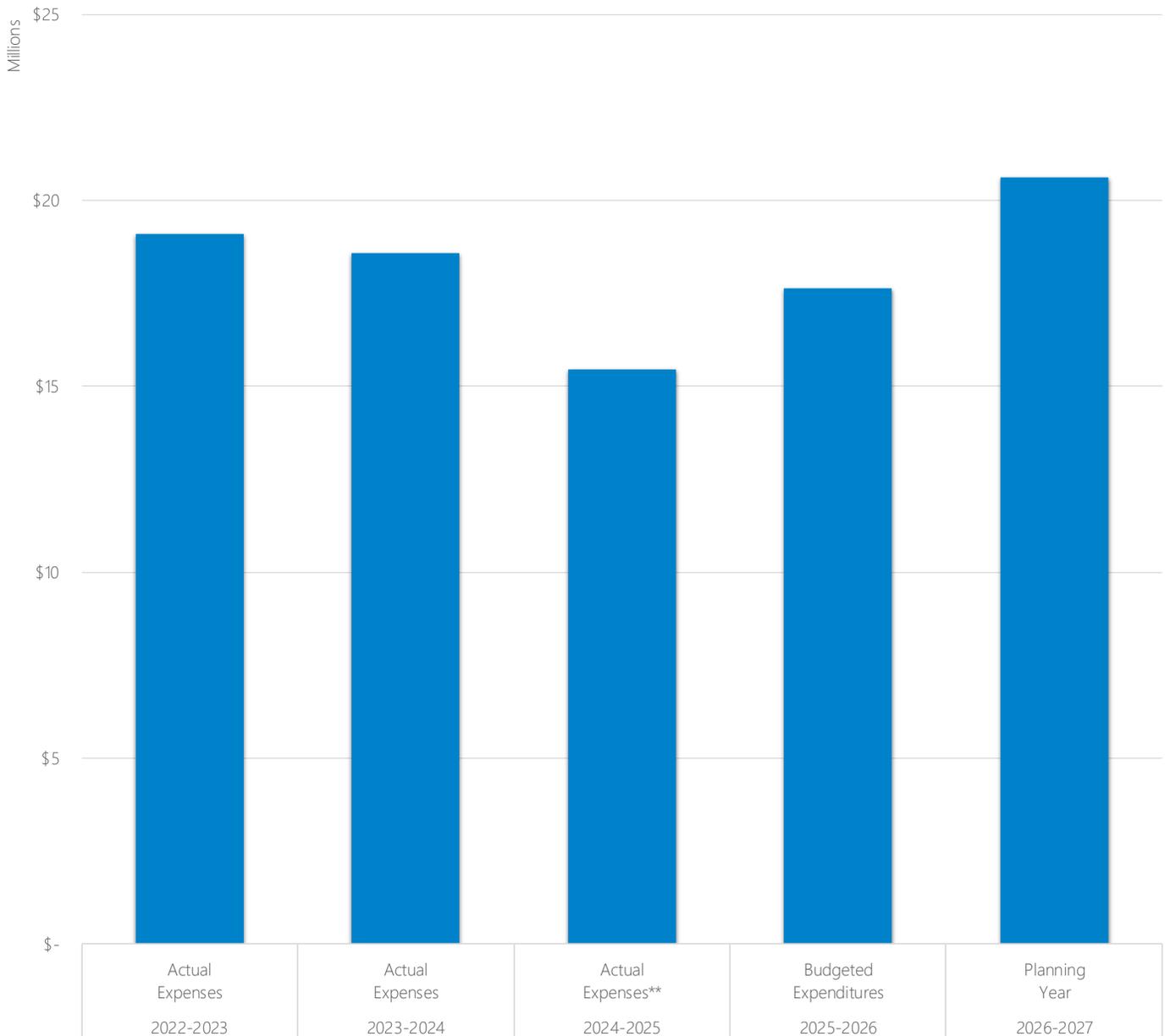


Aviation Expenditures

Budget Unit	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Aviation Operations	19,107,586	18,591,389	17,517,231	15,450,268	17,635,352	100.0%	20,630,300
Total Expenditures	\$ 19,107,586	\$ 18,591,389	\$ 17,517,231	\$ 15,450,268	\$ 17,635,352	100.0%	\$ 20,630,300

* as amended

**as of 5/20/2025



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 and NC Department of Transportation-Aviation to identify eligible projects

FTE Summary

22-23	23-24	24-25	25-26	26-27
50.42	51.50	51.50	52.50	52.50

FY 24-25 Major Accomplishments

- Welcomed the second airline to the airport, Avelo Airlines, which started service in May 2024 and has quickly expanded its flight offerings, including announcing a domicile base at the airport that began in Spring 2025.
- Completed the Airport Rent Study and working on implementing recommendations.
- Completed the paving of the North and South gravel lots, including adding a revenue control system.

FY 25-26 Budget Highlights

- Continue making improvements to aging buildings and upgrading airfield infrastructure.
- Begin work to convert hangars from propane tanks and heaters to natural gas.
- Complete the remainder of the Hangar Taxilane Rehabilitation project, which includes the tiedown area.
- Develop a PFC (passenger facility charge) program. Funds generated from PFCs are applied to eligible projects to help pay for projects that are needed for the improvement or expansion of commercial service.
- Build our Aviation Operations team as the services at the commercial terminal expand.

FY 26-27 Planning Year Goals

- Make investments at the FBO that will enhance service offerings.
- Expand the commercial airline complex, which includes the parking deck.
- Continue making improvements to aging buildings and upgrading airfield infrastructure.

Program & Strategy Enhancements

- Working towards expansion at the Commercial Service terminal - currently working on the ramp expansion design.
- North Corporate hangar project.
- Implementing an airport strategic business plan and airport/FBO branding.
- Runway widening project.
- Continuing on updating airport rules and regulations along with the minimum standards.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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 aircraft based at Concord-Padgett Regional Airport	222	245	245	200
			% of office space leased	100%	100%	100%	100%
			# of FAA Part 139 Inspection discrepancies	0	0	0	0
			# of operations	0	79,090	76,110	0
	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%

Budget Charts



Budget By Category

Budget Unit #: 4530	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	3,341,483	3,583,533	4,655,860	3,871,594	5,151,420	5,222,341
Operations	10,934,651	10,043,550	10,576,634	10,658,050	10,197,334	10,553,448
Capital Outlay	(33,019)	-	547,649	580,403	35,000	513,000
Debt Service	142,710	113,649	876,776	862,303	860,836	843,548
Cost Allocations	753,594	686,880	767,312	724,536	823,713	853,971
Transfers	91,550	256,583	93,000	93,000	567,049	2,643,992
Depreciation & Amortization	3,677,236	3,705,122	-	-	-	-
Other Financing Uses	-	2,117	-	-	-	-
Non-Operating Expenses	199,381	199,955	-	-	-	-
Total Expenditures	19,107,586	18,591,389	17,517,231	16,789,886	17,635,352	20,630,300

*as amended

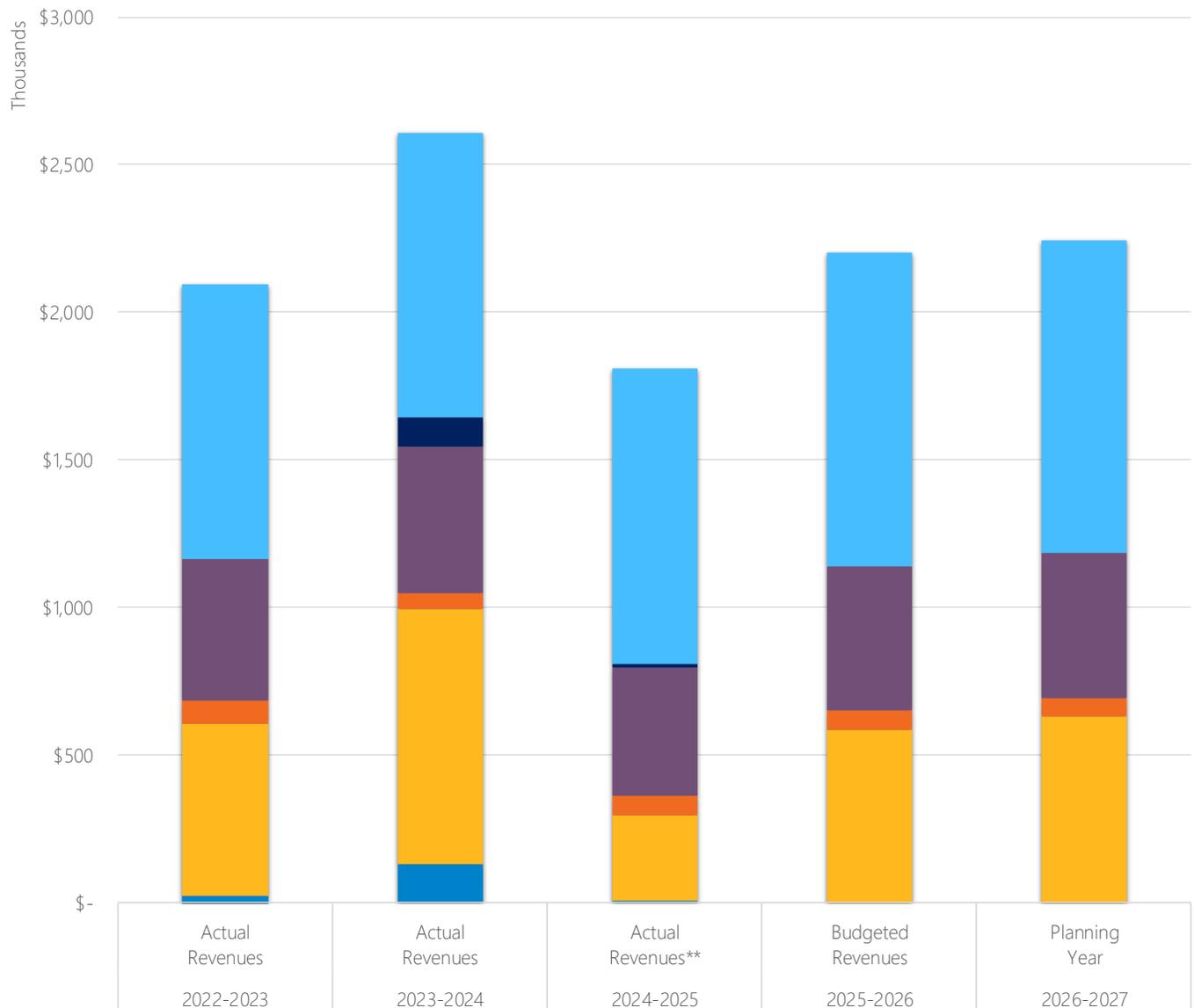
**as of 5/20/2025

Public Housing Operations Revenue

	2022-2023 Actual Revenues	2023-2024 Actual Revenues	2024-2025 Council Approved*	2024-2025 Actual Revenues**	2025-2026 Budgeted Revenues	2025-2026 Percentage by Source	2026-2027 Planning Year
Fund 690							
Non-Operating Revenue	21,210	130,289	-	4,808	-	0.0%	-
Transfers	586,457	866,121	504,653	291,192	587,296	26.7%	630,471
Other Income	75,548	52,705	75,000	67,131	63,000	2.9%	63,000
FSS Escrow Forfeitures	-	-	-	-	-	0.0%	-
Dwelling Rental	482,730	495,432	490,000	432,550	490,000	22.3%	490,000
Interest	(1,824)	101,490	-	12,026	-	0.0%	-
Contrib Op Subsidy Curren	926,824	962,424	1,093,224	1,002,292	1,060,523	48.2%	1,060,523
Total Revenues	\$ 2,090,945	\$ 2,608,461	\$ 2,162,877	\$ 1,810,000	\$ 2,200,819	100.0%	\$ 2,243,994

* as amended

**as of 5/20/2025

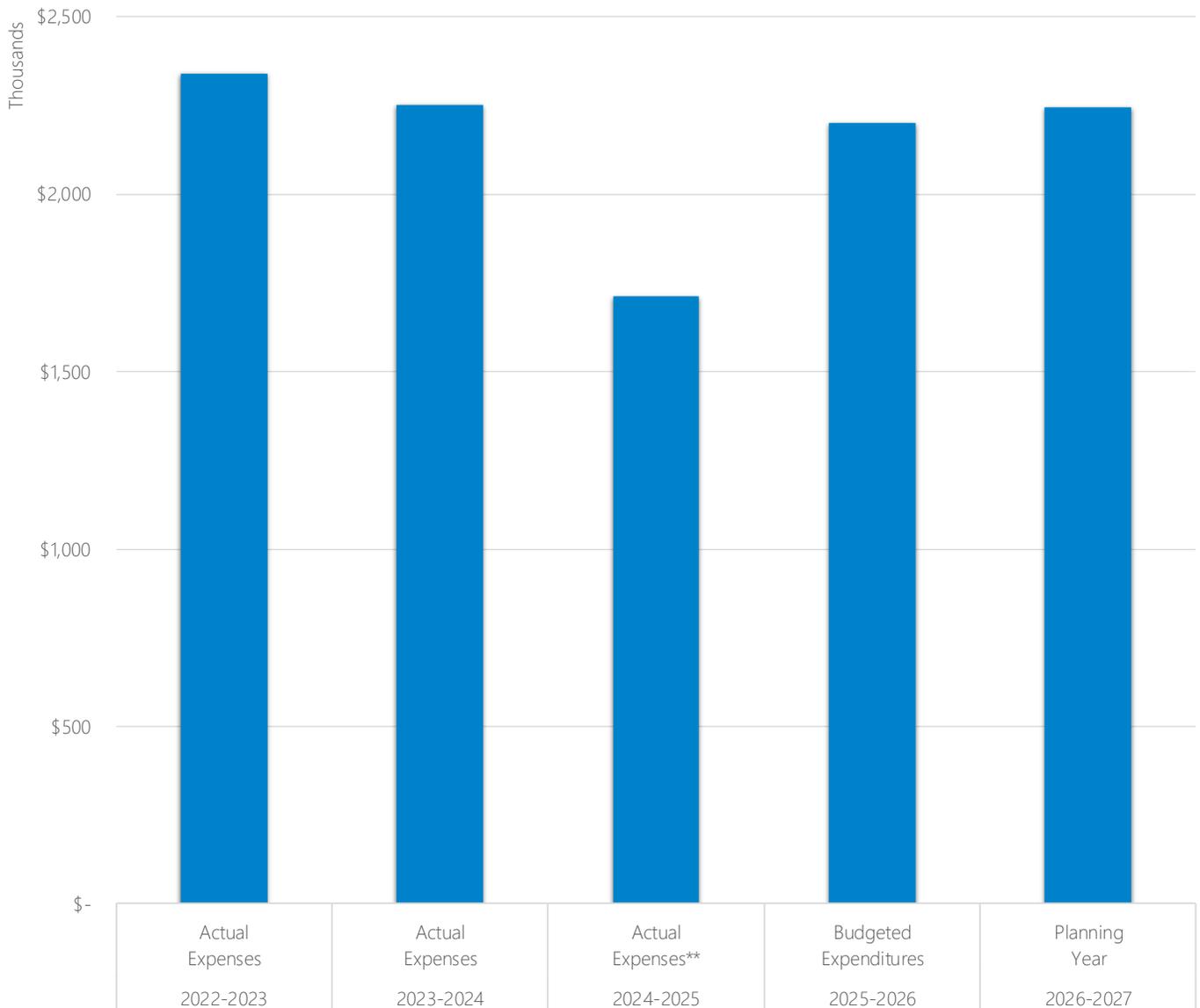


Public Housing Operations Expenditures

Budget Unit	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Budgeted Expenditures	2025-2026 Percentage by Budget Unit	2026-2027 Planning Year
Public Housing Operations	2,340,820	2,251,864	2,162,877	1,713,527	2,200,819	100.0%	2,243,994
Total Expenditures	\$ 2,340,820	\$ 2,251,864	\$ 2,162,877	\$ 1,713,527	\$ 2,200,819	100.0%	\$ 2,243,994

* as amended

**as of 5/20/2025



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

22-23	23-24	24-25	25-26	26-27
8.66	8.17	8.10	8.10	8.10

FY 24-25 Major Accomplishments

- Began the Wilkinson Repositioning study using Selenium Consulting Partners to determine options for the repositioning of Public Housing units.
- Enhanced programming efforts through engagement with the Resident Services Coordinator and the Resident Council.
- Remediated tree issues that impact Real Estate Assessment Center (REAC) scores and continued to invest in appliance and HVAC replacements.

FY 25-26 Budget Highlights

- Seeking additional grant opportunities to support Housing's mission (Jobs Plus, ROSS).
- Continue the repositioning process while seeking approval from the U.S. Department of Housing and Urban Development and securing financial options.

FY 26-27 Planning Year Goals

- Develop a strategic repositioning plan for the Public Housing portfolio.

Program & Strategy Enhancements

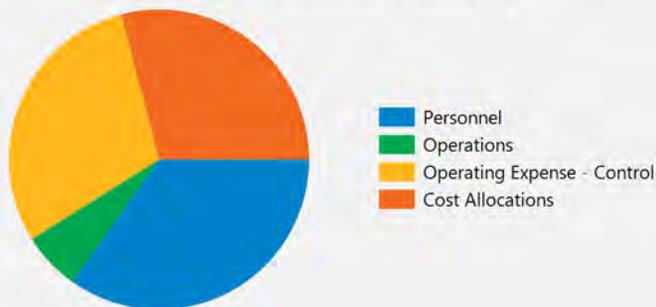
- Promote fair housing.
- Attain and maintain a high level of standards and professionalism in day-to-day management of all program components.
- Provide opportunity for very low-income/low-income families of all races, ethnicities, national origins, religions, ethnic backgrounds & disabilities.
- Provide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

Performance Summary

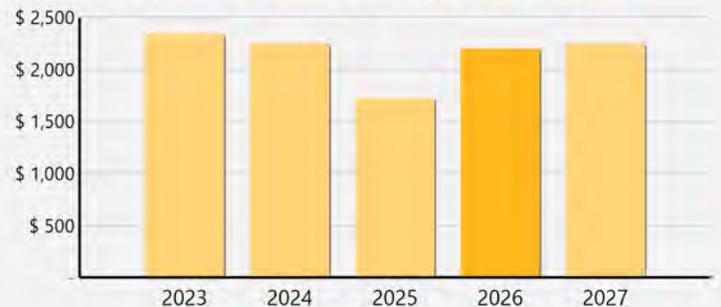
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Accounting	Provide accurate financial information, in a timely manner, to Housing & Urban Development to comply with local/state/federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected by Due Date	53%	53%	63%	90%
	Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	Average # of Days to Turnover Unit for Move-In	95	0	105	15
			% of Maintenance Requests completed within 5 days of request	99%	94%	92%	95%
Economic Opportunities	Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% of leased up units	96%	94%	88%	100%
	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	29	22	17	30
	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	103	46	423	130
	Task Tracking	Continue Task Tracking/Management by objectives, which incorporates appropriate elements of PHAS, SEMPA, MASS, & similar measures.	% of participants recertified under program	100%	100%	100%	100%

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 1000	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	511,389	493,069	729,052	481,176	766,330	779,935
Operations	45,189	45,479	48,724	153,909	138,188	145,748
Operating Expense - Control	751,793	639,920	723,131	525,038	656,776	645,116
Capital Outlay	-	-	95,046	35,339	-	-
Cost Allocations	449,461	573,983	563,929	529,015	639,525	673,195
Transfers	-	36,756	-	-	-	-
Depreciation & Amortization	553,143	381,915	-	-	-	-
Non-Operating Expenses	29,844	80,742	2,995	-	-	-
Total Expenditures	2,340,820	2,251,864	2,162,877	1,724,477	2,200,819	2,243,994

*as amended

**as of 5/20/2025



INTERNAL SERVICE FUND

SECTION CONTENTS



Revenue Services



Engineering



Billing



Purchasing



Customer Care

Internal Service Fund Allocated Costs

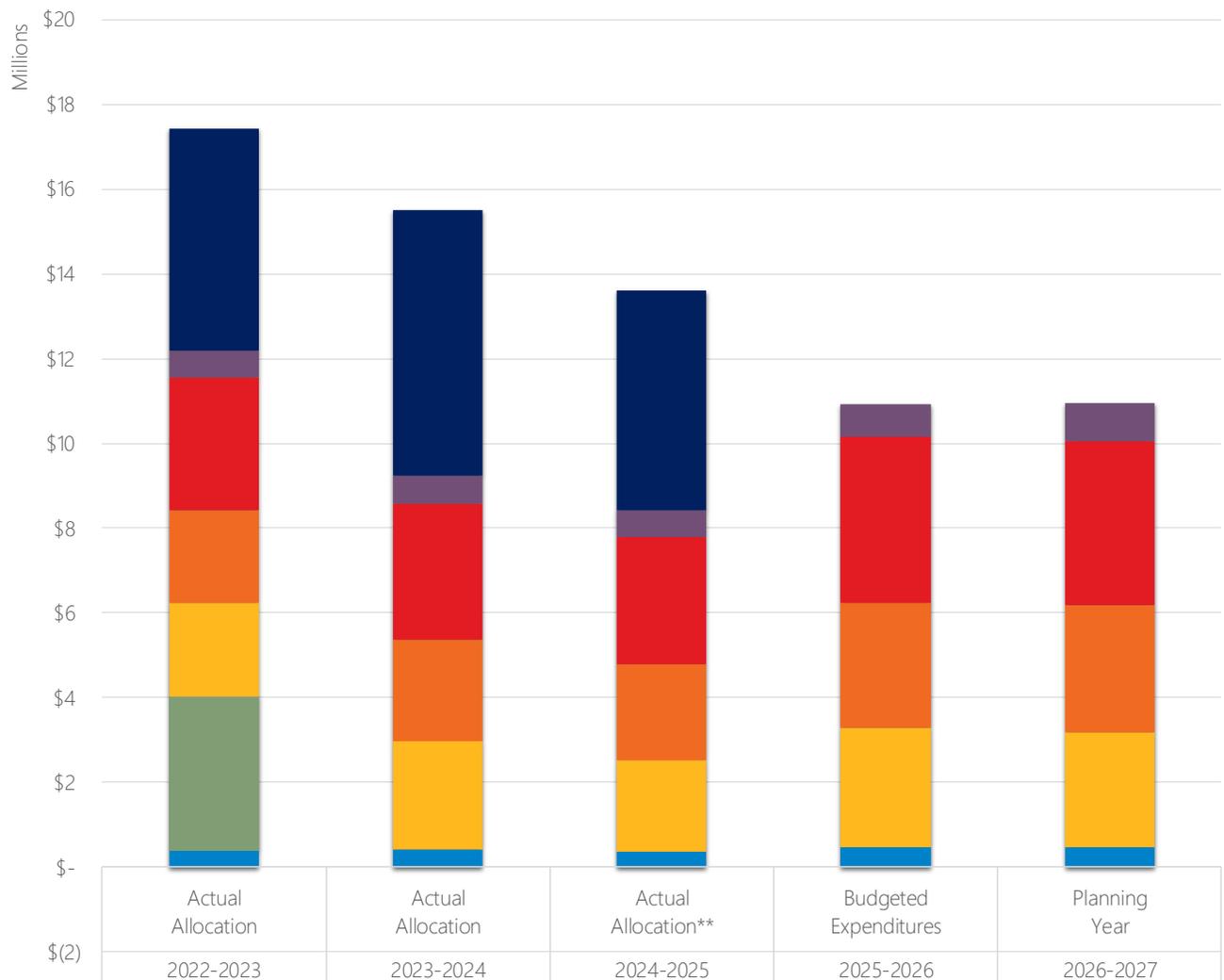
Fund 800 Budget Units	2022-2023	2023-2024	2024-2025	2024-2025	2025-2026	2025-2026	2026-2027
	Actual Allocation	Actual Allocation	Council Approved*	Actual Allocation**	Budgeted Expenditures	Percentage by Budget Unit	Planning Year
Revenue Services	393,031	413,570	467,850	363,752	467,266	4.3%	464,657
Data Services	3,636,765	(0)	-	-	-	0.0%	-
Billing	2,200,360	2,569,365	2,606,620	2,173,415	2,817,241	25.8%	2,722,141
Customer Care	2,199,387	2,375,108	2,740,747	2,242,807	2,952,496	27.0%	2,991,808
Engineering	3,130,888	3,230,406	3,497,151	3,013,496	3,917,030	35.9%	3,868,824
Purchasing	615,844	658,983	712,151	620,208	767,272	7.0%	911,685
Buildings & Grounds***	5,255,953	6,244,933	6,480,784	5,201,257	N/A	N/A	N/A
Total Allocated Costs to other City Departments	\$ 17,432,228	\$ 15,492,365	\$ 16,505,303	\$ 13,614,934	\$ 10,921,305	100.0%	\$ 10,959,115

* as amended

**as of 5/20/2025

***Buildings & Grounds moved to the General Fund started in FY 2025-2026

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



Revenue Services

Fund: 800 - Internal Service Fund | Budget Unit: 4200 - Revenue Services

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

22-23	23-24	24-25	25-26	26-27
3.75	3.75	3.75	3.75	3.75

FY 24-25 Major Accomplishments

- Completed the transition to a new customer portal and new online payment provider that provides enhanced interactive voice response (IVR) services for customers that call in to make their payments.
- Transitioned all non-utility payment points to the new online payment provider.
- Added a help function (Kiosk Konnect) to the kiosks that rings a representative to assist customers at the payment kiosk.

FY 25-26 Budget Highlights

- Replace an aging document scanner for remittance processing.

Program & Strategy Enhancements

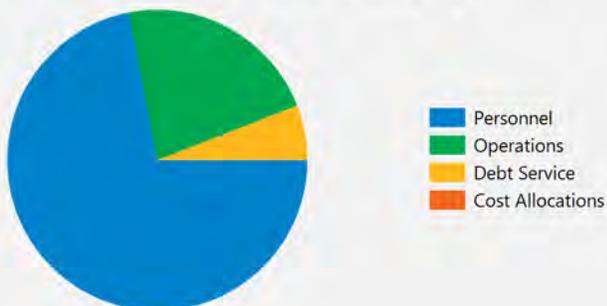
- Continue to address PCI compliance standards by creating separate payment portals on the City's website.
- Continue to monitor online payment system for options to provide enhancements, improve efficiency, and ease of use.

Performance Summary

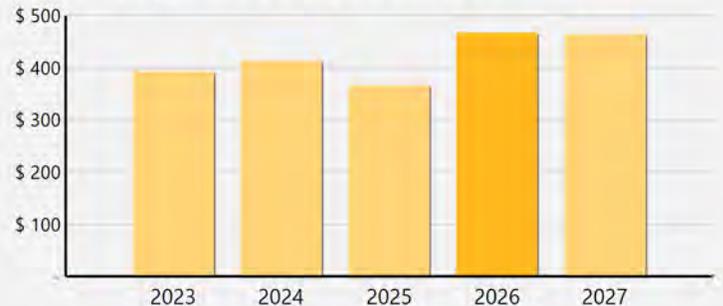
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Effective & Efficient City Government	Utility Payment Processing	Provide accurate posting of utility payments to maintain customer satisfaction and reduce corrections.	# of monthly adjustments for incorrect postings	2	2.5	3	5

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4200	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	240,009	282,323	305,088	270,529	336,316	342,563
Operations	108,572	86,409	135,085	91,484	103,313	94,453
Debt Service	27,623	27,673	27,677	4,434	27,637	27,641
Cost Allocations	(393,031)	(413,570)	(467,850)	(427,146)	(467,266)	(464,657)
Non-Operating Expenses	16,827	17,164	-	-	-	-
Total Expenditures	-	-	-	(60,699)	-	-

*as amended

**as of 5/20/2025

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 serviced by the City of Concord while fostering a commitment to excellence, accountability, and customer satisfaction.

Vision

To excel in providing precise bill calculations, while delivering unmatched internal and external service reliability and 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, reconnect and disconnect order completion

FTE Summary

22-23	23-24	24-25	25-26	26-27
16.25	16.25	16.25	16.25	16.25

FY 24-25 Major Accomplishments

- Manually read approximately 17,500 AMR (automatic meter reading)/AMI (advanced metering infrastructure) combined monthly meter counts and achieved 100% completion by the bill date.
- Increased enrollment in E-billing by 11.62%, with 18,700 customers enrolled. 106 new customers enrolled in Budget Billing.
- Increased AMR meter reading efficiency with Itron FCS software installation

FY 25-26 Budget Highlights

- Streamline billing processes by utilization of AMI functions. Increasing the 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.

FY 26-27 Planning Year Goals

- Continuously improve workflows to increase efficiency and reduce processing times for billing operations.
- Implement advanced technologies and automated systems to minimize errors in bill charge calculations and to ensure precision.
- Continue promoting products and services offered by City of Concord to enhance the customer billing experience such as E-billing, pre-authorized payment, Budget Billing and real-time monitoring.

Program & Strategy Enhancements

- Attain a measurable decrease in billing errors, establishing a benchmark for reliability once AMI implementation is complete.
- Work closely with both Water and Electric departments as we continue with meter consumption and billed usage calculations for both AMI and AMR metered customers. Aiming for complete implementation of determined usage recording technologies with minimal disruption to customers.
- Attend trainings & meetings about our upcoming utility software to gain 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

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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	126	236	129	350
		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%	100%	100%	100%
Effective & Efficient City Government	Key Accounts	Provide on-time and accurate reporting to our monthly key account customers.	% of external reporting deadlines met	100%	100%	100%	100%

Budget Charts



Budget By Category

Budget Unit #: 4215	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,292,127	1,398,148	1,606,217	1,492,943	1,761,363	1,761,094
Operations	673,656	789,548	874,318	868,140	817,978	835,126
Capital Outlay	-	-	-	-	112,000	-
Debt Service	125,839	126,064	126,085	20,197	125,900	125,921
Cost Allocations	(2,200,360)	(2,569,365)	(2,606,620)	(2,382,762)	(2,817,241)	(2,722,141)
Transfers	-	69,551	-	-	-	-
Depreciation & Amortization	35,206	34,177	-	-	-	-
Non-Operating Expenses	73,532	151,877	-	-	-	-
Total Expenditures	-	-	-	(1,482)	-	-

*as amended

**as of 5/20/2025

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

FTE Summary

22-23	23-24	24-25	25-26	26-27
24.00	24.00	24.00	24.00	24.00

FY 24-25 Major Accomplishments

- Updated the Customer Service Policy and changed from a Council approved policy to a City Manager approved policy.
- Restructured utility deposits which are now based off service(s) offered at each location for residential accounts and business accounts to be collected up front. Aiding in eliminating the debt write-off amount annually.
- Revised the payment extension policy for any customer that defaults on keeping the arranged agreement will not be able to establish another agreement for the term of one year.

FY 25-26 Budget Highlights

- Transition from the eCare system to the Silverblaze portal for utility accounts which will allow customers more self-service options in viewing past utility bills, making comparisons from previous year's bills, update account information such as phone number and email address, transfer service and stop service.
- Installed a second self-kiosk in the 1st conference room in Customer Care so there are additional places to assist customers as needed with setting up new service.

FY 26-27 Planning Year Goals

- Enhance security checks via the Silver blaze application process to aid in potential red flag alerts.
- Understand, train and develop the new service application process within the CSR Dashboard of Silver Blaze to streamline processes, improve the debt ratio via credit checks and enhance the delivery of notifications to customers throughout the process.
- Continue to add MiCollab license and training for staff for both emergency related work and telework.

Program & Strategy Enhancements

- Continue to incorporate Customer Service training and focus on individual employee needs.
- Monitor and provide coaching/feedback to staff to ensure quality and improved service levels.
- Reorganize existing duties to better align with departmental needs and workflow.

Performance Summary

Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	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	6	6	10	10
			% of Total Calls Abandoned	8%	8%	3%	15%
			% of Calls Answered	92%	92%	97%	85%
			Average # of Re-Queued Calls	25	31	N/A	50
			% of Meter Tampering Charges Recovered	61.5%	62.0%	60.5%	68%

Budget Charts



Budget By Category

Budget Unit #: 4220	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	1,597,069	1,746,595	2,024,767	1,763,071	2,210,687	2,249,893
Operations	313,074	315,965	516,090	472,715	542,211	542,285
Capital Outlay	-	-	-	-	-	-
Debt Service	199,500	199,858	199,890	32,020	199,598	199,630
Cost Allocations	(2,199,387)	(2,375,108)	(2,740,747)	(2,502,976)	(2,952,496)	(2,991,808)
Transfers	-	2,280	-	-	-	-
Depreciation & Amortization	-	2,537	-	-	-	-
Non-Operating Expenses	89,745	107,874	-	-	-	-
Total Expenditures	-	-	-	(235,169)	-	-

*as amended

**as of 5/20/2025

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
- Permitting

FTE Summary

22-23	23-24	24-25	25-26	26-27
26.00	26.00	26.00	27.00	27.00

FY 24-25 Major Accomplishments

- Monitored the construction of 30,100 feet of water distribution system extension with an estimated value of \$9.5 million; 13,537 feet of wastewater collection system extension for an estimated value of \$2.5 million; and 0.54 miles of new roads, for an estimated value of \$5 million.
- Designed, inspected, and managed the construction of Zion Church Road and Old Charlotte Road water line extensions.
- Managed and monitored the construction of the Dorton Park renovations.
- Created a new module in our project management software for submitting water and sewer permits so that clients can submit permits online.

FY 25-26 Budget Highlights

- Transfer a position from another department and reclassify that position to a Staff Engineer.
- Purchase new robotic survey equipment to replace outdated survey equipment.
- Create flex banding for Construction Inspector, CAD Technician, and Survey Technician positions.
- Begin design work for the renovation of the Engineering offices. Staff have commented that the department's workspace is dark and lacks natural light. The renovation will bring more light into the building and create more open space.

FY 26-27 Planning Year Goals

- Request a new CAD Technician position for the survey branch of the department. This position will be dedicated to drafting plats for the two registered professional land surveyors (PLS) that we have on staff, allowing for better utilization of staff time.
- Complete the renovations to the Engineering offices.

Program & Strategy Enhancements

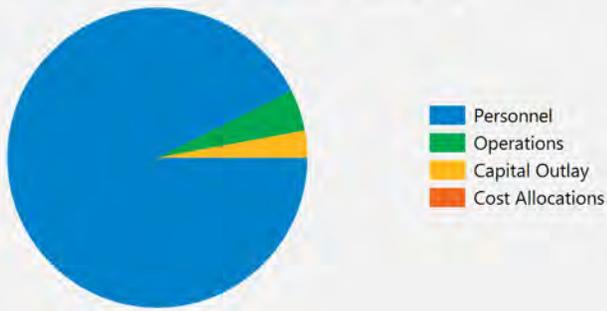
- Make improvements to the Civil 3D template so the software can be used more efficiently by the Design & Survey divisions.
- Continue making improvements to the Project Management Software (Project Tracker) to include a new module for the materials and submittals forms to improve efficiency and reduce paperwork.

Performance Summary

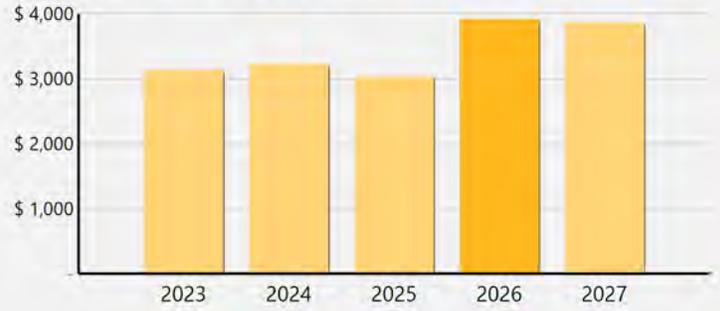
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Innovative & Sustainable Infrastructure	Permitting/Construction Inspection	Provide design services to departments and technical plan review services to developers to ensure that development and infrastructure meet standards, adhere to good engineering practices, and are consistent with the goals of the City.	# of linear feet of water line added to the City's system	New Measure	64,576	30,100	N/A
			# of linear feet of wastewater line added to the City's system	New Measure	60,424	13,597	N/A
			# of miles of new roads added to the City's network	New Measure	3.17	0.54	N/A

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4230	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	2,686,428	2,746,067	3,269,431	2,706,394	3,628,156	3,662,791
Operations	288,497	297,622	211,945	279,630	175,021	142,963
Capital Outlay	-	-	15,775	49,610	113,853	63,070
Cost Allocations	(3,130,888)	(3,230,406)	(3,497,151)	(3,196,865)	(3,917,030)	(3,868,824)
Transfers	-	29,645	-	-	-	-
Depreciation & Amortization	44,770	41,198	-	-	-	-
Non-Operating Expenses	111,194	115,874	-	-	-	-
Total Expenditures	-	-	-	(161,231)	-	-

*as amended

**as of 5/20/2025

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

22-23	23-24	24-25	25-26	26-27
7.00	7.00	7.00	7.00	7.00

Major Accomplishments and Performance Goals

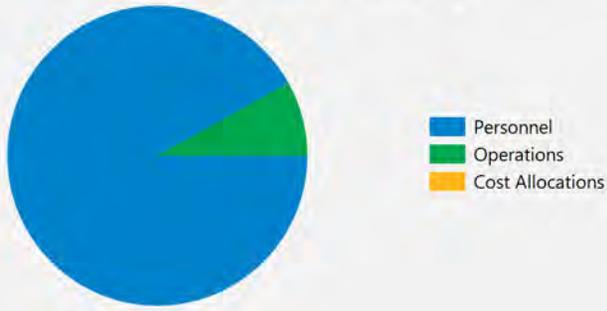
- Continue to identify surplus property and stagnant inventory.
- Continue to streamline purchase order process for maximum efficiency.
- Monitor the uniform and copier service contracts for improving internal customer service.
- Assist City Departments with Purchasing Policy and N.C. General Statute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

Performance Summary

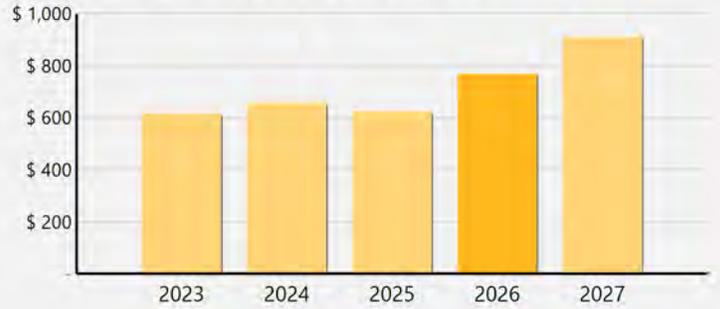
Strategic Plan Goal	Major Service Area	Program Goal	Performance Measure	FY 23 Actual	FY 24 Actual	FY 25 Mid-Year	FY 26 Obj.
Core City Service	Procurement & Warehouse Management	To effectively and efficiently provide the highest level of support to all City Departments through policy guidance, process assistance, product accuracy, availability, and the safe receipt and storage of the materials delivered for daily operations.	Warehouse Inventory Transactions Completed	18,367	20,015	9,853	N/A
			Formal Bids, RFP's and RFQ's Issued	New Measure	46	17	N/A
			Non-Inventory Deliveries Received	New Measure	1,560	771	N/A
			Surplus Property Electronic Auctions	New Measure	89	0	N/A
			New Vendors Created	New Measure	380	234	N/A
			Purchase Orders Processed	New Measure	1,946	1,169	N/A

Budget Charts

FY 2026 Expenditures by Category



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4250	2022-2023 Actual Expenses	2023-2024 Actual Expenses	2024-2025 Council Approved*	2024-2025 Actual Expenses**	2025-2026 Expenditure Budget	2026-2027 Planning Year
Personnel	539,804	542,666	631,357	571,742	705,269	717,285
Operations	39,432	51,919	80,794	50,945	62,003	48,400
Capital Outlay	-	-	-	-	-	146,000
Cost Allocations	(615,844)	(658,983)	(712,151)	(649,681)	(767,272)	(911,685)
Transfers	-	13,682	-	-	-	-
Depreciation & Amortization	7,668	17,668	-	-	-	-
Non-Operating Expenses	28,940	33,048	-	-	-	-
Total Expenditures	-	-	-	(26,994)	-	-

*as amended

**as of 5/20/2025

2025/2026



CAPITAL IMPROVEMENT PLAN (CIP)



Guide to the Capital Improvement Plan

The Capital Improvement Plan (CIP) outlines the City's plan for achieving the goals, objectives, and service delivery levels desired by the Mayor and City Council. The purpose of this plan is to forecast and match projected revenues and major capital needs over a five-year period. Capital planning is an important management tool that strengthens the linkages between community infrastructure needs and the financial capacity of the City.

The City defines CIP activity as any project expenditure of major value that occurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than one (1) year. As a rule of thumb, items included in the CIP are those which involve:

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

The CIP is updated annually to ensure that it addresses new and changing priorities within the City.

Overview: Consists primarily of the Manager's Message - an executive summary of the CIP from the City Manager to the Mayor and City Council. It discusses the major factors impacting the CIP and provides a summary of first-year projects and funding sources. The overview also includes the How to Read Individual Project Pages, organizational and financial summary charts, and the CIP Ordinance.

Operating Impacts and Year 1 Projects: Begins with a discussion of capital project impacts on operating budgets and includes summary of the City's capital improvement projects that were approved for funding in the first fiscal year of the CIP. For each of these capital projects, the CIP includes an expenditure description, a justification of the expenditure and how it addresses a City goal, proposed funding levels and sources, and, if applicable, an estimate of the five-year impact of ongoing personnel and operating costs

Detailed CIP Project Information: Includes a summary of the City's capital improvement projects approved in the budget. For each capital expenditure, the CIP includes an expenditure description, a justification of the expenditure and how it addresses a City goal, proposed funding levels and sources, and, if applicable, an estimate of ongoing operating costs.



OVERVIEW

SECTION CONTENTS



How to Read Pages

A guide to understanding CIP Project Pages



Citywide CIP Expenditures

A cost summary of planned capital projects for the next 5 fiscal years



CIP Process

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



Listing of Capital Projects

A list of all CIPs projected for the next 5 fiscal years



Manager's CIP Message

The City Manager's CIP highlights



CIP Ordinance

The recommended/adopted CIP Ordinance

How to Read Individual Project Pages

Budget Information:

Includes the CIP title, budget unit associated with the project (ex. If the project is a transportation project the budget unit would be 8600), strategic plan goal alignment (if applicable), the projected project cost, the amount of funds that have been appropriated to date, and the priority rank, which shows the importance of a particular project.

Project Cost:

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.

Link to Strategic Plan:

This section explains how the project is aligned to the City's Strategic Plan.

Capital Costs:

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.

Method(s) of Financing:

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

Maps, Charts, Tables, Photos:

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

Type of CIP:

This section allows departments to indicate if a project is a new project, a replacement or renovation project, and if land or right-of-way is required for the project.

Description & Project History:

This section explains the importance of the project, why it is being requested, what has already been done and what would happen if the project were to be delayed.

New or Additional Impacts to Operating Budgets:

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

CIP Title						Priority #	1
Budget Information							
Budget Unit	Example Capital Projects		Budget Unit #	1234	Total Projected Project Cost	\$1,234,567	
Strategic Plan Goal			Amount Appropriated To Date			\$0	
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP		
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required		
1,234,567	-	-	-	-			
Project Overview							
Description & Project History							
Link to Strategic Plan							
Capital Costs							
Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total	
Construction	1,234,567	-	-	-	-	1,234,567	
Total	\$1,234,567	-	-	-	-	\$1,234,567	
New or Additional Impacts to Operating Budgets							
Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total	
Total	-	-	-	-	-	-	
Method(s) of Financing							
Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total	
Financing Proceeds	1,234,567	-	-	-	-	1,234,567	
Total	\$1,234,567	-	-	-	-	\$1,234,567	
Maps, Charts, Tables, Photos							

CIP Process & Calendar

Capital Improvement Plan

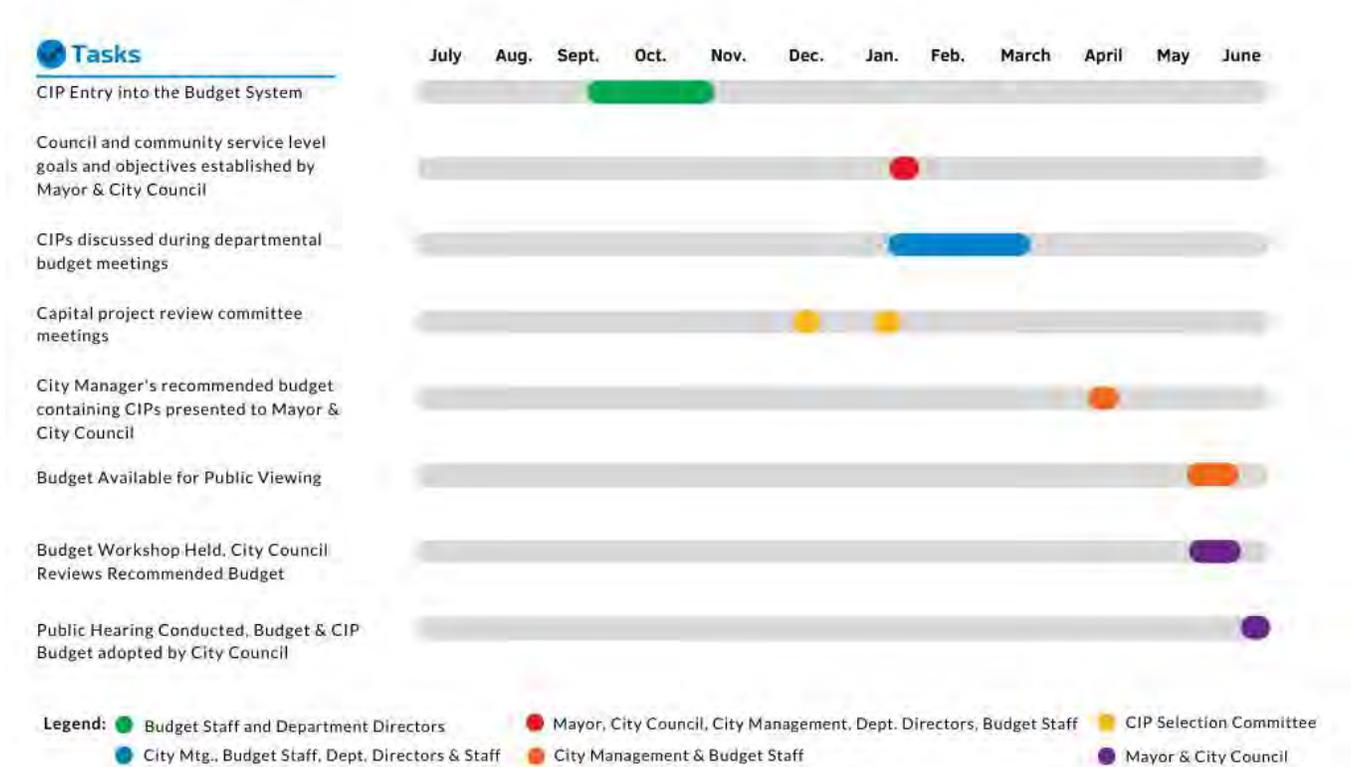
The capital improvement plan is simply that - a *plan*. As such, projects are subject to change based on new or shifting service needs, financing opportunities, emergency needs, or other directives established by the Mayor and City Council. City priorities may change, therefore projects included in outward planning years are not guaranteed for funding.

