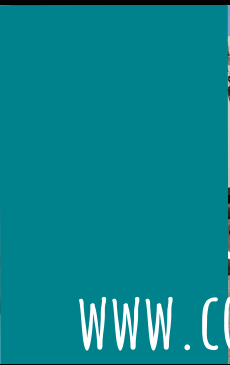
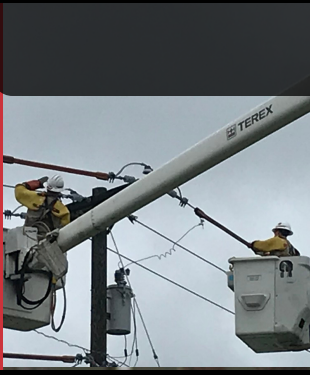




*Concord*  
NORTH CAROLINA  
High Performance Living



*FY 2018-2019*  
**ANNUAL OPERATING  
BUDGET &  
PERFORMANCE PLAN**



[WWW.CONCORDNC.GOV](http://WWW.CONCORDNC.GOV)





Description: City Council members, along with over 1,000 valued employees across multiple departments, contribute to the spirit of “Team Concord.” Our commitment to providing excellent service is woven throughout the City’s budget.

Credits: Layout ideas and photos courtesy of LJ Weslowski, Allyson Sigmon, and Lesley Reder.





## Mission

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

## Core Values

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

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

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

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

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

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

## Team Concord's Principles of Excellent Service

Concern for the Individual  
Professional Service  
Timeliness

Customer Focus  
Effective Communications  
Teamwork

Fair and Equitable Service  
Taking Ownership  
Great Service Recovery



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Concord**

**North Carolina**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Concord, North Carolina for its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



# TABLE OF CONTENTS

	<u>Page</u>
Mission Statement and Core Values	
GFOA Distinguished Budget Presentation Award	
Table of Contents	
<b>INTRODUCTION</b>	
Mayor and City Council.....	6
City Organizational Chart (with FTE) .....	7
Manager’s Budget Message.....	9
Guide to the Components of the Budget Document.....	18
Budget Process and Budget Calendar.....	20
What’s New or Changed (including Council changes to the Manager’s Rec. Budget).....	22
History & Background of Concord .....	24
Mayor and City Council Goals and Objectives.....	25
Budget Ordinance.....	28
<b>BUDGET SUMMARY</b>	
Fund and Budget Unit Organizational Structure.....	32
Major Revenue Sources.....	34
Summary Tables and Charts.....	38
Fund Balances / Net Assets.....	43
Personnel Summary.....	44
Background on Customer Service Initiative.....	46
Background on Performance Measurement Efforts.....	47
External Agency Funding.....	48
<b>GOVERNMENTAL FUND TYPES</b>	
<b>GENERAL FUND</b> – Overview and Summary of Revenues and Expenditures.....	49
<b>GENERAL GOVERNMENT</b> – Overview and Summary of Expenditures.....	52
Governing Body.....	54
Public Service Administration.....	56
City Manager’s Office.....	58
Human Resources.....	61
Wellness Center.....	63
Finance.....	65
Tax Collection.....	67
Legal.....	69
Non-Departmental.....	71
<b>PUBLIC SAFETY</b> – Overview and Summary of Expenditures.....	72
Police.....	74
Code Enforcement.....	76
Emergency Communications.....	78
Radio Shop.....	80
Fire.....	82
Fire Prevention.....	84
Fire Training.....	86
Emergency Management.....	88
<b>PUBLIC WORKS</b> – Overview and Summary of Expenditures.....	90
Streets & Traffic.....	92
Powell Bill.....	94
Traffic Signals.....	96
Traffic Services.....	98
Solid Waste & Recycling.....	100
Cemeteries.....	102
Fleet Service.....	104
<b>ECONOMIC DEVELOPMENT</b> – Overview and Summary of Expenditures.....	106
Planning & Neighborhood Development.....	108
Transportation Planning.....	110