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 2026-30 Capital Improvement Plan (CIP) Development Calendar



CIP Message

May 23, 2025

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 with the Capital Improvement Plan (CIP) for the fiscal years 2026-2030. The CIP serves as a long-range planning tool 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 Council's strategic priorities, citizen requests, master planning efforts, and departmental recommendations. This CIP book is provided with my recommended budget.

Fiscal year (FY) 2026 projects are included in the operating budget for City Council approval. Subsequent fiscal year projects are unfunded and presented for planning purposes only. Capital projects are prioritized so that available funds are allocated based on need, Council priority, and their impact on service provision. FY 2026 includes funding for a variety of City projects that help enhance our community and maintain our infrastructure.

Project Highlights

Greenways: While work is underway on voter-approved GO Bond projects, the City is also moving forward with greenway construction to meet City Council's goal of 30 miles by 2030. Construction will continue on the Clarke Creek Greenway: Cox Mill Loop. This CIP also funds operating impacts for Ramseur Park, Caldwell Park, and Dorton Park.

Facility Improvements and Expansions: As Concord continues to grow, it is crucial that we continue to maintain our existing facilities and construct new ones to provide excellent service to our residents and customers. This CIP funds a new Emergency Communications & Emergency Operations Building, a renovation of the existing Fleet Facility for the Radio Shop, apron and taxiway improvements at Concord-Padgett Regional Airport, and bunker restorations at Rocky River Golf Club.

Streets: Transportation continues to actively identify projects throughout the City to improve roadway conditions and reduce congestion. For FY 2026, Transportation will continue funding resurfacing and patch work on the Lake Concord Road corridor. Working on this corridor now will save the City from having to spend money on more costly, extensive repairs in the future. Transportation will also begin work on the replacement of the White Street bridge.

Utilities: Reliable infrastructure is an important tenet of the City's CIP. In FY 2026, the Water and Electric departments will continue funding the replacement of our Automated Metering Infrastructure (AMI). AMI is metering technology that will allow for live meter reading updates and connectivity across both systems. The Electric department will construct three new substations around the city to improve the redundancy of the electric system. The Water department will install additional water storage tanks at Coddle Creek Water Treatment Plant for regulatory compliance.

First Year CIP Project Listing

A total of \$56,769,018 in capital projects has been identified for FY 2026. 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

- Clarke Creek Greenway Development - Cox Mill Loop: \$742,368 (*P&R Reserve*)
- Dorton Park - Operational Impacts: \$2,850 (*General Fund Operating Budget*)
- J.E. "Jim" Ramseur Park - Operating Impacts: \$87,360 (*General Fund Operating Budget*)
- Caldwell Park - Operational Impacts: \$95,790 (*General Fund Operating Budget*)

Fire & Life Safety Capital Projects Fund

- Fire Station 13: \$7,225,000 (*Financing Proceeds*)
- SCBA Replacements: \$2,786,000 (*Future Projects - Reserves, Transfer from General Capital Reserve*)

Transportation Capital Projects Fund

- Major Corridor Resurfacing - Lake Concord: \$2,000,000 (*Designated Transportation Reserve*)
- White Street Bridge: \$650,000 (*Designated Transportation Reserve*)
- Weddington at Rock Hill Church Roundabout: \$2,900,000 (*NCDOT Share, Future Grants, Designated Transportation Reserve*)

General Capital Projects Fund

- Fleet Facility Redesign for Radio Shop: \$50,000 (*Future Projects - Reserves*)
- Communications & Emergency Operations Building at Fire Station 3: \$6,197,948 (*Financing Proceeds*)

Electric Projects Fund

- 100kV Interconnect Between Delivery #4 and Sub E: \$6,000,000 (*Transfer from Utility Capital Reserve*)
- Delivery #1 Replacement: \$400,000 (*Transfer from Electric*)
- AMI System: \$8,000,000 (*Transfer from Electric*)
- Substation N: \$2,000,000 (*Transfer from Electric*)
- Substation S: \$1,500,000 (*Transfer from Electric*)
- 100 kV Tie Line - George Liles to Sub O: \$1,000,000 (*Transfer from Electric*)
- Substation R: \$250,000 (*Transfer from Electric*)

Stormwater Projects Fund

- Buffalo Avenue Culvert Replacement: \$750,000 (*Transfer from Stormwater*)

Water Projects Fund

- AMI System Replacement: \$6,000,000 (*Future Projects - Reserves*)
- Coddle Creek WTP Aluminum Tanks: \$800,000 (*Transfer from Water*)

Wastewater Projects Fund

- Irish Buffalo 42" Interceptor Tie-Over: \$500,000 (*Future Projects - Reserves*)

Aviation Capital Projects Fund

- Apron and Taxilane Rehabilitation: \$4,884,980 (*Future Grants, Transfer from Aviation*)
- Commercial Service Terminal Apron Expansion: \$484,395 (*Future Grants*)
- Community Hangar: \$1,400,000 (*Future Grants*)

Rocky River Golf Course Fund

- Bunker Restoration: \$248,327 (*Transfer from Golf*)

First Year Revenue Sources

General Fund Operating Revenues: These funds come from the operational budgets of General Fund departments to provide for the operational impacts of a completed CIP project, such as staffing, equipment, vehicles, and maintenance.

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

Designated Transportation Reserve: City Council has designated \$4,400,000 of the revenue generated by the property tax to be set aside for Transportation Projects. Of this allocation, a portion 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 (P&R) 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 reallocated 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.

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, and Parks & Recreation Trust Fund (PARTF) grants.

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 is continuously adjusted as projects change and new needs arise.

Respectfully submitted,



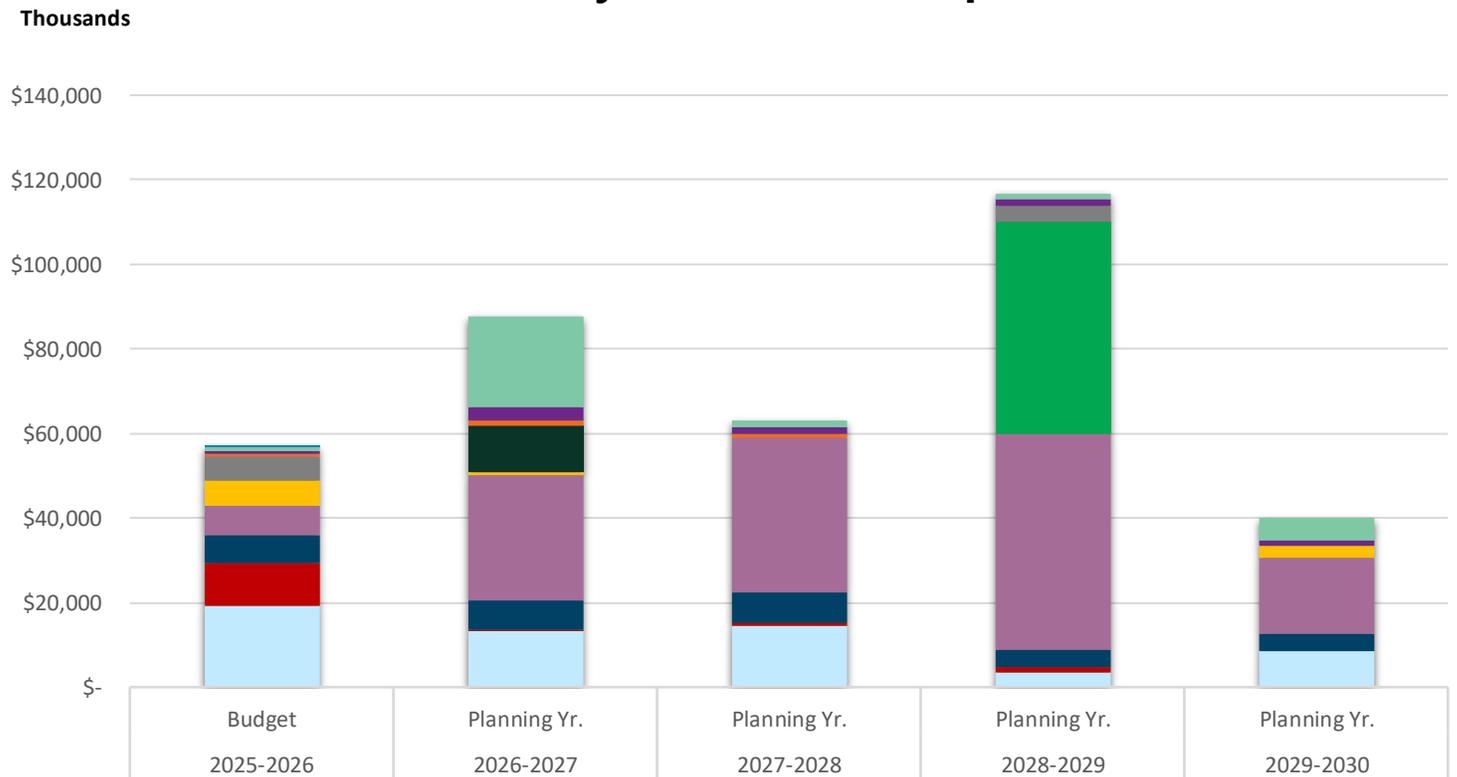
Lloyd Wm. Payne, Jr. ICMA-CM
City Manager

Summary of City CIP Expenditures

	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
By Fund					
Electric Capital Projects	19,150,000	13,250,000	14,350,000	3,500,000	8,500,000
Water Capital Projects	6,800,000	6,950,000	7,500,000	4,000,000	4,000,000
Parks & Recreation Capital Projects	928,368	21,664,589	1,711,394	1,197,305	5,432,636
Airport Projects	6,769,375	29,673,901	36,454,289	51,164,678	18,100,000
Streets Capital Projects	5,550,000	-	-	4,000,000	-
Stormwater Capital Projects	750,000	3,150,000	1,500,000	1,500,000	1,149,000
Fire Capital Projects	10,011,000	306,500	667,992	1,336,676	-
Sewer Capital Projects	500,000	1,000,000	1,000,000	-	-
General Capital Projects	6,247,948	566,628	-	-	2,851,590
Golf Course Projects	248,327	-	-	-	-
Transit Projects	-	-	-	50,000,000	-
Housing Projects	-	11,190,055	-	-	-
Total Expenditures	\$ 56,955,018	\$ 87,751,673	\$ 63,183,675	\$ 116,698,659	\$ 40,033,226

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 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	FY 2029 Budget	Impact on FY 2029 Operating Budget	FY 2030 Budget	Impact on FY 2030 Operating Budget	Future (remainder of project)	Total Budget Impact
420 - Parks & Recreation Capital Projects															
8300 - P&R - CAPITAL PROJECTS	Clarke Creek Greenway Development, Cox Mill Loop	Transfer from P&R Reserve	6,977,632	742,368	-	-	10,187	-	-	-	-	-	-	4,345,095	12,075,282
	Hartsell Park Improvements	Bond Proceeds	937,668	-	-	7,272,000	-	-	50,550	-	-	-	-	-	8,260,218
	Wilson Street Park Development	Bond Proceeds	90,000	-	-	960,000	-	-	36,951	-	-	-	-	-	1,086,951
	McEachern Greenway Development - Hospital Phase	Transfer from P&R Reserve	1,270,027	-	-	3,700,000	5,095	-	-	-	-	-	-	-	4,975,122
	WW Flowe Park Phase One Improvements	Bond Proceeds	105,230	-	-	3,589,770	-	-	2,100	-	67,874	-	69,772	-	3,834,746
	Poplar Tent Trailhead Park	Bond Proceeds	40,000	-	-	1,016,000	-	-	-	-	3,251	-	-	-	1,059,251
	Academy Recreation Center/Gibson Village Complex Development	Bond Proceeds	6,644,080	-	-	4,155,720	-	-	-	-	-	-	54,471	-	10,854,271
	Coddle Creek Greenway Development	Transfer from P&R Reserve	788,520	-	-	-	-	-	26,000	-	-	3,965,000	-	-	4,779,520
	Hector Henry II Greenway, Development 14 miles of Phases	Transfer from P&R Reserve	738,181	-	-	-	-	-	-	-	-	-	173,873	-	912,054
	Irish Buffalo Creek Greenway	Transfer from P&R Reserve	298,480	-	-	-	-	-	-	233,536	-	-	-	-	532,016
	Dorton Park - Operational Impacts	Operating Budget(s)	-	-	2,850	-	2,850	-	2,850	-	2,850	-	2,850	-	14,250
	Caldwell Park - Operational Impacts	Operating Budget(s)	-	-	95,790	-	85,686	-	93,245	-	96,550	-	100,021	-	471,292
	J.E. Ramseur Park - Operating Impacts	Operating Budget(s)	-	-	87,360	-	667,409	-	890,046	-	868,557	-	901,927	-	3,415,299
	David Phillips - Operational Impacts	Operating Budget(s)	-	-	-	-	130,452	-	73,715	-	76,955	-	80,357	-	361,479
Academy Recreation Center & Gibson Athletic Fields - Operational Impacts	Operating Budget(s)	-	-	-	-	69,420	-	15,820	-	15,820	-	15,820	-	116,880	
Academy Gibson Skatepark and Pump Track - Operational Impacts	Operating Budget(s)	-	-	-	-	-	-	288,681	-	133,322	-	138,317	-	560,320	
Parks & Recreation Capital Projects Fund Total - Expense			17,889,818	742,368	186,000	20,693,490	971,099	-	1,713,494	-	1,265,179	3,965,000	1,537,408	4,345,095	53,308,951
Parks & Recreation Capital Projects Fund - Revenue Sources & Totals															
	Bond Proceeds		6,097,680	-	-	16,993,490	-	-	-	-	-	-	-	-	23,091,170
	Operating Budget(s)		-	-	-	-	-	-	-	-	-	-	-	-	-
	Transfer from P&R Reserve		5,477,692	742,368	-	3,700,000	-	-	-	-	-	3,965,000	-	4,340,000	18,225,060
	Transfer from General Fund		822,159	-	-	-	-	-	-	-	-	-	-	-	822,159
	Transfer from General Capital Reserve		1,694,107	-	-	-	-	-	-	-	-	-	-	-	1,694,107
	Federal Aid		3,680,000	-	-	-	-	-	-	-	-	-	-	-	3,680,000
	Investment Earnings		100,000	-	-	-	-	-	-	-	-	-	-	-	100,000
	Insurance Reimbursement		18,180	-	-	-	-	-	-	-	-	-	-	-	18,180
	Operating Revenue (for CIP)		-	-	186,000	-	971,099	-	1,713,494	-	1,265,179	-	1,537,408	5,095	5,678,275
Parks & Recreation Capital Projects Fund Total - Revenue			17,889,818	742,368	186,000	20,693,490	971,099	-	1,713,494	-	1,265,179	3,965,000	1,537,408	4,345,095	53,308,951
426 - Fire Station Projects															
8670 - FIRE STATION PROJECTS	Fire Station 13 (Flows Store Rd.)	Financing Proceeds	300,000	7,225,000	-	-	306,500	-	667,992	-	1,336,676	-	-	-	9,836,168
	SCBA Replacements	Future Projects - Reserves, Transfer from General Capital Reserve	-	2,786,000	-	-	-	-	-	-	-	-	-	-	2,786,000
Fire Capital Projects Fund Total - Expense			300,000	10,011,000	-	-	306,500	-	667,992	-	1,336,676	-	-	-	12,622,168
Fire Capital Projects Fund - Revenue Sources & Totals															
	Future Projects - Reserves		-	572,405	-	-	-	-	-	-	-	-	-	-	572,405
	Transfer from General Capital Reserve		-	2,213,595	-	-	-	-	-	-	-	-	-	-	2,213,595
	Financing Proceeds		300,000	7,225,000	-	-	-	-	-	-	-	-	-	-	7,525,000
	Operating Revenue (for CIP)		-	-	-	-	306,500	-	667,992	-	1,336,676	-	-	-	2,311,168
Fire Capital Projects Fund Total - Revenue			300,000	10,011,000	-	-	306,500	-	667,992	-	1,336,676	-	-	-	12,622,168
423 - Transportation Capital Projects															
8600 - TRANSPORTATION PROJECTS	Major Corridor Resurfacing	Dedicated Transportation Reserve	1,300,000	2,000,000	-	-	-	-	-	-	-	-	-	-	3,300,000
	White Street Bridge	Dedicated Transportation Reserve	100,000	650,000	-	-	-	-	-	-	-	-	-	-	750,000
	Concord Farms Road Realignment	Dedicated Transportation Reserve	-	-	-	-	-	-	-	4,000,000	-	-	-	-	4,000,000
	Weddington @ Rock Hill Church Roundabout	NCDOT Share, Future Grants, Dedicated Transportation Reserve	100,000	2,900,000	-	-	-	-	-	-	-	-	-	-	3,000,000
Transportation Capital Projects Fund Total - Expense			1,500,000	5,550,000	-	-	-	-	-	4,000,000	-	-	-	-	11,050,000
Transportation Capital Projects Fund - Revenue Sources & Totals															
	Dedicated Transportation Reserve		-	2,750,000	-	-	-	-	-	4,000,000	-	-	-	-	6,750,000
	NCDOT Share		-	400,000	-	-	-	-	-	-	-	-	-	-	400,000
	Future Grants		-	2,400,000	-	-	-	-	-	-	-	-	-	-	2,400,000
	Transfer from General Fund		1,500,000	-	-	-	-	-	-	-	-	-	-	-	1,500,000
Transportation Capital Projects Fund Total - Revenue			1,500,000	5,550,000	-	-	-	-	-	4,000,000	-	-	-	-	11,050,000
430 - General Capital Projects															
8800 - BOC ADMIN PROJECTS & 8804 - GENERAL CAPITAL PROJECTS	Communications & Emergency Operations Building at Fire Station 3	Financing Proceeds	2,145,000	6,197,948	-	-	216,628	-	-	-	-	-	-	-	8,559,576
	Fleet Facility Redesign for Radio Shop	Future Projects - Reserves, Transfer from General Fund	-	50,000	-	350,000	-	-	-	-	-	390,000	-	-	790,000
	DBR M12 Radio Multicarrier Site Hardware	Transfer from General Fund	-	-	-	-	-	-	-	-	-	2,120,424	-	-	2,120,424
	Virtualized Prime Site - Cabarrus System	Transfer from General Fund	-	-	-	-	-	-	-	-	-	341,166	-	-	341,166
General Capital Projects Fund Total - Expense			2,145,000	6,247,948	-	350,000	216,628	-	-	-	-	2,851,590	-	-	11,811,166
General Capital Projects Fund - Revenue Sources & Totals															
	Future Projects - Reserves		-	50,000	-	-	-	-	-	-	-	-	-	-	50,000
	Transfer from General Fund		-	-	-	350,000	-	-	-	-	-	2,851,590	-	-	3,201,590
	Financing Proceeds		2,145,000	6,197,948	-	-	-	-	-	-	-	-	-	-	8,342,948
General Capital Projects Fund Total - Revenue			2,145,000	6,247,948	-	350,000	-	-	-	-	-	2,851,590	-	-	11,594,538

Capital Improvement Plan Listing (CIP)

Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2029 Budget	Impact on FY 2029 Operating Budget	FY 2030 Budget	Impact on FY 2030 Operating Budget	Future (remainder of project)	Total Budget Impact
451 - Airport Capital Projects															
6300 - AIRPORT PROJECTS	Apron and Taxiway Rehabilitation	Transfer from Aviation, Future Grants	317,831	4,884,980	-	-	-	-	-	-	-	-	-	-	5,202,811
	Runway Widening and Overlay (Construction)	Transfer from Aviation, Future Grants	887,672	-	-	14,691,500	-	14,691,500	-	-	-	-	-	-	30,270,672
	Commercial Service Terminal Apron Expansion	Future Grants, Transfer from Aviation	487,645	484,395	-	-	-	5,889,678	-	5,889,678	-	-	-	-	12,751,396
	Airport Emergency Operations/Security Center	Future Grants	36,500	-	-	483,725	-	483,725	-	-	-	-	-	-	1,003,950
	EMAS System for Runway 2 Over-Run Area	Transfer from Aviation, Future Grants	-	-	-	938,676	-	14,389,386	-	-	-	-	-	-	15,328,062
	Community Hangar	Future Grants, Financing Proceeds	-	1,400,000	-	12,360,000	-	-	-	-	-	-	-	-	13,760,000
	Rental Car Facility	Transfer from Aviation	-	-	-	-	-	100,000	-	500,000	-	500,000	-	-	1,100,000
	Commercial Terminal Expansion	Future Grants, Transfer from Aviation	23,564	-	-	-	-	-	-	33,375,000	-	-	-	-	33,398,564
	Commercial Passenger Terminal Parking Phase 2	Transfer from Aviation	-	-	-	1,200,000	-	-	-	6,000,000	-	6,000,000	-	-	13,200,000
	Commercial Service Terminal Access Road	Future Grants	-	-	-	-	-	600,000	-	3,400,000	-	11,600,000	-	-	15,600,000
Parking Lot Land Acquisition	Future Grants, Transfer from Aviation	-	-	-	-	-	300,000	-	2,000,000	-	-	-	-	2,300,000	
Airport Capital Projects Fund Total - Expense			1,753,212	6,769,375	-	29,673,901	-	36,454,289	-	51,164,678	-	18,100,000	-	-	143,915,455
Airport Capital Projects Fund - Revenue Sources & Totals															
	Future Grants		865,540	6,723,640	-	18,211,967	-	33,196,546	-	40,713,828	-	11,600,000	-	-	111,311,521
	Transfer from Aviation		-	45,735	-	2,001,934	-	3,257,743	-	10,450,850	-	6,500,000	-	-	22,256,262
	Financing Proceeds		-	-	-	9,460,000	-	-	-	-	-	-	-	9,460,000	
	Federal Aid		887,672	-	-	-	-	-	-	-	-	-	-	887,672	
Airport Capital Projects Fund Total - Revenue			1,753,212	6,769,375	-	29,673,901	-	36,454,289	-	51,164,678	-	18,100,000	-	-	143,915,455
475 - Rocky River Golf Course Projects															
7550 - GOLF COURSE PROJECTS	Bunker Restoration	Transfer from Golf	-	248,327	-	-	-	-	-	-	-	-	-	-	248,327
Rocky River Golf Course Projects Fund Total - Expense			-	248,327	-	-	-	-	-	-	-	-	-	-	248,327
Rocky River Golf Course Projects Fund - Revenue Sources & Totals															
	Transfer from Golf		-	248,327	-	-	-	-	-	-	-	-	-	-	248,327
Rocky River Golf Course Projects Fund Total - Revenue			-	248,327	-	-	-	-	-	-	-	-	-	-	248,327
630 - Public Transit Fund															
PUBLIC TRANSIT PROJECTS	Transit Facility: Parcel Acquisition & Facility Construction	Financing Proceeds, Future Grants	-	-	-	-	-	-	-	50,000,000	-	-	-	-	50,000,000
Public Transit Fund Total - Expense			-	-	-	-	-	-	-	50,000,000	-	-	-	-	50,000,000
Public Transit Fund - Revenue Sources & Totals															
	Financing Proceeds		-	-	-	-	-	-	-	10,000,000	-	-	-	-	10,000,000
	Future Grants		-	-	-	-	-	-	-	40,000,000	-	-	-	-	40,000,000
Public Transit Fund Total - Revenue			-	-	-	-	-	-	-	50,000,000	-	-	-	-	50,000,000
371 - Housing Repositioning Fund															
371 - Housing Repositioning Fund	Wilkinson Repositioning (Phase 1)	Financing Proceeds, Federal Aid, Transfer from Capital Projects, Contributions	-	-	-	11,190,055	-	-	-	-	-	-	-	-	11,190,055
Housing Repositioning Fund Total - Expense			-	-	-	11,190,055	-	-	-	-	-	-	-	-	11,190,055
Housing Repositioning Fund - Revenue Sources & Totals															
	Financing Proceeds		-	-	-	6,856,386	-	-	-	-	-	-	-	-	6,856,386
	Federal Aid		-	-	-	850,000	-	-	-	-	-	-	-	-	850,000
	Transfer from Capital Projects		-	-	-	1,436,769	-	-	-	-	-	-	-	-	1,436,769
	Contributions		-	-	-	2,046,900	-	-	-	-	-	-	-	-	2,046,900
Housing Repositioning Fund Total - Revenue			-	-	-	11,190,055	-	-	-	-	-	-	-	-	11,190,055
CITY OF CONCORD CAPITAL IMPROVEMENT PLAN TOTALS			47,554,530	56,769,018	186,000	86,257,446	1,494,227	60,804,289	2,381,486	164,164,678	2,601,855	38,565,590	1,537,408	6,348,095	418,664,622

Future Water, Wastewater, & Stormwater Projects

The Water Resources department is currently evaluating potential future capital needs. The following projects have not been assigned to a future fiscal year, but may be added back to the CIP if dictated by external factors. Projects below are sorted by Fund and include estimated costs.

		Project	Description
Water	Fund	Miami Church Road 12"/24" Parallel Water Line Extension - US Highway 601 to Cold Springs Road	This project consists of providing a new 12"/24" parallel water line along Miami Church Road from US Highway 601 to Cold Springs Road as part of a water system improvement. 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.
		Cold Springs Road 12" Water Line Extension - Miami Church Road to NC Highway 49	This project consists of providing a new 12" water line along Cold Springs Road from Miami Church Road to NC Highway 49 as part of a water system improvement. 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.
		George Liles Pkwy Phase 4 - Roberta Road to NC Highway 49	This project consists of providing water infrastructure replacements and/or relocations as necessary due to the widening of George Liles Pkwy from Roberta Road to NC Highway 49 as described in the proposed NCDOT project (TIP No. R-2246). 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.
		Poplar Tent Road Widening - Derita Road to NC Highway 73	This project is for providing water infrastructure replacements and/or relocations as necessary due to the widening of Poplar Tent Road from Derita Road to NC Highway 73 as described in the proposed NCDOT project (TIP No. U-6029). 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.
		US Highway 601 24" Water Line Extension - Zion Church Road to Miami Church Road	This project consists of providing a new 24" water line along US Highway 601 from Zion Church Road to Miami Church Road as part of a water system improvement. 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 completed Water Master Plan.
		NC Highway 3 Widening - Dale Earnhardt Boulevard to US Highway 601	This project is for providing water infrastructure replacements and/or relocations as necessary due to the widening of NC Highway 3 from Dale Earnhardt Boulevard to US Highway 601 as described in the proposed NCDOT project (TIP No. U-5773). 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.
Wastewater	Fund	Rocky River Tributary Outfall To Near Pitts School Road (RR 3)	This project will be to install 6,400 LF of 15" for future growth. The proposed gravity sewer line is called for in the Sewer Master Plan and will expand the sewer service area.
		Rocky River Tributary Outfall to Near Odell School Road (RR2)	This project will include approximately 6,700' of 15" diameter gravity sewer line in the Rocky River Basin near Odell School Road. 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.
		Coddle Creek Tributary Outfall Near Concord Parkway S. (US Highway 29) CC 3	This project will include the replacement of approximately 4,700' of 12" diameter gravity sewer line in the Coddle Creek Basin with a 24" diameter gravity sewer line. 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.
		Coddle Creek Tributary Outfall To Near Union Cemetery Road (CC 6)	This project will include installing 4,600 LF of 12" diameter sewer line in the Coddle Creek Basin for future growth. The proposed gravity sewer lines was called for in the Sewer Master Plan and will provide sewer service for future growth.
Stormwater	Fund	Dylan Place Culvert Replacement - Upper	The Dylan Place culvert replacement and upsizing is to reduce flooding risk to neighborhood homes and replace aging infrastructure. This project was identified in the Irish Buffalo Creek Master Plan.
		Kerr Street Culvert Replacement	This culvert replacement and upsizing under Kerr Street is to reduce flooding risk to neighborhood homes and replace aging infrastructure. This project was identified in the Irish Buffalo Creek Master Plan.
		Bridlewood Drive Culvert Replacement	This culvert replacement and upsizing under Bridlewood Drive is to reduce flooding risk to neighborhood homes and replace aging infrastructure. This project is identified in the Cold Water Creek Master Plan.
		Miramar Culvert Replacements - Palaside Drive & Grandview Drive	These culvert replacements and upsizings under Palaside Drive and Grandview Drive are to reduce flooding risk to neighborhood homes and replace aging infrastructure. These projects are identified in the Three Mile Branch Master Plan.
		Morris Glen Drive Culvert Replacement	This culvert replacement and upsizing under Morris Glen Drive is to reduce flooding risk to neighborhood homes and replace aging infrastructure. This project is identified in the Rocky River Master Plan through the completed 2016 Stormwater Drainage Study.
		Spring Street Culvert Replacement	This culvert replacement and upsizing under Spring Street is to reduce flooding risk to neighborhood homes and replace aging infrastructure. This project is identified in the Irish Buffalo Creek Master Plan.
Stormwater	Fund	Guy Avenue/Franklin Avenue Culvert Replacements	This culvert replacements and upsizings under Guy Avenue and Franklin Avenue are to reduce flooding risk to neighborhood homes and replace aging infrastructure. This project is identified in the Irish Buffalo Creek Master Plan.
		Glenwood Drive Culvert Replacement	This culvert replacement and upsizing under Glenwood Drive is to reduce flooding risk to neighborhood homes and replace aging infrastructure. This project is identified in the Irish Buffalo Creek Master Plan.

Future Aviation Projects

The Aviation department is currently evaluating potential future capital needs. The following projects have not been assigned to a future fiscal year, but may be added back to the CIP if dictated by external factors.

	Project	Description
Fund	Fire Suppression Upgrades	Upgrades are needed to address the aging fire suppression system at the airport, including the installation of a new fire suppression system in a hangar that does not currently have a fire suppression system.
	Aviation Fiber/Natural Gas	This project is for redundant fiber implementation at Concord-Padgett Regional Airport and natural gas lines to replace propane usage at hangars.
	FBO Terminal Building Rehabilitation	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.
	North Internal Service Road	This project consists of constructing an internal service road from the North Apron to the land available for development off of Taxiway G.
	Airport Helipads	This project would construct permanent concrete helipads at Concord-Padgett Regional Airport to replace helipads lost due to expansion projects at the airport.
	East Side Airport Land Acquisition Area	This project provides funds to acquire the remaining properties off Ivey Cline Road between the existing airport property and I-85 (40.07 acres).
	Ivey Cline Land Acquisition	This project would purchase 32.66 acres between the existing airport property line and Ivey Cline Road for future development.
	East Side Commercial Airline Terminal Area	This project constructs a permanent and secure Commercial Airline Operations Area (ramp, terminal, and parking area) separate from general aviation activities located on the east side of the Airport at the south end of Ivey Cline Rd.





OPERATING IMPACTS & YEAR 1 PROJECTS

SECTION CONTENTS



Operating Impacts

The costs associated with Capital Projects in this Plan



First Year Project Detail

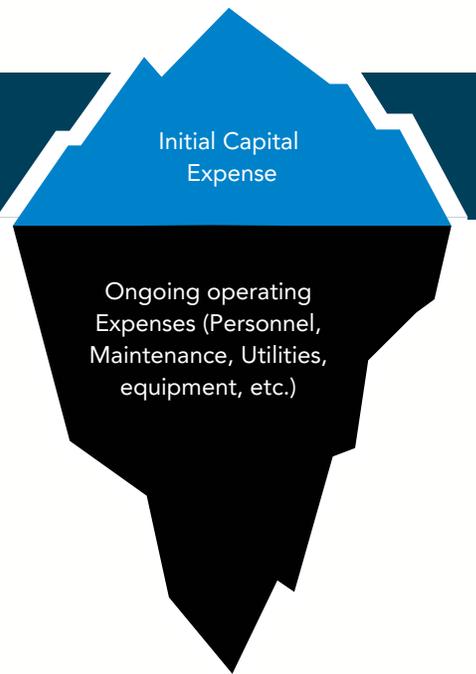
Learn more about the Projects that are funded in the first year of the Plan

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 left).

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



GENERAL IMPACTS EXPECTED WITH PROJECT TYPES



Transportation Projects:
Little to No Operating Impacts



Infrastructure Projects:
Annual Maintenance
Revenue Possibilities



Parks Projects:
Annual Maintenance
New Personnel
Utilities
Equipment

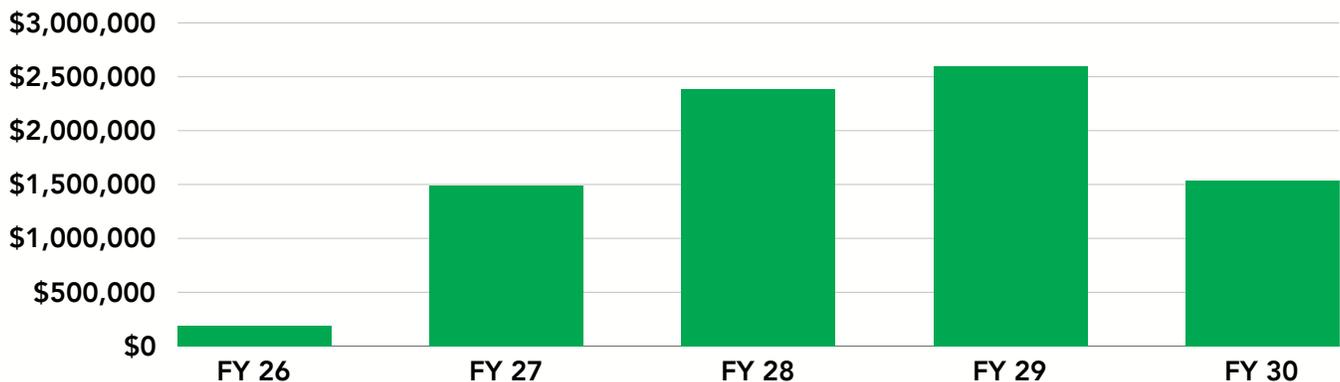


Building Projects:
Annual Maintenance
New Personnel
Utilities
Equipment



*Bars depict at what level a project has operating impacts

FY 26-30 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 many 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 portion of funding for FY 2026 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:

Aviation Fund:	\$ 45,735
Electric Fund:	\$13,150,000
Golf Fund:	\$ 248,327
Stormwater Fund:	\$ 750,000
Water Fund:	\$ 800,000

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. For FY 26, there is new debt financing for a new Emergency Communications & Emergency Operations Center and for Phase I of the Wilkinson Homes Repositioning, with an expected interest payment in the budget and principal and interest payments in the future.

Direct Impacts: Additional Operating Impacts for First Year CIPs

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.

J.E. "Jim" Ramseur Park Development: The J.E. "Jim" Ramseur 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. Operational costs included in this project are for miscellaneous contract services. Total budgeted operational costs for FY 26 are \$87,360.

Caldwell Park Renovations: Caldwell Park is located in the eastern portion of Concord and is being expanded to include a splash pad, covered basketball courts, an amphitheater, new restrooms, a new youth baseball field, and a greenway along Irish Buffalo Creek. Operational costs included in this project are for new vehicles and equipment. Total budgeted operational costs for FY 26 are \$95,790.

Dorton Park Renovations: Dorton Park is located in the northern portion of Concord and was reopened to the public in March 2025. The renovations included expanded parking, a new playground, a stream restoration with two new pedestrian bridges, renovations to the athletic fields, new restrooms, the addition of nine new disc golf holes, and a connection to the Coddle Creek Greenway. Operational costs included in this project are for equipment maintenance and utility costs. Total budgeted operational costs for FY 26 are \$2,850.

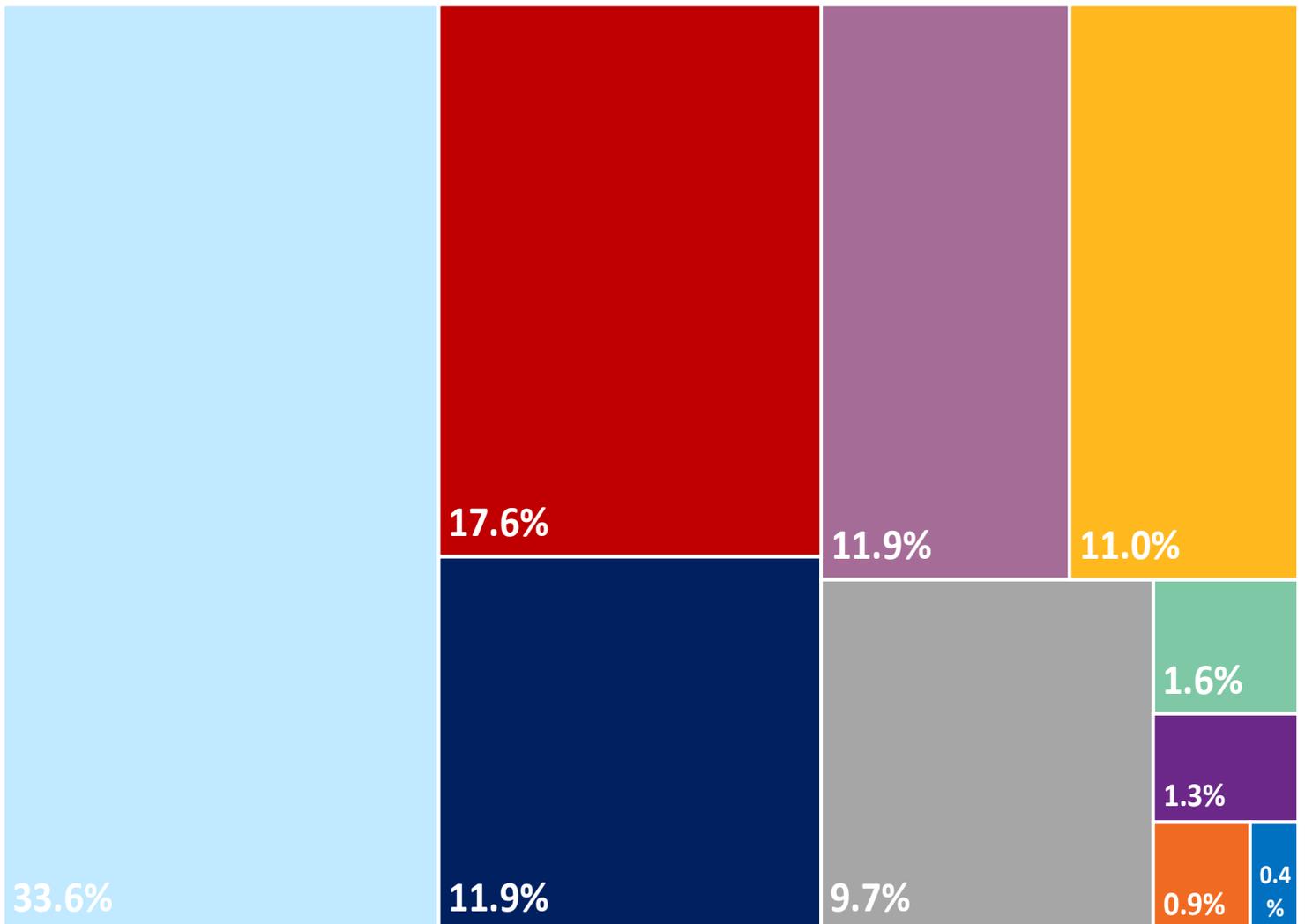
Indirect Impacts: Additional Operating Impacts for First Year CIPs

When reviewing CIPs, the City also considers the impact of projects on our Buildings & Grounds (B&G) team. They are responsible for providing services to all departments at some capacity, and the need for their services increases as departments grow. For example, as Parks & Recreation increases park acreage and greenway mileage, B&G must increase staffing to maintain these assets. Furthermore, as other departments add facility space, B&G will continue to evaluate the need for custodians, supplies, and maintenance costs. Changes to utility usage are also evaluated as new projects come online.

Year 1 CIP Expenditures

By Fund	Project Costs
Electric Projects	19,150,000
Water Projects	6,800,000
Parks & Recreation Projects	928,368
Airport Projects	6,769,375
Transportation Projects	5,550,000
Stormwater Projects	750,000
Fire Projects	10,011,000
Sewer Projects	500,000
General Capital Projects	6,247,948
Golf Projects	248,327
Total Expenditures	\$ 56,955,018

FY 26 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 2026, of the CIP. For additional description and cost information, please see each project's individual page in the City's FY 2026-2030 Capital Improvement Plan.

How To Read Example:

Department:	
Project Title:	FY26 Cost
Project Description	<i>Total Capital Cost:</i> Total Cost of Capital Project <i>Total Operating Cost:</i> Total Impact on Operating Budget <i>Funding Source(s):</i> Project's Funding Source

Parks & Recreation Capital Projects:

Clarke Creek Greenway Development, Cox Mill Loop \$ 742,368

This project includes acquisition of site control, design and construction of the Clarke Creek Greenway, as part of the Cox Mill Loop. The full Loop includes Phases I, II, and III of the greenway; coupled with connections to current and future multi-use path/side path along Cox Mill Road that will be constructed as part of private development, City sidewalk project(s), and/or future NCDOT expansion project(s).	<i>Total Capital Cost:</i>	\$12,060,000
	<i>Total Operating Cost:</i>	\$15,282
	<i>Funding Source(s):</i>	Transfer from P&R Reserve

J.E. Ramseur Park - Operating Impacts \$ 87,360

Operational impacts Related to J.E. Ramseur Park.	<i>Total Capital Cost:</i>	\$0
	<i>Total Operating Cost:</i>	\$3,415,299
	<i>Funding Source(s):</i>	General Fund Operational Impacts

Caldwell Park - Operational Impacts \$ 95,790

Operating impacts for Caldwell Park.	<i>Total Capital Cost:</i>	\$0
	<i>Total Operating Cost:</i>	\$471,292
	<i>Funding Source(s):</i>	General Fund Operational Impacts

Dorton Park - Operational Impacts \$ 2,850

Ongoing Operational Impacts for Dorton Park.	<i>Total Capital Cost:</i>	\$0
	<i>Total Operating Cost:</i>	\$14,250
	<i>Funding Source(s):</i>	General Fund Operational Impacts

Wastewater Capital Projects:

Irish Buffalo 42" Interceptor Tie-Overs \$ 500,000

During the WSACC Inflow & Infiltration (I&I) Study in FY24, this Concord 42" sewer line has been flagged for significant I&I. This project will help abandon this large concrete line, while also decreasing this unnecessary flow that is entering WSACC.	<i>Total Capital Cost:</i>	\$2,500,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Projects - Reserves, Transfer from Sewer

Transportation Capital Projects:

Major Corridor Resurfacing **\$ 2,000,000**

<p>This is the first CIP in a series which consists of the necessary repairs, patching, and resurfacing of major corridor city streets throughout Concord. These streets include Lake Concord Rd., NE, McGill Ave., NW, Union St., and Weddington Rd.(from Bruton Smith Blvd. to Pitts School Rd.) Delaying patching and/or routine resurfacing can lead to more extensive repairs needed which can be exponentially more expensive. The estimated cost to resurface Union St. from Buffalo Ave. to Tulip Ave. including some anticipated patching, and the needed re-striping is \$2,000,000. This amount represents over 50% of the annual resurfacing budget and would greatly reduce the areas that would be able to be addressed if included in a typical contract.</p>	<i>Total Capital Cost:</i>	\$3,300,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Dedicated Transportation Reserve

White Street Bridge **\$ 650,000**

<p>Replacement or potential repair of the bridge on White St. pending in-depth inspection and recommendation from consultant engineers. An inspection is being arranged and will be followed by a recommendation of replacement or repair along with an associated more accurate estimate. \$750,000 is a very rough, general estimate for replacement if that does indeed end up being the best option.</p>	<i>Total Capital Cost:</i>	\$750,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Dedicated Transportation Reserve

Weddington @ Rock Hill Church Roundabout **\$ 2,900,000**

<p>Project consists of engineering, right-of-way acquisition, and construction of a roundabout at the intersection of Weddington Road and Rock Hill Church Road. Given the geometry of the existing intersection of Weddington Road and Rock Hill Church Road it has long been a potential candidate for a roundabout. A recent study by NCDOT has confirmed that converting the intersection to a roundabout would increase the efficiency and safety of the intersection. Staff will be applying for various grants to help fund the rough estimate of \$3,000,000 for the total cost of the project. Given that estimate, the City's 20% would be approximately \$600,000. If the project is confirmed as an NCDOT Spot safety project then NCDOT may provide up to \$400,000 towards the local match which would bring the City's estimated responsibility to \$200,000.</p>	<i>Total Capital Cost:</i>	\$3,000,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	NCDOT Share, Future Grants, Dedicated Transportation Reserve

Fire & Life Safety Capital Projects:

Fire Station 13 (Flowes Store Rd.) **\$ 7,225,000**

<p>As south Concord continues to grow, a new Fire station will be needed in the Flowes Store Rd. area to deliver emergency services. The Fire department worked with the Legal and Planning departments 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 and maintain the City's ISO Class 1 rating, a new fire station will need to be constructed and staffed.</p>	<i>Total Capital Cost:</i>	\$7,525,000
	<i>Total Operating Cost:</i>	\$2,311,168
	<i>Funding Source(s):</i>	Financing Proceeds

SCBA Replacements **\$ 2,786,000**

<p>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 and will be at the end of the manufacturer's life cycle. Once the SCBAs reach the manufacturer's lifespan, 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 and repair electronic components, which can cost thousands of dollars per unit to repair. With new units, a new 10-15 year manufacturer warranty is provided which can save the department tens of thousands of dollars over the lifespan of the equipment.</p>	<i>Total Capital Cost:</i>	\$2,786,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Projects - Reserves, Transfer from General Capital Reserve

Water Capital Projects:

AMI System Replacement **\$ 6,000,000**

This project is for installation of a new advanced metering infrastructure (AMI) system which will improve communication up-time, significantly increase data availability for operations, increase the efficiency of billing reads, and reduce the amount of manual meter reads required.	<i>Total Capital Cost:</i>	\$15,885,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Projects - Reserves

Coddle Creek WTP Alum Tanks **\$ 800,000**

Due to increasing water demand, additional aluminum tanks need to be installed at the Coddle Creek Water Treatment Plant to have the appropriate volume of storage for compliance with State regulations.	<i>Total Capital Cost:</i>	\$800,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Water

General Capital Projects:

Communications & Emergency Operations Building at Fire Station 3 **\$ 6,197,948**

Construction of a new facility behind Fire Station #3 to accommodate a larger Emergency Communications Center, full-time Emergency Operations Center/training room, administrative staff, and meeting space. Projected size of the new facility is approximately 8,900 square feet. Both the ECC and EOC will share resources and benefit from a hardened facility with redundant critical infrastructure. The additional office space will allow Communications to add additional administrative staff to include a new Communications Deputy Director. This project will be financed.	<i>Total Capital Cost:</i>	\$8,342,948
	<i>Total Operating Cost:</i>	\$216,628
	<i>Funding Source(s):</i>	Financing Proceeds

Fleet Facility Redesign for Radio Shop **\$ 50,000**

The construction of a new fleet facility is scheduled to be completed early 2026, at which time the current fleet facility will undergo renovations in preparation for the Radio Shop/Fiber Management relocation. The renovations will include updating and reconfiguring the current administration area to create four individual offices, adding cubicles for Radio Shop Technicians, a reconfiguration of the break room, updating cooling options in the bays, and renovating one of men's restrooms. Design should be able to begin in late FY26 with downstairs renovations beginning early FY27. As staffing demands increase for both the Radio Shop and Fiber Management departments, additional offices can be added in a second phase renovation of the upstairs mezzanine. Proposed second phase renovations for FY30 to add a man lift, offices, a conference room, and upstairs HVAC.	<i>Total Capital Cost:</i>	\$790,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from General Fund

Airport Projects

Apron and Taxilane Rehabilitation **\$ 4,884,980**

Rehabilitate the apron where the tiedowns are located along with the ramp in front of the Hendrick Motorsports hangar. Additionally, this project would rehabilitate the ramp on the very south end in front of the corporate hangars. With the recent completion of the hangar taxilane rehabilitation project, all other non-movement surface areas (ramp areas) have been rehabilitated in the last few years. This pavement is the last section that needs rehabilitation.	<i>Total Capital Cost:</i>	\$5,202,811
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Grants, Transfer from Aviation

Commercial Service Terminal Apron Expansion **\$ 484,395**

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.	<i>Total Capital Cost:</i>	\$12,751,396
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Grants, Transfer from Aviation

Community Hangar **\$ 1,400,000**

This project is to build a new community hangar around 35,000 square feet in size.	<i>Total Capital Cost:</i>	\$13,760,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Grants, Financing Proceeds

Electric Capital Projects:		
100 kV Interconnect Between Delivery #4 and Sub E		\$ 6,000,000
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.	<i>Total Capital Cost:</i>	\$8,500,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Utility Capital Reserve
Delivery #1 Replacement		\$ 400,000
This project will update the connection point between Duke Energy and the City of Concord at Delivery #1 with new protective, monitoring and metering equipment, strengthening Concord's electric infrastructure.	<i>Total Capital Cost:</i>	\$1,400,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Electric
AMI System		\$ 8,000,000
This project is for installation of a new Smartgrid metering infrastructure which will improve meter communication methods, increase the amount of data collected, and improve billing efficiency.	<i>Total Capital Cost:</i>	\$12,500,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Electric
Construction of New Electric Substation N in Copperfield Blvd. Location		\$ 2,000,000
This project will provide an additional 100kV/12.4kV distribution substation to handle growing capacity needs in the City's northeast service area and enhance the integrity of the current and future electric service to our customers.	<i>Total Capital Cost:</i>	\$10,046,500
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Electric
Construction of New Electric Substation S on US Highway 601 South		\$ 1,500,000
This project will provide an additional 44kV/12.4kV distribution substation to handle growing capacity needs in the City's southern service area and enhance the integrity of the current and future electric service to our customers.	<i>Total Capital Cost:</i>	\$11,485,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Electric
100 kV Tie Line - Liles Blvd to Sub O		\$ 1,000,000
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.	<i>Total Capital Cost:</i>	\$7,800,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Electric
Construction of New Electric Substation R on Poplar Tent Road		\$ 250,000
This project will provide an additional 100kV/12.4kV distribution substation to handle growing capacity needs in the City's western service area and enhance the integrity of current and future electric service for our customers.	<i>Total Capital Cost:</i>	\$8,000,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Electric
Stormwater Capital Projects:		
Buffalo Avenue Culvert Replacement		\$ 750,000
The Stormwater Department recently went through a process to inventory and evaluate the condition of culverts and flagged this one for necessary repairs. This project will be a complete culvert replacement.	<i>Total Capital Cost:</i>	\$1,500,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Stormwater
Rocky River Golf Course Capital Projects:		
Bunker Restoration		\$ 248,327
Reshape 2 bunkers into 1 at hole #12 and installing capillary concrete liners. Install capillary concrete liners on 2 fairway bunkers at hole #2, hole #3, hole #6. Install capillary concrete liners on 1 fairway bunker at hole #8 and #13. Renovating a total of 10 bunkers.	<i>Total Capital Cost:</i>	\$248,327
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Golf



PROJECT DETAILS

SECTION CONTENTS



Parks & Recreation Projects



Wastewater Projects



Transportation Projects



Fire Station Projects



Water Projects



General Capital Projects



Aviation Projects



Electric Projects



Stormwater Projects



Rocky River Golf Course Projects



CK Rider Transit Projects



Public Housing Projects

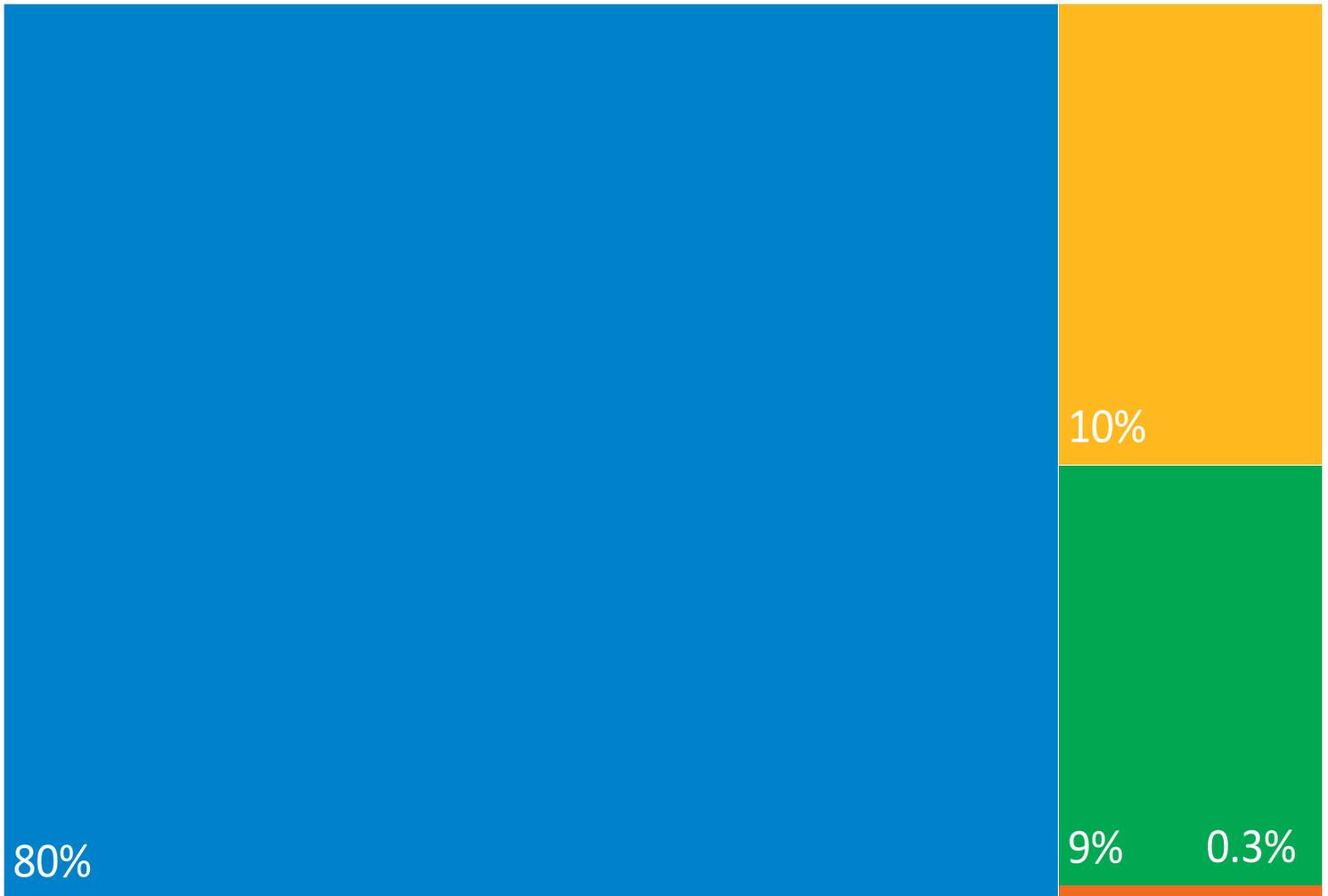
Fund 420: Parks & Recreation Capital Projects

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, City Council set aside dedicated funding for Parks & Recreation land or right-of-way (ROW) needs.

Expenses By Project	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Clarke Creek Greenway Development, Cox Mill Loop	742,368	10,187	-	-	-
Hartsell Park Improvements	-	7,272,000	50,550	-	-
Wilson Street Park Development	-	960,000	36,951	-	-
McEachern Greenway Development - Hospital Phase	-	3,705,095	-	-	-
WW Flowe Park Phase One Improvements (Phase I)	-	3,589,770	-	-	-
Poplar Tent Trailhead Park	-	1,016,000	-	3,251	-
Academy Recreation Center/Gibson Village Complex Development	-	4,155,720	-	-	54,471
Coddle Creek Greenway Development	-	-	26,000	-	3,965,000
Hector Henry II Greenway, Development 14 miles of Phases	-	-	-	-	173,873
Irish Buffalo Creek Greenway	-	-	233,536	-	-
J.E. Ramseur Park - Operating Impacts	87,360	667,409	890,046	868,557	901,927
Caldwell Park - Operational Impacts	95,790	85,686	93,245	96,550	100,021
David Phillips - Operational Impacts	-	130,452	73,715	76,955	80,357
Academy Recreation Center & Gibson Athletic Fields - Operational Impacts	-	69,420	15,820	15,820	15,820
Academy Gibson Skatepark and Pump Track - Operational Impacts	-	-	288,681	133,322	138,317
Dorton Park - Operational Impacts	2,850	2,850	2,850	2,850	2,850
Total	\$ 928,368	\$ 21,664,589	\$ 1,711,394	\$ 1,197,305	\$ 5,432,636



FY 2026 Parks & Recreation Capital Projects



- Clarke Creek Greenway Development, Cox Mill Loop
- J.E. Ramseur Park - Operating Impacts
- Caldwell Park - Operational Impacts
- Dorton Park - Operational Impacts

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Transfer from P&R Reserve	742,368	3,700,000	-	-	3,965,000
Bond Proceeds	-	16,993,490	-	-	-
General Fund Operational Impacts	-	-	-	-	-
Operating Revenue (for CIP)	186,000	971,099	1,713,494	1,265,179	1,537,408
Total	\$ 928,368	\$ 21,664,589	\$ 1,713,494	\$ 1,265,179	\$ 5,502,408

Budget Information						
Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$7,720,000
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$6,977,632
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
742,368	-	-	-	-	<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This project includes acquisition of site control, design and construction of the Clarke Creek Greenway, as part of the Cox Mill Loop. The full Loop includes Phases I, II, and III of the greenway; coupled with connections to current and future multi-use path/side path along Cox Mill Road that will be constructed as part of private development, City sidewalk project(s), and/or future NCDOT expansion project(s).

Phase I: 10-ft wide asphalt greenway trail running parallel to Clarke Creek from Falling Leaf Drive to Aragorn Lane in the Highland Creek neighborhood, including two direct neighborhood connectors to the neighborhoods via Aragon Lane and Elrond Drive. The project connects this mainline trail across Clarke Creek with two pedestrian boardwalk and bridge structures that connect to the Allen Mills neighborhood and the future J.E. 'Jim' Ramseur Park. The project totals 1.5 miles and includes paved trail/boardwalk and three prefabricated truss bridges with an estimated cost of \$6,160,000, which includes 25% contingency.

Phase II: 10-ft wide asphalt greenway trail connecting Phase I to Falling Leaf Drive and Millstream Ridge Drive, as well as a connection from Allen Mills neighborhood to Poplar Tent Road. The project includes a trailhead parking area on Cox Mill Road. The project totals 2.54 miles of greenway that will be paved trail and boardwalk. As of June 2024, this project at 30% design, is estimated at \$4,340,000, including 25% contingency.

Phase III: 10-ft wide asphalt greenway replacing the existing trail along the Christenbury neighborhood, connecting Phase II parking trailhead to the Phase I. The project totals 1.32 miles that will include: paved trail/boardwalk: \$2,150,000; and two prefabricated truss bridges: \$600,000.

Link to Strategic Plan

Continue greenway development to address bicycle and pedestrian needs identified in the Parks & Recreation Master Plan and the OSCA. This project creates connectivity to Cox Mill elementary and high schools, Carolina International School, several neighborhoods; and provides cross-connectivity from the Clarke Creek basin and greenway system to the Rocky River (Hector Henry II) greenway system. All of this connectivity will provide transportation and recreational opportunities throughout the entire northwestern part of Concord. This project would provide greenway alignment to the 5,000+ households within walking distance of this greenway. The 2030 Future Land Use Plan (LUP) has multiple goal areas that are reflected in this project such as Goals 2, 5.5, and 6.2.

Capital Costs

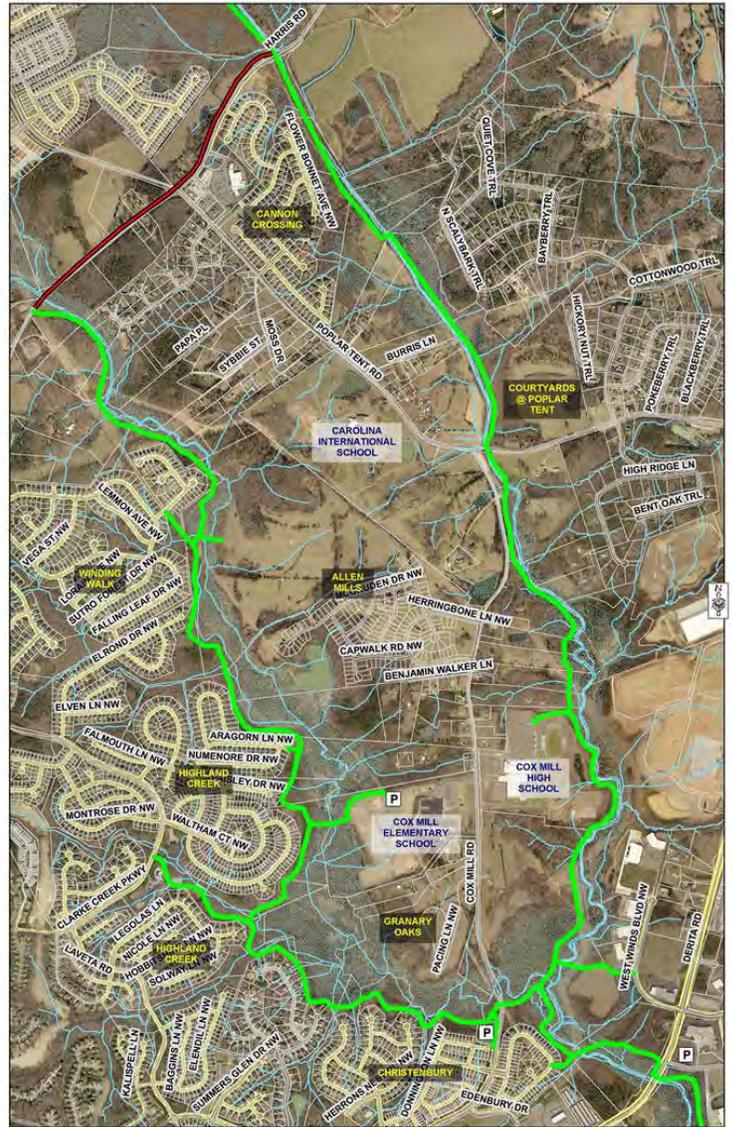
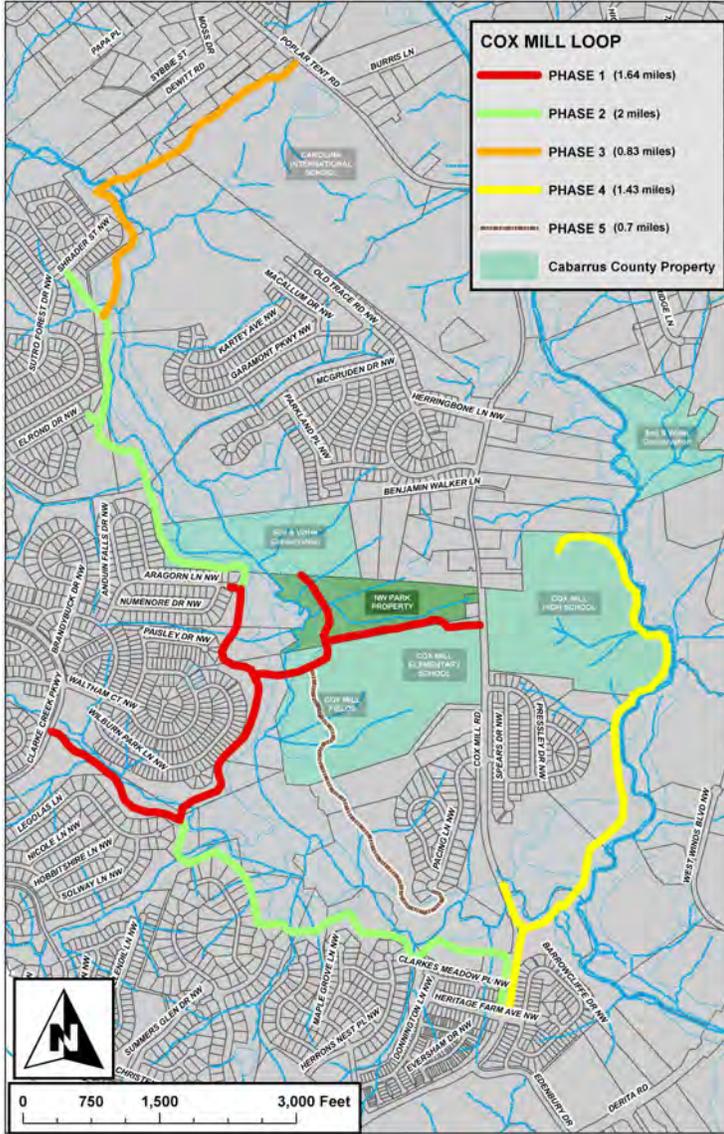
Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction Phase A	742,368	-	-	-	-	742,368
Total	\$742,368	-	-	-	-	\$742,368

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Recurring Annual Cost Maintenance	-	10,187	-	-	-	10,187
Total	-	\$10,187	-	-	-	\$10,187

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from P&R Reserve	742,368	-	-	-	-	742,368
Operating Revenue (for CIP)	-	10,187	-	-	-	10,187
Total	\$742,368	\$10,187	-	-	-	\$752,555



Budget Information

Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$8,209,668
Strategic Plan Goal			Unique Places & Destinations		Amount Appropriated To Date	\$937,668
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	7,272,000	-	-	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This project includes renovations and development of the park property around Hartsell Recreation Center. Renovations include an open space at the 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 as well as 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.

Link to Strategic Plan

The Comprehensive Parks and Recreation Master Plan identified the need to master plan existing facilities to address safety, accessibility, and amenities.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction Phase I	-	5,300,000	-	-	-	5,300,000
Construction Phase II	-	1,200,000	-	-	-	1,200,000
Construction Phase III	-	700,000	-	-	-	700,000
Fiber	-	72,000	-	-	-	72,000
Total	-	\$7,272,000	-	-	-	\$7,272,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Contract Staff Closing/Opening	-	-	21,650	-	-	21,650
Additional Utilities ongoing	-	-	5,750	-	-	5,750
Splash Pad ongoing	-	-	9,750	-	-	9,750
Splash Pad/Playground - ongoing	-	-	13,400	-	-	13,400
Total	-	-	\$50,550	-	-	\$50,550

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bond Proceeds	-	7,272,000	-	-	-	7,272,000
Operating Revenue (for CIP)	-	-	50,550	-	-	50,550
Total	-	\$7,272,000	\$50,550	-	-	\$7,322,550

Maps, Charts, Tables, Photos



Budget Information

Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$1,050,000
Strategic Plan Goal			Unique Places & Destinations		Amount Appropriated To Date	\$90,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
-	960,000	-	-	-		

Project Overview

Description & Project History

This project consists of completing the Wilson Street Park according to the master plan adopted in 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 greenway cultural arts programming.

Link to Strategic Plan

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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction	-	960,000	-	-	-	960,000
Total	-	\$960,000	-	-	-	\$960,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Recurring Annual Maintenance	-	-	3,251	-	-	3,251
Playground Inspections ongoing	-	-	2,700	-	-	2,700
One-Time Cost Equipment	-	-	31,000	-	-	31,000
Total	-	-	\$36,951	-	-	\$36,951

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bond Proceeds	-	960,000	-	-	-	960,000
Operating Revenue (for CIP)	-	-	36,951	-	-	36,951
Total	-	\$960,000	\$36,951	-	-	\$996,951



Budget Information

Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$4,970,027
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$1,270,027
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	3,700,000	-	-	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

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 existing greenway to Miramar. P&R has contracted with TELICS to assist with the acquisition of the nine (9) parcels needed to make the greenway connection for Phase II. 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 \$3.7 million per mile will cover the cost for the greenway alignment and the cost of a pedestrian steel bridge for a pedestrian crossing. The location is near where the current greenway ends behind the Shell Station to Miramar with an at grade crossing at Brookwood. This project timeline aligns with a Stormwater project to place the Miramar culvert. The culvert replacement will be critical for pedestrian access and connectivity to Beverly Hills Park. These two projects are currently planned for FY27.

Phase II: This will include the design and construction of the greenway from Miramar to David Phillips Activity Center (DPAC) through the nearby neighborhood with a cost of 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. Then the connection from DPAC to Hospital on Lake Concord.

Link to Strategic Plan

This project aligns with Council Goals, the Comprehensive Master Plan, Open Space Connectivity Analysis (OSCA), and P&R's Land Use Plan. Completing 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.

Capital Costs

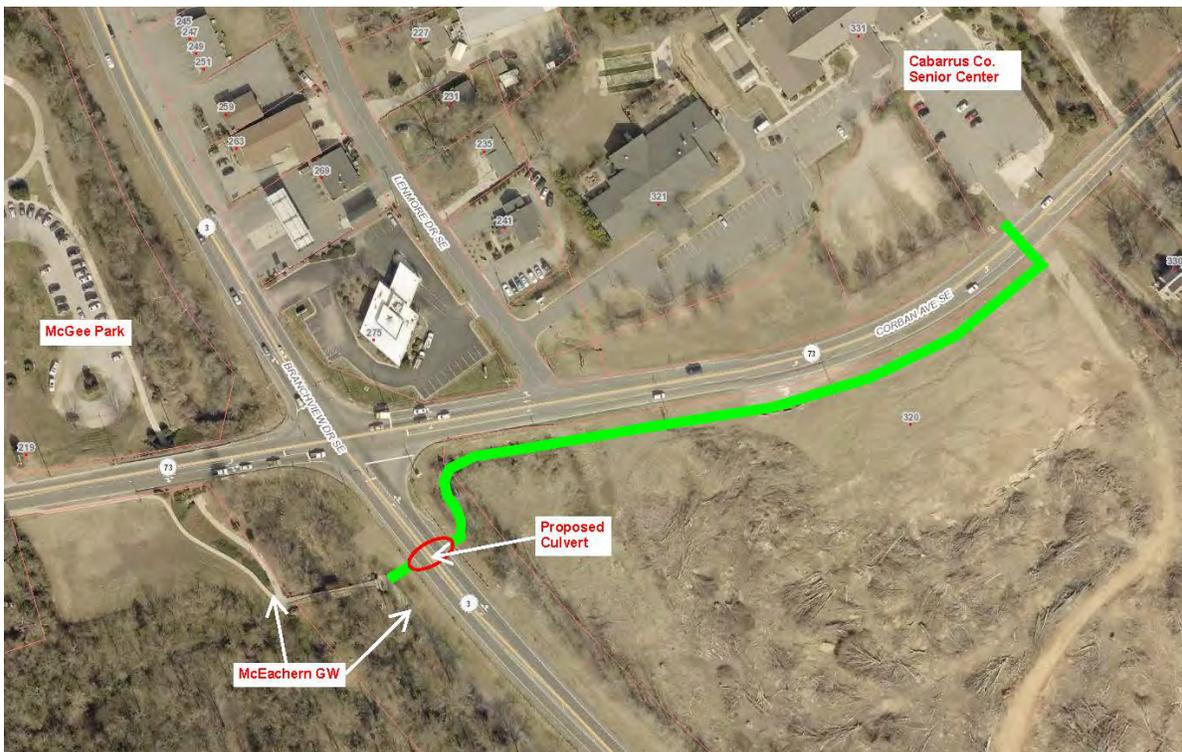
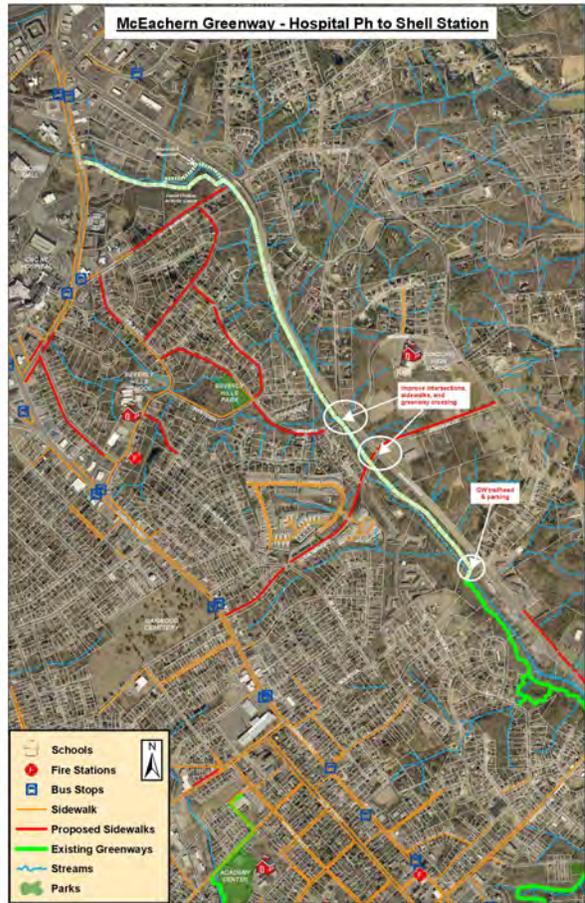
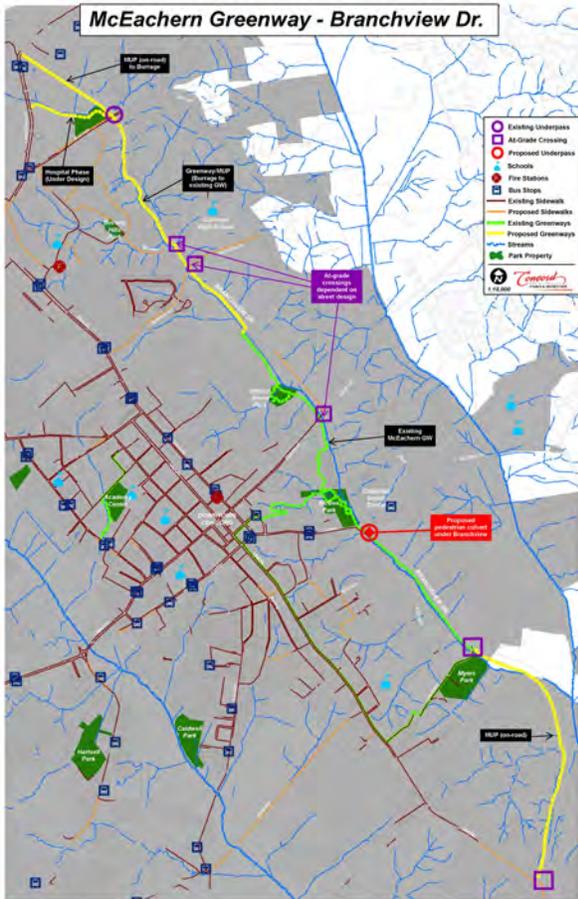
Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction Phase I (Existing Greenway to Miramar)	-	3,700,000	-	-	-	3,700,000
Total	-	\$3,700,000	-	-	-	\$3,700,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
	-	5,095	-	-	-	5,095
Total	-	\$5,095	-	-	-	\$5,095

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from P&R Reserve	-	3,700,000	-	-	-	3,700,000
Operating Revenue (for CIP)	-	5,095	-	-	-	5,095
Total	-	\$3,705,095	-	-	-	\$3,705,095



Budget Information					
Budget Unit	Parks & Recreation Capital Projects	Budget Unit #	8300	Total Projected Project Cost	\$3,695,000
Strategic Plan Goal		Unique Places & Destinations		Amount Appropriated To Date	\$105,230
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required
-	3,589,770	-	-	-	

Project Overview

Description & Project History

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.

Link to Strategic Plan

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 and South areas of Concord.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction Phase One	-	3,215,770	-	-	-	3,215,770
Fiber	-	374,000	-	-	-	374,000
Total	-	\$3,589,770	-	-	-	\$3,589,770

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Grounds Supervisor 1/2 Year FY29 /Full Year FY30	-	-	-	30,012	60,022	90,034
	-	-	-	-	9,750	9,750
Added lighting within the park	-	-	-	3,200	-	3,200
Trail Maintenance / Field Maintenance	-	-	2,100	-	-	2,100
Gator / Zero Turn / Gear Equipment	-	-	-	34,662	-	34,662
Total	-	-	\$2,100	\$67,874	\$69,772	\$139,746

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bond Proceeds	-	3,589,770	-	-	-	3,589,770
Operating Revenue (for CIP)	-	-	2,100	67,874	69,772	139,746



Budget Information

Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$1,056,000
Strategic Plan Goal			Unique Places & Destinations		Amount Appropriated To Date	\$40,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
-	1,016,000	-	-	-		

Project Overview

Description & Project History

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 Hector H. Henry Greenway Cannon Crossing Phase. This park will also provide vital cross connectivity to the Clarke Creek Greenway and is in a Carolina Thread Trail priority greenway corridor.

Link to Strategic Plan

This project aligns with Council Goals, the OSCA and Master Plan. This project would involve design, greenway construction within the park for the Hector H. Henry Greenway including trailhead parking, a 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 and West Concord. Park development will be based on information obtained during the master plan process for Ramseur Park.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Design/Construction	-	840,000	-	-	-	840,000
Fiber	-	176,000	-	-	-	176,000
Total	-	\$1,016,000	-	-	-	\$1,016,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Restroom / Light Utilities	-	-	-	1,100	-	1,100
Maintenance / Inspections	-	-	-	2,151	-	2,151
Total	-	-	-	\$3,251	-	\$3,251

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bond Proceeds	-	1,016,000	-	-	-	1,016,000
Operating Revenue (for CIP)	-	-	-	3,251	-	3,251
Total	-	\$1,016,000	-	\$3,251	-	\$1,019,251

Budget Information

Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$10,799,800
Strategic Plan Goal			Unique Places & Destinations		Amount Appropriated To Date	\$6,644,080
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	<input type="checkbox"/> Replacement/Renovation/Expansion
-	4,155,720	-	-	-	<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

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. 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.

Final Phase IV - Renovations at Academy Recreation Center.

Previous Bond Phases: Part of the first bond sale with operational impacts and projects identified in FY 26, FY 27, and FY 28. The first sale included the following projects: McInnis Aquatic Center, Academy-Gibson Athletic Fields, and Skatepark, Pump Track and Sculpture Garden.

Link to Strategic Plan

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.

This project will also expand the footprint of Clearwater Art Studios to add a pump track, skate park, and community open space to future art event area.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Phase IV: Academy Recreation Center	-	4,155,720	-	-	-	4,155,720
Total	-	\$4,155,720	-	-	-	\$4,155,720

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Recurring Contract Expenses	-	-	-	-	8,610	8,610
Front Desk and Customer Area	-	-	-	-	25,000	25,000
Recurring Operational Maintenance	-	-	-	-	9,861	9,861
Equipment One-Time Cost	-	-	-	-	11,000	11,000
Total	-	-	-	-	\$54,471	\$54,471

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bond Proceeds	-	4,155,720	-	-	-	4,155,720
Operating Revenue (for CIP)	-	-	-	-	54,471	54,471
Total	-	\$4,155,720	-	-	\$54,471	\$4,210,191

Maps, Charts, Tables, Photos



Budget Information						
Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$4,753,520
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$788,520
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	-	3,965,000	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

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, approximately .75 miles at \$2 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 Parkway. Cost estimates for this work is approximately 1.45 miles at \$1.7 million per mile as identified in the Open Space Connectivity Analysis (OSCA).

Phase II: Extends the trail from Weddington Road to Concord Parkway and Concord Farms Road along Coddle Creek. Phase totals 1.75 miles at \$3.1 million per mile. Total \$5,425,000 FY 35

Phase III: Extends the trail from Dorton Park to Kannapolis (Afton Ridge) along Coddle Creek. Total of .60 miles at \$1.7 million per mile. Total \$1,020,000.

Link to Strategic Plan

This project begins development of a greenway and sidewalk loop in Western Concord. It also 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.

Capital Costs

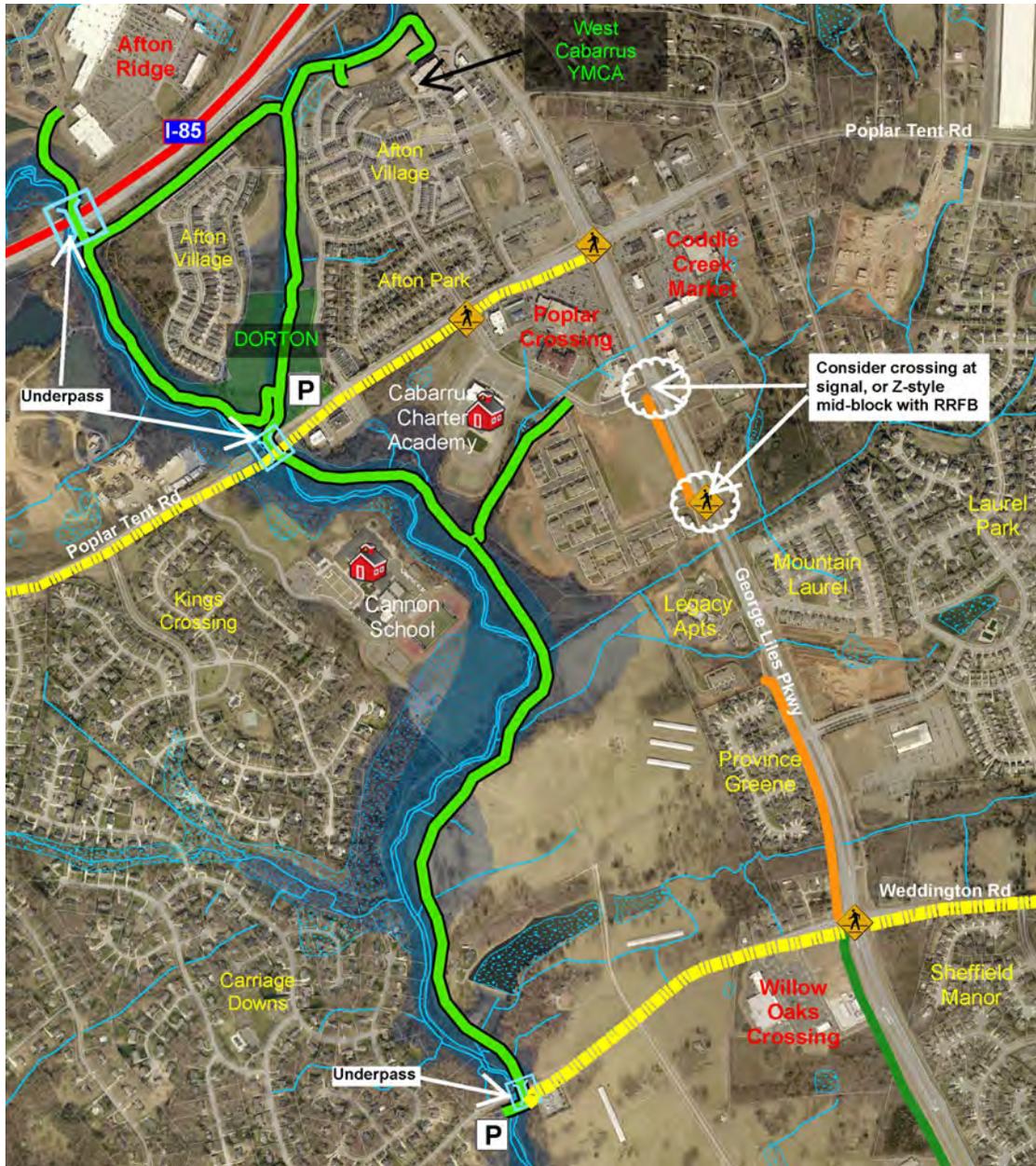
Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction Phase I	-	-	-	-	3,965,000	3,965,000
Total	-	-	-	-	\$3,965,000	\$3,965,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Equipment for greenway (mower)	-	-	26,000	-	-	26,000
Total	-	-	\$26,000	-	-	\$26,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from P&R Reserve	-	-	-	-	3,965,000	3,965,000
Operating Revenue (for CIP)	-	-	26,000	-	-	26,000
Total	-	-	\$26,000	-	\$3,965,000	\$3,991,000



Budget Information

Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$738,181
Strategic Plan Goal	Safe & Connected City			Amount Appropriated To Date	\$738,181	
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	-	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This project develops a section of the Hector Henry Greenway that creates connectivity between Kannapolis, Davidson, Harrisburg, and Charlotte; including destinations such as local schools, Concord Mills, Weddington Road Bark Park, the Rocky River Golf Course, area hotels, the Charlotte Motor Speedway, and—once linked with greenway extensions in Harrisburg and Mecklenburg County—to UNCC, Charlotte itself and even South Carolina via the Blue Line and Cross-Charlotte Trail. This project will have six phases and projects adding over 14 miles of greenway.

Link to Strategic Plan

This project aligns with Council goals, the Open Space Connectivity Analysis, and 2030 Land Use Plan. The Parks & Recreation Master Plan and OSCA identify the Hector Henry II Greenway as a priority for both transportation and recreational needs, and a significant part of active transportation connectivity. The 2030 Future Land Use Plan (LUP) Goal 2 notes that the City should enhance mobility for all modes of transportation between the places where people live, work, shop and play. There are approximately 4,777 households within a half-mile (between 7,500 and 14,500 persons) within walking distance of the trail system.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total	-	-	-	-	-	-

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Grounds Maintenance Worker	-	-	-	-	68,460	68,460
Recurring Annual Maintenance Cost	-	-	-	-	11,500	11,500
Equipment	-	-	-	-	93,913	93,913
Total	-	-	-	-	\$173,873	\$173,873

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Operating Revenue (for CIP)	-	-	-	-	173,873	173,873
Total	-	-	-	-	\$173,873	\$173,873

Budget Information

Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	\$298,480
Strategic Plan Goal	Safe & Connected City			Amount Appropriated To Date	\$298,480	
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	-	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

The Irish Buffalo Creek Greenway project will be developed in several phases and creates connectivity / non-motor vehicle access for underserved residents of the Gibson Village, Logan, Silver Hill neighborhoods.

Link to Strategic Plan

This project aligns with the Parks & Recreation Master Plan, OSCA, and 2030 Future Land Use Plan (LUP). The development of the Irish Buffalo Creek Greenway will address bicycle & pedestrian needs prioritized in the P&R Master Plan, creating connectivity among Concord neighborhoods via a primary section of the Carolina Thread Trail network, and between the cities of Concord and Kannapolis.

Capital Costs

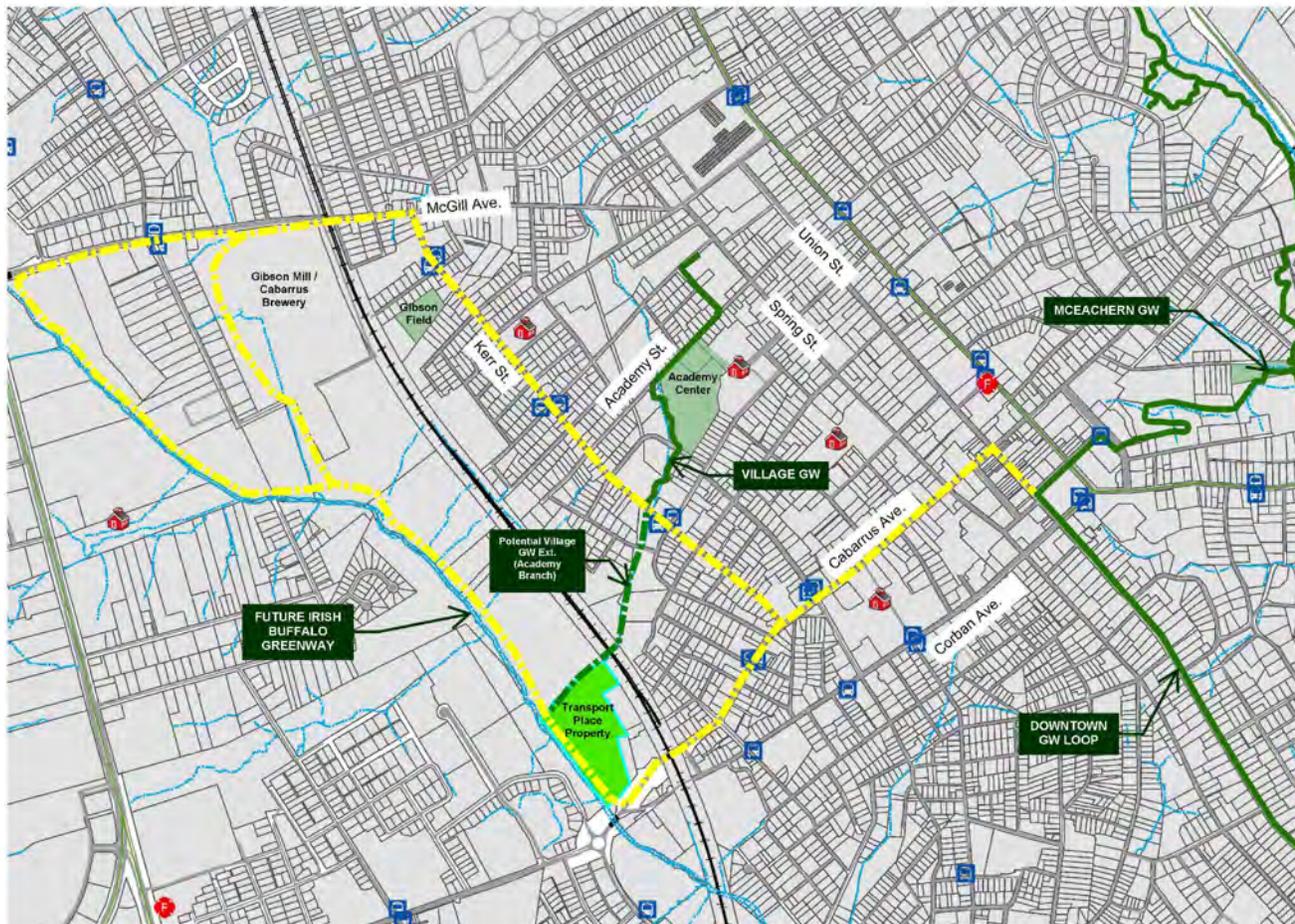
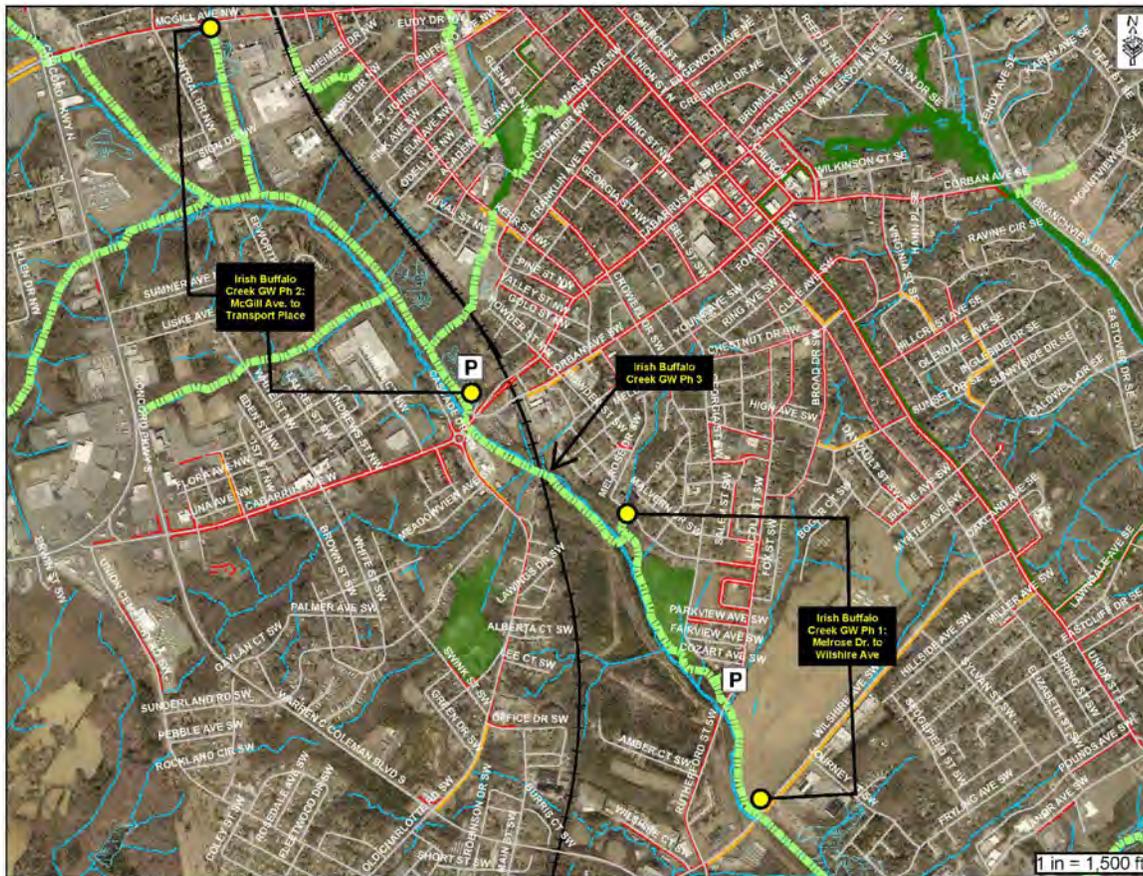
Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total	-	-	-	-	-	-

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Grounds Maint Worker	-	-	64,793	-	-	64,793
Greenway Supplies (Benches, poles, signage etc...	-	-	64,000	-	-	64,000
Greenway Maintenance	-	-	4,255	-	-	4,255
One-Time Purchase Equipment	-	-	43,248	-	-	43,248
F250 Truck	-	-	57,240	-	-	57,240
Total	-	-	\$233,536	-	-	\$233,536

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Operating Revenue (for CIP)	-	-	233,536	-	-	233,536
Total	-	-	\$233,536	-	-	\$233,536



Budget Information						
Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	N/A
Strategic Plan Goal			Unique Places & Destinations		Amount Appropriated To Date	N/A
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	-	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

Operational impacts related to J.E. Ramseur Park.