Economic Development.....	112
<b>CULTURAL AND RECREATION – Overview and Summary of Expenditures.....</b>	<b>114</b>
Parks and Recreation.....	116
Parks and Recreation and Aquatics.....	119
<b>SPECIAL REVENUE FUNDS - Overview of Special Revenue Funds.....</b>	<b>121</b>
<b>MUNICIPAL SERVICE DISTRICT FUND – Summary of Revenues and Expenditures.....</b>	<b>122</b>
Municipal Service District.....	123
<b>HOUSING ASSISTANCE FUND – Summary of Revenues and Expenditures.....</b>	<b>124</b>
Section 8 Voucher Program.....	125
<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG) – Summary of Revenues and Expenditures.....</b>	<b>127</b>
Administration and Projects.....	129
<b>HOME CONSORTIUM FUND – Summary of Revenues and Expenditures.....</b>	<b>131</b>
Administration and Projects.....	133
<b>ADDL. \$5 VEHICLE TAX (TRANSIT) – Summary of Revenues and Expenditures.....</b>	<b>135</b>
Addl. \$5 Vehicle Tax (Transit).....	136
<b>PROPRIETARY FUND TYPES</b>	
<b>ENTERPRISE FUNDS – OVERVIEW OF ENTERPRISE FUNDS.....</b>	<b>137</b>
<b>STORMWATER FUND – Summary of Revenues and Expenses.....</b>	<b>139</b>
Stormwater Operations.....	141
<b>ELECTRIC FUND – Summary of Revenues and Expenses.....</b>	<b>143</b>
Administration.....	145
Purchased Power.....	147
Powerlines Maintenance.....	149
Tree Trimming.....	151
Electric Construction.....	153
Peak Shaving.....	155
Electric Engineering Services.....	157
Utility Locate Services.....	159
<b>WATER RESOURCES FUND – Summary of Revenues and Expenses.....</b>	<b>161</b>
Hillgrove & Coddle Creek Water Treatment Plants.....	163
Waterlines Operations & Maintenance.....	167
<b>TRANSIT FUND – Summary of Revenues and Expenses.....</b>	<b>169</b>
Transit Operations – Concord/Kannapolis <i>Rider</i> .....	171
<b>WASTEWATER RESOURCES FUND – Summary of Revenues and Expenses.....</b>	<b>173</b>
Wastewaterlines Operations & Maintenance.....	175
<b>GOLF COURSE FUND – Summary of Revenues and Expenses.....</b>	<b>177</b>
Golf Course Operations.....	179
<b>AVIATION FUND – Summary of Revenues and Expenses.....</b>	<b>181</b>
Aviation Operations.....	183
<b>PUBLIC HOUSING FUND – Summary of Revenues and Expenses.....</b>	<b>185</b>
Housing Operations.....	187
<b>INTERNAL SERVICES FUND – Overview and Summary of Allocated Costs.....</b>	<b>189</b>
Utilities Collections.....	191
Data Services.....	193
Billing.....	195
Customer Care.....	197
Engineering.....	199
Purchasing.....	201
Buildings and Grounds.....	203
<b>DEBT SERVICE / CAPITAL IMPROVEMENT PLAN (CIP).....</b>	<b>205</b>
<b>SUPPLEMENTAL INFORMATION</b>	
Debt Management, Reserve, & CIP Policies.....	221
Authorized Position Detail, Salary Grades.....	235
Fees & Charges Schedule.....	244
City Profile & Glossary.....	283

# Mayor & City Council

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



**MAYOR**

William C. "Bill" Dusch

Term Expires: 12/21

duschb@concordnc.gov



**DISTRICT 7**

John Sweat, Jr.