Link to Strategic Plan

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Reservation Position	-	91,540	96,117	100,923	105,969	394,549
B&G Position	-	23,533	97,286	102,150	107,258	330,227
B&G Position	-	15,793	64,793	68,033	71,435	220,054
Park Patrol Officers	-	-	377,401	396,271	416,085	1,189,757
Contract Services	87,360	-	58,240	58,240	58,240	262,080
Fiber	-	375,000	-	-	-	375,000
Supplies	-	-	53,269	-	-	53,269
Utilities	-	-	85,050	85,050	85,050	255,150
Maintenance - Building	-	20,500	20,500	20,500	20,500	82,000
Maintenance - Building	-	-	15,880	15,880	15,880	47,640
Maintenance - Equipment	-	23,005	-	-	-	23,005
Maintenance - Equipment	-	-	21,510	21,510	21,510	64,530
B&G Truck	-	58,710	-	-	-	58,710
B&G Truck Equipment	-	59,328	-	-	-	59,328
Total	\$87,360	\$667,409	\$890,046	\$868,557	\$901,927	\$3,415,299

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Operating Revenue (for CIP)	87,360	667,409	890,046	868,557	901,927	3,415,299
Total	\$87,360	\$667,409	\$890,046	\$868,557	\$901,927	\$3,415,299

Budget Information					
Budget Unit	Parks & Recreation Capital Projects	Budget Unit #	8300	Total Projected Project Cost	N/A
Strategic Plan Goal		Unique Places & Destinations		Amount Appropriated To Date	N/A
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required
-	-	-	-	-	

Project Overview

Description & Project History

Operating impacts for Caldwell Park.

Link to Strategic Plan

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
1 FTE	-	58,548	66,107	69,412	72,883	266,950
Contract Services	-	4,400	4,400	4,400	4,400	17,600
Utilities	-	3,392	3,392	3,392	3,392	13,568
Maintenance - Buildings	-	6,400	6,400	6,400	6,400	25,600
Maintenance - Equipment	-	12,946	12,946	12,946	12,946	51,784
Truck	55,620	-	-	-	-	55,620
Capital Equipment for New Position	40,170	-	-	-	-	40,170
Total	\$95,790	\$85,686	\$93,245	\$96,550	\$100,021	\$471,292

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Operating Revenue (for CIP)	95,790	85,686	93,245	96,550	100,021	471,292
Total	\$95,790	\$85,686	\$93,245	\$96,550	\$100,021	\$471,292

Budget Information						
Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	N/A
Strategic Plan Goal			Unique Places & Destinations		Amount Appropriated To Date	N/A
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	-	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

Operating impacts for David Phillips Park.

Link to Strategic Plan

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
B&G FTE	-	30,201	64,793	68,033	71,435	234,462
Contract Services	-	2,092	4,184	4,184	4,184	14,644
Utilities	-	325	650	650	650	2,275
Maintenance - Buildings	-	2,044	4,088	4,088	4,088	14,308
B&G Truck	-	55,620	-	-	-	55,620
B&G Equipment	-	40,170	-	-	-	40,170
Total	-	\$130,452	\$73,715	\$76,955	\$80,357	\$361,479

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Operating Revenue (for CIP)	-	130,452	73,715	76,955	80,357	361,479
Total	-	\$130,452	\$73,715	\$76,955	\$80,357	\$361,479

Academy Recreation Center & Gibson Athletic Fields - Operational Impacts

Priority # 15

Budget Information

Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	N/A
Strategic Plan Goal		Unique Places & Destinations			Amount Appropriated To Date	N/A
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	-	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

Operating impacts for Academy Gibson Athletic Fields.

Link to Strategic Plan

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Contract Services	-	12,120	12,120	12,120	12,120	48,480
Supplies - Athletic	-	11,000	-	-	-	11,000
Supplies - Data Processing	-	41,000	-	-	-	41,000
Printing	-	1,600	-	-	-	1,600
Maintenance - Building	-	3,700	3,700	3,700	3,700	14,800
Total	-	\$69,420	\$15,820	\$15,820	\$15,820	\$116,880

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Operating Revenue (for CIP)	-	69,420	15,820	15,820	15,820	116,880
Total	-	\$69,420	\$15,820	\$15,820	\$15,820	\$116,880

Budget Information						
Budget Unit	Parks & Recreation Capital Projects		Budget Unit #	8300	Total Projected Project Cost	N/A
Strategic Plan Goal			Unique Places & Destinations		Amount Appropriated To Date	N/A
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	-	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

Operating impacts for Academy Gibson Skatepark and Pump Track.

Link to Strategic Plan

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
1 FT, 1 PT B&G FTE	-	-	95,135	99,892	104,887	299,914
Contract Services	-	-	23,120	23,120	23,120	69,360
Utilities	-	-	6,610	6,610	6,610	19,830
Printing	-	-	2,600	-	-	2,600
Maintenance - Building	-	-	3,700	3,700	3,700	11,100
B&G Vehicle	-	-	55,120	-	-	55,120
B&G Vehicle	-	-	57,240	-	-	57,240
B&G Equipment	-	-	45,156	-	-	45,156
Total	-	-	\$288,681	\$133,322	\$138,317	\$560,320

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Operating Revenue (for CIP)	-	-	288,681	133,322	138,317	560,320
Total	-	-	\$288,681	\$133,322	\$138,317	\$560,320

Fund 421: Wastewater Capital Projects

Wastewater Capital Projects Fund serves as the fund for Wastewater capital projects. This fund is comprised of Wastewater Projects budget unit.

Expenses By Project	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Irish Buffalo 42" Interceptor Tie-Over	500,000	1,000,000	1,000,000	-	-
Total	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -



FY 2026 Wastewater Capital Projects



■ Irish Buffalo 42" Interceptor Tie-Overs

	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Revenues by Funding Source	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Future Projects - Reserves	500,000	-	-	-	-
Transfer from Sewer	-	1,000,000	1,000,000	-	-
Total	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	8402	Total Projected Project Cost	\$2,500,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
500,000	1,000,000	1,000,000	-	-	<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 During the WSACC Inflow & Infiltration (I&I) Study in FY24, this Concord 42" sewer line has been flagged for significant I&I. This project will help abandon this large concrete line, while also decreasing this unnecessary flow that is entering WSACC.

Link to Strategic Plan
 This project will help abandon old, aging infrastructure, while also reducing inflow and infiltration entering our system.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	500,000	1,000,000	1,000,000	-	-	2,500,000
Total	\$500,000	\$1,000,000	\$1,000,000	-	-	\$2,500,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

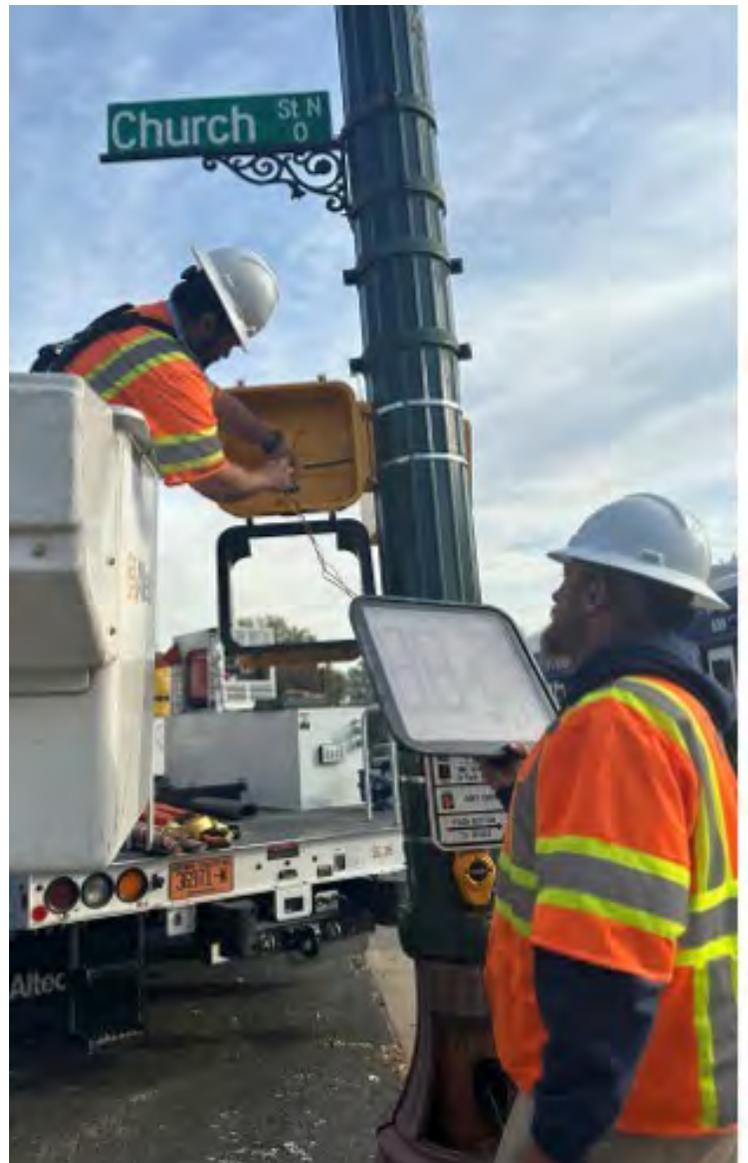
Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Sewer	-	1,000,000	1,000,000	-	-	2,000,000
Future Projects - Reserves	500,000	-	-	-	-	500,000
Total	\$500,000	\$1,000,000	\$1,000,000	-	-	\$2,500,000

Maps, Charts, Tables, Photos

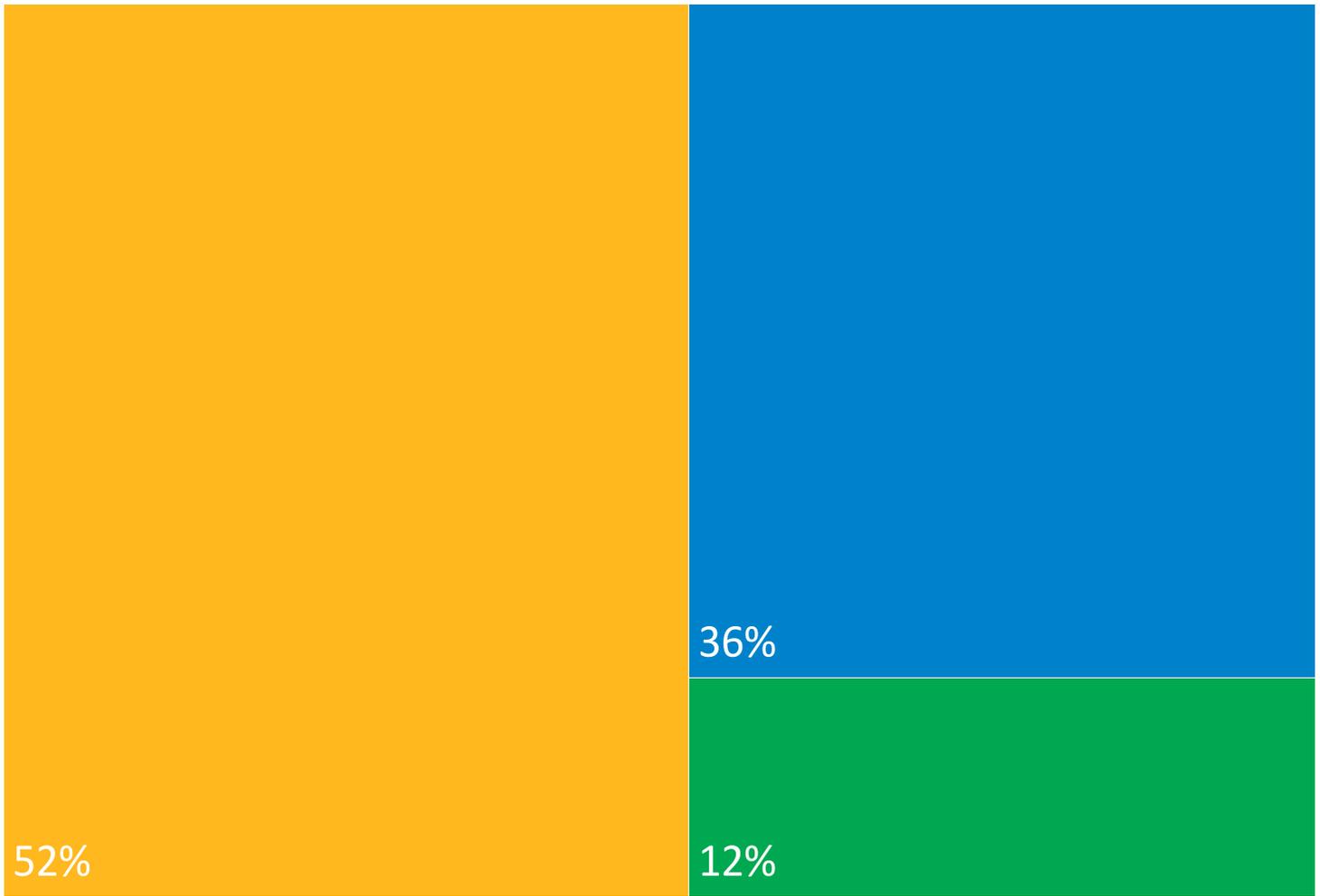
Fund 423: Transportation Capital Projects

Specified transportation projects are funded by the City's dedicated Transportation Fund. \$4.4M of the ad valorem tax rate and other specified revenues are 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	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Major Corridor Resurfacing	2,000,000	-	-	-	-
White Street Bridge	650,000	-	-	-	-
Concord Farms Road Realignment	-	-	-	4,000,000	-
Weddington @ Rock Hill Church	2,900,000	-	-	-	-
Roundabout					
Total	\$ 5,550,000	\$ -	\$ -	\$ 4,000,000	\$ -



FY 2026 Transportation Capital Projects



■ Major Corridor Resurfacing
 ■ White Street Bridge
 ■ Weddington @ Rock Hill Church Roundabout

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Future Grants	2,400,000	-	-	-	-
Dedicated Transportation Reserve	2,750,000	-	-	4,000,000	-
NCDOT Share	400,000	-	-	-	-
Total	\$ 5,550,000	\$ -	\$ -	\$ 4,000,000	\$ -

Budget Information						
Budget Unit	Transportation Capital Projects		Budget Unit #	8600	Total Projected Project Cost	\$3,300,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$1,300,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
2,000,000	-	-	-	-		

Project Overview

Description & Project History

This is the first CIP in a series which consists of the necessary repairs, patching, and resurfacing of major corridor city streets throughout Concord. These streets include Lake Concord Rd., NE, McGill Ave., NW, Union St., and Weddington Rd.(from Bruton Smith Blvd. to Pitts School Rd.) Delaying patching and/or routine resurfacing can lead to more extensive repairs needed which can be exponentially more expensive. The estimated cost to resurface Union St. from Buffalo Ave. to Tulip Ave. including some anticipated patching, and the needed re-striping is \$2,000,000. This amount represents over 50% of the annual resurfacing budget and would greatly reduce the areas that would be able to be addressed if included in a typical contract.

Link to Strategic Plan

These major corridors have been identified to be in need of resurfacing and/or other extensive maintenance in the very near future. Most of these streets are a larger cross section and more costly to resurface than the typical streets throughout the City.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Resurfacing	2,000,000	-	-	-	-	2,000,000
Total	\$2,000,000	-	-	-	-	\$2,000,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Dedicated Transportation Reserve	2,000,000	-	-	-	-	2,000,000
Total	\$2,000,000	-	-	-	-	\$2,000,000

Budget Information						
Budget Unit	Transportation Capital Projects		Budget Unit #	8600	Total Projected Project Cost	\$750,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$100,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	
650,000	-	-	-	-		

Project Overview

Description & Project History

Replacement or potential repair of the bridge on White St. pending in-depth inspection and recommendation from consultant engineers. An inspection is being arranged and will be followed by a recommendation for replacement or repair along with an updated cost estimate. \$750,000 is a very rough, general estimate for replacement if that does indeed end up being the best option.

Link to Strategic Plan

The White Street bridge is a non-NHS (National Highway System) bridge because it has a span of less than 20'. Due to this status, the bridge is not eligible or included in the agreement with NCDOT which contracts the bi-annual inspection of bridges within the city. Transportation staff have identified some deterioration of the bridge which will likely warrant that the structure be replaced.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bridge Design & Construction	650,000	-	-	-	-	650,000
Total	\$650,000	-	-	-	-	\$650,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Dedicated Transportation Reserve	650,000	-	-	-	-	650,000
Total	\$650,000	-	-	-	-	\$650,000

Budget Information						
Budget Unit	Transportation Capital Projects		Budget Unit #	8600	Total Projected Project Cost	\$4,000,000
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	4,000,000	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 This project realigns Concord Farms Rd. to connect with Windswept Rd. and establishes a typical 4-lane divided intersection with bike lanes, sidewalk, enhanced plantings, lighting, and signage to promote development opportunities in line with the Small Area Plan.

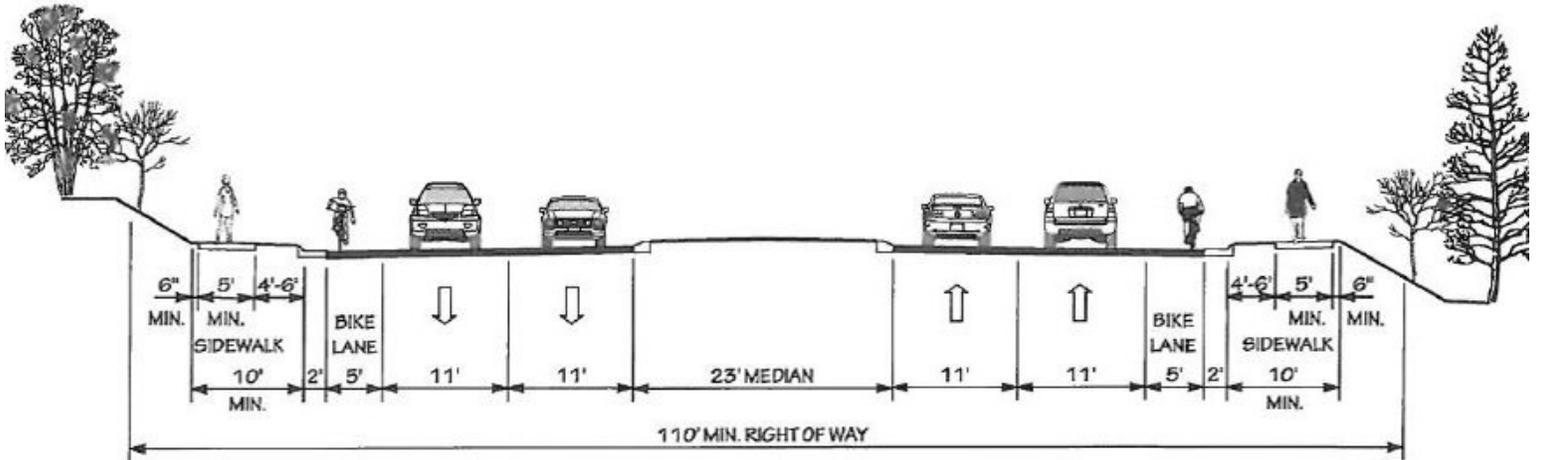
Link to Strategic Plan
 The Concord Farms Rd. realignment will provide safer access to US 29 at a signalized intersection. The project will be designed as a median divided facility with sidewalk and bicycle accommodations. This corridor is currently a largely undeveloped, agricultural area in the geographic center of Concord. The project will provide better access for economic development.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction	-	-	-	4,000,000	-	4,000,000
Total	-	-	-	\$4,000,000	-	\$4,000,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Dedicated Transportation Reserve	-	-	-	4,000,000	-	4,000,000
Total	-	-	-	\$4,000,000	-	\$4,000,000



Budget Information						
Budget Unit	Transportation Capital Projects		Budget Unit #	8600	Total Projected Project Cost	\$3,000,000
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$100,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
2,900,000	-	-	-	-	<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

Project consists of engineering, right-of-way acquisition, and construction of a roundabout at the intersection of Weddington Road and Rock Hill Church Road. Given the geometry of the existing intersection of Weddington Road and Rock Hill Church Road it has long been a potential candidate for a roundabout. A recent study by NCDOT has confirmed that converting the intersection to a roundabout would increase the efficiency and safety of the intersection. Staff will be applying for various grants to help fund the estimated \$3,000,000 project cost. Given that estimate, the City's 20% would be approximately \$600,000. If the project is confirmed as an NCDOT Spot safety project then NCDOT may provide up to \$400,000 towards the local match which would bring the City's estimated responsibility to \$200,000.

Link to Strategic Plan

NCDOT performed a study which determined that a single lane roundabout is the best option to improve the efficiency and safety of this intersection.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Design & Construction	2,900,000	-	-	-	-	2,900,000
Total	\$2,900,000	-	-	-	-	\$2,900,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
NCDOT Share	400,000	-	-	-	-	400,000
Dedicated Transportation Reserve	100,000	-	-	-	-	100,000
Future Grants	2,400,000	-	-	-	-	2,400,000
Total	\$2,900,000	-	-	-	-	\$2,900,000

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	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Fire Station 13 (Flowes Store Rd.)	7,225,000	306,500	667,992	1,336,676	-
SCBA Replacements	2,786,000	-	-	-	-
Total	\$ 10,011,000	\$ 306,500	\$ 667,992	\$ 1,336,676	\$ -



FY 2026 Fire Capital Projects



■ Fire Station 13 (Flowes Store Rd.) ■ SCBA Replacements

Revenues by Funding Source	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Financing Proceeds	7,225,000	-	-	-	-
Future Projects - Reserves	572,405	-	-	-	-
Transfer from General Capital Reserve	2,213,595	-	-	-	-
Operating Revenue (for CIP)	-	306,500	667,992	1,336,676	-
Total	\$ 10,011,000	\$ 306,500	\$ 667,992	\$ 1,336,676	\$ -

Budget Information						
Budget Unit	Public Safety Capital Projects		Budget Unit #	8670	Total Projected Project Cost	\$7,525,000
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$300,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
7,225,000	-	-	-	-		

Project Overview

Description & Project History

As south Concord continues to grow, a new Fire station will be needed in the Flowes Store Rd. area to deliver emergency services. The Fire department worked with the Legal and Planning departments 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 and maintain the City's ISO Class 1 rating, a new fire station will need to be constructed and staffed.

Link to Strategic Plan

This project falls within the Strategic Goal to support public safety facility, equipment, and personnel needs to meet service demands.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Fire Station #13	6,735,000	-	-	-	-	6,735,000
Fiber for CIP Projects (CIP purposes ONLY)	490,000	-	-	-	-	490,000
Total	\$7,225,000	-	-	-	-	\$7,225,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Regular	-	-	170,776	341,552	-	512,328
Regular	-	-	146,413	292,826	-	439,239
Regular	-	-	135,567	271,826	-	407,393
Regular	-	-	215,236	430,472	-	645,708
Uniforms	-	31,500	-	-	-	31,500
Supplies-Safety	-	43,000	-	-	-	43,000
Supplies-Safety	-	147,000	-	-	-	147,000
Supplies-Vehicle	-	85,000	-	-	-	85,000
Vehicles - Capital	-	-	-	-	-	-
Total	-	\$306,500	\$667,992	\$1,336,676	-	\$2,311,168

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Financing Proceeds	7,225,000	-	-	-	-	7,225,000
Operating Revenue (for CIP)	-	306,500	667,992	1,336,676	-	2,311,168
Total	\$7,225,000	\$306,500	\$667,992	\$1,336,676	-	\$9,536,168

Budget Information					
Budget Unit	Public Safety Capital Projects	Budget Unit #	8670	Total Projected Project Cost	\$2,786,000
Strategic Plan Goal		Safe & Connected City		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required
2,786,000	-	-	-	-	

Project Overview

Description & Project History

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 and will be at the end of the manufacturer's life cycle. Once the SCBAs reach the manufacturer's lifespan, 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 and repair electronic components, which can cost thousands of dollars per unit to repair. With new units, a new 10-15 year manufacturer warranty is provided which can save the department tens of thousands of dollars over the lifespan of the equipment.

[Link to Strategic Plan](#)

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Scba Replacement Gear	2,786,000	-	-	-	-	2,786,000
Total	\$2,786,000	-	-	-	-	\$2,786,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from General Capital Reserve	2,213,595	-	-	-	-	2,213,595
Future Projects - Reserves	572,405	-	-	-	-	572,405
Total	\$2,786,000	-	-	-	-	\$2,786,000

Maps, Charts, Tables, Photos

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	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
AMI System Replacement	6,000,000	-	-	-	-
South/West Water Capacity Improvements	-	4,950,000	7,500,000	4,000,000	4,000,000
Coddle Creek WTP Alum Tanks	800,000	-	-	-	-
Coddle Creek Sedimentation Basin Rehabilitation	-	2,000,000	-	-	-
Total	\$ 6,800,000	\$ 6,950,000	\$ 7,500,000	\$ 4,000,000	\$ 4,000,000



FY 2026 Water Capital Projects



■ AMI System Replacement
 ■ Coddle Creek WTP Alum Tanks

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Future Projects - Reserves	6,000,000	-	-	-	-
Transfer from Water	800,000	5,050,000	7,500,000	-	-
Future Projects - System Development Fees	-	1,900,000	-	4,000,000	4,000,000
Total	\$ 6,800,000	\$ 6,950,000	\$ 7,500,000	\$ 4,000,000	\$ 4,000,000

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	8700	Total Projected Project Cost	\$21,350,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$900,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	<input type="checkbox"/> Replacement/Renovation/Expansion
-	4,950,000	7,500,000	4,000,000	4,000,000	<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

The South/West Water Capacity Project includes a group of projects that were recommended in the Water Master Plan. This group of projects will assist with redundancy and capacity management between water treatment plants, as well as allowing a higher volume of water to be provided to Harrisburg and Midland, as needed. This group of projects includes: 1) a 5 MGD pump station in the vicinity of the intersection of Stough Road and Highway 49, 2) upsizing the current 8" water main along Stough Road (future George Liles Parkway) to a 24" water main, 3) installing a new 16" cross-country water main between Stough Road and Rocky River Road, 4) upsizing the current 12" water main along Rocky River Road to a 16" water main, and 5) extension of a 24" water main along Highway 49 from Zion Church Road to the area of Stough Road.

Link to Strategic Plan

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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	4,950,000	7,500,000	4,000,000	4,000,000	20,450,000
Total	-	\$4,950,000	\$7,500,000	\$4,000,000	\$4,000,000	\$20,450,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Future Projects - System Development Fees	-	1,900,000	-	4,000,000	4,000,000	9,900,000
Transfer from Water	-	3,050,000	7,500,000	-	-	10,550,000
Total	-	\$4,950,000	\$7,500,000	\$4,000,000	\$4,000,000	\$20,450,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	8700	Total Projected Project Cost	\$15,885,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$9,885,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
6,000,000	-	-	-	-		

Project Overview

Description & Project History

This project is for installation of a new advanced metering infrastructure (AMI) system which will improve communication up-time, significantly increase data availability for operations, increase the efficiency of billing reads, and reduce the amount of manual meter reads required.

Link to Strategic Plan

The current AMI system's effectiveness is less than ideal, and there are a significant number of meters that need to be replaced. Once fully implemented, this new system will demonstrate innovation, as well as increase productivity and data transparency.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
AMI Project	6,000,000	-	-	-	-	6,000,000
Total	\$6,000,000	-	-	-	-	\$6,000,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Future Projects - Reserves	6,000,000	-	-	-	-	6,000,000
Total	\$6,000,000	-	-	-	-	\$6,000,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	8700	Total Projected Project Cost	\$800,000
Strategic Plan Goal			Core City Services		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required	
800,000	-	-	-	-		

Project Overview

Description & Project History
 Due to increasing water demand, additional aluminum tanks need to be installed at the Coddle Creek Water Treatment Plant to have the appropriate volume of storage for compliance with State regulations.

Link to Strategic Plan

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	800,000	-	-	-	-	800,000
Total	\$800,000	-	-	-	-	\$800,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Water	800,000	-	-	-	-	800,000
Total	\$800,000	-	-	-	-	\$800,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	8700	Total Projected Project Cost	\$200,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$200,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required	
-	-	-	-	-		

Project Overview

Description & Project History
 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).

Link to Strategic Plan
 These water infrastructure replacements and/or relocations will further enhance the overall hydraulics of the water system and provide continued service to existing water customers.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Poplar Tent - I85 to George Liles	-	-	-	-	-	-
Total	-	-	-	-	-	-

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total	-	-	-	-	-	-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Water	-	-	-	-	-	-
Total	-	-	-	-	-	-

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	8700	Total Projected Project Cost	\$2,000,000
Strategic Plan Goal			Core City Services		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required	
-	2,000,000	-	-	-		

Project Overview

Description & Project History
 Sedimentation basin walls are spalling and some seams are leaking when basins are drained for cleaning. During FY 25, a consultant was contracted to make infrastructure recommendations to further detail what is needed to extend the basin walls useful life.

Link to Strategic Plan

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	2,000,000	-	-	-	2,000,000
Total	-	\$2,000,000	-	-	-	\$2,000,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Water	-	2,000,000	-	-	-	2,000,000
Total	-	\$2,000,000	-	-	-	\$2,000,000

Maps, Charts, Tables, Photos

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	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Communications & Emergency	6,197,948	216,628	-	-	-
Operations Building at Fire Station 3					
Fleet Facility Redesign for Radio Shop	50,000	350,000	-	-	390,000
DBR M12 Radio Multicarrier Site Hardware	-	-	-	-	2,120,424
Virtualized Prime Site - Cabarrus System	-	-	-	-	341,166
Total	\$ 6,247,948	\$ 566,628	\$ -	\$ -	\$ 2,851,590



FY 2026 General Capital Projects



■ Communications & Emergency Operations Building at Fire Station 3
 ■ Fleet Facility Redesign for Radio Shop

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Financing Proceeds	6,197,948	-	-	-	-
Transfer from General Fund	50,000	350,000	-	-	2,851,590
Operating Revenue (for CIP)	-	216,628	-	-	-
Total	\$ 6,247,948	\$ 566,628	\$ -	\$ -	\$ 2,851,590

Budget Information						
Budget Unit	Communications		Budget Unit #	8804	Total Projected Project Cost	\$8,342,948
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$2,145,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
6,197,948	-	-	-	-		

Project Overview

Description & Project History

Construction of a new facility behind Fire Station #3 to accommodate a larger Emergency Communications Center, full-time Emergency Operations Center/training room, administrative staff, and meeting space. Projected size of the new facility is approximately 8,900 square feet. Both the ECC and EOC will share resources and benefit from a hardened facility with redundant critical infrastructure. The additional office space will allow Communications to add additional administrative staff to include a new Communications Deputy Director. This project will be financed.

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 an expanded Communications Center, additional offices, storage and training areas along with establishing a full-time Emergency Operations Center to be utilized for special events, large-scale incidents and disasters.

Link to Strategic Plan

This project is linked to Goal 3 - Promote a Safe and Connected City by enhancing community safety through collaboration and technology.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Dispatch Radio Consoles x8	842,948	-	-	-	-	842,948
Design & Construction & FFE	5,355,000	-	-	-	-	5,355,000
Total	\$6,197,948	-	-	-	-	\$6,197,948

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Communications Deputy Director (New)	-	131,460	-	-	-	131,460
Computer, Telephone, Radio & Supplies Deputy Director	-	12,000	-	-	-	12,000
Estimated annual utility expenses \$20,000	-	20,000	-	-	-	20,000
Deputy Director Vehicle	-	53,168	-	-	-	53,168
Total	-	\$216,628	-	-	-	\$216,628

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Financing Proceeds	6,197,948	-	-	-	-	6,197,948
Operating Revenue (for CIP)	-	216,628	-	-	-	216,628
Total	\$6,197,948	\$216,628	-	-	-	\$6,414,576

Budget Information						
Budget Unit	Communications		Budget Unit #	8804	Total Projected Project Cost	\$790,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
50,000	350,000	-	-	390,000		

Project Overview

Description & Project History

The construction of a new fleet facility is scheduled to be completed early 2026, at which time the current fleet facility will undergo renovations in preparation for the Radio Shop/Fiber Management relocation. The renovations will include updating and reconfiguring the current administration area to create four individual offices, adding cubicles for Radio Shop Technicians, a reconfiguration of the break room, updating cooling options in the bays, and renovating one of men's restrooms. Design should be able to begin in late FY26 with downstairs renovations beginning early FY27. As staffing demands increase for both the Radio Shop and Fiber Management departments, additional offices can be added in a second phase renovation of the upstairs mezzanine. Proposed second phase renovations for FY30 to add a man lift, offices, a conference room, and upstairs HVAC.

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. After transitioning services to the new facility, staff will have two drive through bays along with several one-sided bays. Renovation will include creating a tech room, storage rooms, and individual offices/cubicle space 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 at the Brown Operations Center to the new location to free up warehouse space and to allow for better inventory distribution and control.

Link to Strategic Plan

Goal 4 - Innovative & Sustainable Infrastructure

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bldgs & Imprv - Capital	50,000	350,000	-	-	390,000	790,000
Total	\$50,000	\$350,000	-	-	\$390,000	\$790,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from General Fund	50,000	350,000	-	-	390,000	790,000
Total	\$50,000	\$350,000	-	-	\$390,000	\$790,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Communications		Budget Unit #	4330	Total Projected Project Cost	\$2,120,424
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion
-	-	-	-	2,120,424	<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

Current Cabarrus Radio System simulcast site hardware will be end of support in 2032. The project will be in conjunction with Cabarrus County and the City of Kannapolis to replace current site hardware with DBR M12 hardware at 6 tower sites within the Cabarrus County radio network. The project cost will be shared between Cabarrus County (40%), the City of Kannapolis (20%) and the City of Concord (40%).

Link to Strategic Plan

This project is linked to Goal 3 - Promote a Safe and Connected City by enhancing community safety through collaboration and technology.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	-	-	-	2,120,424	2,120,424
Total	-	-	-	-	\$2,120,424	\$2,120,424

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total	-	-	-	-	-	-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from General Fund	-	-	-	-	2,120,424	2,120,424
Total	-	-	-	-	\$2,120,424	\$2,120,424

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Communications		Budget Unit #	4330	Total Projected Project Cost	\$341,166
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required	
-	-	-	-	341,166		

Project Overview

Description & Project History

The Cabarrus Radio System's current Prime Site Controllers are scheduled for end of support in 2032. As part of Motorola's scheduled radio system upgrade which is anticipated to be completed in FY 2030, the Cabarrus Radio System will have to be transitioned to a virtualized prime. If the timing of the system upgrade changes, the timing for this request could also change. The cost of the project will be shared with Cabarrus County (40%), the City of Kannapolis (20%) and the City of Concord (40%).

Link to Strategic Plan

This project is linked to Goal 3 - Promote a Safe and Connected City by enhancing community safety through collaboration and technology.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	-	-	-	341,166	341,166
Total	-	-	-	-	\$341,166	\$341,166

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total	-	-	-	-	-	-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from General Fund	-	-	-	-	341,166	341,166
Total	-	-	-	-	\$341,166	\$341,166

Maps, Charts, Tables, Photos

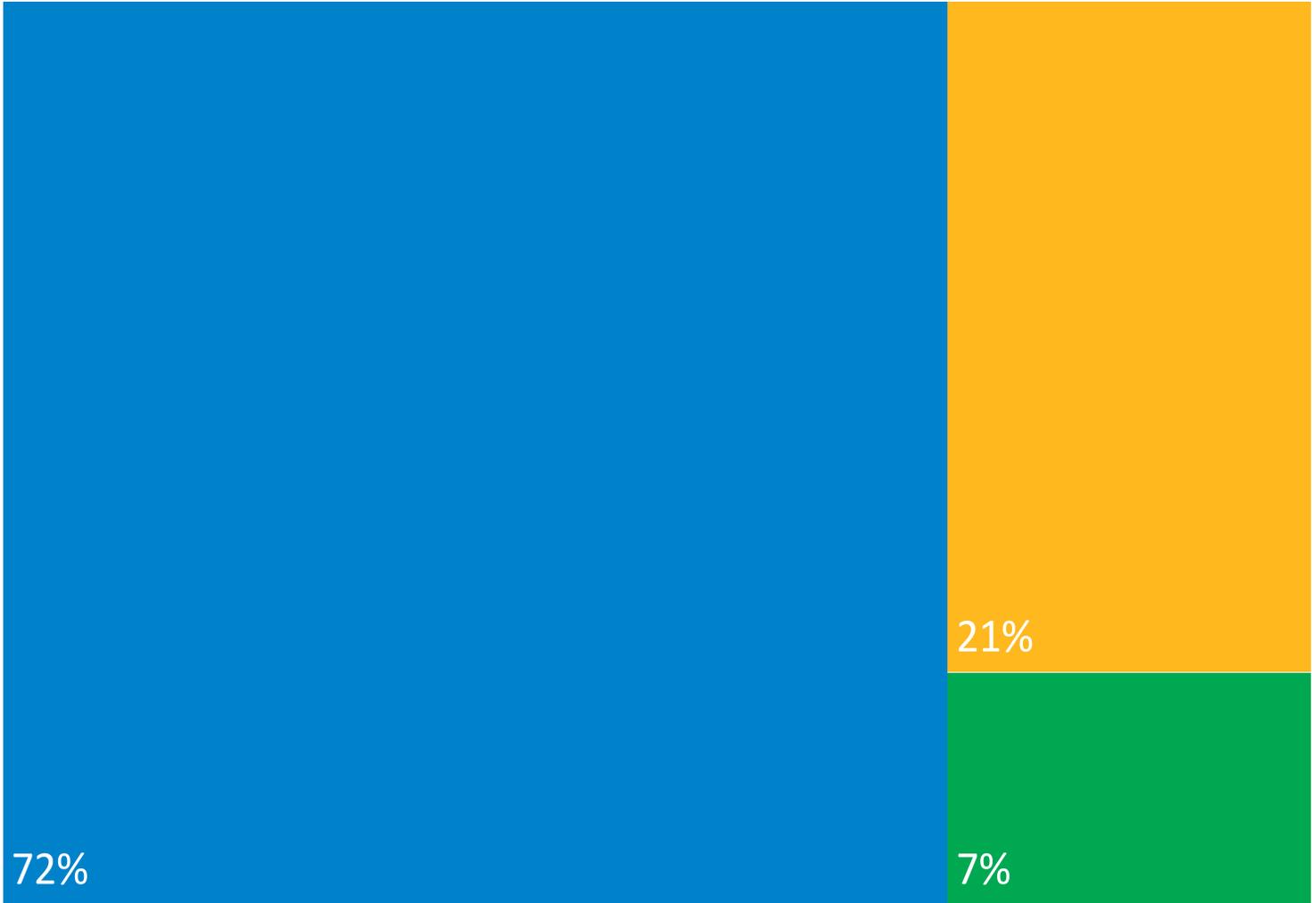
Fund 451: Aviation Capital Projects

Aviation projects are accounted for using this fund. It is comprised of the Airport Projects budget unit.

Expenses By Project	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Runway Widening and Overlay (Construction)	-	14,691,500	14,691,500	-	-
Apron and Taxilane Rehabilitation	4,884,980	-	-	-	-
Commercial Service Terminal Apron Expansion	484,395	-	5,889,678	5,889,678	-
Airport Emergency Operations/Security Center	-	483,725	483,725	-	-
EMAS System for Runway 2 Over-Run Area	-	938,676	14,389,386	-	-
Commercial Terminal Expansion	-	-	-	33,375,000	-
Commercial Passenger Terminal Parking Phase 2	-	1,200,000	-	6,000,000	6,000,000
Commercial Service Terminal Access Road	-	-	600,000	3,400,000	11,600,000
Rental Car Facility	-	-	100,000	500,000	500,000
Parking Lot Land Acquisition	-	-	300,000	2,000,000	-
Community Hangar	1,400,000	12,360,000	-	-	-
Total	\$ 6,769,375	\$ 29,673,901	\$ 36,454,289	\$ 51,164,678	\$ 18,100,000



FY 2026 Aviation Capital Projects



■ Apron and Taxiway Rehabilitation
 ■ Commercial Service Terminal Apron Expansion
 ■ Community Hangar

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Financing Proceeds	-	9,460,000	-	3,337,500	-
Future Grants	6,723,640	18,211,967	33,196,546	40,713,828	11,600,000
Transfer from Aviation	45,735	2,001,934	3,257,743	7,113,350	6,500,000
Total	\$ 6,769,375	\$ 29,673,901	\$ 36,454,289	\$ 51,164,678	\$ 18,100,000

Budget Information						
Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$5,202,811
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$317,831
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
4,884,980	-	-	-	-		

Project Overview

Description & Project History

Rehabilitate the apron where the tiedowns are located along with the ramp in front of the Hendrick Motorsports hangar. Additionally, this project would rehabilitate the ramp on the very south end in front of the corporate hangars. With the recent completion of the hangar taxilane rehabilitation project, all other non-movement surface areas (ramp areas) have been rehabilitated in the last few years. This pavement is the last section that needs rehabilitation.

Link to Strategic Plan

When the ramp rehabilitation and strengthening project was completed a few years ago, it did not include the tiedowns and the ramp on the south end of the airport. Thus, these areas are older and in need of rehabilitation.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction	4,884,980	-	-	-	-	4,884,980
Total	\$4,884,980	-	-	-	-	\$4,884,980

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Aviation	45,735	-	-	-	-	45,735
Future Grants	4,839,245	-	-	-	-	4,839,245
Total	\$4,884,980	-	-	-	-	\$4,884,980

Budget Information						
Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$30,270,672
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$887,672
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	14,691,500	14,691,500	-	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This project is to accommodate commercial traffic by expanding the existing runway from 100 feet to 150 feet wide. FAA guidance advises a runway width of 150 feet for the type of aircraft operating out of Concord-Padgett Regional Airport. The project is currently in the design phase.

Link to Strategic Plan

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Design & Construction	-	14,691,500	14,691,500	-	-	29,383,000
Total	-	\$14,691,500	\$14,691,500	-	-	\$29,383,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Aviation	-	755,000	758,521	-	-	1,513,521
Future Grants	-	13,936,500	13,932,979	-	-	27,869,479
Total	-	\$14,691,500	\$14,691,500	-	-	\$29,383,000

Budget Information						
Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$12,751,396
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$487,645
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
484,395	-	5,889,678	5,889,678	-		

Project Overview

Description & Project History

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.

Link to Strategic Plan

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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction	-	-	5,889,678	5,889,678	-	11,779,356
Design	484,395	-	-	-	-	484,395
Total	\$484,395	-	\$5,889,678	\$5,889,678	-	\$12,263,751

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Aviation	-	-	613,350	613,350	-	1,226,700
Future Grants	484,395	-	5,276,328	5,276,328	-	11,037,051
Total	\$484,395	-	\$5,889,678	\$5,889,678	-	\$12,263,751

Budget Information

Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$1,003,950
Strategic Plan Goal	Safe & Connected City			Amount Appropriated To Date	\$36,500	
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	483,725	483,725	-	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This project will renovate the current Fire Station #6 after the new station is built so that it can house an Airport Emergency Operations/Security Center with space for offices. The current space for the Emergency Operations/Security Center and badging office has been expanded already, but the need for more space will continue to grow as operations continue to increase at the airport.

Link to Strategic Plan

The current Fire Station #6 is being relocated to a new building, which will leave the current space empty. We would like to use this space to house an airport operations/security center. A centralized operations/security center would allow staff to better monitor airport activities and enhance security.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Renovation Costs for Airport Fire Station & Security Center	-	483,725	483,725	-	-	967,450
Total	-	\$483,725	\$483,725	-	-	\$967,450

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Future Grants	-	483,725	483,725	-	-	967,450
Total	-	\$483,725	\$483,725	-	-	\$967,450

Budget Information						
Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$15,328,062
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
-	938,676	14,389,386	-	-		

Project Overview

Description & Project History

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. With larger aircraft now using the airport, the FAA is mandating an increased runway safety area. The FAA would fund the project at 90% funding level as a safety priority project. The design for the runway widening project is currently ongoing and consideration for doing this project during the runway widening project is being evaluated.

Link to Strategic Plan

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 and the 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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction - Building/Utility	-	-	14,389,386	-	-	14,389,386
Study Cost	-	938,676	-	-	-	938,676
Total	-	\$938,676	\$14,389,386	-	-	\$15,328,062

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Aviation	-	46,934	1,485,872	-	-	1,532,806
Future Grants	-	891,742	12,903,514	-	-	13,795,256
Total	-	\$938,676	\$14,389,386	-	-	\$15,328,062

Budget Information

Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$13,760,000
Strategic Plan Goal	Economic Opportunities			Amount Appropriated To Date	\$0	
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
1,400,000	12,360,000	-	-	-		

Project Overview

Description & Project History

This project is to build a new community hangar around 35,000 square feet in size.

Link to Strategic Plan

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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction	-	12,000,000	-	-	-	12,000,000
Construction Administration	-	360,000	-	-	-	360,000
Hangar Design	1,400,000	-	-	-	-	1,400,000
Total	\$1,400,000	\$12,360,000	-	-	-	\$13,760,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Financing Proceeds	-	9,460,000	-	-	-	9,460,000
Future Grants	1,400,000	2,900,000	-	-	-	4,300,000
Total	\$1,400,000	\$12,360,000	-	-	-	\$13,760,000

Budget Information

Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$1,100,000
Strategic Plan Goal	Economic Opportunities			Amount Appropriated To Date	\$0	
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	100,000	500,000	500,000	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This rental car facility would be used by the onsite car rental companies for their use for rental operations, including storing and cleaning cars. Since the Commercial Services terminal was opened, the airport started collecting rental car facility fees to be used towards the addition of a rental car facility for their operations. The current rental lot is exceeding the capacity it was built for. Both rental car tenants struggle with moving vehicles around to accommodate passengers. A larger area for them to operate in would help them better organize their operation and continue their growth.

Link to Strategic Plan

This project is linked to Goal 2 - Create Economic Opportunities for Individuals and Businesses.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction	-	-	-	500,000	500,000	1,000,000
Preliminary Design	-	-	100,000	-	-	100,000
Total	-	-	\$100,000	\$500,000	\$500,000	\$1,100,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Aviation	-	-	100,000	500,000	500,000	1,100,000
Total	-	-	\$100,000	\$500,000	\$500,000	\$1,100,000

Budget Information						
Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$33,398,564
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$23,564
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	-	-	33,375,000	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This project involves expanding the passenger processing and baggage screening building (Commercial Service Terminal) in the airport's South Development Area (SDA). The facility will be large enough to handle passengers for four large aircraft and is anticipated to be constructed in conjunction with other South Development Area projects.

Link to Strategic Plan

This project has been added to the Airport Layout Plan and will meet the Aviation Department's goals for customer service, safety, and revenue generation. An environmental assessment (EA) was completed as the first step in this phase in 2020.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Design & Construction	-	-	-	33,375,000	-	33,375,000
Total	-	-	-	\$33,375,000	-	\$33,375,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total	-	-	-	-	-	-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Aviation	-	-	-	3,337,500	-	3,337,500
Future Grants	-	-	-	30,037,500	-	30,037,500
Total	-	-	-	\$33,375,000	-	\$33,375,000

Budget Information						
Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$13,200,000
Strategic Plan Goal			Core City Service		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	1,200,000	-	6,000,000	6,000,000	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

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.

Link to Strategic Plan

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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction	-	-	-	6,000,000	6,000,000	12,000,000
Preliminary Design	-	1,200,000	-	-	-	1,200,000
Total	-	\$1,200,000	-	\$6,000,000	\$6,000,000	\$13,200,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Aviation	-	1,200,000	-	6,000,000	6,000,000	13,200,000
Total	-	\$1,200,000	-	\$6,000,000	\$6,000,000	\$13,200,000

Budget Information

Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$15,600,000
Strategic Plan Goal	Safe & Connected City			Amount Appropriated To Date	\$0	
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	600,000	3,400,000	11,600,000	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This project consists of constructing a connecting road between Aviation Blvd. and Zephyr Pl. 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. This road will be near the overflow 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.

Link to Strategic Plan

This project is linked to Goal 3 - Promote a Safe and Connected City

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Construction	-	-	-	3,400,000	11,600,000	15,000,000
Preliminary Design	-	-	600,000	-	-	600,000
Total	-	-	\$600,000	\$3,400,000	\$11,600,000	\$15,600,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Future Grants	-	-	600,000	3,400,000	11,600,000	15,600,000
Total	-	-	\$600,000	\$3,400,000	\$11,600,000	\$15,600,000

Budget Information

Budget Unit	Aviation Capital Projects		Budget Unit #	6300	Total Projected Project Cost	\$2,300,000
Strategic Plan Goal	Economic Opportunities			Amount Appropriated To Date	\$0	
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	300,000	2,000,000	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This land acquisition would involve acquiring the land north of the North parking lot on Aviation Blvd. The land is east of the Amazon facility and north and west of current airport property. With the expansion of commercial airline services at the commercial terminal, parking is being forecasted to exceed the current parking deck. That parking will be using the overflow lot (the south lot on Aviation Blvd.). However, the rental car lot and the employee lot are starting to exceed capacity and the north lot on Aviation Blvd. will be a potential overflow for rental and/or employee parking. This lot is much smaller than the overflow lot to the south and could be expanded if the property to the north becomes airport property.

Link to Strategic Plan

Acquiring this land will give the airport the ability to expand the north lot on Aviation Blvd. This lot could potentially be used as an overflow lot for rental car operations, thereby increasing the economic impact of both the rental car operations and the airport.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Appraisal and Environmental	-	-	300,000	-	-	300,000
Land Acquisition	-	-	-	2,000,000	-	2,000,000
Total	-	-	\$300,000	\$2,000,000	-	\$2,300,000

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Aviation	-	-	300,000	-	-	300,000
Future Grants	-	-	-	2,000,000	-	2,000,000
Total	-	-	\$300,000	\$2,000,000	-	\$2,300,000

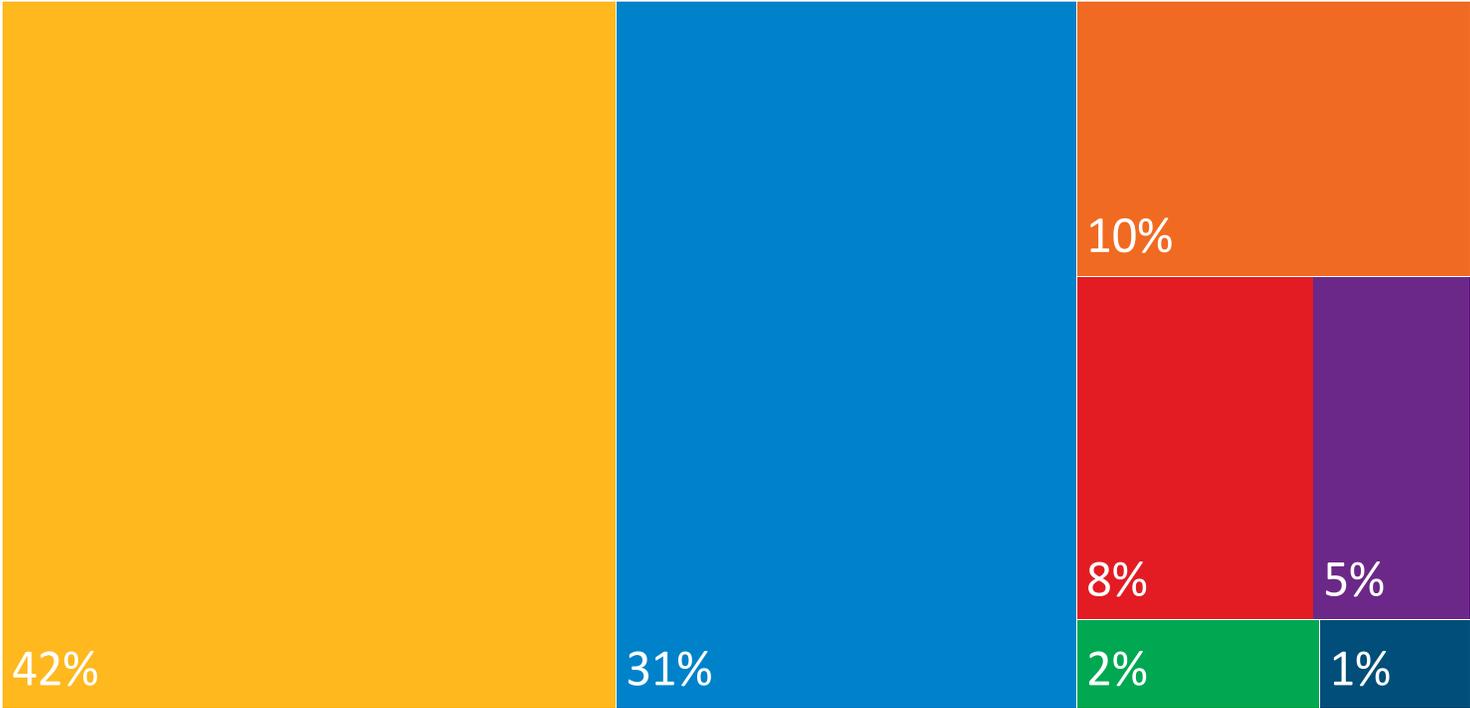
Fund 473: Electric Capital Projects

Electric projects are accounted for using this fund. It is comprised of the Electric Projects budget unit.

Expenses By Project	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
100 kV Interconnect Between Delivery #4 and Sub E	6,000,000	-	-	-	-
Delivery #1 Replacement	400,000	-	-	-	-
AMI System	8,000,000	4,000,000	-	-	-
Construction of New Electric Substation N in Copperfield Blvd. Location	2,000,000	1,500,000	-	-	-
Construction of New Electric Substation S on US Highway 601 South	1,500,000	6,750,000	2,000,000	-	-
100 kV Tie Line - Liles Blvd to Sub O	1,000,000	1,000,000	5,600,000	-	-
Construction of New Electric Substation R on Poplar Tent Road	250,000	-	4,750,000	2,000,000	-
Construction of New Electric Substation U near Cabarrus Arena	-	-	-	1,500,000	8,500,000
Construction of New Secondary Control Center	-	-	2,000,000	-	-
Total	\$ 19,150,000	\$ 13,250,000	\$ 14,350,000	\$ 3,500,000	\$ 8,500,000



FY 2026 Electric Capital Projects



- 100 kV Interconnect Between Delivery #4 and Sub E
- Delivery #1 Replacement
- AMI System
- Construction of New Electric Substation N in Copperfield Blvd. Location
- Construction of New Electric Substation S on US Highway 601 South
- 100 kV Tie Line - Liles Blvd to Sub O
- Construction of New Electric Substation R on Poplar Tent Road

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Transfer from Utility Capital Reserve	6,000,000	-	-	-	-
Transfer from Electric	13,150,000	13,250,000	14,350,000	3,500,000	8,500,000
Total	\$ 19,150,000	\$ 13,250,000	\$ 14,350,000	\$ 3,500,000	\$ 8,500,000

Budget Information						
Budget Unit	Electric Systems Capital Projects		Budget Unit #	6949	Total Projected Project Cost	\$8,500,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$2,500,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
6,000,000	-	-	-	-	<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 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.

Link to Strategic Plan
 This project will utilize the new Delivery #4 to improve reliability and tying capacity on the 100kV transmission system.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Delivery #4 and Sub E Interconnect	6,000,000	-	-	-	-	6,000,000
Total	\$6,000,000	-	-	-	-	\$6,000,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Utility Capital Reserve	6,000,000	-	-	-	-	6,000,000
Total	\$6,000,000	-	-	-	-	\$6,000,000

Maps, Charts, Tables, Photos



Budget Information					
Budget Unit	Electric Systems Capital Projects	Budget Unit #	6949	Total Projected Project Cost	\$1,400,000
Strategic Plan Goal		Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$1,000,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required
400,000	-	-	-	-	

Project Overview

Description & Project History
 This project will update the connection point between Duke Energy and the City of Concord at Delivery #1 with new protective, monitoring and metering equipment, strengthening Concord's electric infrastructure..

Link to Strategic Plan
 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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Delivery 1	400,000	-	-	-	-	400,000
Total	\$400,000	-	-	-	-	\$400,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Electric	400,000	-	-	-	-	400,000
Total	\$400,000	-	-	-	-	\$400,000

Maps, Charts, Tables, Photos



Budget Information						
Budget Unit	Electric Systems		Budget Unit #	6949	Total Projected Project Cost	\$12,500,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$500,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion
8,000,000	4,000,000	-	-	-	<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

This project is for installation of a new Smartgrid metering infrastructure which will improve meter communication methods, increase the amount of data collected, and improve billing efficiency.

Link to Strategic Plan

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 (Advanced Metering Infrastructure) system. More granular meter data is needed for future rate updates including PEV rates.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
AMI Project	8,000,000	4,000,000	-	-	-	12,000,000
Total	\$8,000,000	\$4,000,000	-	-	-	\$12,000,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Electric	8,000,000	4,000,000	-	-	-	12,000,000
Total	\$8,000,000	\$4,000,000	-	-	-	\$12,000,000

Maps, Charts, Tables, Photos



Budget Information						
Budget Unit	Electric Systems Capital Projects		Budget Unit #	6949	Total Projected Project Cost	\$10,046,500
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$6,546,500
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Replacement/Renovation/Expansion
2,000,000	1,500,000	-	-	-	<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 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.

Link to Strategic Plan
 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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Copperfield Blvd Sub N	2,000,000	1,500,000	-	-	-	3,500,000
Total	\$2,000,000	\$1,500,000	-	-	-	\$3,500,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Electric	2,000,000	1,500,000	-	-	-	3,500,000
Total	\$2,000,000	\$1,500,000	-	-	-	\$3,500,000

Maps, Charts, Tables, Photos



Budget Information						
Budget Unit	Electric Systems Capital Projects		Budget Unit #	6949	Total Projected Project Cost	\$11,485,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$1,235,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
1,500,000	6,750,000	2,000,000	-	-	<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 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.

Link to Strategic Plan
 This project is required to address 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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
US601 S Sub S	1,500,000	6,725,000	2,000,000	-	-	10,225,000
Fiber for CIP Projects (CIP purposes ONLY)	-	25,000	-	-	-	25,000
Total	\$1,500,000	\$6,750,000	\$2,000,000	-	-	\$10,250,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Electric	1,500,000	6,750,000	2,000,000	-	-	10,250,000
Total	\$1,500,000	\$6,750,000	\$2,000,000	-	-	\$10,250,000

Maps, Charts, Tables, Photos



Budget Information						
Budget Unit	Electric Systems Capital Projects		Budget Unit #	6949	Total Projected Project Cost	\$7,800,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$200,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	<input type="checkbox"/> Replacement/Renovation/Expansion <input checked="" type="checkbox"/> Land/ROW Required
1,000,000	1,000,000	5,600,000	-	-		

Project Overview

Description & Project History

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.

Link to Strategic Plan

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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
100kV Tie Lines Liles Blvd Sub O	1,000,000	1,000,000	5,600,000	-	-	7,600,000
Total	\$1,000,000	\$1,000,000	\$5,600,000	-	-	\$7,600,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Electric	1,000,000	1,000,000	5,600,000	-	-	7,600,000
Total	\$1,000,000	\$1,000,000	\$5,600,000	-	-	\$7,600,000

Maps, Charts, Tables, Photos



Budget Information						
Budget Unit	Electric Systems Capital Projects		Budget Unit #	6949	Total Projected Project Cost	\$8,000,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$1,000,000
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
					<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	
	250,000	-	4,750,000	2,000,000	-	

Project Overview

Description & Project History
 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.

Link to Strategic Plan
 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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Poplar Tent Sub R	250,000	-	4,750,000	1,975,000	-	6,975,000
Fiber for CIP Projects (CIP purposes ONLY)	-	-	-	25,000	-	25,000
Total	\$250,000	-	\$4,750,000	\$2,000,000	-	\$7,000,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Electric	250,000	-	4,750,000	2,000,000	-	7,000,000
Total	\$250,000	-	\$4,750,000	\$2,000,000	-	\$7,000,000

Maps, Charts, Tables, Photos



Budget Information					
Budget Unit	Electric Systems Capital Projects	Budget Unit #	6949	Total Projected Project Cost	\$10,000,000
Strategic Plan Goal		Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New <input type="checkbox"/> Replacement/Renovation/Expansion <input checked="" type="checkbox"/> Land/ROW Required
-	-	-	1,500,000	8,500,000	

Project Overview

Description & Project History
 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.

Link to Strategic Plan
 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.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Substation U Cabarrus Arena	-	-	-	1,500,000	8,475,000	9,975,000
Fiber for CIP Projects (CIP purposes ONLY)	-	-	-	-	25,000	25,000
Total	-	-	-	\$1,500,000	\$8,500,000	\$10,000,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total	-	-	-	-	-	-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Electric	-	-	-	1,500,000	8,500,000	10,000,000
Total	-	-	-	\$1,500,000	\$8,500,000	\$10,000,000

Maps, Charts, Tables, Photos



Budget Information						
Budget Unit	Electric Systems Capital Projects		Budget Unit #	6949	Total Projected Project Cost	\$2,000,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	2,000,000	-	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 This project will provide an offsite secondary electric control center to be used if the Electric Systems Operation Center is inoperable for any reason.

Link to Strategic Plan
 This project is part of Electric Systems' business continuity plan to provide uninterrupted electric service in the event of a major disaster.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bldgs & Imprv - Capital	-	-	2,000,000	-	-	2,000,000
Total	-	-	\$2,000,000	-	-	\$2,000,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Electric	-	-	2,000,000	-	-	2,000,000
Total	-	-	\$2,000,000	-	-	\$2,000,000

Maps, Charts, Tables, Photos

Fund 474: Stormwater Capital Projects

Stormwater projects are accounted for using this fund. It is comprised of the Stormwater Master Plan, Stream Restoration Projects, and Stormwater Projects budget units.

Expenses By Project	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Dylan Place Culvert Replacement - Upper	-	-	-	-	1,149,000
Wessex Drive Culvert Replacement	-	500,000	-	-	-
Asheford Avenue Culvert Replacement	-	-	1,500,000	-	-
Stoney Creek Drive Culvert Replacement	-	-	-	1,500,000	-
Miramar Drive Culvert Replacement	-	1,500,000	-	-	-
Wyoming Drive Culvert Replacement	-	400,000	-	-	-
Buffalo Avenue Culvert Replacement	750,000	750,000	-	-	-
Total	\$ 750,000	\$ 3,150,000	\$ 1,500,000	\$ 1,500,000	\$ 1,149,000



FY 2026 Stormwater Capital Projects



■ Buffalo Avenue Culvert Replacement

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Transfer from Stormwater	750,000	3,150,000	1,500,000	1,500,000	1,149,000
Total	\$ 750,000	\$ 3,150,000	\$ 1,500,000	\$ 1,500,000	\$ 1,149,000

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	7103	Total Projected Project Cost	\$1,149,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	-	-	-	1,149,000	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 The Dylan Place culvert replacement and upsizing is to reduce flooding risk to neighborhood homes and replace aging infrastructure.

Link to Strategic Plan
 This project is identified in the Irish Buffalo Creek Master Plan.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Dylan Place Culvert	-	-	-	-	1,149,000	1,149,000
Total	-	-	-	-	\$1,149,000	\$1,149,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total	-	-	-	-	-	-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Stormwater	-	-	-	-	1,149,000	1,149,000
Total	-	-	-	-	\$1,149,000	\$1,149,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	7103	Total Projected Project Cost	\$500,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	500,000	-	-	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

The Stormwater Department recently went through a process to inventory and evaluate the condition of all metal culverts larger than 36 inches. This culvert has rust on the bottom of the culvert as well as voids developing around the culvert. This project will be a complete culvert replacement.

Link to Strategic Plan

Over the last few years, there have been emergency culvert projects that have been found and had to be taken care of immediately. This inventory and inspection process was done to find issues before the issues grew to become emergencies.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	500,000	-	-	-	500,000
Total	-	\$500,000	-	-	-	\$500,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Stormwater	-	500,000	-	-	-	500,000
Total	-	\$500,000	-	-	-	\$500,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	7103	Total Projected Project Cost	\$1,500,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	-	1,500,000	-	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

The Stormwater Department recently went through a process to inventory and evaluate the condition of all metal culverts larger than 36 inches. This culvert has rust on the bottom of the culvert, puncture holes throughout as well as deteriorated coating with corrosion. This culvert was flagged during the NCDOT bridge inspections. This project will be a complete culvert replacement.

Link to Strategic Plan

Over the last few years, there have been emergency culvert projects that have been found and had to be taken care of immediately. This inventory and inspection process was done to find issues before the issues grew to become emergencies.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	-	1,500,000	-	-	1,500,000
Total	-	-	\$1,500,000	-	-	\$1,500,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Stormwater	-	-	1,500,000	-	-	1,500,000
Total	-	-	\$1,500,000	-	-	\$1,500,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	7103	Total Projected Project Cost	\$1,500,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	-	-	1,500,000	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

The Stormwater Department recently went through a process to inventory and evaluate the condition of all metal culverts larger than 36 inches. This culvert has signs of corrosion throughout. This culvert was flagged during the NCDOT bridge inspections. This project will be a complete culvert replacement.

Link to Strategic Plan

Over the last few years, there have been emergency culvert projects that have been found and had to be taken care of immediately. This inventory and inspection process was done to find issues before the issues grew to become emergencies.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	-	-	1,500,000	-	1,500,000
Total	-	-	-	\$1,500,000	-	\$1,500,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Stormwater	-	-	-	1,500,000	-	1,500,000
Total	-	-	-	\$1,500,000	-	\$1,500,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	7103	Total Projected Project Cost	\$1,500,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	1,500,000	-	-	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 This culvert replacement and upsizing under Miramar Drive is to reduce flooding risk to neighborhood homes and replace aging infrastructure.

Link to Strategic Plan
 This project is identified in the Three Mile Branch Master Plan.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	1,500,000	-	-	-	1,500,000
Total	-	\$1,500,000	-	-	-	\$1,500,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Stormwater	-	1,500,000	-	-	-	1,500,000
Total	-	\$1,500,000	-	-	-	\$1,500,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	7103	Total Projected Project Cost	\$400,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
-	400,000	-	-	-	<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History
 The Stormwater Department recently went through a process to inventory and evaluate the condition of all metal culverts larger than 36 inches. This culvert has rust on the bottom of the culvert as well as erosion around the culvert. This project will be a complete culvert replacement.

Link to Strategic Plan
 Over the last few years, there have been emergency culvert projects that have been found and had to be taken care of immediately. This inventory and inspection process was done to find issues before the issues grew to become emergencies.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	-	400,000	-	-	-	400,000
Total	-	\$400,000	-	-	-	\$400,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Stormwater	-	400,000	-	-	-	400,000
Total	-	\$400,000	-	-	-	\$400,000

Maps, Charts, Tables, Photos

Budget Information						
Budget Unit	Water Resources Capital Projects		Budget Unit #	7103	Total Projected Project Cost	\$1,500,000
Strategic Plan Goal			Innovative & Sustainable Infrastructure		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	
750,000	750,000	-	-	-		

Project Overview

Description & Project History

The Stormwater Department recently went through a process to inventory and evaluate the condition of culverts and flagged this one for necessary repairs. This project will be a complete culvert replacement.

Link to Strategic Plan

Over the last few years, there have been emergency culvert projects that have been found and had to be taken care of immediately. This inventory and inspection process was done to find issues before the issues grew to become emergencies.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Infrastructure Upgrades	750,000	750,000	-	-	-	1,500,000
Total	\$750,000	\$750,000	-	-	-	\$1,500,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Stormwater	750,000	750,000	-	-	-	1,500,000
Total	\$750,000	\$750,000	-	-	-	\$1,500,000

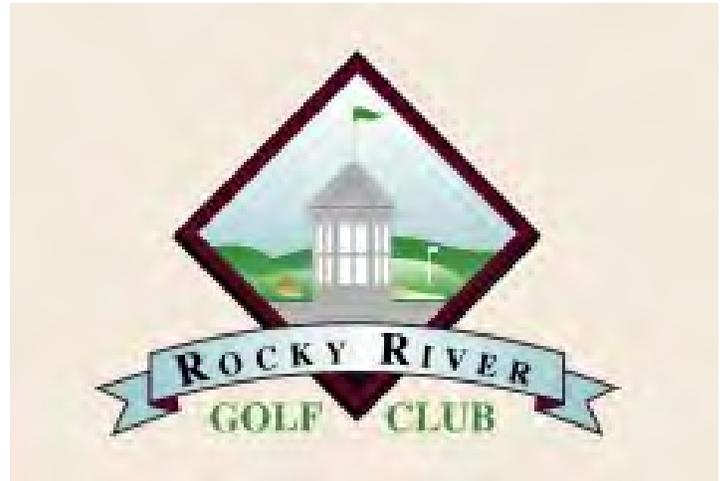
Maps, Charts, Tables, Photos

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	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Bunker Restoration	248,327	-	-	-	-
Total	\$ 248,327	\$ -	\$ -	\$ -	\$ -

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Transfer from Golf	248,327	-	-	-	-
Total	\$ 248,327	\$ -	\$ -	\$ -	\$ -



Budget Information						
Budget Unit	Golf Capital Projects		Budget Unit #	7550	Total Projected Project Cost	\$248,327
Strategic Plan Goal			Unique Places & Destinations		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New	
					<input checked="" type="checkbox"/> Replacement/Renovation/Expansion	
					<input type="checkbox"/> Land/ROW Required	
248,327	-	-	-	-		

Project Overview

Description & Project History

Reshape 2 bunkers into 1 at hole #12 and installing capillary concrete liners. Install capillary concrete liners on 2 fairway bunkers at hole #2, hole #3, hole #6. Install capillary concrete liners on 1 fairway bunker at hole #8 and #13. Renovating a total of 10 bunkers.

Link to Strategic Plan

Rocky River Golf Club strives to continually develop itself as a unique place and destination. Projects such as this allows the club to further strengthen it's infrastructure, while utilizing natural land features, in order to cement it's place at the premier golf destination in the Concord/Charlotte area.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Bunker Restor/Irrgtn Rprs	248,327	-	-	-	-	248,327
Total	\$248,327	-	-	-	-	\$248,327

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Transfer from Golf	248,327	-	-	-	-	248,327
Total	\$248,327	-	-	-	-	\$248,327

Maps, Charts, Tables, Photos

Fund 630: Transit Capital Projects

Transit projects are accounted for using this fund. It is comprised of the Transit Farebox/Local and the Transit Grant Expense budget units.

Expenses By Project	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Transit Facility: Parcel Acquisition & Facility Construction	-	-	-	50,000,000	-
Total	\$ -	\$ -	\$ -	\$ 50,000,000	\$ -

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Financing Proceeds	-	-	-	10,000,000	-
Future Grants	-	-	-	40,000,000	-
Total	\$ -	\$ -	\$ -	\$ 50,000,000	\$ -



CONNECTING COMMUNITY



Concord Kannapolis Area Transit

Budget Information						
Budget Unit	1 - Transit Farebox		Budget Unit #	7690	Total Projected Project Cost	\$50,000,000
Strategic Plan Goal			Safe & Connected City		Amount Appropriated To Date	\$0
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP	
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input checked="" type="checkbox"/> New	
-	-	-	50,000,000	-	<input type="checkbox"/> Replacement/Renovation/Expansion	
					<input checked="" type="checkbox"/> Land/ROW Required	

Project Overview

Description & Project History

The Rider Transit Operations and Maintenance Facility is leased by the service provider however, it does not fully satisfy current operational needs. The Operations and Maintenance facility is undersized to manage current fixed-route and paratransit fleet. The small footprint of current facilities limits customer accessibility as well as staff accessibility to onsite training, parking, fleet fueling, dispatch, reservations, and call center space. A larger facility on a larger acreage is recommended in order to accommodate existing service needs as well as potential consolidation needs going forward.

Consolidation Technical Memorandum #2 (Operating & Facilities Profile) Table 2-11 indicates that the site requirement is 8.1 Acres with a total of 46,600 in building square feet, and 129,920 square feet in exterior areas. With Setbacks and Landscaping, the total site requirement is 353,040 square feet.

Current staff estimate property acquisition and construction cost from \$30-\$50 million.

Link to Strategic Plan

Current Operations and Maintenance Facility is undersized and inefficient to effectively and safely serve current operations.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Design & Construction - Capital	-	-	-	50,000,000	-	50,000,000
Total	-	-	-	\$50,000,000	-	\$50,000,000

New or Additional Impacts to Operating Budgets

Type of Expenditure	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Total						-

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Financing Proceeds	-	-	-	10,000,000	-	10,000,000
Future Grants	-	-	-	40,000,000	-	40,000,000
Total	-	-	-	\$50,000,000	-	\$50,000,000

Maps, Charts, Tables, Photos

Fund 371: Housing Repositioning Fund

Public Housing Repositioning projects are accounted for using this fund. It is comprised of the Public Housing budget units.

Expenses By Project	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Wilkinson Repositioning (Phase 1)	-	11,190,055	-	-	-
Total	\$ -	\$ 11,190,055	\$ -	\$ -	\$ -

Revenues by Funding Source	2025-2026 Budget	2026-2027 Planning Yr.	2027-2028 Planning Yr.	2028-2029 Planning Yr.	2029-2030 Planning Yr.
Financing Proceeds	-	6,856,386	-	-	-
Federal Aid	-	850,000	-	-	-
Transfer from Capital Projects	-	1,436,769	-	-	-
Contributions	-	2,046,900	-	-	-
Total	\$ -	\$ 11,190,055	\$ -	\$ -	\$ -



Budget Information					
Budget Unit	Public Housing Capital Projects	Budget Unit #	3710	Total Projected Project Cost	\$13,527,435
Strategic Plan Goal		Economic Opportunities		Amount Appropriated To Date	\$2,337,380
Budget Year	Planning Year	Unappropriated Future Years			Type of CIP
Year 1 FY 2025-26	Year 2 FY 2026-27	Year 3 FY 2027-28	Year 4 FY 2028-29	Year 5 FY 2029-30	<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement/Renovation/Expansion <input type="checkbox"/> Land/ROW Required
-	11,190,055	-	-	-	

Project Overview

Description & Project History

This project will reposition Wilkinson Homes. The repositioning includes the demolition and reconstruction of 46 public housing units at Wilkinson. Additionally, the project includes the construction of an additional 95 affordable rental units. The Public Housing Department is partnering with We Build Concord to build 12 homeownership units.

Link to Strategic Plan

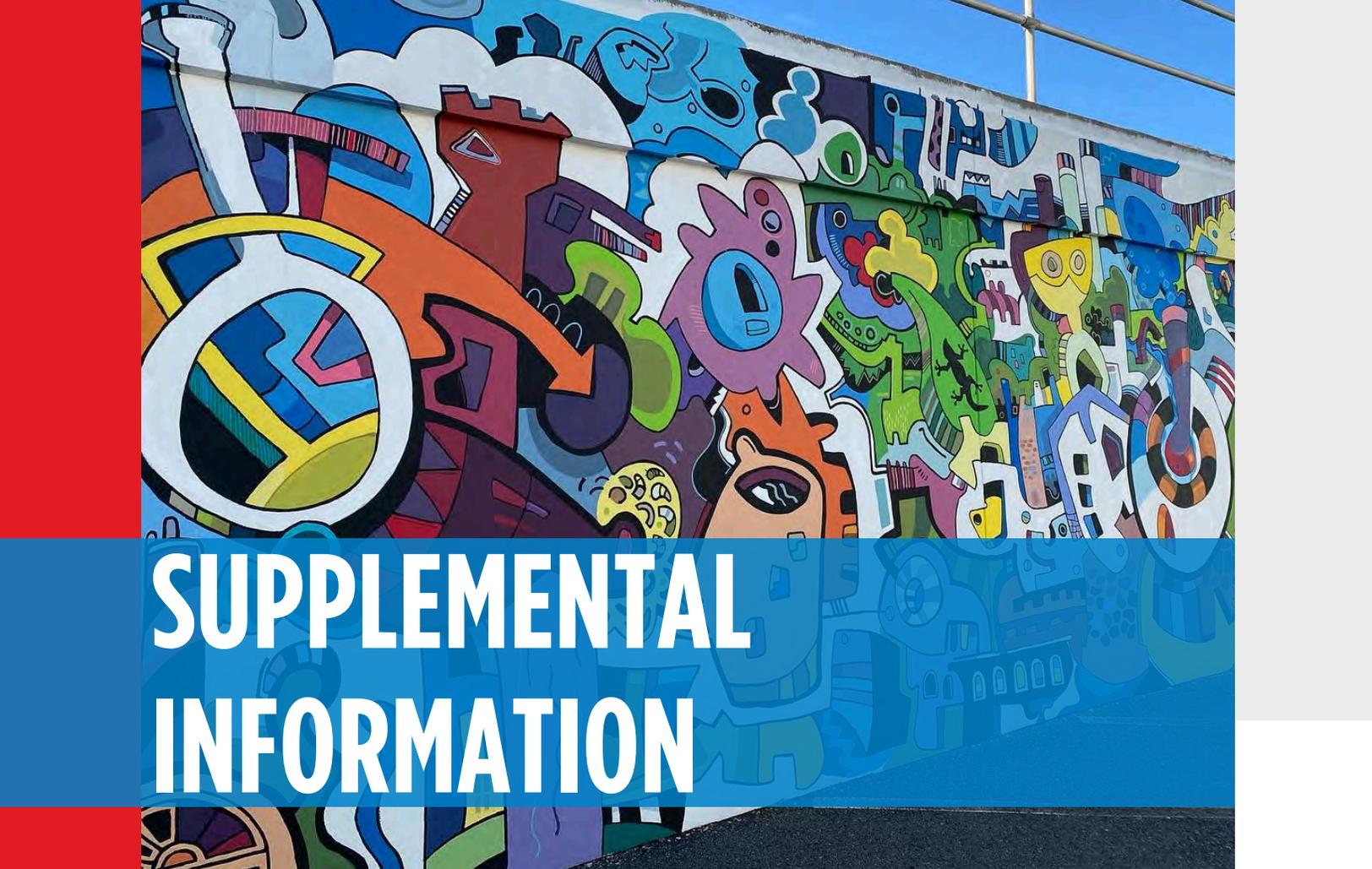
Goal 2: Create Economic Opportunities for Individuals and Businesses Strategy 2: Expand housing choices.

Capital Costs

Activity	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Design & Construction - Capital	-	11,190,055	-	-	-	11,190,055
Total	-	\$11,190,055	-	-	-	\$11,190,055

Method(s) of Financing

Funding Source(s)	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Total
Contributions	-	2,046,900	-	-	-	2,046,900
Federal Aid	-	850,000	-	-	-	850,000
Transfer from Capital Projects	-	1,436,769	-	-	-	1,436,769
Financing Proceeds	-	6,856,386	-	-	-	6,856,386
Total	-	\$11,190,055	-	-	-	\$11,190,055



SUPPLEMENTAL INFORMATION

SECTION CONTENTS



Policies

The City's policies for debt management, reserves, and capital projects



Glossary

An alphabetical list of terms and abbreviations 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*

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.

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.

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.

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 of 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 expenditure exceeds 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 can 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.

Strategic Plan: A document that outlines an organization's vision, goals, and the actions needed to achieve them.

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

AMI = Automated Metering Infrastructure
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
SCBA = Self-contained Breathing Apparatus
UDO = Unified Development Ordinance
WSACC = Water & Sewer Authority of Cabarrus County
WTP = Water Treatment Plant



RECOMMENDED

FEES, RATES, & CHARGES SCHEDULE

Effective July 1, 2025 unless otherwise noted. First applicable billing cycle applies for utilities.
Fees subject to change by City Council.

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Stormwater Services

Tax

Transit System - Concord/Kannapolis Rider

Transportation

Utility Billing & Collections

Water & Wastewater Utilities

Administrative			Changes
City Code			
Bound Copy	\$100.00	Per Copy	
Unbound Copy	\$75.00	Per Copy	
Renewal Subscription	\$20.00	Annually	
Consideration of Utility, Solid Waste, or Other Franchise Ordinance	\$500.00	Per Ordinance	
Laser Printer Copies / Photocopies			
1 - 10 Copies	Free		
11 or more Copies	\$0.25	Per photocopy or page printed	
A special service charge may be required for extensive information technology or personnel required to respond to a public records request. Such charge shall be based on cost incurred by the City in generating the particular response in accordance with N.C.G.S. § 132-6.2(b).			
Child Support Payroll Administrative Fee	\$2.00	Each	
Duplicate W-2s	\$5.00	Each	
Official Public Budget Document	\$50.00	Per Book	
Attorney's Fee	\$250.00	Per hour or reimbursement of contract actual cost	
Paralegal Fee	\$95.00	Per Hour	
Late Fee on Past Due Payments	\$5.00	Per Month	
Parking Deck Fee (Levels 2 - 4)	\$180.00	Per Fiscal Year (July 1 - June 30)	
Parking Deck Permit (City Employees Only)	Free	For First Permit Only	
Replacement Parking Deck Permit (City Employees Only)	\$10.00	Each	
Encroachment / Permit for Sidewalk Dining	\$175.00	Each	
Encroachment / Banner Attachment	\$15.00	Per banner	

Administrative			Changes
Payment by Credit Card	Varies	May be assessed a convenience fee by a third-party vendor for using this service.	
<p>Civil Penalty for Violating City Code, “(a)(1) Unless otherwise specifically provided, violation of any provision of this Code or any other city ordinance shall subject the offender to a civil penalty in the amount of \$500.00 or as specified in the then current Fees, Rates and Charges Schedule adopted as part of the City of Concord Annual Operating Budget; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated. (4) Except as otherwise specifically provided, each day’s continuing violation of any provision of this Code or any other city ordinance shall be a separate and distinct offense. (f)(3)(3) Any willful failure to pay any civil penalty imposed within this Code is a misdemeanor under N.C.G.S. § 14-4 and punishable by a fine of \$500.00 or 30 days in jail, or both.”</p> <p>Excerpts from Section 1.6, Code of Ordinances of the City of Concord.</p>			

Aviation			Changes
Daily Rates			
Category I Rates			
Single Engine Remain Over Night (RON)	\$17.00	Per Day	
Single Engine Ramp with Fuel Purchase of 10+ gallons	Waived	Per Operation	Changed RON to Ramp being waived with fuel purchase
Landing	\$7.00	Per Landing	Reduced from \$13
Ramp	\$20.00	Per Operation	New fee for FY26
Single Engine Hangar in Common (HIC)	\$57.00	Per Day	Increased from \$38
Single Engine Monthly HIC	\$306.00	Per Month	Increased from \$255
Category I: All Cessna 100/200 Series Models, Tripacer, Colt, Comanche, Cherokee, Pacer, Musketeer, Bonanza, Mooney, Rockwell Commander, Lance, Arrow, Cirrus SR20 and SR22, Saratoga, Diamond 20 and 40, Cub, Warrior, Tiger, Cheetah, Malibu and all light sport aircraft.			added/removed additional aircraft for clarification
Category II Rates			
Multi-Engine Piston RON	\$22.00	Per Day	
Multi-Engine Piston Ramp with Fuel Purchase of 25+ gallons	Waived	Per Operation	Changed RON to Ramp being waived with fuel purchase
Landing	\$10.00	Per Landing	Reduced from \$22
Ramp	\$30.00	Per Operation	New fee for FY26
Multi-Engine Piston HIC	\$66.00	Per Day	Increased from \$44
Multi-Engine Piston Monthly HIC	\$424.00	Per Month	Increased from \$353
Category II: All 300's/400's, Aztec, Apache, Navajo, Twin Comanche, Duke, Baron, Duchess, Seminole, Seneca, Aerostar, Diamond DA42 and DA62, T-28, and Twin Beech (B-18).			added/removed additional aircraft for clarification

Aviation			Changes
Category III Rates			
Twin Turbine RON	\$59.00	Per Day	Increased from \$38
Twin Turbine Ramp with Fuel Purchase of 80+ gallons	Waived	Per Operation	Changed RON to Ramp being waived with fuel purchase and increased the minimum fuel purchase from 50 gallons to 80 gallons
Landing	\$22.00	Per Landing	Reduced from \$55
Ramp	\$145.00	Per Operation	New fee for FY26
Twin Turbine HIC	\$125.00	Per Day	Increased from \$83
Twin Turbine Monthly HIC	\$763.00	Per Month	Increased from \$636
Category III: Kingair 90-350, Queenair, Aero Commander family, Cheyenne, Conquest, MU-2, Metroliner, Merlin, Caravan, Jetstream, TBM, Meridian, Piaggio Avanti, and Pilatus PC-12.			added/removed additional aircraft for clarification
Category IV Rates			
Light Jet RON	\$125.00	Per Day	Increased from \$83
Light Jet Ramp with Fuel Purchase of 150+ gallons	Waived	Per Operation	Changed RON to Ramp being waived with fuel purchase and increased the minimum fuel purchase from 100 gallons to 150 gallons
Landing	\$43.00	Per Landing	Reduced from \$83
Ramp	\$190.00	Per Operation	Increased from \$83
			Removed repeated line of ramp fee being waived with fuel purchase
Light Jet HIC	\$198.00	Per Day	Increased from \$132
Light Jet Monthly HIC	\$906.00	Per Month	Increased from \$755
Category IV: Lear 35-65, Citation Mustang, Encore, CJ1-4, Westwind, Falcon 10, Premier, Beach 1900, Beachjet 400, Hawker 700, Hawker 800, Hawker 1000, Pilatus Jet, HondaJet, CirrusJet, and Phenom 100, 300.			added/removed additional aircraft for clarification

Aviation			Changes
Category V Rates			
Medium Jet RON	\$180.00	Per Day	Increased from \$120
			Removed repeated line of ramp fee being waived with fuel purchase
Medium Jet Landing	\$73.00	Per Landing	Reduced from \$126
Medium Jet Ramp	\$275.00	Per Operation	Increased from \$120
Medium Jet Ramp with Fuel Purchase of 275+ gallons	Waived	Per Operation	Increased the minimum fuel purchase from 200 gallons to 275 gallons
Medium Jet HIC	\$288.00	Per Day	Increased from \$192
Medium Jet Monthly HIC	\$1,674.00	Per Month	Increased from \$1,395
Category V: Citation Sovereign, Excel, Latitude, Longitude, X, XLS, Embraer Lineage, Falcon 20, 50, 200, 900, 2000, G-150, 200, 280, B1900, DC-3, DH-8, Shorts 360, SAAB 340, Challenger, Twin Otter, Pilatus PC-24, Challenger 601, Challenger 604, EMB 120.			added/removed additional aircraft for clarification
Category VI Rates			
Large Jet RON	\$247.00	Per Day	Increased from \$165
			Removed repeated line of ramp fee being waived with fuel purchase
Large Jet Landing (Sum of both fees)	\$220.00	Minimum Charge Per Landing	Removed "(Less Than 88,000 LBS gross landing weight)"
	\$2.50	Per 1,000 LBS gross landing weight	Removed "(Greater Than 88,000 LBS gross landing weight)"
Large Jet Ramp	\$375.00	Per Operation	Increased from \$165
Large Jet Ramp with Fuel Purchase of 400+ gallons	Waived	Per Operation	Increased the minimum fuel purchase from 300 gallons to 400 gallons
Large Jet HIC	\$495.00	Per Day	Increased from \$330
Large Jet Monthly HIC	\$2,040.00	Per Month	Changed from negotiated rate
Category VI: ERJ 135, 145, ATR 42, Gulfstream GIII-G700, Global Express, CRJ 200-900, Falcon 7X and SAAB 2000.			added/removed additional aircraft for clarification

Aviation			Changes
Category VII Rates			New category for FY26
Heavy Jet RON	\$405.00	Per Day	New fee for FY26
Heavy Jet Landing (Sum of both fees)	\$250.00	Minimum Charge Per Landing	New fee for FY26
	\$2.50	Per 1,000 LBS gross landing weight	New fee for FY26
Heavy Jet Ramp	\$700.00	Per Operation	New fee for FY26
Heavy Jet Ramp with Fuel Purchase of 550+ gallons	Waived	Per Landing	New fee for FY26
Heavy Jet HIC	Negotiated	Per Day	New fee for FY26
Heavy Jet Monthly HIC	Negotiated	Per Month	New fee for FY26
Category VII: DC-8, DC-9, 727, 737, A320 family, BAC1-11, Convair 440, 640, 580, and MD80.			New fee for FY26
Helicopter Rates			
Helicopter RON	\$27.00	Per Day	
Helicopter Ramp with Fuel Purchase of 25+ gallons	Waived	Per Day	Changed RON to Ramp being waived with fuel purchase and increased the minimum fuel purchase to 25 gallons from 10 gallons
Helicopter Landing	\$10.00	Per Landing	Reduced from \$27
Helicopter Ramp	\$35.00	Per Operation	New fee for FY26
Helicopter HIC	\$115.00	Per Day	Increased to \$115 from \$83
Helicopter Monthly HIC	\$450.00	Per Month	Combined all helicopters to one monthly rate of \$450, was \$300 and \$375 separated
			Combined all helicopters to one monthly rate of \$450
Aircraft registered and paying tax in the City of Concord, but not based at CPRA, will receive based tenant landing/ramp fees and fuel discount.			
Ground Handling Fees			
A320 or 737-400/700/800	\$3,000.00	Per Operation	Increased from \$2,000
CRJ / Saab / Global	\$1,000.00	Per Operation	"Per Operation"

Aviation			Changes
T-Hangar Fees			Removed T-Hangar fees
			Removed T-Hangar fees
			Removed T-Hangar fees
			Removed T-Hangar fees
Monthly Rates			
Open Tie-Down			
Category I - Small	\$89.00	Per Month	Increased from \$80
Category II - Medium	\$126.00	Per Month	Increased from \$105
Category III - Large	\$210.00	Per Month	Increased from \$175
Category IV and higher - Other	Negotiated	Per Month	Changed to Negotiated and included all categories higher
			Removed Category V and VI to combine with Category IV
T-Hangars			
T-10	\$336.00	Per Month	Increased from \$280
T-40	\$372.00	Per Month	Increased from \$310
T-50	\$498.00	Per Month	Increased from \$415
Other Monthly Rates			
Terminal Office Space	\$1.60	Per Month per Square Foot	
HIC Office Space	\$1.55	Per Month per Square Foot	
Modular Building Office Space	\$1.50	Per Month per Square Foot	
Terminal Counter Space (Sum of Both Rates)	\$200.00	Per Month	
	Negotiated	Percentage of Gross	
Terminal General Merchandise (Sum of Both Rates)	Negotiated	Per Month	
	Negotiated	Percentage of Gross	
Mailbox Rental	\$22.00	Per Month	
Advertising Agency Fee	Negotiated	Per Month	
Lobby Advertising	Negotiated	Per Month	
Ground Lease	\$0.50	Per Year per Square Foot	Increased from \$.35 and updated the monthly to yearly time frame

Aviation			Changes
Privilege / Operating Fees			
ALL COMMERCIAL AERONAUTICAL OPERATORS MUST ALSO HAVE A WRITTEN AGREEMENT WITH THE CITY OF CONCORD			
Fixed Base Operation			
Full Service (Excluding Fueling)	\$2,200.00	Per Month	
Aircraft Airframe / Engine Maintenance	\$385.00	Per Month	
Specialized Repair (i.e., Avionics)	\$385.00	Per Month	
Aircraft Charter & Air Taxi	\$385.00	Per Month	
Air Cargo	\$275.00	Per Month	
Flight Training	\$360.00	Per Month	
Ground Classroom or Sim. Training	\$360.00	Per Month	
Banner Tow / Aerial Advertising (Daily)	\$55.00	Per Day	
Banner Tow / Aerial Advertising (Per Banner)	\$27.00	Per Banner	
Aircraft Management / Fractional	\$330.00	Per Month	
Pilot Check Ride	\$55.00	Per Month	
Aircraft Sales	\$330.00	Per Month	
Aircraft Cleaning (3 Rate Options)	\$55.00	Per Day	
	\$330.00	Per Month	
	10%	Of Gross Revenue	
Medical Services (Physicals)	\$110.00	Per Month	
Pilot Services	\$330.00	Per Month	
Aircraft Rental	\$330.00	Per Month	
Aircraft Ground Services	\$330.00	Per Month	
Aerial Photography	\$250.00	Per Month	
Sightseeing Flights	\$110.00	Per Month	
Other Privilege / Operating Fees	Negotiated	Per Month	
Non-Based Operations (No Based Aircraft or Office Space Lease)			
Non-Based Operations (No Based Aircraft or Office Space Lease)	\$440.00	Per Month Minimum Charge. Actual fee negotiated after review of proposed operations.	