Term Expires: 12/19

sweatj@concordnc.gov

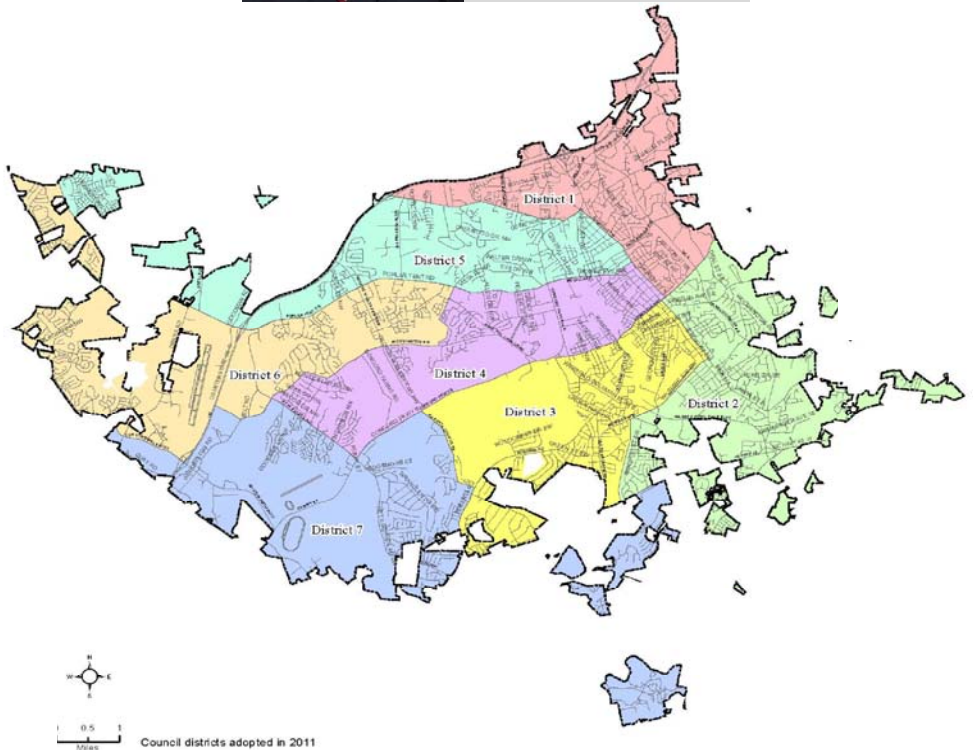


**DISTRICT 1**

Samuel Leder

Term Expires: 12/19

lederls@concordnc.gov



**DISTRICT 6**

Mayor Pro-Tem

Jennifer Parsley

Term Expires: 12/19

parsley@concordnc.gov



**DISTRICT 2**

W. Brian King

Term Expires: 12/19

kingb@concordnc.gov



**DISTRICT 5**

Terry Crawford

Term Expires: 12/21

crawfordt@concordnc.gov



**DISTRICT 4**

JC McKenzie

Term Expires: 12/21

mckenziejc@concordnc.gov



**DISTRICT 3**

Ella Mae Small

Term Expires: 12/21

smalle@concordnc.gov





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



ASSISTANT  
 CITY MANAGER

Joshua Smith  
 704-920-5215



AVIATION

Dirk Vanderleest  
 704-920-5912



COMMUNICATIONS

Bethany Ledwell  
 704-920-5590



CITY CLERK

Kim Deason  
 704-920-5205



EMERGENCY  
 MANGEMENT

Jim Sells  
 704-920-5528



FIRE

Ray Allen  
 704-920-5516



FINANCE

Pam Hinson  
 704-920-5220



HOUSING

Angela Graham  
 704-920-6100



PARKS AND  
 RECREATION

Bob Dowless  
 704-920-5610



HUMAN RESOURCES

Rebecca Edwards  
 704-920-5102



POLICE and  
 CODE ENFORCEMENT

Gary Gacek  
 704-920-5007



PLANNING AND  
 NEIGH. DEV.

Steve Osborne  
 704-920-5132

# F CONCORD



**REPRESENTED  
BY  
MAYOR  
AND  
CITY COUNCIL**



**CITY ATTORNEY**

Valerie Kolczynski  
704-920-5115

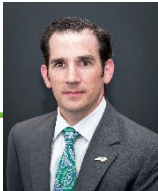
**CITY MANAGER**

Lloyd Payne  
704-920-5215



**ASSISTANT  
CITY MANAGER**

LeDerick Blackburn  
704-920-5215



**PUBLIC AFFAIRS**

Peter Franzese  
704-920-5210



**BUILDINGS AND  
GROUNDS**

Susan Sessler  
704-920-5380



**ELECTRIC SYSTEMS**

Bob Pate  
704-920-5301



**DATA SERVICES  
(Contract)**

Charlie Bridges  
704-920-5293



**ENGINEERING**

Sue Hyde  
704-920-5401



**FLEET SERVICES**

Daniel Nuckolls  
704-920-5431



**ROCKY RIVER  
GOLF CLUB  
(Contract)**

704-455-1200



**RIDER TRANSIT**

L.J. Weslowski  
704-920-5878



**SOLID WASTE AND  
RECYCLING**

Brian Moore  
704-920-5351



**TRANSPORTATION**

Phillip Graham  
704-920-5362



**WATER RESOURCES**

Christie Putnam  
704-920-5343



May 31, 2018

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

Dear Mayor Dusch and Members of the City Council:

I am pleased to present to you the Fiscal Year 2018-2019 Annual Budget for your review and consideration. This proposed budget represents the goals and priorities expressed by you at our annual planning session and budget workshop. Staff has worked hard to align your goals with the recommended projects and operational items. Continuous improvement has and will continue to be at the forefront of our decision making process.