Aviation			Changes
Miscellaneous Fees			
Commercial Aircraft Terminal Fee	\$350.00	Per Operation	Increased to \$350 from \$330
Commercial Aircraft Ramp Fee	\$400.00	Per Aircraft Arrival	Increased to \$400 from \$385
Gate Management Program Policy - Second Offense Penalty	\$2,000.00	Per unapproved arrival or departure	
Gate Management Program Policy - Third Offense Penalty	\$3,500.00	Per unapproved arrival or departure	
Baggage Handling Fee			Removed fee
Aircraft Tow			
Category I & Category II	\$11.00	Per Operation	
Category III & Category IV	\$15.00	Per Operation	
Category V	\$22.00	Per Operation	
			Removed "Exclusively Leased or Private Owned Hangar Aircraft Tow"
			Removed "Exclusively Leased or Private Owned Hangar Aircraft Tow"
			Removed "Exclusively Leased or Private Owned Hangar Aircraft Tow"
			Removed "Exclusively Leased or Private Owned Hangar Aircraft Tow"
Ground Power Unit	\$50.00	Engine Start Only	Increased from \$17
	\$75.00	Per Hour of Continuous Use	Increased from \$11 and changed from per 15 min. to per hour; also changed the name from "Auxiliary" to "Ground"
Wash Rack (Single Engine)	\$11.00	Per Use	
Wash Rack (Twin Engine)	\$17.00	Per Use	
Self-Maintenance Hangar	\$6.00	Per Hour - Reservations Required Aviation Director approval required if more than 24 continuous hours.	
Lavatory Service	\$100.00	Per Operation	Increased from \$70

Aviation			Changes
De-icing Service	Varies	Per de-icing policy of minimum margin as set in budget	Changed from a set charge to a per policy charge
T-Hangar Cleaning	\$83.00	Per Operation	
Corporate Hangar Stacking/Towing Fee	\$1,000.00	Per Month	
Defueling Cart	\$17.00	Per Day (No Charge for First Day Use)	
Aircraft Defueling	\$275.00	Per Operation	
Re-coring tenant locks on T-Hangars (Lost Keys)	\$83.00	Per Instance	
Extra Keys	\$6.00	Per Key	
Helicopter Platforms	\$11.00	Per Day	
	\$83.00	Per Month	
Blimp Mooring	\$110.00	Per Day	
Commercial Helicopter Shuttle	\$55.00	Per Trip	
	\$110.00	Per Day per Helicopter	
Terminal Admin Conference Room - Includes Coffee Service			
Full Room - Can Accommodate 24 People	\$250.00	Per Full Day	
	\$125.00	Per Half Day	
Half Room - Can Accommodate 12 People	\$133.00	Per Full Day	
	\$83.00	Per Half Day	
Terminal Small Conference Room			
Full Day	\$83.00	Per Full Day	
Half Day	\$55.00	Per Half Day	
Airline Terminal Overnight Fee	\$150.00	Per Night	
Catering Delivery	10%	Surcharge added to the retail price of catering order	
Catering Pick-Up	\$30.00	Per Pick-Up	Increased from \$27
Escorting Fee	\$85.00	Per Hour	
Set Up Fee	\$165.00	Per Instance	
Clean Up Fee	\$165.00	Per Instance	
Hangar Rental for Special Events	\$1,650.00	Per Day	
Special Event Site Fee	\$550.00	Per Day	
Video Conferencing	\$55.00	Per Hour	
Xerox Copies	\$0.30	Per Page	
Fax Service	\$1.10	Per Page (Local)	
	\$2.20	Per Page (Long-Distance)	
Notary Public	\$5.00	Per Document	
Audio / Visual Rental	\$22.00	Per Day	

Aviation			Changes
Off-Site Rent-a-Car Pick-Up / Drop-Off	Negotiated	Monthly Rate of at least \$550.00 and/or % of gross	Changed "Per Day Rate" to "Monthly Rate"
Limousine	\$55.00	Per Car per Month	
Shuttle Bus	\$55.00	Per Car per Month	
Taxi Cab	\$55.00	Per Car per Month	
Rideshare (Uber, Lyft, etc.)	\$1.85	Per Trip	Increased from \$1.65
Annual Operating Decal Fee for all Limousine, Taxi Cab, Shuttle Bus companies (Fee is for unscheduled carrier)	\$55.00	Per Year	
City Assistance (Includes administrative research, document preparation, site escorts, and event help)	\$30.00	Per Hour Minimum	Increased from \$27
Aircraft Debris Removal (Accident)	\$300.00	Per Hour	
Loss Revenue (Accident)	Negotiated	Per Instance	
Outside Vendor	Negotiated	Set Fee or % of Gross	
Office Janitorial Service (Vacuum, Dust, and Trash Disposal)	\$110.00	Per Month	
Vacuum Rental	\$22.00	Per Instance	
Fuel and Oil	Varies	Per Fuel Policy of Minimum Margin as set in Budget	
Self-Fueling Flowage Charges	Varies	Determined by a Study of Airport Expenses	
Terminal Lots Parking	Free	First Hour for Pickups & Dropoffs Only	
	\$14.00	Per Day per Vehicle (if longer than 1 hour)	
Lost Parking Ticket Fee	\$100.00	Per Ticket	
Overflow Lot Parking Fee	\$12.00	Per Day per Vehicle	
Remote Parking Shuttle	\$5.00	Per Passenger (Round Trip)	
Rental Vehicle Facility Fee	\$6.00	Per Day per Transaction	
Concessions	Negotiated	Set Fee or % of Gross	

Aviation			Changes
Badging / Security Processing Fees			
Airport ID Badge Fee (Initial & Renewal)	\$40.00	Per Badge	Increased from \$30
Airport Flight School Student ID Badge Fee	\$20.00	Per Badge	Changed to "Per badge"
Lost or Damaged Badge Fee	\$25.00	Per Instance	
Expired Badge Renewal Fee	\$50.00	Per Badge	
Badge Reactivation Fee	\$20.00	First Offense	
	\$10.00	Subsequent Offense(s)	
			Removed "Airport Proximity Access Card Fee" and combined in the ID badge fee
CHRC Processing for SIDA Badges	\$60.00	Initial Processing	Increased from \$50
CHRC Processing for SIDA Badges	\$50.00	Renewal	separated initial and renewal costs
Digital Fingerprinting	\$10.00	Per Instance	
AOA Vehicle Inspection / Decal Fee	\$12.00	Per Year	
Penalties for Non-Return of ID Card			
A \$250.00 fee will be charged per badge against any Employer / Sponsor who fails to collect a Concord-Padgett Regional Airport SIDA card from an employee or contractor that is no longer employed or working in the airport.	\$250.00	Per Badge	
A \$250.00 fee will be charged per badge against any Employer / Sponsor who fails to collect a Concord-Padgett Regional Airport ID (Non-SIDA) card from an employee, aircraft owner, or contractor that is no longer employed or working at the airport.	\$250.00	Per Badge	

Aviation		Changes
Financial Policies		
Late Charge	A late charge of 1 ½ percent is charged on all unpaid balances. A late fee applies if payment is not paid by the 26th day, in accordance with City of Concord Policy.	
Security Deposits	All hangar rentals are required to deposit an amount equal to one month's rental.	
On Account (Monthly Fuel Billing)	All Customers wishing to bill fuel on account must sign a "Guarantee of Payment" and complete a "City of Concord Padgett Regional Airport Credit Application." Only those customers having satisfactory credit rating are allowed to bill fuel on account.	
Partial Payment Application	Partial payments are applied first to the oldest invoices or any delinquent charges first, unless otherwise specified. Customer is responsible for remaining past due amounts and is subject to any liens or lease termination per Aircraft Storage Permit.	
Check Cashing	Checks are not accepted for accounts terminated due to non-payment and/or returned checks. No third-party checks will be cashed.	
Returned Check Charge	There is a \$ 25.00 service charge for returned checks. It is the City of Concord's Policy to process Non-sufficient Funds (NSF) checks twice before being returned from the bank. If the City receives two (2) NSF checks in a sixty-day (60) period, accounts are placed on and marked "CASH-ONLY" for a one (1) year period. "CASH-ONLY" status is reviewed after one year.	
Credit Card Processing Fees	Credit Card Processing Fee for customers will be 3% charged on total credit card receipts.	

Cemeteries			Changes
Burial Options			
Oakwood Cemetery			
Traditional In-Ground Burial Plots	Sold Out	Sold Out	
Columbarium Niche for Inurnment of Cremains	\$1,500.00	Per Burial (Resident Rate)	
	\$1,800.00	Per Burial (Non-Resident Rate)	
Rutherford Cemetery (Single Lot: 4ft. by 10ft.)			
Traditional In-Ground Burial Plots	\$350.00	Per Burial (Resident Rate)	
	\$500.00	Per Burial (Non-Resident Rate)	
In-Ground Burial Plots for Cremains	\$300.00	Per Burial (Resident Rate)	
	\$400.00	Per Burial (Non-Resident Rate)	
West Concord Cemetery (Single Lot: 5ft. by 10ft.)			
Traditional In-Ground Burial Plots	\$450.00	Per Burial (Resident Rate)	
	\$600.00	Per Burial (Non-Resident Rate)	
In-Ground Burial Plots for Cremains	\$300.00	Per Burial (Resident Rate)	
	\$400.00	Per Burial (Non-Resident Rate)	
Other Burial Fees			
Additional Preparation Fee for Oversized Burial Vaults	\$200.00	Per Instance	
Opening & Closing Fees for All Cemeteries			
Weekdays Before 3:00 pm			
Traditional In-Ground Burial	\$525.00	Per Burial	
In-Ground Burial of Cremains	\$350.00	Per Burial	
In-Ground Burial of Infant (Site Preparation of up to 3ft.)	\$300.00	Per Burial	
Inurnment of Cremains in Columbarium	\$100.00	Per Burial	
Weekdays After 3:00 pm			
Traditional In-Ground Burial	\$625.00	Per Burial	
In-Ground Burial of Cremains	\$450.00	Per Burial	
In-Ground Burial of Infant (Site Preparation of up to 3ft.)	\$400.00	Per Burial	
Inurnment of Cremains in Columbarium	\$100.00	Per Burial	

Cemeteries			Changes
Weekends & Holidays			
Traditional In-Ground Burial	\$1,400.00	Per Burial	
In-Ground Burial of Cremains	\$750.00	Per Burial	
In-Ground Burial of Infant (Site Preparation of up to 3ft.)	\$750.00	Per Burial	
Inurnment of Cremains in Columbarium	\$150.00	Per Burial	
Additional Information			
<p>Oversized Burial Vaults: Oversized burial vaults containing oversized coffins require a minimum burial lot size of 5' x 10'. Burial lots measuring 4' x 10' will require the purchase of a second lot to accommodate an oversized vault containing an oversized coffin.</p>			
<p>Scheduling of Burials: Burial or inurnment services are not available on Thanksgiving day, Christmas day, New Year's day or Easter Sunday as the Cemeteries will be closed in observance of the Holidays. Graveside services can be scheduled up to 3:00pm weekdays and 3:00pm on weekends and holidays.</p>			
<p>Lot Marking Timeframe: All lots must be marked within a year from the date of burial.</p>			

Electric	Changes									
Rebates Offered										
Residential High Efficiency Electric Heat Pump Rebate Program										
<p>The City offers a \$400.00 rebate to residential customers who install a new or replace an existing heating/air conditioning system with a high efficiency electric heat pump with a 16.0 SEER or 15.2 SEER2 of greater. For information on how to qualify for this rebate, contact the City's Electric Department at 704-920-5303.</p>	<p>Added words: with a 16.0 SEER or 15.2 SEER2 of greater</p>									
Riders to the Electric Rate										
<p>The City Manager is authorized to approve periodic adjustments to the Purchase Power Adjustment, the Renewable Energy and Energy Efficiency Portfolio Standard Rider (REPS), and the Renewable Energy Generation Rider when such adjustments are received from the City's wholesale energy provider(s).</p>	<p>Correct from Portfolio Standard Renewable Energy Rider (REPS) to Renewable Energy and Energy Efficiency Portfolio Standard Rider (REPS).</p>									
Purchase Power Adjustment Rider										
<p>The City reserves the right to charge a Purchase Power Adjustment at such time as the average cost of purchased power to the City deviates from the base cost of purchased power used in the design of the City's rate schedules and/or rider. This rider applies across all rate categories.</p>										
Renewable Energy and Energy Efficiency Portfolio Standard Rider (REPS)										
<p>Service supplied to the City's retail customers is subject to a REPS monthly charge applied to each customer agreement for service on a residential, general service, or industrial service rate schedule. This charge is adjusted annually, pursuant to N.C.G.S. § 62-133.8 and North Carolina Utilities Commission Rate R8-67. This Rider is applicable to all rate categories with exception to agreements for the City's outdoor lighting rate schedules OL, PL, or FL, and shall not apply to electric service(s) that are auxiliary to another contract between the City and the customer. An auxiliary service is defined as a non-demand metered non-residential service for the same customer at the same location.</p> <p>The North Carolina Utilities Commission has ordered effective for service rendered on or after September 1, 2009 that a REPS Monthly charge be included in the customer's bill. The current rates are as follows:</p>	<p>Correct title from Portfolio Standard Renewable Energy Rider (REPS) to Renewable Energy and Energy Efficiency Portfolio Standard Rider (REPS). Correct "supplies" to "supplied".</p>									
<table border="1"> <tr> <td>Residential Service Agreements</td> <td>\$0.98</td> <td>Per Month</td> </tr> <tr> <td>General Service Agreements</td> <td>\$3.79</td> <td>Per Month</td> </tr> <tr> <td>Industrial Service Agreements</td> <td>\$15.21</td> <td>Per Month</td> </tr> </table>	Residential Service Agreements	\$0.98	Per Month	General Service Agreements	\$3.79	Per Month	Industrial Service Agreements	\$15.21	Per Month	
Residential Service Agreements	\$0.98	Per Month								
General Service Agreements	\$3.79	Per Month								
Industrial Service Agreements	\$15.21	Per Month								
<table border="1"> <tr> <td colspan="2"></td> <td>Removed Extra Facilities Charge Rider</td> </tr> </table>				Removed Extra Facilities Charge Rider						
		Removed Extra Facilities Charge Rider								

Electric	Changes	
<p>Economic Development Rider</p> <p>This Rider is available only at the option and approval by the City Council to nonresidential establishments receiving service from the City under Schedules 5-G, 6-GA, 7-I, or TOU.</p> <p>This Rider is available for load associated with initial permanent service to new establishments, or new customers in existing establishments who make application to the City for Service under this Rider, and the City approves such application after 2003. The New Load applicable under this Rider must be a minimum of 300 KW with a load factor of 55% or greater at one delivery point. To qualify for Service under this rider, the customer must meet the qualifications under A. or B. below:</p> <p>A. The Customer employ an additional workforce in the City's service area. Employment additions must occur following the City's approval for service under this Rider.</p> <p>B. The Customer's New Load must result in capital investment. Provided that such investment is accompanied a net increase in full time equivalent employees employed by the customer in the City's service area. The capital investment must occur following the City's approval for service under this rider.</p>	<p>Changed Manager to Council. Removed and added language for this Rider.</p>	
<p>Application of Credit for the Economic Development Rider</p> <p>Beginning with the Operational Date, a credit based on the percentages below will be applied to the total bill for the New Load contracted for under this Rider, calculated on the applicable rate schedule, including the Basic Facilities, Demand Charge, Energy Charge, or Minimum Bill excluding other applicable Riders, and excluding extra Facilities Charges.</p> <p>20% - Months 1 - 12 15% - Months 13 - 24 10% - Months 25 - 36 5% - Months 37 - 48 0% - After Month 48</p>		
<p>Renewable Energy Generation Rider - 01</p> <p>Upon completion and the City's acceptance of an Interconnection Agreement and Purchase Power Agreement, this schedule is available for electrical energy supplied by Eligible Qualifying Facilities located in the City of Concord, North Carolina service territory which have non-hydroelectric qualifying facilities fueled by trash or methane derived from landfills, hog waste, poultry waste, solar, wind, and non-animal forms of biomass which are interconnected directly with the City's system and which are qualifying facilities as defined by the Federal Energy Regulatory Commission pursuant to Section 210 of the Public Utility Regulatory Policies Act of 1978.</p>	<p>Added - 01 to the title.</p>	
<p>Renewable Energy Generation Rider Rates¹</p>		
<p>Residential Rate Classes - Administrative Charge</p>	<p>\$18.00 Per Month</p>	<p>Increased from \$15</p>
<p>Commercial Rate Classes - Administrative Charge</p>	<p>\$49.00 Per Month</p>	<p>Increased from \$38</p>

Electric			Changes
All kWh production	\$0.05943	Per kWh	Decreased from \$0.0601
¹ Unless otherwise specified in the City's contract with the Customer, payment of credits under this Schedule do not convey to the City the right to renewable energy credits (RECs) associated with the energy delivered to the City by the Customer.			
Renewable Energy Generator Application Fees A non-refundable processing fee must accompany the Interconnection Request Application.			Removed language around application fees.
Small Inverter Process: A request to interconnect a certified inverter-based Generating Facility no larger than 20kW for residential and no larger than 100kW for non-residential.			
Residential Small Inverter Application Fee	\$100.00	Per Application	
Non-residential Small Inverter Application Fee	\$250.00	Per Application	
Fast Track Process: A request to interconnect a certified Generating Facility no larger than 2 MW, which meets the Fast Track Process Criteria.			
Generating Facilities Larger than 20kW but no larger than 100kW	\$250.00	Per Request	
Generating Facilities Larger than 100kW but no larger than 2MW	\$500.00	Per Request	
Study Process: A request to interconnect a certified Generating Facility that does not meet the criteria for the Fast Track Process or is larger than 2 MW. The City will provide an estimate of the Study Process Fees once it receives and reviews a completed Interconnection Request form.			
Study Deposit	\$1,000.00	Per Study	
Change in Ownership of a Renewable Generator Application Fee (non-refundable)	\$50.00	Per Application	
Residential Rates			
Unless otherwise noted under each rate schedule, all categories under Residential Rates are subject to a Purchase Power Adjustment and an Extra Facilities Charge as outlined below:			New note.
Purchase Power Adjustment: The City's Purchase Power Adjustment Rider is applicable to all service supplies under all rate schedules.			New note.
Extra Facilities Charge: A monthly "Extra Facilities Charge" equal to 1.7% of the installed cost of extra facilities necessary for service required under this schedule, but not less than \$25, shall be billed to the Customer in addition to the bill under the appropriate rate schedule, when applicable.			New note.

Electric			Changes
Residential Service RS			Removed ()
<p>Availability: This schedule is available only to customers dwelling in residences, condominiums, mobile homes, or individually metered apartments which provide independent and permanent facilities complete for living, sleeping, eating, cooking, and sanitation.</p> <p>This schedule is also applicable to detached garages, barns, or other structures that are separately metered (require an auxiliary/secondary meter) and are primarily used for residential purposes. These structures are located on the same premise as the separate residential dwelling unit and may be served under this applicable Residential Service Schedule as of July 01, 2024.</p>			
<p>The auxiliary/secondary meter is limited to a kilowatt demand of 15 kW or less:</p> <p>a) If demand exceeds 15 kW at least twice in any twelve (12) consecutive month period, the customer (auxiliary/secondary meter) will be moved to the applicable General Service schedule.</p> <p>b) If demand exceeds 30 kW at least once in any twelve (12) consecutive month period, the customer (auxiliary/secondary meter) will be moved to the applicable General Service schedule.</p>			
Basic Charges	\$18.00	Per Month	Increased from \$15
Energy Charge for the first 350 kWh	\$0.098053	Per kWh	Decreased from \$0.100894
Energy Charge for more than 350 kWh	\$0.098053	Per kWh	Decreased from \$0.100894
<p>For customers receiving Supplemental Security Income (SSI) under the program administered by the Social Security Administration and who are blind, disabled, or 65 years of age or over, the rate for the first 350 kWh used per month shall be 8.3677¢ per kWh. The present maximum discount to customers being served under this provision is \$5.00 per month.</p>			<p>Added "under the program administered by the Social Security Administration"</p> <p>Decreased from 8.6608¢</p>
Residential Service RE Electric Water Heating and Space Conditioning			Removed ()
<p>Availability: Available only to customers dwelling in residences, condominiums, mobile homes, or individually metered apartments that provide independent and permanent facilities for living, sleeping, eating, cooking, and sanitation. In addition, all energy required for water heating, cooking, clothes drying, and environmental space conditioning must be supplied electrically, and all electric energy used in such dwelling must be recorded through a single meter.</p>			Removed: This rate is
Basic Charges	\$18.00	Per Month	Increased from \$15
Energy Charges for the first 350 kWh (July - October)	\$0.098053	Per kWh	Decreased from \$0.100894
Energy Charges for more than 350 kWh (July - October)	\$0.098053	Per kWh	Decreased from \$0.100894
Energy Charges for the first 350 kWh (November - June)	\$0.098053	Per kWh	Decreased from \$0.100894
Energy Charges for more than 350 kWh (November - June)	\$0.091862	Per kWh	Decreased from \$0.095243
<p>For customers receiving Supplemental Security Income (SSI) under the program administered by the Social Security Administration and who are blind, disabled, or 65 years of age or over, the rate for the first 350 kWh used per month shall be 8.3677¢ per kWh. The present maximum discount to customers being served under this provision is \$5.00 per month.</p>			<p>Added "under the program administered by the Social Security Administration"</p> <p>Decreased from 8.6608¢</p>

Electric			Changes								
Residential Service Energy Star ES			Removed ()								
<p>Availability: Available only to customers dwelling in residences, condominiums, mobile homes, or individually metered apartments that provide independent and permanent facilities complete for living, sleeping, eating, cooking, and sanitation, and are certified to meet the standards of the Energy Star program of the United States Department of Energy and Environmental Protection Agency.</p> <p>To qualify for service under this Schedule, compliance with the Energy Star standards must be verified by a third-party independent Home Energy Rating System (HERS) rater working for an approved HERS provider. See Chapter 59, Section 48 of the City Code of Ordinance for qualification guidelines.</p>			Formatted note								
<p>Standard Rate: The Standard rate below is applicable to residences where the Energy Star standards are met, irrespective of the source of energy used for water heating or environmental space conditioning.</p>			Replaced "above" with "below"								
Basic Facilities Charge	\$18.00	Per Month	Increased from \$15								
Energy Charges for the first 350 kWh (July - October)	\$0.098053	Per kWh	Decreased from \$0.100894								
Energy Charges for more than 350 kWh (July - October)	\$0.095770	Per kWh	Decreased from \$0.098965								
Energy Charges for the first 350 kWh (November - June)	\$0.098053	Per kWh	Decreased from \$0.100894								
Energy Charges for more than 350 kWh (November - June)	\$0.095770	Per kWh	Decreased from \$0.098965								
<p>All-Electric Rate: The All-Electric rate below is applicable to residences where the Energy Star standards are met and all energy required for all water heating, cooking, clothes drying, and environmental space conditioning is supplied electrically, except that which may be supplied by non-fossil sources such as solar.</p>			Added: The. Replaced above with below								
<p>1. Water heaters shall be of the automatic insulated storage type, of not less than 30-gallon capacity and may be equipped with only a lower element or with a lower element and an upper element.</p>			New note.								
<p>2. Water heaters having only a lower element may have wattages up to but not exceeding the wattages shown below for various tank capacities.</p>			New note.								
<table border="0"> <thead> <tr> <th>Tank Capacity in Gallons</th> <th>Maximum Single Element Wattage</th> </tr> </thead> <tbody> <tr> <td>30 – 49</td> <td>4500</td> </tr> <tr> <td>50 – 119</td> <td>5500</td> </tr> <tr> <td>120 and Larger</td> <td>Special Approval</td> </tr> </tbody> </table>			Tank Capacity in Gallons	Maximum Single Element Wattage	30 – 49	4500	50 – 119	5500	120 and Larger	Special Approval	New note.
Tank Capacity in Gallons	Maximum Single Element Wattage										
30 – 49	4500										
50 – 119	5500										
120 and Larger	Special Approval										
<p>3. The total wattage of the elements in a water heater with a lower element and an upper element may not exceed the specific wattages above unless the water heater has interlocking thermostats to prevent simultaneous operation of the two elements such that the maximum wattage is not exceeded during operation.</p>			New note.								
Basic Facilities Charge	\$18.00	Per Month	Increased from \$15								
Energy Charges for the first 350 kWh (July - October)	\$0.098053	Per kWh	Decreased from \$0.100894								
Energy Charges for more than 350 kWh (July - October)	\$0.095770	Per kWh	Decreased from \$0.098965								
Energy Charges for the first 350 kWh (November - June)	\$0.098053	Per kWh	Decreased from \$0.100894								
Energy Charges for more than 350 kWh (November - June)	\$0.090750	Per kWh	Decreased from \$0.092815								

Electric			Changes
Outdoor, Street, and Traffic Signal Lighting Rates			
Outdoor Lighting Service OL - Rental			Removed ()
Availability: This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.			
Rates for Existing Wooden Poles			
3,500 - 6,000 LED Lumens	\$8.20	Per Month	
6,001 - 7,500 LED Lumens	\$9.25	Per Month	
7,501 - 9,300 LED Lumens	\$9.90	Per Month	
9,301 - 18,200 LED Lumens	\$10.85	Per Month	
18,201 - 22,000 LED Lumens	\$11.55	Per Month	
22,001 - 36,000 LED Lumens	\$14.20	Per Month	
36,001 - 47,000 LED Lumens	\$20.45	Per Month	
47,001 - 56,000 LED Lumens	\$33.90	Per Month	
Rates for New Wooden Poles			
3,500 - 6,000 LED Lumens	\$14.91	Per Month	
6,001 - 7,500 LED Lumens	\$15.96	Per Month	
7,501 - 9,300 LED Lumens	\$16.61	Per Month	
9,301 - 18,200 LED Lumens	\$17.56	Per Month	
18,201 - 22,000 LED Lumens	\$18.26	Per Month	
22,001 - 36,000 LED Lumens	\$20.91	Per Month	
36,001 - 47,000 LED Lumens	\$27.22	Per Month	
47,001 - 56,000 LED Lumens	\$40.61	Per Month	
Rates for New Wooden Poles Served Underground			
3,500 - 6,000 LED Lumens	\$19.68	Per Month	
6,001 - 7,500 LED Lumens	\$20.73	Per Month	
7,501 - 9,300 LED Lumens	\$21.38	Per Month	
9,301 - 18,200 LED Lumens	\$22.26	Per Month	
18,201 - 22,000 LED Lumens	\$23.03	Per Month	
22,001 - 36,000 LED Lumens	\$25.68	Per Month	
36,001 - 47,000 LED Lumens	\$31.99	Per Month	
47,001 - 56,000 LED Lumens	\$45.38	Per Month	

Electric			Changes
Flood Lighting FL Service			Removed ()
Availability: This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.			
Rates for Existing Wooden Poles			
18,000 - 30,000 LED Lumens	\$17.05	Per Month	
30,001 - 45,000 LED Lumens	\$19.10	Per Month	
Rates for New Wooden Poles			
18,000 - 30,000 LED Lumens	\$23.76	Per Month	
30,001 - 45,000 LED Lumens	\$25.81	Per Month	
Rates for New Wooden Poles Served Underground			
18,000 - 30,000 LED Lumens	\$28.53	Per Month	
30,001 - 45,000 LED Lumens	\$30.58	Per Month	
Special Conditions: Rental fees include a 30-foot Class 5 pole supplied by the City. Customers requesting a pole more than 30 feet shall pay in advance the actual difference in cost between the 30-foot Class 5 pole and the pole requested. Luminaires installed remain the property of the City, which will maintain all Luminaires.			Removed "high"
Additional monthly charges for underground conductors (OL/FL Rate) 150 - 250 Feet	\$1.50	Per Month (Added to Base Rate)	
Additional monthly charges pertaining to Outdoor Lighting Rates Wooden Pole without Luminaire	\$8.00	Per Month	
Public Lighting PL Service			Removed ()
Availability: Available only for the purposes of lighting streets, highways, parks, and other public places for municipal, county, state, and federal governments at locations inside the municipal limits on the City's distribution system. This schedule is not available for service to non-governmental entities.			
Rates for Existing Wooden Poles			
3,500 - 6,000 LED Lumens	\$7.30	Per Month	
6,001 - 7,500 LED Lumens	\$8.40	Per Month	
7,501 - 9,300 LED Lumens	\$9.20	Per Month	
9,301 - 18,200 LED Lumens	\$10.40	Per Month	
18,201 - 22,000 LED Lumens	\$11.00	Per Month	
22,001 - 36,000 LED Lumens	\$13.15	Per Month	
36,001 - 47,000 LED Lumens	\$19.25	Per Month	
47,001 - 56,000 LED Lumens	\$31.55	Per Month	

Electric			Changes
Rates for New Wooden Poles			
3,500 - 6,000 LED Lumens	\$14.01	Per Month	
6,001 - 7,500 LED Lumens	\$15.21	Per Month	
7,501 - 9,300 LED Lumens	\$15.91	Per Month	
9,301 - 18,200 LED Lumens	\$17.11	Per Month	
18,201 - 22,000 LED Lumens	\$17.71	Per Month	
22,001 - 36,000 LED Lumens	\$19.86	Per Month	
36,001 - 47,000 LED Lumens	\$25.96	Per Month	
47,001 - 56,000 LED Lumens	\$38.26	Per Month	
Rates for New Wooden Poles Served Underground			
3,500 - 6,000 LED Lumens	\$18.78	Per Month	
6,001 - 7,500 LED Lumens	\$19.98	Per Month	
7,501 - 9,300 LED Lumens	\$20.68	Per Month	
9,301 - 18,200 LED Lumens	\$21.88	Per Month	
18,201 - 22,000 LED Lumens	\$22.48	Per Month	
22,001 - 36,000 LED Lumens	\$24.63	Per Month	
36,001 - 47,000 LED Lumens	\$30.73	Per Month	
47,001 - 56,000 LED Lumens	\$43.03	Per Month	
Flood Lighting PL-FL Service			Removed ()
Availability: This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED), as supplied by the City. This rental service is not available to light public, dedicated streets or highways.			
Rates for Existing Wooden Poles			
18,000 - 30,000 LED Lumens	\$17.05	Per Month	
30,001 - 45,000 LED Lumens	\$19.10	Per Month	
Rates for New Wooden Poles			
18,000 - 30,000 LED Lumens	\$23.76	Per Month	
30,001 - 45,000 LED Lumens	\$25.81	Per Month	
Rates for New Wooden Poles Served Underground			
18,000 - 30,000 LED Lumens	\$28.53	Per Month	
30,001 - 45,000 LED Lumens	\$30.58	Per Month	

Electric			Changes
Special Conditions: Rental fees include a 30-foot Class 5 pole supplied by the City. Customers requesting a pole more than 30 feet shall pay in advance the actual difference in cost between the 30-foot Class 5 pole and the pole requested. Luminaires installed remain the property of the City, which will maintain all Luminaires.			Removed "high"
Additional monthly charges for underground conductors (OL/FL Rate) 150 - 250 Feet	\$1.50	Per Month (Added to Base Rate)	
Additional monthly charges pertaining to Outdoor Lighting Rates Wooden Pole without Luminaire	\$8.00	Per Month	
Decorative Luminaires and/or Poles: The City has a defined selection of decorative luminaires and/or poles available. Decorative luminaires and/or poles can be installed upon customer request, at the City's option, at the basic rates plus an extra monthly decorative added charge equal to 1.4% of the installed cost difference between the luminaire and pole requested and the equivalent standard base rate luminaire and pole. The calculated monthly rate will be in effect for the life of the service.			
Contract periods and terms for all luminaires/pole installations:			
a) Three years for all luminaires designated as standard by the City and bracket mounted on standard poles.			
b) Ten years for all luminaires designated as decorative by the City and for all standard luminaires mounted on supports other than standard wooden poles.			
c) All luminaires, poles, apparatus, and associated wiring remain the property of the City during the lifetime of the contract and during any length of service after the contractual period. As defined in City ordinance, additional lights, cameras, wireless devices, and other customer owned apparatus are not permitted on City owned poles. If lighting service is terminated either by the City or the customer, the City will remove all its facilities from customer's property and return the items to City inventories. City installed luminaires and/or poles are not available for sale to any customer, either during or at the discontinuance of lighting service.			
Personnel and Equipment Charges/Fees			
Request for relocation of existing facilities or damage to existing facilities will be charged at the following rates:			
a) All personnel will be billed at salary cost including 32% benefits and overhead.			
b) All equipment will be billed at prevailing FEMA rates in effect at the time of work order completion.			
c) Engineering/Project Management costs for all jobs will be billed as a flat 10% of the project cost.			
d) Warehousing costs will be billed as a flat fee of 10% of all materials used in the project.			
Traffic Signal Service			
Availability: Available only to municipalities in which the City owns and operates the electric distribution system, and to county, state, and federal authorities in areas served by the City, for the energy requirements of traffic and safety signal systems.			
Basic Facilities Charge	\$9.50	Per Month	Increase from \$8.50
First 50 kWh	\$0.182296	Per kWh	Decreased from \$0.190716
More than 50 kWh	\$0.083642	Per kWh	Decreased from \$0.087505

Electric	Changes
Non-Residential Rates	
Unless otherwise noted under each rate schedule, all categories under Non-Residential Rates are subject to a Billing Demand, a Minimum Bill requirement and a Power Factor Correction charge, a Purchase Power Adjustment and Extra Facilities Charge as outlined below:	
<p>Billing Demand: The Billing Demand each month shall be the largest of the following:</p> <ul style="list-style-type: none"> • The maximum integrated thirty-minute demand in the previous 12 months including the month for which the bill is rendered • Fifty percent (50%) of the contract demand 	Added: and a Purchase Power Adjustment and Extra Facilities Charge
<p>Minimum Bill: The minimum bill shall be the bill calculated on the applicable rate including the Basic Facilities Charge, Demand Charge and Energy Charge, but the bill shall not be less than the amount determined as shown below according to the type of minimum selected by the City. Some rate schedules have different minimum bills, as noted below.</p>	
Monthly Minimum Bill	\$1.90 Per kWh per month of Contract Demand
<p>If the customer's measured demand exceeds the contract demand, the City may, at any time establish the minimum based on the maximum integrated demand in the previous 12 months including the month for which the bill is rendered, instead of the contract demand.</p>	
Annual Minimum Bill	\$38.00 Per kWh per month of Contract Demand
<p>The City may choose the Annual charge option if the customer's service is seasonal or erratic; or it may offer the customer a monthly minimum option. Unless otherwise specified in the contract, the billing procedure for annual minimums will be as follows: For each month of the contract year when energy is used, a monthly bill will be calculated on the rate above.</p>	
<p>For each month of the contract year when no energy is used, no monthly amount will be billed. The bill for the last month of the contract year will be determined as follows:</p> <ul style="list-style-type: none"> • If the total of the charges for 12 months exceeds the annual minimum, the last bill of the contract year will include only the charge for that month. • If the total of the charges for 12 months is less than the annual minimum, the last bill of the contract year will include an amount necessary to satisfy the annual minimum. 	
<p>Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85%, the City may correct the integrated demand in kilowatts for that month by multiplying by 85% and dividing by the average power factor percent for that month.</p>	
<p>Purchase Power Adjustment: The City's Purchase Power adjustment Rider is applicable to all service supplies under all rate schedules.</p>	
<p>Extra Facilities Charge: A monthly "Extra Facilities Charge" equal to 1.7% of the installed cost of extra facilities necessary for service required under this schedule, but not less than \$25, shall be billed to the Customer in addition to the bill under the appropriate rate schedule, when applicable.</p>	

Electric			Changes
General Service 5-G			
Availability: Service under this Schedule shall be used solely by the contracting Customer in a single enterprise, located entirely on a single, contiguous premise.			Removed language around eligibility.
Basic Facilities Charge	\$49.00	Per Month	Increased from \$38
Plus Demand Charge			
Charge for the first 30 kW of billing demand	\$5.45	Per kW	Increased from \$4.90
Charge for all kW over 30 kW of billing demand	\$9.20	Per kW	Increased from \$8.65
Plus Energy Charge			
First 125 kWh per kW billing demand per month			
First 3,000	\$0.107023	Per kWh	Decreased from \$0.111132
Next 87,000	\$0.061405	Per kWh	Decreased from \$0.065514
Over 90,000	\$0.059096	Per kWh	Decreased from \$0.063205
Next 275 kWh per kW billing demand per month			
First 6,000	\$0.058286	Per kWh	Decreased from \$0.062395
Next 134,000	\$0.051007	Per kWh	Decreased from \$0.055116
Over 140,000	\$0.048697	Per kWh	Decreased from \$0.052806
All order 400 kWh per kW billing demand			
All kWh	\$0.047542	Per kWh	Decreased from \$0.051651
Rates subject to Billing Demand, Minimum Bill requirement, Power Factor Correction and Purchased Power Adjustment as outlined above.			Corrected grammar
General Service 5-GB (Not available to new customers)			
Basic Facilities Charge	\$49.00	Per Month	Increased from \$39
Plus Energy Charge			
First 125 kWh per kW billing demand per month			
First 3,000	\$0.130428	Per kWh	Decreased from \$0.132828
Next 87,000	\$0.116880	Per kWh	Decreased from \$0.11929
Over 90,000	\$0.106283	Per kWh	Decreased from \$0.108693
Next 275 kWh per kW billing demand per month			
First 6,000	\$0.088578	Per kWh	Decreased from \$0.090988
Next 134,000	\$0.074359	Per kWh	Decreased from \$0.076769
Over 140,000	\$0.064434	Per kWh	Decreased from \$0.066844
All order 400 kWh per kW billing demand			
All kWh	\$0.061885	Per kWh	Decreased from \$0.064295
Rates subject to Power Factor Correction and Purchased Power Adjustment as outlined above.			Removed note about minimum bill requirement.

Electric			Changes
General Service, All Electric 6-GA			
Availability: Available only to establishments in which environmental space conditioning is required and all energy for all such conditioning (heat and cooling) is supplied electrically through the same meter as all other electric energy used in the establishment. However, if any such establishment contains residential housekeeping units, all energy for all water heating and cooking for such units is also supplied electrically.			
Basic Facilities Charge	\$49.00	Per Month	Increased from \$38
Plus Demand Charge			
All kW of billing demand per month	\$8.60	Per kW	Increased from \$7.93
Plus Energy Charge			
First 125 kWh per kW billing demand per month (April - November)			
First 3,000	\$0.110027	Per kWh	Decreased from \$0.113165
Next 87,000	\$0.064409	Per kWh	Decreased from \$0.067547
Over 90,000	\$0.062100	Per kWh	Decreased from \$0.065238
First 125 kWh per kW billing demand per month (December - March)			
First 3,000	\$0.106795	Per kWh	Decreased from \$0.109933
Next 87,000	\$0.062529	Per kWh	Decreased from \$0.065667
Over 90,000	\$0.060290	Per kWh	Decreased from \$0.063428
Next 275 kWh per kW billing demand per month (April - November)			
First 6,000	\$0.061290	Per kWh	Decreased from \$0.064428
Next 134,000	\$0.054011	Per kWh	Decreased from \$0.057149
Over 140,000	\$0.051701	Per kWh	Decreased from \$0.054839
Next 275 kWh per kW billing demand per month (December - March)			
First 6,000	\$0.059504	Per kWh	Decreased from \$0.062642
Next 134,000	\$0.052441	Per kWh	Decreased from \$0.055579
Over 140,000	\$0.050200	Per kWh	Decreased from \$0.053338
For the Next 400 kWh per kW Billing Demand per Month (April - November)			added (April - November)
For all kWh per month	\$0.050546		Decreased from \$0.05684
For the Next 400 kWh per kW Billing Demand per Month (December - March)			Added (December - March)
For all kWh per month	\$0.049078		Decreased from \$0.052216
Rates subject to Billing Demand, Minimum Bill requirement, and Power Factor Correction and Purchased Power Adjustment as outlined above.			Removed minimum bill requirement.
The billing demand each month shall be the largest maximum integrated thirty minute demand measured during the month for which the bill is rendered.			Added language.

Electric			Changes
Industrial Service 7-I			
Availability: Available only to establishments classified as “Manufacturing Industries” by the North American Industrial Classification System (NAICS) Manual published by the Executive Office of the President, Office of Management and Budget, National Technical Information Service, and the U.S. Department of Commerce (most current edition).			
Basic Facilities Charge	\$197.00	Per Month	Increased from \$135
Plus Demand Charge			
All kW of billing demand per month	\$8.85	Per kW	Increased from \$8.40
Plus Energy Charge			
First 125 kWh per kW billing demand per month			
First 3,000	\$0.109791	Per kWh	Decreased from \$0.111316
Next 87,000	\$0.065451	Per kWh	Decreased from \$0.066976
Over 90,000	\$0.063691	Per kWh	Decreased from \$0.065216
Next 275 kWh per kW billing demand per month			
First 140,000	\$0.055011	Per kWh	Decreased from \$0.056536
Over 140,000	\$0.053191	Per kWh	Decreased from \$0.054716
All order 400 kWh per kW billing demand			
All kWh	\$0.051291	Per kWh	Decreased from \$0.052816
Rates subject to Billing Demand, Minimum Bill requirement, and Power Factor Correction and Purchased Power Adjustment as outlined above.			Removed minimum bill requirement.
The Billing Demand each month shall be the largest of the following:			
<ul style="list-style-type: none"> • The maximum integrated thirty-minute demand in the previous 12 months including the month for which the bill is rendered. • Fifty percent (50%) of the Contract Demand. 			
Building Construction Service 9-BC			
Availability: Available only as temporary service to builders for use in construction of buildings or other establishments, which will receive, upon completion, permanent electric service from the City. This schedule is not available for permanent service to any building or other establishment, or for service to construction projects of types other than those described above. This Schedule is not available to owner-occupied dwellings. This Schedule is not available to rock crushers, asphalt plants, carnivals, fairs, or other non-permanent connections. Such service will be provided on the City’s General Service Schedule.			
Basic Facilities Charge	\$27.00	Per Month	Increased from \$24
First 50 kWh per month	\$0.100765	Per kWh	Decreased from \$0.104782
Over 50 kWh per month	\$0.081930	Per kWh	Decreased from \$0.085947
This rate is not subject to Billing Demand or Power Factor Correction. The Minimum Bill requirement is \$27.00 per month.			Changed \$24 to \$27

Electric	Changes		
<p>Other Charges: There will be no charge for connection and disconnection of the temporary service if the builder accepts delivery at a point where the City deems such delivery feasible; otherwise, there will be a charge as follows: Overhead service conductors, transformers, and line extensions as necessary to serve such requirements will be erected and dismantled at actual cost subject to credit for facilities which may remain in permanent service. The actual cost shall include payroll, transportation, and miscellaneous expense for both the erection and dismantling of the temporary facilities, plus cost of material used, less the salvage value of the material removed.</p> <p>If the builder or sub contractors require additional temporary services at the same construction site, a charge, computed as in the foregoing, shall be made for each such service.</p>	<p>Added the last sentence.</p>		
Time of Use and Miscellaneous Rates			
General Service TOU			
<p>Availability: This schedule is available only to non-residential customers requiring electrical loads having a demand greater than or equal to 100kW during at least three months of a twelve-month period and an average annual load factor of at least 55%. Service under this Schedule should be used for a customer with a single enterprise located entirely on a single, contiguous premise.</p>			
Basic Facilities Charge	\$136.00	Per Month	Increased from \$104
Demand Charge			
On-Peak Demand Charge (June - September)	\$16.45	Per Month per kW	Increased from \$16.30
On-Peak Demand Charge (October - May)	\$11.80	Per Month per kW	Increased from \$11.65
Economy Demand Charge	\$4.30	Per Month per kW	Increased from \$4.15
Energy Charge			
All On-Peak Energy (June - September)	\$0.08478	Per Month per kWh	Decreased from \$0.08541
All On-Peak Energy (October - May)	\$0.08222	Per Month per kWh	Decreased from \$0.08285
All Off-Peak Energy (June - September)	\$0.05014	Per Month per kWh	Decreased from \$0.05077
All Off-Peak Energy (October - May)	\$0.04758	Per Month per kWh	Decreased from \$0.04821

Electric		Changes
On-Peak and Off-Peak Hours		
On-Peak Period Hours (Monday - Friday)		
June - September	1:00 p.m. - 7:00 p.m.	
October - May	6:00 a.m. - 9:00 a.m.	
Off-Peak Period Hours		All other weekday hours and all Saturday and Sunday hours.
This rate is subject to Billing Demand, Minimum Bill, Purchase Power Adjustment and Power Factor Correction as outlined below. The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands: Economy and On-Peak.		Added: Purchase Power Adjustment
The On-Peak Billing Demand each month shall be the largest of the following:		
<ul style="list-style-type: none"> The maximum integrated thirty-minute demand measured during the on-peak period during the month for which the bill is rendered. 		
The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand the monthly on-peak demand. The monthly Economy Demand shall not be less than zero.		
Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge, and Energy Charge.		
		Remove: Power Factor Correction
Industrial Service TOU		
Availability: This schedule is available only to Industrial Customers requesting electric service having loads with a demand greater than or equal to 100kW during at least three months of a twelve-month period and an average annual load factor of at least 55%. Service under this Schedule should be used for a Customer with a single enterprise located entirely on a single, contiguous premise.		
Basic Facilities Charge	\$136.00 Per Month	Increased from \$105
Demand Charge		
On-Peak Demand Charge (June - September)	\$16.45 Per Month per kW	Increased from \$16
On-Peak Demand Charge (October - May)	\$11.80 Per Month per kW	Increased from \$11.25
Economy Demand Charge	\$4.30 Per Month per kW	Increased from \$4.20
Energy Charge		
All On-Peak Energy (June - September)	\$0.084780 Per Month per kWh	Decreased from \$0.08822
All On-Peak Energy (October - May)	\$0.082220 Per Month per kWh	Decreased from \$0.0868
All Off-Peak Energy (June - September)	\$0.050140 Per Month per kWh	Decreased from \$0.04988
All Off-Peak Energy (October - May)	\$0.047580 Per Month per kWh	Decreased from \$0.04845
On-Peak and Off-Peak Hours		
On-Peak Period Hours (Monday - Friday)		
June - September	1:00 p.m. - 7:00 p.m.	
October - May	6:00 a.m. - 9:00 a.m.	
Off-Peak Period Hours		All other weekday hours and all Saturday and Sunday hours.

Electric	Changes		
This rate is subject to Billing Demand, Minimum Bill, Purchase Power Adjustment and Power Factor Correction as outlined above. The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands: Economy and On-Peak.	Added: Purchase Power Adjustment		
<p>The On-Peak Billing Demand each month shall be the largest of the following:</p> <ul style="list-style-type: none"> The maximum integrated thirty-minute demand measured during the on-peak period during the month for which the bill is rendered. 			
The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand the monthly on-peak demand. The monthly Economy Demand shall not be less than zero.	New note.		
Minimum Bill: The minimum bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge, and Energy Charge.			
	Remove: Power Factor Correction		
<p>Large Industrial Service TOU</p> <p>Availability: Available only to non-residential loads with a demand greater than or equal to 2000kW during at least four months of a twelve-month period. Service under this Schedule should be used for a Customer with a single enterprise located on a single, contiguous premise.</p>			
Basic Facilities Charge	\$591.00	Per Month	Increased from \$401
Plus Demand Charge			
On-Peak Demand Charge	\$12.55	Per kW per Month	Increased from \$12.50
Economy Demand Charge	\$4.05	Per kW per Month	Increased from \$4.00
Energy Charge	\$0.039997	Per kWh per Month	Decreased from \$0.040899
On-Peak Hours			
April 1 - October 31 (Monday - Friday)	2:00 p.m. - 6:00 p.m.		
November 1 - March 30 (Monday - Friday)	7:00 a.m. - 10:00 a.m.		
Off-Peak Period Hours			
April 1 - October 31 (Monday - Friday)	All hours except the hours of 2:00 p.m. - 6:00 p.m.		
November 1 - March 30 (Monday - Friday)	All hours except the hours of 7:00 a.m. - 10:00 a.m.		
The rate is subject to Billing Demand, Minimum Bill, Purchase Power Adjustment, and Power Factor Correction as outlined above.	Added Purchase Power Adjustment		
<p>The On-Peak Billing Demand each month shall be the largest of the following:</p> <ul style="list-style-type: none"> The maximum integrated one-hour demand measured during the on-peak period during the month for which the bill is rendered. 			
The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero.	Removed note about winter months.		
Minimum Bill: The minimum bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge, and Energy Charge.			
	Remove: Power Factor Correction		

Electric			Changes
Reserve Capacity Rate			
<p>Availability: Applicable for any Customer who wishes to sell energy produced by a qualifying renewable energy generator to a Utility other than the City of Concord. Customers who utilize any part of the City of Concord's delivery system to wheel the Customer's renewable energy must comply with the City of Concord's Interconnection Policy and shall pay this Rate for Reserved Capacity on the City's system. The Customer shall compensate the City of Concord each month for Reserved Capacity at the sum of the applicable charge set forth below.</p>			
Monthly Delivery	\$1.15	Per kW of Reserved Capacity per Month	
Underground Installation Fees			
Secondary Services (Up to 480v)			
Service to a Mobile Home	\$299.68	Per Installation	
Underground Secondary installed to a second service on the same lot	\$26.30	Per foot (100 foot minimum)	
Change of Service from overhead to underground is \$26.30 per foot plus cost of early retirement of overhead facilities.			
Primary Services (Up to 12,470v)			
Single phase primary service installed to a single residential customer	\$31.88	Per foot	
Three phase primary service installed to a single residential customer	\$48.85	Per foot	
Commercial and Industrial Energy Assessment Program			
<p>Through a partnership with ElectriCities, the City of Concord can provide an energy assessment program for our commercial and industrial customers. Fees for each assessment will vary depending on the scope of work. Please contact the Electric Systems Department at 704-920-5303 for more information.</p>			
Electric Meter Base Fee			
<p>The City of Concord will only connect to electric meter enclosures that are furnished by the City of Concord. All descriptions and fees that are affected are listed below. Payments for meter enclosure will be made at Alfred M. Brown Operations Center located at 635 Alfred Brown Jr Court SW (Purchasing Department). Payment must be made by credit or debit card.</p>			
200 amp single-phase overhead/underground	\$123.69	Per Meter	Increased from \$118.50
400 amp single-phase overhead/underground	\$306.78	Per Meter	Increased from \$297.20
200 amp poly-phase (3 phase) overhead/underground	\$224.97	Per Meter	Increased from \$230.29
400 amp poly-phase (3 phase) overhead/underground	\$402.22	Per Meter	
200 amp single-phase underground mobile home pedestal	\$295.00	Per Meter	

Electric	Changes			
<p>Downtown Event Power Service Fee</p> <p>Organizations sponsoring events in the downtown area may use the electric service point(s) to power equipment. The fee covers the cost of power and labor to cut the service on and off. Payment should be submitted to the Chief of Police with the Parade/Demonstration/Assembly Permit Application.</p>				
<table border="1"> <tr> <td data-bbox="44 365 861 430">Use fee for downtown event service point(s)</td> <td data-bbox="861 365 1102 430">\$40.00</td> <td data-bbox="1102 365 1669 430">Per Application</td> </tr> </table>	Use fee for downtown event service point(s)	\$40.00	Per Application	
Use fee for downtown event service point(s)	\$40.00	Per Application		
<p>For billing questions, contact Customer Care at 704-920-5555.</p>				
<p>For questions about rates, contact the Electric Department at 704-920-5312.</p>	<p>Changed phone number</p>			

Engineering			Changes
Permit Review Fees			
Water Permit Application Review	\$250.00	Per Application	
Wastewater Permit Application Review	\$550.00	Per Application	
Driveway Permit Application Fee (Commercial Applications and Residential Additional Driveway or Relocation)	\$50.00	Per Application	
PSA Application Extension Fee	\$500.00	Per Application	
Master Utility Permit Fee	\$500.00	Per Application	
Bond Renewal Fee	\$500.00	Per Application	New Fee
Bond Renewal Late Fee	\$300.00	Per Application	New Fee

Fire			Changes
Required Certificate of Compliance			
Certificate of Compliance			
1 - 20,000 sq. ft.	\$50.00	Per Inspection	
20,001 - 50,000 sq. ft.	\$100.00	Per Inspection	
50,001 - 70,000 sq. ft.	\$200.00	Per Inspection	
Greater than 70,000 sq. ft. (Sum of both rates)	\$50.00	Per Inspection	
	\$0.0025	Per sq. ft.	
Certificate of Compliance Re-Inspections	\$50.00	Per Inspection	
Plans Review (Sum of both rates)	\$50.00	Per Review	
	\$0.025	Per sq. ft.	
Upfit Review (Sum of both rates)	\$50.00	Per Review	
	\$0.025	Per sq. ft.	
Site Plan Review	\$50.00	Per Review	
Re-Review Fee (Applied to 3rd submittal and each resubmittal thereafter)	\$50.00	Per Review	
Hydrant Flow Test	\$150.00	Per Hydrant	
Temporary Power Inspection	\$50.00	Per Inspection	
Load Merchandise Inspection	\$50.00	Per Inspection	
Additional Information for Certificates of Compliance			
1. For multi-tenant buildings, fees are per tenant.			
2. For multiple buildings owned by the same owner(s)/developer(s), fees are assessed per building.			
3. Individuals or companies that have no secured permits or Certificates of Compliance prior to beginning work or occupying the structure shall be charged double the listed amount.			
4. Re-Inspections of the Sprinkler System, Fire Alarm System, or building for Certificate of Compliance will result in an additional fee per inspection.			
Required Construction Permit			
Automatic Fire Extinguishing Systems (Ansul / Sprinkler)	\$150.00	Permit Fee	
	\$150.00	Test Fee**	
Compressed Gases	\$150.00	Permit Fee	
	\$150.00	Test Fee	
Fire Alarm & Detection Systems	\$150.00	Permit Fee	
	\$150.00	Test Fee**	
ERRCS / BDA System	\$150.00	Permit Fee	
	\$150.00	Test Fee**	

Fire			Changes
Fire Pumps	\$150.00	Permit Fee	
	\$150.00	Test Fee	
Flammable & Combustible Liquids	\$150.00	Permit Fee	
	\$150.00	Test Fee	
Hazardous Materials	\$150.00	Permit Fee	
	\$150.00	Test Fee	
Industrial Ovens	\$150.00	Permit Fee	
	\$150.00	Test Fee	
Private Fire Hydrants	\$150.00	Permit Fee	
	\$150.00	Test Fee	
Spraying or Dipping Operations	\$150.00	Permit Fee	
	\$150.00	Test Fee	
Standpipe Systems	\$150.00	Permit Fee	
	\$150.00	Test Fee	
Note: Any system installation prior to plan review and/or permit being issued will incur a double fee.			
** For any structure over 70,000 sq. ft., the test fee will be Total sq. ft. x .002 + \$150.00 (Does not include Hood System/Ansul)			
Required Operational Permit			
Amusement Buildings	\$150.00	Per Permit	
Carnivals, Fairs, and Outdoor Concerts	\$300.00	Per Permit	
Covered Mall Buildings	\$150.00	Per Permit	
Exhibits and Trade Shows	\$150.00	Per Event	
	\$2,500.00	Per Year	
Explosives (Blasting)	\$100.00	1-Day Permit	
	\$300.00	90-Day Permit	
Liquids Use, Dispensing, Storage, Transportation	\$150.00	Per Permit	
UGST / AGST Install, Alter, Remove, Abandon	\$250.00	Per Site	
Change in Liquid in Tanks	\$150.00	Per Permit	
Manufacture or Process Liquids	\$150.00	Per Permit	
Liquid Dispensing - UGST / AGST to Vehicles	\$150.00	Per Permit	
Liquid Dispensing - Tanker to Vehicles	\$150.00	Per Permit	
Fumigation and Insecticidal Fogging	\$300.00	Per Permit	
Vehicles in Assembly Buildings	\$150.00	Per Permit	
Racking and Shelving (High Piled) Storage (Sum of both fees)	\$50.00	Per Permit	
	\$0.025	Per each linear foot of Racking	

Fire			Changes
Private Fire Hydrants	\$150.00	Per Permit	
Pyrotechnic Special Effects Material / Fireworks	\$300.00	Per Day & Site	
Spraying or Dipping	\$150.00	Per Permit	
Tents and Canopies (Sum of both fees)	\$50.00	Per Permit	
	\$0.01	Per sq. ft.	
Required Other Charges & Fees			
Emergency and Non-Emergency Services of Fire Personnel and Equipment			
Appropriate personnel and apparatus necessary for a requested or required service will be determined by the Fire Chief.			
Fire Personnel	Rank/Bank Required for Duty Hourly rate or portion of any hour, two-hour minimum charge		
Firefighter	\$19.65	Per hour per person	Updated from Mid-Point to Average Compensation
Engineer	\$25.46	Per hour per person	Updated from Mid-Point to Average Compensation
Lieutenant	\$27.88	Per hour per person	Updated from Mid-Point to Average Compensation
Fire Captain	\$33.79	Per hour per person	Updated from Mid-Point to Average Compensation
Battalion Chief (Operations)	\$53.70	Per hour per person	Updated from Mid-Point to Average Compensation
Division Chief	\$62.14	Per hour per person	Updated from Mid-Point to Average Compensation
Assistant Fire Marshal	\$38.95	Per hour per person	Updated from Mid-Point to Average Compensation
Deputy Fire Marshal	\$45.84	Per hour per person	Updated from Mid-Point to Average Compensation
Deputy Fire Chief	\$72.84	Per hour per person	Updated from Mid-Point to Average Compensation
Fire Chief	\$85.94	Per hour per person	Updated from Mid-Point to Average Compensation
Equipment			
Ladder Truck (Aerial or Platform)			
Engine (Pumper)			
Hazardous Material Unit			

Fire			Changes
Decon Unit	All equipment rates in this section are determined by the most recent FEMA Schedule of Equipment Rates located here: https://www.fema.gov/assistance/public/tools-resources/schedule-equipment-rates		
ARFF Unit			
Heavy Rescue			
Mobile Command Unit/Bus			
USAR Unit			
Light Vehicles (Pick-ups)			
Trailers			
UTVs/ATVs			
Other Services			
Fire Flow Request/Special Request (fee per hydrant)	\$100.00	Per Hydrant	
After Hours Inspection Review – Special Request	\$35.00	Per Hour, minimum of 2 hours	
Expedited Plan Review – Special Request	\$150.00	Per Submittal	
Other Inspections by Request – Special Request	\$100.00	Per Inspection	
Re-Inspections (3rd visit or additional inspections)	\$50.00	Per Inspection	
State License Inspection Fee	\$100.00	Per Inspection	
Daycare License Inspection Fee	\$75.00	Per Inspection	
Group Home License Inspection Fee	\$75.00	Per Year	
Community Rooms (Fire Stations 8, 9, and 12) Rental Fee	\$40.00	Per hour (City Residents)	Increased from \$35
	\$80.00	Per hour (Non-City Residents)	Increased from \$70
	Waived	Charitable, Non-Profit, and Governmental	
Community Rooms Refundable Deposit / Clean-Up Fee	\$50.00 - \$500.00	Per Rental	
Extinguisher Recharge Use for Class	Varies	Current Market Rate per Extinguisher	
Fire Extinguisher Program (On-Site Training Class at Fire Station #3)	\$50.00	Per Class	
Fire Extinguisher Program (Off-Site Training Class at Requested Business)	\$75.00	Per Class	
Fines by Violation			
Knox Box (May be issued after 75 days and 3 written notices)	\$500.00	Per Day	
Burning Without a Permit - Residential	\$50.00	1st Offense	
	\$100.00	2nd Offense (May be issued after one written notice)	
Burning Without a Permit - Commercial	\$500.00	Per stack or pile (1st Offense)	
	\$1,000.00	Per stack or pile (2nd Offense - no notice required)	
Code of Ordinances - Chapter 10 Violation	\$500.00	Per Day (may be issued without notice, usual practice is after 75 days and 3 written notices)	
	\$500.00	1st Offense	

Fire			Changes
Locked Exit / Exit Obstruction	\$1,000.00	2nd Offense (may be issued without notice, in usual practice, verbal and written warnings precede citation)	
Fire Detection / Protection	\$250.00	1st Offense	
	\$500.00	Per Day for any Recurring Violation (may be issued without notice, in usual practice, verbal and written warnings precede citation)	
Note: Assembly, Hazardous, Institutional Systems must be in service at all times or immediate fire watch provided or shut down and fine; all others a fire watch must be provided in a reasonable period of time and maintained.			
Access During Construction	\$1,000.00	Per Day (May be issued without notice, in usual practice, verbal and written warnings precede citation)	
Occupancy without COC	\$1,000.00	Per Day (May be issued without notice, in usual practice, verbal and written warnings precede citation.) (Issued immediately for new structures and after 45 days for existing, disconnection of utility service may be used in lieu of fines.)	
General Violations	\$100.00	Issued after 45 days and 3 written notices. Notices issued per item and not violation.	
False Alarm (3 or more within 90 days)	\$250.00	Per Occurance (May be issued without notice, in usual practice issued on violation within 90 days after one written notice on the third violation. Alarms in rapid succession are considered an individual occurrence.)	
Fire Lane Parking Violations	\$100.00	Per Occurance (May be issued without notice when vehicle is not occupied.)	
Key Box Maintenance	\$100.00	Per Occurance (May be issued without notice when Knox Box is found to contain no key or incorrect key. In usual practice, one written warning precedes citation.)	
	\$500.00	1st Offense	

Fire			Changes
Overcrowding	\$1,000.00	2nd Offense (Issued at the time of violation after occupancy overcrowding conditions have been corrected. Third offense may constitute court proceedings. Offenses run calendar year.)	
Permit Violations	2x Permit Fee	Charged when any permit for which work has been done prior to permit being issued.	
Assault on a Fire Official	\$1,000.00	The subjection of any authorized fire inspector to physical abuse during an inspection shall be fined \$1,000.00 or a criminal offense of assault of \$1,000.00.	
Matters Not Provided For	\$250.00	Any other violation of the Fire Code not specifically codified in Ch. 34 shall be fined \$250.00 (The Bureau Chief shall be consulted prior to the levying of any fine using this as the reference.)	
Hazardous Materials Storage Fees			
Solids (lbs.)	\$50.00	Less than 500 lbs.	
	\$150.00	501 - 5,000 lbs.	
	\$200.00	5,001 - 25,000 lbs.	
	\$250.00	25,001 - 50,000 lbs	
	\$300.00	50,001 - 75,000 lbs.	
	\$300.00	Greater than 75,000 lbs.	
	\$0.01	\$300.00 + \$0.01 x each additional lb. over 75,000	
Liquids (gals)	\$50.00	Less than 56 gallons	
	\$150.00	56 - 550 gallons	
	\$200.00	551 - 2,750 gallons	
	\$250.00	2,751 - 5,500 gallons	
	\$300.00	5,501 - 10,000 gallons	
	\$300.00	Greater than 10,000 gallons	
	\$0.01	\$300.00 + \$0.01 x each additional gallon over 10,000	
Gases (SCF)	\$50.00	Less than 200 SCF	
	\$150.00	201 - 2,000 SCF	
	\$200.00	2,001 - 10,000 SCF	
	\$250.00	10,001 - 20,000 SCF	
	\$300.00	20,001 - 40,000 SCF	

Fire			Changes
	\$300.00	Greater than 40,000 SCF	
	\$0.01	\$300.00 + \$0.01 x each additional SCF over 40,000	
Note: Above fees exclude LPG and Medical Gases			
LPG (Excluding LPG used only for heating and cooking)	\$150.00	Per Tank	
Medical Gases	\$150.00	Per Tank	
Radioactive Materials	\$125.00	Any Amount	
Hazardous Materials Reimbursement or Response fees are based on time and materials used per incident and as referenced in the Required Other Charges & Fees section. Additional fees may be charged as recommended by the Emergency Management Coordinator.			

Fire			Changes
Fire Inspection Program: Time Periods and Penalties			
1st Inspection (Initial)	\$0.00	No Cost	
2nd Visit	Varies	Potential Civil Penalties may be issued after 30 days from 1st Inspection.	
3rd Visit	Varies	Potential Civil Penalties may be issued after 30 days from 2nd Inspection.	
4th Visit	Varies	Civil Penalties and Fines issued after 10 days from 3rd Inspection	
5th Visit	Varies	Civil Penalties, Fines issued, Civil Action and Misdemeanor Charges issued after 10 days from 4th Inspection	
Note: Imminent danger or life safety violation citation will be issued at the time of inspection.			

Parks & Recreation			Changes
Note: Returned check charge based on City of Concord Policy.			
Credit card processing fee for customers will be 3% charge on the total credit card receipts with a minimum processing fee of \$2.00.			
Recreation Fees			
Recreation Fees for Adults			
Adult Sports Leagues	Upto \$650	Per Team	Combined all individual sports listing into a single line.
Couch to 5K	\$20.00	Per Session	Increase by \$5, removed 1/2 marathon training.
Road Races Registration – 5K	\$20.00	Per Runner (Early Registration)	
	\$30.00	Per Runner (Regular Registration)	
Road Races Registration – 10K	\$30.00	Per Runner (Early Registration)	
	\$40.00	Per Runner (Regular Registration)	
Road Race Sponsorship – Tiers ranging from \$100 to \$2,500			
Recreation Fees for Youth			
3 & 4 Clinics	\$40.00	Per Child (City Resident)	
	\$80.00	Per Child (Non-City Resident)	Updated to reflect same format
Youth Sports	\$50.00	Per Child (City Resident)	Combined all individual sports listing into a single line.
	\$100.00	Per Child (Non-City Resident)	
Golf	Contact Rocky River Golf Club for Pricing		
Tennis	Varies	\$20.00 - \$310.00 per class	
Youth Sports Sponsorship - Tiers ranging from \$100 to \$2,500			
Various Programs			
Camps			
Camps	Varies	Up to \$150 per week for City Residents and All Others	Decreased range from \$550.00
Summer Camp Deposit	\$20 per week	City Residents and All Others	Changed from \$100 flat rate
Note: Summer Camp Dates are based on the Cabarrus County Schools calendar			

Parks & Recreation			Changes
Recreation Classes			
Youth to Adult Classes	Varies	Free to \$120.00 per Class	
Trips	Varies	Free to \$150.00 per Person per Trip	Updated to reflect range of prices
City Staff Registrations & Reservations	Varies	Resident Rate	
Note: Session equals a class period.			
Identification Cards			
First Card	Free	City Residents	
	\$10.00	Non-City Residents	
Replacement Card for 18 years and older	\$3.00	Per Replacement Card (City Residents)	
	\$10.00	Per Replacement Card (Non-City Residents)	
Replacement Card for 17 years and under	\$1.00	Per Replacement Card (City Residents)	
	\$1.00	Per Replacement Card (Non-City Residents)	
McInnis Aquatics Center			
Admissions Fee			
Youth (17 and Under)	\$2.00	Per Person (City Residents)	
	\$4.00	Per Person (Non-City Residents)	
Adults (18 and Older)	\$5.00	Per Person (City Residents)	
	\$10.00	Per Person (Non-City Residents)	
Group Admission (1½ Hour of Use)	\$2.00	Per Person	
Pool Passes			
Season Pass - Individual (Unlimited Visits)	\$60.00	Per Pass (City Residents)	
	\$120.00	Per Pass (Non-City Residents)	
Season Pass - Family (Unlimited Visits)*	\$100.00	Per Family (City Residents)	
	\$200.00	Per Family (Non-City Residents)	
Season Pass - Individual 55+ (Unlimited Visits)	\$30.00	Per Pass (City Residents)	
	\$60.00	Per Pass (Non-City Residents)	
* The Family Season Pass has a maximum household size of 6.			

Parks & Recreation			Changes
Aquatics Programs			
Parent and Child (2 years and Under)	\$15.00	Per Lesson (City Residents)	
	\$30.00	Per Lesson (Non-City Residents)	
Water Aerobics (6 weeks)	\$25.00 - \$50.00	City Residents	
	\$35.00 - \$70.00	Non-City Residents	
Water Aerobics (Drop-In)	\$5.00 - \$10.00	Per Session	
Swimming Lessons	\$35.00 - \$70.00	Per Session (City Residents and Non-City Residents)	
Note: Payment must be made at the time of registration.			
Private Parties and Special Events			
The John F. McInnis Aquatic Center can be rented for private parties and special events.			
Private Rentals - City Resident Rate	\$100.00	1st hour	Removed "Option #1" from wording
	\$50.00	Optional 2nd Hour (2 Hour Maximum)	
	\$25.00	Per Additional Lifeguard per hour*	
	\$50.00	Refundable Security Deposit	
Private Rentals - Non-City Resident Rate	\$150.00	1st hour	
	\$75.00	Optional 2nd Hour (2 Hour Maximum)	
	\$25.00	Per Additional Lifeguard per hour*	
	\$50.00	Refundable Security Deposit	
Note: Private rentals of the McInnis Aquatic Center include 2 lifeguards and can accommodate up to 50 guests.			
* Additional lifeguards are required for parties with more than 50 guests. The number of additional lifeguards is required to maintain the coverage ratio of 1 lifeguard to 25 guests.			

Parks & Recreation			Changes
Facility and Room Rental Fees			
Refundable Deposits for All Facility and Room Rentals	\$50.00 - \$500.00	Per Reservation Date and Facility	
Note: Please reference the Rules and Regulations for additional information regarding facility and room rentals. A maximum of 2 dates may be reserved at one time.			
Rental Facilities and Rooms			
Meeting Room (Small)	\$25.00	Per Hour (City Residents)	Increased by \$10
	\$50.00	Per Hour (Non-City Residents)	Increased by \$20
Gym (2 hour minimum)	\$75.00	Per Hour (City Residents)	Added an hour minimum
	\$150.00	Per Hour (Non-City Residents)	
Recreation Center	\$150.00	Per Hour (City Residents)	
	\$300.00	Per Hour (Non-City Residents)	
Multipurpose Room (Large)	\$35.00	Per Hour (City Residents)	
	\$70.00	Per Hour (Non-City Residents)	New Option
Community Room Buildings (Large)	\$40.00	Per Hour (City Residents)	Increased from \$35
	\$80.00	Per Hour (Non-City Residents)	Increased from \$70
Fire Station Community Rooms	\$40.00	Per Hour (City Residents)	Increased from \$35
	\$80.00	Per Hour (Non-City Residents)	Increased from \$70
Pickleball or Tennis Court* Reservations (with or without lights)	\$2.00	Per Hour (City Residents)	
	\$4.00	Per Hour (Non-City Residents)	
Outdoor Basketball Courts**	\$2.00	Per Hour (City Residents)	
	\$4.00	Per Hour (Non-City Residents)	
After Hours Staff Charge (All Facilities)	\$25.00	Per Staff Person per Hour (All Users)	
* Tennis Courts are available on a first come, first serve basis. These are available at no charge. However, reservations are recommended. One Tennis Court and Pickleball Court is always available to the public. Reservations for any league or tournament should be made through the Athletic Office.			
** Outdoor Basketball Courts are available on a first come, first serve basis. These are available at no charge. However, reservations are recommended. Reservations for any league should be made through the Athletic Office.			

Parks & Recreation			Changes
Picnic Shelters and Amphitheatres			
Half-Day (Park Opening to 2pm or 3pm to Park Closing)	\$15.00	Per Hour (City Residents)	
	\$30.00	Per Hour (Non-City Residents)	
Full Day (Park Opening to Park Closing)	\$30.00	Per Hour (City Residents)	
	\$60.00	Per Hour (Non-City Residents)	
Note: Facility and room rental fees are due in full when making reservation. Rentals will require a refundable cleaning deposit of at least \$50.00 - \$500.00 (as stated in policy). Police security could be required at some functions.			
Athletic Field Rental			
Outdoor Athletic Field Reservation Deposits	\$50.00 - \$200.00	Per reservation date and field	
Field Rental Grass	\$25.00	Per Hour (City Residents)	Updated Fee name
	\$50.00	Per Hour (Non-City Residents)	Updated Fee name
Lighting Fee	\$20.00	Per Hour (City Residents)	New Fee
	\$40.00	Per Hour (Non-City Residents)	New Fee
Field Rental- Turf	\$50.00	Per Hour (City Residents)	New Fee
	\$100.00	Per Hour (Non-City Residents)	New Fee
Field Prep for Baseball / Softball	\$25.00	One-Time Charge (All Users)	Updated Fee name
Field Prep for Soccer / Football	\$50.00	One-Time Charge (All Users)	Updated Fee name
Reserve for Tournaments or Spectator Event**	\$250.00	Per Field (All Users)	Increased from \$200
Outdoor Athletic Fields reservations are based on season and facility availability, not per individual date. Rates are the same regardless of weekday or weekend.			
Note: Please reference the Rules and Regulations for additional information.			Added note
Diamond Ballfields included are: *Les Myers, McAllister, Gibson, WW Flowe, Hartsell, Caldwell and Webb			
Soccer / Multi-Purpose Fields included are: *Dorton, *Caldwell, *WW Flowe, and Webb			
* Denotes fields without lights			
**To reserve a field for either a Tournament or a Spectator Event requires a Deposit ranging from \$100.00 - \$500.00, depending on the nature of the event and recommendation of the Parks & Recreation Director, and a 20% commission paid to the City of Concord from any revenues from the event. To be considered a Tournament Reservation, you must have a minimum of two consecutive full day facility reservations. A single tournament will not exceed three consecutive days.			removed "Cleaning"

Parks & Recreation			Changes
Lake Fisher Boat Rental Fees			
Children (Under 12)	Free with a licensed, paying fisherman		
Youth (Ages 12 - 16)	\$4.00	Per Person (City Residents)	
	\$8.00	Per Person (Non-City Residents)	
Adults (Ages 17 - 59)	\$5.00	Per Person (City Residents)	
	\$10.00	Per Person (Non-City Residents)	
Senior Citizens (Age 60+)	\$4.00	Per Person (City Residents)	
	\$8.00	Per Person (Non-City Residents)	

Clearwater Artist Studios			Changes
Clearwater Gallery (2,249 SQ FT)			
Hourly Event Rental Rates			
Half Day	\$400.00	4-6 hours	Updated to half day minimum
Full Day	\$800.00	7-10 hours	Updated to full day minimum
Additional Hour after 10 hours	\$100.00	Per Hour	Updated to additional hour after 10 hours minimum
Refundable Cleaning Deposit	\$250.00	Per Rental	
			Removed Security Deposit
Artwork Exhibit Takedown Fee (Optional)	\$300.00	Per Rental	
Clearwater Market and/or Greenspace			
Half Day	\$400.00	4-6 hours	Updated to half day minimum
Full Day	\$800.00	7-10 hours	Updated to full day minimum
Additional Hour after 10 hours	\$100.00	Per Hour	Updated to additional hour after 10 hours minimum
Refundable Cleaning Deposit	\$250.00	Per Rental	New Fee
			Removed Porta John fee
Definition of Spaces			
Clearwater Market	Covered, outdoor "market" space = all paved parking areas.		
Clearwater Greenspace	Green space between greenway and buildings for events; plus green lot on Cedar/Kerr Street for parking (if needed) and all paved parking areas. No access to indoor spaces or restrooms.		

Clearwater Artist Studios			Changes
Greenway Gallery or The Pass (Lower Level)			Listed additional space
Hourly Event Rental Rates			
Half Day	\$400.00	4-6 hours	Updated to half day minimum
Full Day	\$800.00	7-10 hours	Updated to full day minimum
Additional Hour after 10 hours	\$100.00	Per Hour	Updated to additional hour after 10 hours minimum
Refundable Cleaning Deposit	\$250.00	Per Event	
			Removed Security Deposit
Clearwater Ceramic Center			
Services & Programs	Varies	Free to \$1,200.00 per Activity	Updated program range
Studio Lease Rates			
Up to 250 sq. ft.	\$6.00	Per Sq. Ft. per Year	Increased from \$5.75
251 - 600 sq. ft.	\$5.75	Per Sq. Ft. per Year	Increased from \$5.50
601 - 1,499 sq. ft.	\$5.50	Per Sq. Ft. per Year	Increased from \$5.25
1,500+ sq. ft.	\$4.00	Per Sq. Ft. per Year	Increased from \$3.75
Additional Information			
Monthly Studio Lease Rates	Monthly Lease Rates will be rounded up to the nearest whole dollar amount. A 10% discount will be given to any tenant artist who pays for the full year in advance.		Removed example of monthly rate rounding.

Planning & Neighborhood Development			Changes
Applications for Commissions and/or Council Review			
Voluntary Annexation Petitions Less than 3 Acres	\$300.00	Per Application	
Voluntary Annexation Petitions 3 - 5 Acres	\$400.00	Per Application	
Voluntary Annexation Petitions over 5 Acres and less than 9 Acres	\$500.00	Per Application	
Voluntary Annexation Petitions 10+ Acres	\$1,000.00	Per Application	
Text Amendment Fee	\$400.00	Per Application	
Vested Rights Certification	\$400.00	Per Application	
Appeal from a Final Order, Decision, or Interpretation	\$500.00	Per Application	
Certificate of Appropriateness	\$40.00	Per Application	
Appeal from a Code Enforcement Decision	\$50.00	Per Application	
In House Trees	\$20.00	Per Application	
After-the-Fact Certificate of Appropriateness	\$120.00	Per Application	
Variance and Appeals	\$500.00	Per Application	
Rezoning / Amendments to Conditional District	\$800.00	Per Application	
Second Rezoning / Amendment in less than 12 months	\$800.00	Per Application	
Land Use Plan Amendment	\$400.00	Per Application	
Conditional District	\$1,000.00	Per Application	
Special Use Permit	\$800.00	Per Application	Increased from \$600
Historic District Map Amendment	\$350.00	Per Application	
Street, Alley, or Right-of-Way Closing	\$750.00	Per Application	Increased from \$500
Certification of Non-Conformity Adjustment	\$400.00	Per Application	
Re-Advertisement Fee	\$300.00	Per Application	
Small Cell Wireless Facility	\$100.00	Per Application (First 5 Applications)	
	\$50.00	Per Application (6+ Applications) Up to 25 may be submitted as a bundled application	
Small Cell Attachment Fee	\$50.00	Per Pole per Year	
Eligible Facilities Request	\$100.00	Per Commercial Upfit	
Substantial Modification	\$300.00	Per Application (Commerical Zoning Compliance Permit)	
New Wireless Tower	\$600.00	Per Application (Special Use Permit)	
Technical Consulting Fee for Small Wireless Facilities	Up to \$500.00	As Needed	
Technical Consulting Fee for Eligible Facilities Requests and Co-locations	Up to \$1,000.00	As Needed	

Planning & Neighborhood Development

Changes

Publications

Historic Handbook and Guidelines	\$20.00	Per Copy	Increased from \$10
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Permits

A 5% Technology Fee is added to each of the following Permit Fees

New Construction (Zoning Clearance Approval/Permit)

Single Family	\$100.00	Per Permit	
Multi-Family - 2 - 4 Units (Sum of Both Fees)	\$100.00	Per Permit	
	\$10.00	Per Unit	
Multi-Family - 5+ Units (Whichever is Greater)	\$300.00	Per Permit	
	\$0.04	Per sq. ft.	
Commercial (Whichever is Greater)	\$300.00	Per Permit	
	\$0.04	Per sq. ft.	

Industrial

1st Acre Impervious	\$75.00	1st Acre	
Every Additional Impervious Acre	\$500.00	Each Additional Acre	
Every Pervious Acre	\$100.00	Per Pervious Acre	

Grading / Paving / Land Disturbing Approval Permit

Less than 1 Acre	\$200.00	Per Permit	
1 – 5 Acres	\$400.00	Per Permit	
Over 5 Acres	\$600.00	Per Permit	

Flood Study Review Permit

Flood Study Review Permit	\$500.00	Per Permit	
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Additions, Accessory, Upfits (Zoning Clearance Approval / Permit)

Residential	\$50.00	Per Permit	Increased from \$40
Commercial Addition / Accessory (Whichever is Greater)	\$100.00	Per Permit	
	\$0.03	Per sq. ft.	
Commercial Upfit	\$100.00	Per Permit	
Industrial Addition / Accessory (Whichever is Greater)	\$225.00	Per Permit	
	\$0.03	Per sq. ft.	
Industrial Upfit	\$100.00	Per Permit	
Certificate of Compliance (Final Approval / Acceptance for all Non-Residential Projects)	\$100.00	Per Application	

Planning & Neighborhood Development			Changes
Temporary Permits			
Temporary Construction Trailer	\$100.00	Per Permit	
Temporary Use Permit	\$100.00	Per Permit	
Temporary Power Compliance	\$50.00	Per Permit (Fire fee may apply)	
Sign Permits			
Wall Mounted, Projecting, or Canopy	\$60.00	Per Permit	
			Removed Temporary Sign or Banner Fee
Ground Mounted	\$140.00	Per Permit	
Outdoor Advertising	\$500.00	Per Permit	
Change of Panel	\$40.00	Per Permit	
Miscellaneous			
Home Occupation Permit	\$50.00	Per Permit	
Change of Use Permit	\$50.00	Per Permit	
Architectural Review Permit (Shopping Centers)	\$50.00	Per Permit	
Re-Review (After 3 Submittals)	\$50.00	Per Re-Review	
Sum of Both Fees	\$0.01	Per sq. ft.	
Zoning Verification Permit / ABC Letter	\$75.00	Per Permit	Increased from \$50
Certificate of Non-Conformity Permit	\$100.00	Per Permit	
Fine for Construction Without a Permit	Varies	2x Permit Fee	
Permit Renewal	\$40.00	Per Renewal	
Subdivision Permits			
Preliminary Plats (New Submittals)			
Less than 2 Acres	\$100.00	Per Submittal	
2 – 10 Acres	\$200.00	Per Submittal	
10 – 25 Acres	\$300.00	Per Submittal	
Over 25 Acres	\$400.00	Per Submittal	
Preliminary Plat Extensions	\$100.00	Per Submittal	
Construction Plans			
Less than 2 Acres	\$175.00	Per Submittal	
2 – 10 Acres	\$400.00	Per Submittal	
10 – 25 Acres	\$500.00	Per Submittal	
Over 25 Acres	\$50.00	Per Additional Acre over 25 Acres	
RTAP Fee (Revision to Approved Plans)	\$75.00	Per Revision	

Planning & Neighborhood Development			Changes
Final Plat Review			
Less than 2 Acres	\$80.00	Per Submittal	
2 – 10 Acres	\$125.00	Per Submittal	
10 – 25 Acres	\$200.00	Per Submittal	
Over 25 Acres	\$300.00	Per Submittal	
GIS Fees			
Maps			
GIS Map – 11” X 17” or 18” X 24”	\$1.00	Per Map (Includes Sales Tax)	
GIS Map – 24” Wide	\$5.00	Per Map (Includes Sales Tax)	
GIS Map – 30” Wide	\$10.00	Per Map (Includes Sales Tax)	
GIS Map – 36” Wide	\$15.00	Per Map (Includes Sales Tax)	
GIS Map – 42” Wide	\$20.00	Per Map (Includes Sales Tax)	
Custom Requests	\$40.00	Per Hour	
Non-Profit Office Rental Rates - 66 Union Street South			
Office #1 - 175 sq. ft.	\$414.00	Per Month	Increased from \$401
Office #2 - 221 sq. ft.	\$525.00	Per Month	Increased from \$510
Office #3 - 177 sq. ft.	\$419.00	Per Month	Increased from \$407
Office #4 - 128 sq. ft.	\$302.00	Per Month	Increased from \$294
Office #5 - 317 sq. ft. (Two Offices with One Access)	\$753.00	Per Month	Increased from \$731
Office #6 - 153 sq. ft.	\$366.00	Per Month	Increased from \$355
Office #7 - 153 sq. ft.	\$366.00	Per Month	Increased from \$355
Office #8 - 253 sq. ft.	\$600.00	Per Month	Increased from \$582
Office #9 - 297 sq. ft. (Small Sink and Closet)	\$706.00	Per Month	Increased from \$685
Office #10 - 129 sq. ft.	\$308.00	Per Month	Increased from \$299
Note: Rates are subject to an annual 3% increase or a greater percentage based on the increase in the Consumer Price Index for all Urban Consumers.			
Miscellaneous Fees			
House Plans for Homes Constructed by the City	\$50.00	Per Set	
Land Use Plans	\$30.00	Per Set	

Police & Code Enforcement			Changes
Police Department			
Parking Fines			
Single Violation	\$10.00	Per Violation	
2 - 5 Violations (Annually)	\$10.00	Per Violation	
6 - 10 Violations (Annually)	\$20.00	Per Violation	
10 or More Violations (Annually)	\$40.00	Per Violation	
Cruising Fine	\$25.00	Per Violation (Please refer to City Ordinance for delinquency charges or subsequent violations)	
Copy Fee	\$1.00	Per Copy	
Fingerprinting Fee (Includes 1 Card)	\$10.00	Each	
Additional Cards	\$5.00	Per Additional Card	
Application Fee for City-Sponsored Festival with Private Alcohol Sales	\$50.00	Per Application	
Downtown Event Power Service Fee: Events requiring electric service are subject to fees as published in Electric Department Miscellaneous Rates. Fees are collected by Chief of Police at time of permit for Parade/Demonstration/Assembly Permits.			
Alarm Ordinance Fees			
Alarm Permit	\$10.00	Per Location	
Penalty for Failure to Obtain Permit	\$200.00	Per Each False Alarm	
Penalty for Prohibited Acts as defined by the Ordinance	\$200.00	Per Occurrence	
Penalty for Operating an Alarm Without Permit	\$200.00	Per Occurrence	
Civil Penalties for False Alarms within Permit Year			
1st & 2nd False Alarm	\$0.00	No Fee	
3rd - 5th False Alarm	\$50.00	Per Occurrence	
6th & 7th False Alarm	\$100.00	Per Occurrence	
8th & 9th False Alarm	\$250.00	Per Occurrence	
10+ False Alarms	\$500.00	Per Occurrence and Revocation of Alarm Permit	
Reinstatement of a Revoked Alarm Permit	\$100.00	Per Occurrence	
Return Check Service Charge	\$25.00	Per Returned Check	
HR218 Administrative Costs	\$50.00	Per Occurrence	

Police & Code Enforcement			Changes
Precious Metal Dealer Permits and Fees			
SBI Processing Prints	\$38.00	Per Occurrence	
Concord Police Fingerprinting	\$10.00	Per Occurrence	
Application/Permit Issuance	\$180.00	Per Application	
Employee Permit	\$3.00	Per Employee	
Special Occasion Permit	\$180.00	Per Permit	
Exemption Permit	\$5.00	Per Permit	
Code Enforcement			
Civil Penalties			
General Code Enforcement Penalty	\$500.00	Per Violation	
Code Non-Compliance Penalty	\$175.00	Per Violation	
Chronic Violator Penalty	\$275.00	Per Violation	
Civil Penalty for Failure to Respond or Pay General Code (Enforcement Penalty within 15 days)	\$100.00	Per Violation	
CDO Violations - First Offense			
Warning Period	\$100.00	Per Day	
CDO Repeat Violation within 36 Months	\$300.00	Per Day	
Livestock Violation (Sum of Both Fees)	\$500.00	Per Violation	
	\$175.00	Administrative Fee	
30-161 Property Nuisance Violation (Sum of Both Fees)	\$175.00	Administrative Fee	
	Varies	Cost of Removal (5 days after notification)	
Noise Violation			
	\$500.00	Per Violation	
Yard Sale Violation			
1st Offense	\$25.00	Per Violation	
2nd Offense	\$50.00	Per Violation	
3rd Offense	\$250.00	Per Violation	
Street Cleanliness	\$50.00	Per Violation	
Parking & Storage of Certain Violations	\$100.00	1st Day	
	\$100.00	Per Day Thereafter	

Police & Code Enforcement			Changes
Graffiti Violations			
Graffiti Violation - Option 1	\$100.00	Per Day after 5 Calendar Days	
Graffiti Violation - Option 2 (Sum of Both Fees)	\$175.00	Administrative Fee	
	Varies	Cost of Removal	
Debris Removal Fees			
½ Truck or Trailer Load Up to Two (2) Tons	\$200.00	Per Removal	
One (1) Truck or Trailer Load Up to Four (4) Tons	\$400.00	Per Removal	
Anything Over One Trailer or Over Four (4) Tons	Varies	Send out to bid request to approved contractors	
Minimum Housing Fees			
Minimum Housing Standards Failure to Comply	\$200.00	Per Day	
Minimum Housing Inspection Fees			
Each Inspection After First Inspection	\$100.00	Per Additional Inspection	
Each Inspection Following Failure to Remedy a Violation After the Issuance of a Citation	\$325.00	Per Additional Inspection	
Each Inspection Disclosing Any Violations Within the Same 12-month Period	\$625.00	Per Additional Inspection	
Other Fees: Property owner shall be charged for any additional costs incurred in prosecuting an enforcement action on the property including but not limited to any publication for legal notices.			
Civil Penalty: Civil penalty, per violation per day, for each and every subsequent day that the dwelling unit remains in violation and until such time as the responsible party schedules an inspection resulting in a finding that the violations are corrected.			
Mowing, Trimming, and Collecting Miscellaneous Loose Trash Fees			
Residential Lots One (1) Acre and Under	\$100.00	Per Occurrence	
Residential Lots between One (1) and Two (2) Acres	\$200.00	Per Occurrence	
Residential Lots Over Two (2) Acres	Varies	Send out to bid request to approved contractors	
Vacant Lots One (1) Acre and Under	\$90.00	Per Occurrence	
Vacant Lots between One (1) and Two (2) Acres	\$180.00	Per Occurrence	
Vacant Lots Over Two (2) Acres	Varies	Send out to bid request to approved contractors	
Taxicab Permit Fees			
New Driver Permit	\$25.00	Per Permit	
Driver Permit Renewal	\$15.00	Per Permit	
Driver Permit Transfer	\$5.00	Per Permit	

Police & Code Enforcement			Changes
Taxicab Violation Civil Penalties			
First Violation in 12-Month Period	\$50.00	First Violation	
Successive Penalties in 12-Month Period	\$100.00	Per Violation	

Rocky River Golf Course				Changes
In-Season Rates (March 10th - December 1st)				
Note: Increases not to exceed \$5.00 from published rates, as market conditions allow.				Added note
Regular Rates	Monday - Thursday	Friday	Saturday - Sunday	
Cart Fee, included in all rates (except Walking/Juniors)	\$18.00	\$18.00	\$18.00	
Eighteen Hole (Includes Cart)	\$62.00	\$72.00	\$82.00	\$3 increase for each day
Nine Hole (A)	\$40.00	\$45.00	\$49.00	\$3 increase for each day
Twilight (B)	\$42.00	\$50.00	\$55.00	\$8 increase for Friday
Juniors (Cart Fees Extra) (F)	\$27.00	\$30.00	\$32.00	
Junior Nine Hole (Cart Fees Extra)	\$15.00	\$16.00	\$17.00	
Walking (G)	\$42.00	\$52.00	\$62.00	\$2 increase for each day
Replay Round (on Availability)	\$31.00	\$36.00	\$41.00	\$2 increase for each day
Replay Round – Nine Hole (on Availability)	\$20.00	\$23.00	\$25.00	
Discounted Rates				
Eighteen Hole – Concord Resident (B)	\$42.00	\$52.00	\$62.00	
Nine Hole – Concord Resident (A)	\$26.00	\$30.00	\$34.00	
Senior (C) / College (D) / Public Service (E)	\$47.00	\$52.00	N/A	\$8 increase for each day
UNC Charlotte Athletics Employees (H)	\$20.00	\$20.00	\$20.00	Added fee from notes
City of Concord Employees (H)	\$20.00	\$20.00	\$20.00	Added fee from notes
Guests of UNC Charlotte Athletics & Concord Employees (H)	\$35.00	\$35.00	\$35.00	Added fee from notes
Winter Rates (December 1st - March 9th)				
Note: Increases not to exceed \$5.00 from published rates, as market conditions allow.				Added note
Regular Rates (Includes Cart except for Walking & Juniors)	Monday - Thursday	Friday	Saturday - Sunday	
Eighteen Hole (Includes Cart)	\$60.00	\$65.00	\$75.00	\$5 increase for each day
Nine Hole (A)	\$35.00	\$40.00	\$45.00	
Twilight (B)	\$42.00	\$50.00	\$55.00	Adjusted to in-season rates
Juniors (Cart Fees Extra) (F)	\$27.00	\$30.00	\$32.00	
Junior Nine Hole (Cart Fees Extra)	\$15.00	\$16.00	\$17.00	
Walking (G)	\$40.00	\$45.00	\$55.00	\$5 increase for each day
Replay Round (on Availability)	\$31.00	\$36.00	\$41.00	\$2 increase for each day
Replay Round – Nine Hole (on Availability)	\$20.00	\$23.00	\$25.00	

Rocky River Golf Course				Changes
Discounted Rates				
Eighteen Hole – Concord Resident (B)	\$42.00	\$52.00	\$62.00	Adjusted to in-season rates
Nine Hole – Concord Resident (A)	\$26.00	\$30.00	\$34.00	Adjusted to in-season rates
Senior (C) / College (D) / Public Service (E)	\$47.00	\$52.00	N/A	Adjusted to in-season rates
UNC Charlotte Athletics Employees (H)	\$20.00	\$20.00	\$20.00	Added fee from notes
City of Concord Employees (H)	\$20.00	\$20.00	\$20.00	Added fee from notes
Guests of UNC Charlotte Athletics & Concord Employees (H)	\$35.00	\$35.00	\$35.00	Added fee from notes
(A) On availability, 9 Holes riding must be after 12 p.m. on weekends				1hr adjustment
(B) City of Concord Residents receive a discount with a valid Government Issued ID				
(C) Seniors (Age 60+)				
(D) College (with current valid ID)				
(E) Public Service (Active duty military, police, fire, and EMS personnel with proper ID)				
(F) Juniors (17 years and under with proper ID, Parent/Guardian required before 2 p.m.). Carts are not offered without a current license.				
(G) Walking is permitted any time Monday through Sunday				
(H) UNC Charlotte Athletics Employees and City of Concord Employees must contact the Rocky River Golf Club directly to utilize these rates. There is a maximum of 3 guests that can accompany a qualifying employee of UNC Charlotte Athletics or the City of Concord.				New note for employee rates
Note: UNC Charlotte Athletic Department and City of Concord Employees receive special pricing. Information for this rate is available directly through Rocky River Golf Club.				Included new fees for UNCC Athletics employees and City of Concord employees rates
Group Tournament Rates				
Base Group Tournament rates start at \$70 and applies to all seasons.				Increased from \$40
Golf Course staff will set rate dependent upon prime play times, tournament sponsor (e.g. Charity-501c, Non-Charity or Corporate) and contracted performance (e.g. food, beverages, and merchandise)				

Rocky River Golf Course			Changes
Annual Golf Plans			
Annual Golf Plans expire one year from the date of purchase and are non-refundable.			
Unlimited Play: Monday - Sunday			
Concord Residents	\$3,000.00	Per Year	
Non-City Residents	\$4,500.00	Per Year	
Additional Family Members (Spouse or Child in the same household)	\$1,500.00	Per Person per year	
Benefits of Unlimited Play Golf Plans Include:			
<ul style="list-style-type: none"> - Unlimited green fees any time - Range balls (up to 1 large basket per day) - Priority access to tee times (Plan participants may reserve tee times up to 10 days in advance) - 10% discount on merchandise, except sale items - 10% discount on food purchases - Complementary USGA Handicap Service 			
Weekday Golf Plans - Unlimited Play Monday - Friday (Excluding Federal Holidays)			
Concord Residents	\$2,000.00	Per Year	
Senior Concord Residents (Age 60+)	\$1,730.00	Per Year	Increased from \$1,650
Non-City Residents	\$3,200.00	Per Year	
Additional Family Members (Spouse or Child in the same household)	\$1,100.00	Per Person per year	
Benefits of Annual Golf Plans Include:			
<ul style="list-style-type: none"> - Unlimited green fees Monday - Friday - Range balls Monday - Friday (up to 1 large basket per day) - Priority access to tee times (Plan participants may reserve tee times up to 10 days in advance) - 10% discount on merchandise, except sale items - 10% discount on food purchases - Complementary USGA Handicap Service 			
Legacy Cart Plan			
	\$1,500.00	Per Person	
Requirements for Legacy Cart Plan			
<ul style="list-style-type: none"> • Must have participated in unlimited cart plan continuously since June 30, 2018 or earlier to be eligible to continue under the Legacy Cart Plan. 			