The proposed annual budget was prepared in accordance with North Carolina General Statutes Chapter 159, Article 3, The Local Government Budget and Fiscal Control Act. All funds within the proposed budget are balanced, and all revenues and expenditures are identified for Fiscal Year 2018-2019. I want to offer a special thank you to Deputy City Manager Merl Hamilton, Finance Director Pam Hinson, Budget and Performance Manager Robin Barham, Budget Analyst Lesley Reder, and all Department Directors for their tireless efforts to provide the proposed budget documents.

The City-wide budget totals \$250,896,647 for all funds, including utilities and special revenue funds. This is an overall budget increase of 1.8% over the FY 18 adopted budget.

The recommended General Fund budget for FY 2018-19 totals \$88,215,189 for City personnel, operations, capital improvements and debt service. This recommendation maintains the tax rate at 48¢ per \$100 of valuation which is the same tax rate since 2013. As in past years, this proposed tax rate includes restricting the 2¢ budgeted for use in the Transportation Improvement Fund as mandated by City Council.

Per the Cabarrus County tax collector's office, the City's property values are \$11,321,000,000, an increase of 3% over the previous year. One cent on the property tax rate equates to \$1,100,000.

No rate increases are anticipated for the Water, Stormwater, or Wastewater funds, despite a 4% increase in our wastewater treatment rates from WSAAC. No changes are recommended in electric rates at this time. As is the practice, if there is a need to consider a Purchased Power Adjustment, changes would be implemented in the September time frame.

Per Council's direction, the focus of this budget is maintaining essential services provided to our residents and businesses and fund the essential projects necessary to maintain and improve the quality of life in a growing community. To do this and to continue to make basic capital purchases, I am recommending the use of \$6,847,445 from the City's Capital Reserve Funds to pay for one-time expenses.

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

### **GENERAL FUND EXPENDITURE HIGHLIGHTS (OPERATIONS)**

The General Fund is broken down into five categories: General Government, Public Safety, Public Works, Economic Development, and Culture & Recreation. A detailed description of each of these categories and associated



expenditures are contained within the budget documents. I have highlighted some of the major changes recommended in the FY 2018-2019 operations budget below:

## **GENERAL GOVERNMENT**

### City Manager's Office

- Real Estate property acquisition – this is the realtor/broker we have on retainer to assist the City in identification and purchase of land for future projects – \$24,000
  - Additional Neighborhood Matching Grant funds – will allow more neighborhoods to participate in our annual grant program to make qualified improvements in their community – \$10,000
  - Public Engagement Software – staff is analyzing the use of additional software to help us better engage our citizens and communicate with them more efficiently – \$13,000
- Non-Departmental
- Worker's Comp pool – money set aside to pay for unanticipated claims which cannot be handled in individual operating budgets – decrease of \$200,000
  - Video conferencing system for training room #444 – will assist staff in conducting more in-house training and will enable us to host larger training sessions - \$32,000
  - Election expenses – only occurs in the odd numbered years – decrease of \$67,000
  - Merit – budgeting average of 3% compared to 4% in FY 18 – decrease of \$130,000
  - Transit – increase in General Fund transfer due to ADA service request increases as well as CK Rider operating the new CCX route - \$133,751

## **PUBLIC SAFETY**

### Police

- Retention adjustment for all sworn officers – \$550,000
- Supplemental retirement increase as mandated by NC General Statutes – \$120,000
- Education incentive pay – recruitment tool for hiring officers possessing degrees/credentials – \$75,000
- Radio Replacements – 42 portable and 43 mobile – \$317,383
- In-car laptops – 45 total – \$252,000
- In-car cameras – 36 total – \$61,200

### Code Enforcement

- Laptop replacements – 8 tablets with associated equipment – \$30,560

### Radio Shop

- Radio infrastructure upgrade – this is our payment to Charlotte for our regional radio system which is a partnership between us, Kannapolis, and Cabarrus County – \$413,840

### Fire Operations

- Fire fighter positions – full funding is included in case the City does not receive the SAFER grant – \$293,292
- Remote HVAC – replacement for stations 3 and 8 – \$55,709
- Door access controller replacements – \$38,752
- Windows 10 computer upgrades – \$39,900