Solid Waste & Recycling			Changes
Residential Garbage, Recycling, and Bulky Collection			
Residential Solid Waste Fee	\$4.50	Per Residential Unit per Month	Increase of 50¢ per HH. Directly tied to Recycling Cost
Residential Yard Waste Removal (Bagged Waste)	No Charge	As Allowed by Ordinance	
Yard Waste Limb Removal (Residential based on volume)			
< 6 Cubic Yards (CY)	No Charge	As Allowed by Ordinance	
7-10 Cubic Yards (CY)	\$100.00	Per Collection/Disposal Charge	
11-20 Cubic Yards (CY)	\$150.00	Per Collection/Disposal Charge	
21+ Cubic Yards (CY)	\$200.00	Per Collection/Disposal Charge	
Yard Waste Removal (Vacant Lots Zoned Residential)			
< 2 Cubic Yards (CY)	No Charge		
2 – 5 Cubic Yards	\$150.00	Minimum Per Collection	
5+ Cubic Yards (Sum of Both Fees)	\$150.00	Per Collection	
	\$30.00	Per Each Addition CY over 5 CY	
Second Chance Loose Leaf Collection (Available after loose-leaf season) ¹	\$75.00	Per Collection	
Bulky Waste Collection for Residential Properties that Exceed Collection Limits	\$50.00	Per Collection (Up to 5 items or any portion thereof)	
Residential Garbage Rollout Containers			
1st Container	No Charge		
2nd and 3rd Container (Maximum of 3 Containers: 1 Green, 2 Brown)	\$12.00	Per Month per Container	
Residential Recycling Rollout Containers (1 - 3 Containers)	No Charge		
Residential Rollout Container Left at Curb After Collection Day ⁴	\$25.00	Per 95 gallon rollout cart	
Lost or Damaged Rollout Container Replacement (Beyond wear and tear)	\$70.00	Per 95 gallon rollout cart	

Solid Waste & Recycling			Changes
Code Enforcement Removal Fees			
Yard Waste Removal/Code Enforcement Collection (Sum of Both Fees) ^{2,5}	\$125.00	Minimum Charge (Up to 10 CY)	
	\$15.00	Per Each Additional CY (If greater than 10 CY)	
Special Load Collection/Code Enforcement Cleanup ^{3,5}	\$125.00	Minimum Charge (Less than 10 CY)	
	\$15.00	Per Each Additional CY (If greater than 10 CY)	
Discarded TVs and Computer Equipment ⁵	\$100.00	Minimum Charge	
	\$25.00	Per Item	
White Goods & Scrap Metal Removal ⁵	\$100.00	Minimum Charge	
	\$25.00	Per Item	
Auto or Truck Tire Removal ⁵	\$100.00	Minimum Charge	
	\$25.00	Per Tire	
Basketball Goal Removal from Public Right-of-Way	\$150.00	Per Offense	
<p>Note 1: Second Chance Loose-leaf Collection Program provides a limited number of scheduled appointments available to Customers for \$75.00 to collect loose leaves placed at the curb after the end of loose-leaf season. These appointments are available on a first-come, first-served basis. Everyone else who places loose leaves to the curb will be required to bag their leaves or be subject to Code Enforcement action with removal fees beginning at \$100.</p> <p>Note 2: Yard Waste Removal (where fees apply)/Code Enforcement Collection Fee applies to yard waste placed at the curb un-bagged (grass clippings, leaves after loose-leaf season has ended, etc.), improperly bagged yard waste (plastic bags, clear or any color), or trees, tree limbs, brush and other materials that exceed established limits for curb placement or have been cut or deposited by a commercial tree service, arborist or forester that are not to be collected by the City. These situations are subject to Code Enforcement Actions.</p> <p>Note 3: Special Load Collection/Code Enforcement Cleanup Fee applies to bulky waste/building materials/large trash piles placed at curb that do not follow City guidelines or that exceed established limits for curb placement and do not utilize a roll-off container. Examples are loose material (clothes, insulation, or other building material, etc.) dropped at curb, failure to place materials in brown compostable yard waste bags or individually-owned containers, debris piles in excess of 4 CY or total volume of materials exceeding 10 CY size limit (10 rollout cart sized-pile). These situations are subject to Code Enforcement Action.</p> <p>Note 4: Residents who place or leave their garbage containers and recycling containers on the street in violation of this policy shall receive a violation notice for the first and second offense within a one-year period. Third or future violations within one year will result in a \$25.00 civil penalty.</p> <p>Note 5: Fee only applies when collection is not consistent with ordinance.</p>			

Solid Waste & Recycling			Changes
Commercial Waste			
This ordinance applies to all business, commercial, office, multi-family housing, industrial and institutional segments including schools, churches, day care centers, and non-profit organizations.			
City Commercial Rollout Customers			
Commercial Rollout Service	\$20.00	Per Month per Cart	
<p>A. Service performed by the City’s contract collector</p> <p>B. City to bill for carts on utility bills per city policy</p> <p>C. Rollout must be approved by Solid Waste Director</p> <p>D. Only City carts may be used</p> <p>E. Residential recycling rollout cart service is available to customers subscribing to City-provided Commercial Garbage Rollout Service. Limit of three (3) recycling carts per rollout subscription. If the customer needs more than three (3) carts, then the customer shall obtain the Solid Waste Director’s approval. Any business can sign up for Rollout Recycling Service.</p>			
Rollout Container left at curb after Collection Day ⁴	\$25.00	Per 95 gallon cart	
<p>Qualifications for Commercial Rollout Cart Service: Commercial generators operating out of houses or storefront buildings may request rollout container service where dumpster service is not available or practical as determined by the Solid Waste Director. Each building is limited to a minimum number of rollout containers required to meet the waste generated by the commercial occupants in the building(s). Commercial generators in “strip malls” are required to use dumpster service and are encouraged to partner with adjacent commercial generators for the service. Other dumpster exceptions granted by the Director shall receive the number of rollout containers necessary for the waste stream generated. The City-established fee for Commercial Rollout container service shall apply and commercial generators will be billed by the City monthly as part of the City utility bill and will be billed for the number of carts in their possession, not the number collected. Billing shall be in accordance with the City utility billing and collection policy. Only City of Concord rollout containers are emptied. These containers remain the property of the City of Concord. City operated public-housing facilities may utilize rollout containers and per N.C.G.S. § 160A-314 (a2) a reduced Public Housing billed by the City for such low-income customers shall apply and is adjusted annually according to the Consumer Price Index (CPI).</p>			
Dumpster Service			
<ul style="list-style-type: none"> Commercial generators may contract directly with any waste hauler for service. Except as otherwise provided herein, all commercial generators shall utilize dumpster service for their waste. 			
<p>Dumpster Service Exceptions: In the event a commercial generator cannot comply with dumpster service policies due to logistical items including but not limited to space or access limitations or other service-related factors, the Solid Waste Director or his/her delegate has the authority to grant exceptions for good cause shown. Such exceptions are subject to the limited rollout container policies below.</p>			

Solid Waste & Recycling	Changes
Multi-Family Housing Service	
<p>1. Multi-family residence is defined by any apartment or group of apartments, townhomes, or condominiums, having seven dwelling units or more. Developments including duplexes and/or other multiple dwelling units that take indirect access from a public right-of-way and collectively exceed 6 dwelling units total are classified as a commercial multi-family development for waste disposal purposes regardless of the number of parcels occupied, the configuration of property or zoning lines, or the number of owners.</p>	
<p>2. Single-family residence is defined by any detached dwellings designed, permitted, and built as a single-family dwelling unit, mobile home, or duplex, triplex, or quadplex, apartment or group of apartments, or townhomes having 6 or less dwelling units, or any number of condominiums will be residentially served at no charge by the City and may use rollout carts.</p>	
<p>3. Developments with 7 or more units (e.g. apartment complexes) are required to utilize dumpsters (unless an exception is granted) and pay for container rental and waste disposal. Complexes are required to provide one 8 CY container per 25 units emptied twice per week. Alternatively, the owner may provide a recycling program equal to city residential curbside recycling program with sufficient tenant participation to reduce waste production to justify once per week servicing of each dumpster.</p>	
<p>4. Multi-family housing owners/managers may use any hauling firm. The Solid Waste Director or his/her delegate may grant dumpster exceptions in the event that logistical problems prevent dumpster service from occurring at any given multi-family housing location. Such exemptions shall be subject to the limited rollout container policy above.</p>	
<p>5. The City will provide information regarding the location of recycling drop off centers to multi-family housing complexes as well as technical assistance in implementing a multi-family recycling program at the complex. The cost to implement and maintain a Multi-Family Housing recycling program will be entirely the expense of the Multi-Family Housing Complex's owner/manager.</p>	
<p>6. Multi-Family Housing Complexes are considered commercial operations for the purpose of waste disposal and are responsible to arrange for and pay for disposal of all waste generated from these facilities. The City of Concord does not provide yard waste, bulky waste, building materials, garbage collection or disposal, or recycling services to these facilities.</p>	
<p>7. Bulky item pick-up service may be requested at Multi-Family Housing who have large items, such as large household appliances (white goods) and old furniture that are too large to be placed in a commercial container. This service is provided for a fee for the collection of up to five items or any portion thereof. Collection of Bulky Items must be scheduled through the Customer Care Center and payment must be received in advance.</p>	

Solid Waste & Recycling	Changes
Condominiums	
<ol style="list-style-type: none"> 1. Condominium service shall be considered residential service and provided at no cost by the City. 2. All new condominium complexes to be constructed in the City of Concord shall be designed and built to allow the use of dumpsters, providing one 8 CY container per the equivalent of 25 two-bedroom units. 3. Existing condominium complexes shall utilize dumpsters wherever logistically practical as determined by the Solid Waste Director or his/her delegate. Complexes designed and built in a “townhouse” style with detached units may be serviced using rollout carts if deemed practical to do so by the Solid Waste Director. 4. City of Concord will pay for residential rollout or dumpster waste removal at condominium complexes. 	

Stormwater Services			Changes
Stormwater Rates			
Equivalent Runoff Unit (ERU) Rate	\$6.19	Per Month	Increased from \$5.16
Single Family Residential - Including Mobile Homes			
Less than 1,890 sq. ft. of impervious area	\$3.71	Per Month (0.6 x ERU Rate)	Increased from \$3.10
1,890 - 5,506 sq. ft. of impervious area	\$6.19	Per Month (1.0 x ERU Rate)	Increased from \$5.16
Greater than 5,507 sq. ft. of impervious area	\$11.14	Per Month (1.8 x ERU Rate)	Increased from \$9.29
Multi-Family Residential (Including Apartments, Condominiums, Townhomes)			
	\$6.19	Per Month per Unit (1.0 x ERU Rate)	Increased from \$5.16
Other Properties			
	\$6.19	Per Month per 3,120 sq. ft. of impervious surface (1.0 x ERU Rate)	Increased from \$5.16
Stormwater Services			
Construction of Stormwater Structure	Varies	Cost of Time and Materials	
Street Debris Removal (Sum of Both Fees)	\$400.00	First Hour	
	\$150.00	Per Each Additional Hour or Portion Thereof	
Ditch Cleaning (applies to removal of yard waste or other waste debris obstructing drainage; not for routine ditch maintenance) (Sum of Both Fees)	\$125.00	First Hour	
	\$80.00	Per Each Additional Hour or Portion Thereof	
Maintenance Assessments			
Assessments for maintenance of stormwater control facilities may periodically be made pursuant to the Code of Ordinances § 60-88 and Article 4 of the Concord Development Ordinance based on actual City costs.			

Tax			Changes
Tax Rates			
Ad Valorem Tax Rate	42¢	Per \$100 of Assessed Valuation	
Municipal Service District Tax Rate	16¢	Per \$100 of Assessed Valuation	
Motor Vehicles			
<p>A \$25.00 General Municipal Vehicle Tax * is levied and a \$5.00 Municipal Vehicle Tax for Public Transportation** is levied for a total license tax of \$30.00 on every motor vehicle resident within the City of Concord and licensed or required to be licensed by the State of North Carolina. Of the General Municipal Vehicle Tax, \$5.00 is dedicated exclusively to Sidewalk Construction.</p> <p>* N.C.G.S. § 20-97(b) General Municipal Vehicle Tax \$25.00</p> <p>** N.C.G.S. § 20-97(c) Municipal Vehicle Tax for Public Transportation \$5.00</p> <p>Note: These Municipal Vehicles Taxes are billed and collected by Cabarrus County.</p>			
Beer and Wine License			
<p>Businesses operating within the City of Concord that have obtained a North Carolina ABC permit to sell beer and/or wine are required to obtain a City Beer and Wine License annually. An annual Beer and Wine License is levied on each Business selling beer or wine for on-premises or off-premises consumption based on N.C.G.S. § 105-113.77 and N.C.G.S. § 105-133.79 and by the authority of N.C.G.S. § 160A-211. Licenses expire on April 30th and must be renewed.</p>			
ABC Permits	Tax	Frequency	
On-premises malt beverage	\$15.00	Per Year	
Off-premises malt beverage	\$5.00	Per Year	
On-premises wine, fortified, unfortified, or both	\$15.00	Per Year	
Off-premises wine, fortified, unfortified, or both	\$10.00	Per Year	
Wholesale malt beverage	\$37.50	Per Year	
Wholesale wine (fortified and unfortified)	\$37.50	Per Year	
Wholesale malt beverage and wine (fortified and unfortified)	\$62.50	Per Year	
<p>Tax on additional licenses: The Tax stated above is the first license issued to a person. The tax for each additional license of the same type issued to that person for the same tax year is one hundred and ten percent (110%) of that base license tax; that increase will apply progressively for each additional license.</p>			
Garnishment Fees			
Garnishment Fee	\$60.00	Per Occurance	
Source: N.C.G.S § 105-368 and 7A-311			

Transit System - Concord/Kannapolis Rider			Changes
Local Service			
Regular Fare ¹	\$1.25	Per One-Way Trip	
ADA Paratransit Fare	\$2.00	Per One-Way Trip	
Senior Citizen Fare ²	\$0.60	Per One-Way Trip	
Disabled Fare ²	\$0.60	Per One-Way Trip	
Medicare Card Holders ²	\$0.60	Per One-Way Trip	
Student Fare ²	\$0.60	Per One-Way Trip	
Veteran Fare ²	\$0.60	Per One-Way Trip	
Children (under 5)	Free	Per One-Way Trip	
Transfers	Free	Per One-Way Trip	
Unlimited Ride Passes			
1-Day Unlimited Ride Pass	\$4.00	Per Pass	
1-Day Unlimited Ride Pass (Senior, Disabled, Student, Medicare, Veteran) ²	\$2.00	Per Pass	
7-Day Unlimited Ride Pass	\$12.00	Per Pass	
7-Day Unlimited Ride Pass (Senior, Disabled, Student, Medicare, Veteran) ²	\$6.00	Per Pass	
10-Ride Electronic Fare	\$10.00	Per Pass	
10-Ride Electronic Fare (Senior, Disabled, Student, Medicare, Veteran) ²	\$5.00	Per Pass	
31-Day Pass	\$40.00	Per Pass	
31-Day Pass (Senior, Disabled, Student, Medicare, Veteran) ²	\$20.00	Per Pass	
1-Ride Pass Bulk	\$1.00	Per Pass (80% of Regular Fare rate per ride)	
Rider Pass Umo Card (new or replacement)	\$2.00	Per Card	
Fare Capping (Digital Fare Payment System Users)	\$40.00	Per Calendar Month	
¹ All riders shall pay this fare unless the rider qualifies under the fare policy for one of the reduced fares as listed. ² Discounted fares require a reduced-Fare ID. ³ 1-Ride Pass – minimum purchase of 100 passes; if less than 100 passes purchased, passes will be sold at regular fare rate if applicable.			

Transportation			Changes
Signal Division			
Design, Review, and Inspection Fee	\$6,000.00	Per Occurance	
Emergency Mobilization	\$5,000.00	Per Occurance	
Fiber Optic Make Ready Fee	\$200.00	Per Occurance	
Fiber Optic Splice Fee	\$85.00	Per Splice	
Interference and Damage to City Property	All cases will be judged on an individual basis and cost recovery on Cityworks Work Order.		
Streets and Traffic			
Blocking of City controlled parking spaces (by permit)	\$5.00	Per Space per Day	
	\$25.00	Per space per Month	
Right-of-Way Encroachment Permit Application Fee	\$175.00	Per Application	New
Street Cut Repair Charges¹			
Size of Street Cut	Cost	Estimated Asphalt Required	
4 square feet (Minimum)	\$152.00	0.2 tons	
8 square feet	\$166.00	0.4 tons	
12 square feet	\$180.00	0.6 tons	
16 square feet	\$194.00	0.8 tons	
20 square feet	\$345.00	1.0 tons	
24 square feet	\$359.00	1.2 tons	
28 square feet	\$373.00	1.4 tons	
32 square feet	\$386.00	1.6 tons	
36 square feet	\$400.00	1.8 tons	
40 square feet	\$415.00	2.0 tons	
44 square feet	\$428.00	2.2 tons	
48 square feet	\$579.00	2.4 tons	
50 square feet	\$593.00	2.6 tons	
Greater than 50 square feet	Varies	Time and Materials ¹	
¹ Crew Labor and Equipment rate is \$300.00 per hour			

Transportation			Changes
Schedule of Sidewalk and Concrete Street Repair Charges¹			
Size of Sidewalk or Street Cut	Cost	Estimated Concrete Required	
16 square feet (Minimum)	\$249.00	¼ Cubic Yard	
20 square feet	\$249.00	¼ Cubic Yard	
21 - 50 square feet	\$282.00	½ Cubic Yard	
51 - 64 square feet	\$310.00	¾ Cubic Yard	
65 - 80 square feet	\$341.00	1 Cubic Yard	
Greater than 80 square feet	\$695.00	1 ¼ Cubic Yards	
	\$759.00	1 ½ Cubic Yards	
	\$790.00	1 ¾ Cubic Yards	
	\$790.00	2 Cubic Yards	
	\$820.00	2 ¼ Cubic Yards	
	\$850.00	2 ½ Cubic Yards	
	\$880.00	2 ¾ Cubic Yards	
	\$1,240.00	3 Cubic Yards	
	Time and Materials ¹	Greater than 3 Cubic Yards	
¹ Crew Labor and Equipment rate is \$300.00 per hour			
Schedule of Curb and Gutter Charges - Per Linear Foot			
Installation of new curb and gutter including suitable base material	\$30.00	Per Linear Foot	
Schedule of New 4 Inch Thick Sidewalk - Per Linear Foot			
Installation charges including grading and suitable base material	\$39.00	Per Linear Foot	
Schedule for Seeding and Mulching - Per Square Foot			
Installation charges including preparing and raking area to be seeded	\$8.00	Per Square Foot	
Note: Fees are based on normal costs and operational estimates. If the City's costs for materials increases by 33%, all repairs for private parties will be suspended until further action of the Council.			

Transportation			Changes
Traffic Services			
Signs			
10 ft Channel Post with anchor	\$55.00	Per Sign	
Delineator Post with base	\$110.00	Per Sign	
30" Stop Sign	\$55.00	Per Sign	
Yield Sign	\$55.00	Per Sign	
No Parking Sign	\$25.00	Per Sign	
Speed Limit Sign	\$55.00	Per Sign	
Street Marker Assembly	\$225.00	Per Sign	
Street Intersection Marker Blades	\$100.00	Per Sign	
Crime Watch Signs on Private Roads (Includes Installation & Maintenance)	\$165.00	Per Sign	
Crime Watch Signs on Public Roads (Includes Installation & Maintenance)	\$66.00	Per Sign	
Regulatory Signs (Excluding Stop and Yield Signs)	\$55.00	Per Sign	
Warning Sign	\$55.00	Per Sign	
Information Sign	\$30.00	Per Sign	
Street Sign Toppers	\$45.00	Per Sign	
Labor for each item above	\$45.00	Per Item	
Pavement Markings			
4-inch line	\$2.50	Per Linear Foot	
8-inch line	\$5.00	Per Linear Foot	
24-inch stop bar	\$13.75	Per Linear Foot	
Cross Walk	\$13.75	Per Linear Foot of 24" bar	
8' Character	\$210.00	Per Letter	
10' Character	Varies	Cost of Special Order	
Symbol Railroad Crossing	\$685.00	Per Symbol	
Parking Space (Parking Lot)	\$2.50	Per Linear Foot	
Parking Space (Parallel Roadway)	\$2.50	Per Linear Foot	
Turn Arrow, Standard (Right or Left)	\$440.00	Per Arrow	
Straight Arrow, Standard	\$330.00	Per Arrow	
Combination Arrow, Standard	\$440.00	Per Arrow	

Transportation			Changes
Traffic Control Services			
Traffic control services for non-profit events, parades, emergency operations, etc.	All cases will be judged on an individual basis and cost recovery based on Cityworks Work Order.		
Temporary Traffic Control (Rental) for parades, block parties and special events			
Barricades	\$5.50	Per Barricade per Day	
Detour Signs	\$5.50	Per Sign per Day	
Traffic Cones	\$1.00	Per Cone per Day	
Note: All City-owned vehicles and equipment used in a cost-reimbursement service not listed on this fee schedule will be charged to the customer at the current FEMA rate.			

Utility Billing and Collections			Changes
Including City Commercial Waste Collection Billing			
Late Fee: A Utility late fee of 1 ½ percent will be charged on all unpaid balances. A late fee will apply if payment is not paid by the 26th day. New payment arrangements are subject to late fee.			
Same Day Connection Fee			
Monday – Friday 8:00am – 3:00pm	No Charge		
Monday – Friday 3:01pm – 5:00pm	\$100.00	Per Connection	
Note: No regular connection after hours, on weekends, or holidays. Same day service will only apply to residential customers applying for new service or transferring service. Same day service is not available for meter sets.			
Non-Payment Administration Fee			
Monday – Friday 8:00am – 4:00pm	\$50.00	Per Occurrence	
Monday – Friday after 4:00pm, Weekends, and Holidays	\$100.00	Per Occurrence	
Note: Once a customer has been placed on the cutoff list, administrative fees apply regardless of whether the customer has been disconnected.			
Security Deposits			
<p>Commercial and Industrial customers who provide a letter of credit at the initial application for service will not be required to pay a deposit. However, if a letter of credit is not provided, a deposit equal to two months' average bill at the same address is required. Disconnection for non-payment will require a deposit equal to two months average bill for reconnection of services.</p> <p>Residential customers who meet a satisfactory credit rating are not required to have a security deposit at time of initial service. Disconnection for non-payment, returned checks, or bankruptcy will subject customer to deposit schedule for reconnection of service. A credit letter will be accepted in lieu of a deposit.</p> <p>Residential customers who fail to meet a satisfactory credit rating will be required to pay a deposit as follows:</p>			<p>Added "A credit letter will be accepted in lieu of a deposit"</p>
Water service	\$75.00	Per Connection	
Electric service	\$200.00	Per Connection	
Sewer service	\$75.00	Per Connection	
Any combination of utility services, deposit fees will be added together for the total deposit amount as stated above.			
Returned Payment Charge: There will be a \$25.00 service charge for returned payments. Services are subject to disconnection for returned payments.			
Partial Payment Application: Partial payments will be applied to services in the order of Stormwater, Commercial waste collection, Sewer, Water, and Electricity. Customer is responsible for remaining past due amounts and is subject to disconnection without further notice.			

Utility Billing and Collections

Changes

Check Cashing: Checks are not accepted for accounts disconnected due to non-payment and/or returned payments. No third-party checks will be cashed.

Involuntary Discontinuance of Service – Water and Sewer

In order to protect the City’s water distribution and wastewater collection systems, to protect the consuming public, to prevent the dangerous and destructive practice of tampering with any water distribution or wastewater collection facilities of the City, the following penalties are hereby established:

- 1. Penalty of \$500.00 for altering, tampering with, removing, or replacing a City water meter. A fee of \$500.00 for jumping or by-passing of water meter.
- 2. All cases not covered by the specific situations as noted above, will be judged on an individual basis and treated accordingly.
- 3. In addition to the fees set forth above, the offending party shall pay all costs incurred by the City by reason of damage to its equipment.
- 4. In addition to the fees and costs provided in the above, such conduct described shall be subject to immediate disconnection of City water and/or sewer service if the offending party is a City water and/or sewer customer.
- 5. The penalties and costs herein provided shall be imposed by the Customer Service Manager, department(s) involved, or their designated agents.
- 6. When it becomes necessary for the City to discontinue services for any reasons listed in Section 4, Discontinuing Services of the City’s Customer Service Policies and Procedures Manual, service will be restored after payment of (1) all past due bills due to the City, (2) any deposit as required, and (3) any material and labor costs incurred by the City, according to the current Fee Schedule. No meters will set in subdivision until all penalties and charges are paid.
- 7. Any person upon whom penalty and/or cost is imposed shall have the right of appeal from the action taken by the Customer Service Manager directly to the Finance Director.
- 8. Any person upon whom any penalty and/or cost are imposed shall have the right of appeal from the action taken by the Finance Director to the City Manager.
- 9. If it is determined that a residential customer is a first-time offender, the tampering charge may be reduced to \$100.00 plus the damages, usage, and reconnection fee.

Utility Billing and Collections

Changes

Involuntary Discontinuance of Service (Meter Tampering) – Electric

In order to protect the City's electric distribution systems, to protect the consuming public, to prevent the theft of electric energy, and to prevent the dangerous and destructive practice of tampering with electric facilities of the City, the following fees are hereby established:

1. A penalty of \$50.00 for breaking, removing, or replacing a City electric meter seal or disconnecting or reconnecting City electric service for the purpose of working on the service without notice to and approval by the Customer Care Department. Any consumer who fails to have said service inspected by the County Electrical Inspector within a period of five (5) working days, or upon said inspection, such work as was done should fail electrical inspection, shall be subject to immediate disconnection from the City electric system, and shall be liable to the City for all costs incurred during disconnection and reconnection of said service.
2. A penalty of \$500.00 for altering, tampering with, or removing or replacing a City electric meter for the purpose of obtaining service after service has been disconnected for non-payment of electric bills rendered.
3. A penalty of \$500.00 for straight wiring, jumping or by any other means obtaining electric service from an existing service pole or pedestal. A penalty of \$500.00 for altering the registration of an electric meter by use of any electronic or mechanical means or the obtaining of electric power by any means when said power is obtained by bypassing registration of the electric meter.
4. If metering equipment is damaged, it will be replaced or repaired according to the City's specifications. Any offending party whose electric service has been discontinued by the City pursuant to this section shall not be eligible for reconnection to the City's electric service either at the point of infringement or at any other locations on the City's electric system until the penalty imposed & all replacement/repair costs are paid in full.
5. If service has been disconnected from a power source for non-payment or meter tampering and the customer restores service on a non-protected circuit (i.e. mobile home pedestal, junction pedestal, transformer, etc.), persons involved may face legal prosecution and penalties in the amount of \$500.00 will be required in addition to other tampering charges to reconnect service.
6. All cases not covered by the specific situations as noted above, will be judged on an individual basis and treated accordingly.
7. In addition to the penalties and cost provided in the above, such conduct described shall be subject to immediate disconnection of City electric service if the offending party is a City electric customer.
8. The penalties and costs herein provided shall be imposed by the Customer Service Manager or his/her designated agent.
9. Any person upon whom any penalties and/or costs are imposed shall have the right of appeal from the action taken by the Customer Service Manager directly to the Finance Director.
10. Any person upon whom any penalty and/or costs are imposed shall have the right of appeal from the action taken by the Finance Director to the City Manager.
11. If it is determined that a residential customer is a first-time offender, the tampering charge may be reduced to \$100 plus the damages, usage and reconnection fee.

Water & Wastewater Utilities			Changes
Water Connection Charges - Applicable to Residential, Commercial, Institutional, and Industrial Customers			
Residential Charges			
Residential charges are comprised of a system development fee, installation fee, and meter fee. Residential charges do not apply to hotels, motels, resorts, and campgrounds; commercial charges shall apply to these facilities.			
System Development Fee (SDF)	\$1,632.00	Per Equivalent Runoff Unit - Single Family	
	\$1,088.00	Per Equivalent Runoff Unit - Multi-Family	
<p>Note 1: A residential unit includes each dwelling separately owned, sold, or leased, regardless of if the unit is metered individually or if the residential development is master-metered. For example, a residential unit includes, and a residential system development fee applies to, each and every apartment unit, both units of a duplex, each single-family home, each mobile home, etc.</p> <p>Note 2: MULTI-FAMILY DWELLING - A structure arranged, designed, and intended to be the residence of more than one family, with each family having independent cooking and bathing facilities.</p> <p>Note 3: SINGLE-FAMILY RESIDENTIAL DWELLING - A separately owned residence for use by one family as a housekeeping unit with space for eating, living, and permanent provisions for cooking and sanitation. (See NCGS § 87-15.5).</p>			
Installation and Meter Fees			
Installed by Concord Utilities on existing City-owned water mains			
¾" Meter	\$264.00	Per Meter	
	\$1,134.00	Per Meter Installation	
1" Meter	\$395.00	Per Meter	
	\$1,261.00	Per Meter Installation	
2" Meter	\$855.00	Per Meter	
	\$1,865.00	Per Meter Installation	
Installed by Others on water main extensions not yet owned by the City of Concord			
¾" Meter	\$264.00	Per Meter purchased from the City of Concord	
1" Meter	\$395.00	Per Meter purchased from the City of Concord	
2" Meter	\$855.00	Per Meter purchased from the City of Concord	
Greater than 2" Meter	At Cost + \$105 AMI fee	Must be provided by applicant according to City Specifications	Added AMI module fee to developer purchased meters
Irrigation Services: All Irrigation services and Meter Charges (residential, commercial, institutional, and industrial) shall be charged the same as listed under the non-residential charges below.			

Water & Wastewater Utilities			Changes
Non-Residential Charges			
Installed by Concord Utilities on existing City-owned water mains			
¾" Meter	\$1,632.00	System Development Fee	
	\$1,134.00	Per Meter Installation	
	\$264.00	Per Meter	
1" Meter	\$2,719.00	System Development Fee	
	\$1,261.00	Per Meter Installation	
	\$395.00	Per Meter	
2" Meter	\$8,702.00	System Development Fee	
	\$1,865.00	Per Meter Installation	
	\$855.00	Per Meter	
Installed by Others on water main extensions not yet owned by the City of Concord			
¾" Meter	\$1,632.00	System Development Fee	
	\$264.00	Per Meter purchased from the City of Concord	
1" Meter	\$2,719.00	System Development Fee	
	\$395.00	Per Meter purchased from the City of Concord	
2" Meter	\$8,702.00	System Development Fee	
	\$855.00	Per Meter purchased from the City of Concord	
Installed by others on existing City-owned water mains or on water main extensions not yet owned by the City of Concord (Excludes Meter Fee & \$105 AMI fee)			Added \$105 AMI fee
4" Meter	\$27,195.00	System Development Fee	
6" Meter	\$54,389.00	System Development Fee	
8" Meter	\$87,023.00	System Development Fee	
10" Meter	\$228,434.00	System Development Fee	
12" Meter	\$288,262.00	System Development Fee	
Note 1: Connections installed by others must be licensed utility contractors approved by the Water Resources Director or designee.			
Note 2: All meters greater than 2" must meet City of Concord specifications and should be approved by the applicant.			
Note 3: Dedicated fire protection connections are exempt from water connection charges; however, potable service connections off the fire line are subject to connection charges.			

Water & Wastewater Utilities

Changes

Water Treatment and Distribution Fees

Base Charges are based on Water Meter size

Inside City Rate			
¾" Meter	\$5.05	Per Month	Increased from \$4.04
1" Meter	\$7.20	Per Month	Increased from \$5.76
1 ½" Meter	\$12.14	Per Month	Increased from \$9.71
2" Meter	\$18.33	Per Month	Increased from \$14.66
3" Meter	\$32.85	Per Month	Increased from \$26.28
4" Meter	\$53.56	Per Month	Increased from \$42.85
6" Meter	\$104.86	Per Month	Increased from \$83.89
8" Meter	\$166.68	Per Month	Increased from \$133.34
10" Meter	\$239.00	Per Month	Increased from \$191.20
12" Meter	\$444.83	Per Month	Increased from \$355.86
Outside City Rate			
¾" Meter	\$5.68	Per Month	Increased from \$4.54
1" Meter	\$8.26	Per Month	Increased from \$6.61
1 ½" Meter	\$14.19	Per Month	Increased from \$11.35
2" Meter	\$21.61	Per Month	Increased from \$17.29
3" Meter	\$39.04	Per Month	Increased from \$31.23
4" Meter	\$63.89	Per Month	Increased from \$51.11
6" Meter	\$125.45	Per Month	Increased from \$100.36
8" Meter	\$199.63	Per Month	Increased from \$159.70
10" Meter	\$286.64	Per Month	Increased from \$229.13
12" Meter	\$533.41	Per Month	Increased from \$426.73
Fire Service Availability - Inside City Rate			
4" Meter	\$52.01	Per Month	
6" Meter	\$94.44	Per Month	
8" Meter	\$145.09	Per Month	
10" Meter	\$217.72	Per Month	
12" Meter	\$334.30	Per Month	

Water & Wastewater Utilities			Changes
Volume Charges			
Residential Volume Charges - Inside City Rate			Changed Block 1 & 2 from 6k to 3k gallons
Block 1 (0 - 3,000 gallons per month)	\$4.75	Per 1,000 gallons	Decreased from \$5.47
Block 2 (3,001 - 8,999 gallons per month)	\$7.13	Per 1,000 gallons	Increased from \$7.12
Block 3 (9,000+ gallons per month)	\$9.03	Per 1,000 gallons	Increased from \$8.76
Irrigation Service	\$9.03	Per 1,000 gallons	Increased from \$8.76
Residential Volume Charges - Outside City Rate			Changed Block 1 & 2 from 6k to 3k gallons
Block 1 (0 - 3,000 gallons per month)	\$5.70	Per 1,000 gallons	Decreased from \$6.57
Block 2 (3,001 - 8,999 gallons per month)	\$8.56	Per 1,000 gallons	Increased from \$8.55
Block 3 (9,000+ gallons per month)	\$10.84	Per 1,000 gallons	Increased from \$10.52
Irrigation Service	\$10.84	Per 1,000 gallons	Increased irrigation rate to match block 3
Commercial and Institutional Volume Charges - Inside City Rate			
Commercial/Institutional Service	\$5.85	Per 1,000 gallons	Increased from \$5.52
Commercial/Institutional Irrigation Service	\$9.03	Per 1,000 gallons	Increased from \$8.76
Commercial and Institutional Volume Charges - Outside City Rate			
Commercial/Institutional Service	\$7.02	Per 1,000 gallons	Increased from \$6.63
Commercial/Institutional Irrigation Service	\$10.84	Per 1,000 gallons	Increased from \$10.52
Industrial Volume Charges - Inside City Rate			
Industrial Service	\$4.50	Per 1,000 gallons	Increased from \$4.08
Industrial Irrigation Service	\$9.03	Per 1,000 gallons	Increased from \$8.76
Industrial Volume Charges - Outside City Rate			
Industrial Service	\$5.40	Per 1,000 gallons	Increased from \$4.90
Industrial Irrigation Service	\$10.84	Per 1,000 gallons	Increased from \$10.52
Other Industrial Rates Set by Contract			
			Removed Harrisburg Reserved Capacity Charges
Town of Harrisburg - O&M Rate	\$4.12	Per 1,000 gallons	Increased from \$3.97
City of Kannapolis	\$1.52	Per 1,000 gallons	
Fire Hydrant Volume Charges	\$9.03	Per 1,000 gallons	Increased from \$8.36
Water Tanker	\$9.03	Per 1,000 gallons	Increased from \$8.36
Water Use Permit for Tank or Tankers	\$50.00	Per Year	
Other Volume Charges			
Water Usage through Detector Meters on Fire Lines - Inside City Rate	\$5.83	Per 1,000 gallons	Increased from \$4.44
Water Usage through Detector Meters on Fire Lines - Outside City Rate	\$7.00	Per 1,000 gallons	Increased from \$5.33

Water & Wastewater Utilities			Changes
Economic Development Rider			
Availability: This rider is available only at the option and approval of the City Manager to Industrial water users receiving service from the City who average greater than 500,000 gallons per day of water usage.			
Application of Credit: Beginning with the Operational Date, a credit based on the percentages below will be applied to the total bill for water use, calculated on the applicable rate schedule.			
Months 1 - 12	20.00%	Per Month	
Months 13 - 24	15.00%	Per Month	
Months 25 - 36	10.00%	Per Month	
Months 37 - 48	5.00%	Per Month	
After Month 48	0.00%	Per Month	
Wastewater Connection Charges			
Applicable to Residential, Commercial, Institutional and Industrial Customers			
Residential Charges: Residential charges are comprised of a system development fee and installation fee. Residential charges do not apply to hotels, motel, resorts, and campgrounds; commercial charges shall apply to these facilities.			
System Development Fee (SDF)	\$1,159.00	Per ERU - Single Family (Starting August 2023)	
	\$662.00	Per ERU - Multi-Family (Starting August 2023)	
Note 1: A residential unit includes each dwelling separately owned, sold, or leased, regardless of if the unit is metered individually or if the residential development is master-metered. For example, a residential unit includes, and a residential system development fee applies to, each and every apartment unit, both units of a duplex, each single-family home, each mobile home, etc. For mixed use master metered developments, both the per unit residential fee and the meter size fee should be calculated. The larger of these fees will be charged.			
Note 2: SINGLE-FAMILY RESIDENTIAL DWELLING - A separately owned residence for use by one family as a housekeeping unit with space for eating, living, and permanent provisions for cooking and sanitation. (See NCGS § 87-15.5).			
Note 3: MULTI-FAMILY DWELLING - A structure arranged, designed, and intended to be the residence of more than one family, with each family having independent cooking and bathing facilities.			
Installation Fee: 4-Inch Service	\$1,000.00	Per Installation	
Installation Fee: 6-Inch Service	\$1,800.00	Per Installation	

Water & Wastewater Utilities			Changes
Non-Residential Charges			
Installed by Concord Utilities on existing City-owned sewer mains			
4-Inch Sewer Service			
¾" Meter	\$1,159.00	System Development Fee	
	\$1,000.00	Installation	
1" Meter	\$1,931.00	System Development Fee	
	\$1,000.00	Installation	
2" Meter	\$6,180.00	System Development Fee	
	\$1,000.00	Installation	
4" Meter	\$19,313.00	System Development Fee	
	\$1,000.00	Installation	
6" Meter	\$39,625.00	System Development Fee	
	\$1,000.00	Installation	
8" Meter	\$61,801.00	System Development Fee	
	\$1,000.00	Installation	
10" Meter	\$162,227.00	System Development Fee	
	\$1,000.00	Installation	
12" Meter	\$204,714.00	System Development Fee	
	\$1,000.00	Installation	
6-Inch Sewer Service			
¾" Meter	\$1,159.00	System Development Fee	
	\$1,800.00	Installation	
1" Meter	\$1,931.00	System Development Fee	
	\$1,800.00	Installation	
2" Meter	\$6,180.00	System Development Fee	
	\$1,800.00	Installation	
4" Meter	\$19,313.00	System Development Fee	
	\$1,800.00	Installation	
6" Meter	\$39,625.00	System Development Fee	
	\$1,800.00	Installation	
8" Meter	\$61,801.00	System Development Fee	
	\$1,800.00	Installation	
10" Meter	\$162,227.00	System Development Fee	
	\$1,800.00	Installation	
12" Meter	\$204,714.00	System Development Fee	
	\$1,800.00	Installation	

Water & Wastewater Utilities			Changes
Installed by Others on Sewer Mains not yet owned by the City of Concord			
¾" Meter	\$1,159.00	Connection Fee (Excludes Installation Fee)	
1" Meter	\$1,931.00	Connection Fee (Excludes Installation Fee)	
2" Meter	\$6,180.00	Connection Fee (Excludes Installation Fee)	
4" Meter	\$19,313.00	Connection Fee (Excludes Installation Fee)	
6" Meter	\$38,625.00	Connection Fee (Excludes Installation Fee)	
8" Meter	\$61,801.00	Connection Fee (Excludes Installation Fee)	
10" Meter	\$162,227.00	Connection Fee (Excludes Installation Fee)	
12" Meter	\$204,714.00	Connection Fee (Excludes Installation Fee)	
Wastewater Collection System Use Fees			
Base Charges are based on Water Meter size			
Inside City Rate			
¾" Meter	\$4.41	Per Month	Increased from \$3.39
1" Meter	\$6.24	Per Month	Increased from \$4.80
1 ½" Meter	\$10.43	Per Month	Increased from \$8.02
2" Meter	\$15.67	Per Month	Increased from 12.05
3" Meter	\$27.97	Per Month	Increased from \$21.51
4" Meter	\$45.49	Per Month	Increased from \$34.99
6" Meter	\$88.92	Per Month	Increased from \$68.40
8" Meter	\$141.25	Per Month	Increased from \$108.65
10" Meter	\$202.47	Per Month	Increased from \$155.74
Outside City Rate			
¾" Meter	\$4.94	Per Month	Increased from \$3.80
1" Meter	\$7.14	Per Month	Increased from \$5.49
1 ½" Meter	\$12.16	Per Month	Increased from \$9.35
2" Meter	\$18.44	Per Month	Increased from \$14.18
3" Meter	\$33.19	Per Month	Increased from \$25.53
4" Meter	\$54.23	Per Month	Increased from \$41.71
6" Meter	\$106.34	Per Month	Increased from \$81.80
8" Meter	\$169.13	Per Month	Increased from \$130.10
10" Meter	\$242.60	Per Month	Increased from \$186.61

Water & Wastewater Utilities			Changes
Volume Charges			
Inside City Charges			
Water Customers of Concord Utilities	\$5.74	Per 1,000 gallons per Month	Increased from \$5.62
Flat-Rate Customers	\$29.67	Per Month	Increased from \$27.56
Outside City Charges			
Water Customers of Concord Utilities	\$6.88	Per 1,000 gallons per Month	Increased from \$6.74
Flat-Rate Customers	\$35.21	Per Month	Increased from \$32.78
Other Charges			
Water Meter Protection Plan: High water bill assistance due to leaks. Opt Out is available.			Added "water"
¾" Meter	\$0.50	Per Month	
1" Meter	\$1.25	Per Month	
1 ½" Meter	\$2.50	Per Month	
2" Meter	\$4.00	Per Month	
3" Meter	\$8.75	Per Month	
4" Meter	\$25.00	Per Month	
6" Meter	\$40.00	Per Month	
8" Meter	\$70.00	Per Month	
10" Meter	\$110.00	Per Month	
12" Meter	\$220.00	Per Month	
Note: Excludes Industrial meters. Irrigation meters are charged the same as regular meters.			
Irrigation Services: All Irrigation Services and Meter Charges (residential, commercial, institutional, and industrial) shall be charged the same as listed under the non-residential charges.			
Drought Surcharge Policy: During periods of extended and extreme drought when mandatory water usage restrictions are necessary, an additional 10% surcharge will be applied to Blocks 2 and 3 of the current residential service rates.			
Fees for Violations of Mandatory Water Restrictions			
Residential - First Offense	\$100.00	First Offense	
Residential - Second and subsequent offense(s)	\$300.00	Per Each Additional Offense	
Commercial/Institutional - First Offense	\$500.00	First Offense	
Commercial/Institutional - Second and subsequent offense(s)	\$1,500.00	Per Each Additional Offense	
Industrial - First Offense	\$500.00	First Offense	
Industrial - Second and subsequent offense(s)	\$1,500.00	Per Each Additional Offense	
Non-Emergency, After Hours, Weekend / Holiday Cut Off / On	\$100.00	For Customers requesting service cut off/on for non-emergency plumbing repairs	

Water & Wastewater Utilities			Changes
Move Existing Service to Another Location on Same Property	At Cost	Labor, Equipment, and Materials	
Purchase of Replacement Well Water Usage and Signs	\$10.00	Per Sign (In Excess of Annual Replacement)	
Water Meter Testing Fee (5/8" – 1")	\$50.00	Per Test	
Water Meter Testing Fee (1 1/2" – 2")	\$125.00	Per Test	
Purchase of Rain Barrel for Water Conservation	At Cost	Cost set by Purchasing Department, plus Sales Tax	
Concrete Pipe	At Cost	Plus Sales Tax	
Water Sense Toilet Rebate / Credit (Residential Service): \$50.00 credit on Utility Bill per qualifying toilet replacement (limit 3 per single family residential service). For more information, contact Water Resources or visit their website.			
Concord Utilities Extension and Modification Permit Fees			
Water Permit Application Review	See Engineering		
Wastewater Permit Application Review	See Engineering		
Labor and Equipment Charges			
T.V. Truck	\$150.00	Per Hour (2-Hour Minimum Charge, Inc. Operator)	
Jet-Vac Truck	\$225.00	Per Hour (2-Hour Minimum Charge, Inc. Operator)	
Flusher/Sweeper	\$75.00	Per Hour (1 1/2-Hour Minimum Charge)	
Motor-Grader	\$40.00	Per Hour	
Rapid Response Vehicle	\$100.00	Per Hour (2-Hour Minimum Charge, Inc. Operator)	
Pick-up Truck	\$17.00	Per Hour	
Crew Truck	\$20.00	Per Hour	
Tandem Dump Truck	\$30.00	Per Hour	
1-Ton Dump Truck	\$20.00	Per Hour	
5-10 Ton Dump Truck	\$26.00	Per Hour	
5-Ton Trailer	\$10.00	Per Hour	
10-Ton Trailer	\$10.00	Per Hour	
Landscape Trailer	\$10.00	Per Hour	
Emergency Response Trailer	\$10.00	Per Hour	
Shoring Trailer with Shore Material	\$20.00	Per Hour	
30,000-Pound Class Track Hoe	\$45.00	Per Hour	
50,000-Pound Class Track Hoe	\$88.00	Per Hour	
Front End Loader	\$44.00	Per Hour	
Rubber Tire Backhoe	\$29.00	Per Hour	
Mini Excavator	\$25.00	Per Hour	
Drum Roller Trench Compactor	\$27.00	Per Hour	
185 Cubic Foot per Minute Air Compressor	\$60.00	Per Hour	
Concrete Mixer	\$47.00	Per Hour	

Water & Wastewater Utilities			Changes
Argo All-Terrain Vehicle	\$12.00	Per Hour (2-Hour Minimum Charge)	
Core Machine: 4" - 6" core	\$175.00	Per Core	
Core Machine: 8" - 10" core	\$250.00	Per Core	
Hand Whacker Tamp	\$5.00	Per Hour	
Small Centrifugal and Diaphragm Pumps	\$5.00	Per Hour	
Chainsaw	\$5.00	Per Hour	
By-Pass Pump: 4" pump	\$15.00	Base Charge	
	\$25.00	Per Hour (2-Hour Minimum Charge)	
By-Pass Pump: 6" pump	\$19.00	Base Charge	
	\$33.00	Per Hour (2-Hour Minimum Charge)	
By-Pass Pump: 8" pump	\$25.00	Base Charge	
	\$50.00	Per Hour (2-Hour Minimum Charge)	
Small Generator (Less Than 7,000 watts)	\$20.00	Per Hour	
Large Generator (Greater Than 7,000 watts)	\$40.00	Per Hour	
Trip Charge ¹	\$30.00	Per Trip	
Smoke Machine	\$5.00	Per Hour	
¾" Water Meter	\$193.00	Per Meter	
1" Water Meter	\$395.00	Per Meter	
2" Water Meter	\$774.00	Per Meter	
Sewer Service Trailer	\$15.00	Per Hour	
Low-boy Tractor & Trailer	\$32.00	Per Hour	
Hydroseeder	\$10.00	Per Hour	
Straw Blower	\$6.00	Per Hour	
Skid Steer	\$18.00	Per Hour	
¹ Applicable when more than two (2) trips are made to the same location to install water meters and applicable to all after hours calls for turning water services off or on to accommodate customer repairs.			
Note: All City-owned vehicles and equipment used in a cost – reimbursement service not listed on this schedule will be charged to the customer at the current FEMA rate.			