### Emergency Management

- Cyber Security – this City-wide study was budgeted in FY 18 – decrease of \$50,000

## **PUBLIC WORKS**

### Powell Bill

- FY 18 contained \$443,775 in additional capital costs with only \$125,000 in FY 19 which represents a sizable increase shown in the proposed budget

### Solid Waste

- 500 additional garbage and recycling carts for growth – \$60,000

## **ECONOMIC DEVELOPMENT**

### Planning & Neighborhood Development

- Small Area Plans – this will allow us to develop additional site specific plans in accordance with the adopted 2030 Land Use Plan – \$80,000
- Historic Preservation Plan – this will allow us to develop a plan which currently does not exist – \$30,000
- 2030 Land Use Plan – revisions need to be made to our Comprehensive Development Ordinance to fully integrate the 2030 Land Use Plan – \$45,000

#### Economic Development

- County Parking Deck – FY 18 budget included \$3M to Cabarrus County in exchange for an allocation of parking spots which shows as a sizable decrease for the FY 19 proposed budget
- Economic Incentives – additional funds for approved economic development incentives – \$500,000
- Union Street Streetscape Design – staff will begin the public process of redesigning the Union Street – \$25,000

#### **CULTURE & RECREATION**

##### Parks and Recreation

- Multiple “small” projects throughout the City’s parks and recreation facilities; additional information on the larger projects are contained within the City’s Capital Improvement Plan

### **GENERAL FUND EXPENDITURE HIGHLIGHTS (CAPITAL)**

#### **PARKS AND RECREATION**

- Three-Mile Branch Stream Restoration - \$180,000
- Coddle Creek Greenway, Phase 1 - \$88,000
- NW Park Development - \$1,700,000
- McEachern Greenway, Hospital Phase - \$20,000
- Open-Air Learning Center, Burrage Road property - \$110,000
- Hector H. Henry II Greenway, Cannon Crossing - \$60,000
- Dorton Park Playground Equipment Replacement - \$150,000
- Hartsell Recreation Center Gym Floor Replacement - \$150,000
- Academy Recreation Center Partial Roof Replacement - \$76,920
- Les Myers Park Playground Equipment Replacement - \$75,000

#### **FIRE**

- Construction of Fire Station #10 - \$5,147,445
- Design of Fire Station #12 - \$350,000
- Breathing Air Compressor Replacement – Station 7’s compressor is out of service and cannot be repaired - \$52,000
- Replacement of Access Door Controllers – current controllers are 8 years old and cannot be repaired - \$38,752
- Radio Replacements (38) – considered capital due to each radio costing \$5589 each - \$212,382
- HVAC Remote Controls - \$55,709
- New Engine 11 and Equipment - \$775,000
- Replacement of Engine FD112 and Equipment - \$775,000
- Replacement of Aircraft Rescue and Fire Fighting Vehicle (ARFF) – grant request for \$900,000 with a 10% match - \$100,000

#### **GENERAL CAPITAL PROJECTS**

- Rutherford and West Concord Cemetery expansions - \$67,000 (\$433,000 to be used from existing trust monies)
- City fiber expansion to City facilities - \$150,000

#### **GOLF COURSE**

- Bridge repairs (Hole #18) and assessment of other bridges - \$75,000

#### **TRANSPORTATION**

- Downtown Signal Replacement - \$440,000
- Pedestrian Improvement Plan for Sidewalks - \$150,000 (recurring annual amount)
- Concord Mills Blvd Flyover - \$63,330 (\$1,500,000 in previous years)
- Brookwood Corridor - \$1,211,843 (\$4,902,400 in previous years; \$1,888,157 in future years)
- US 601 at Flowes Store Road - \$185,000 (\$225,000 in previous years; \$1,951,469 in future years)
- Bruton Smith Blvd/NW Intersection Improvement - \$182,099

- Union Street South Sidewalk Extensions - \$400,000 (\$10,000 in previous years)
- Downtown Pedestrian Signal Upgrade - \$242,000 (\$70,000 in previous years)
- I-85 Branding Project - \$250,000
- Dorland Avenue Realignment Phase II - \$200,000 (\$775,000 in future years)

**PUBLIC SERVICES ADMINISTRATION**

- BOC Warehouse Roof Replacement - \$100,000

**FINANCE**

- Finance Plus Upgrade – required software upgrade to improve functionality and security - \$100,000

**POLICE**

- Interview Room IT Upgrades – current hardware is original to building and is experiencing technical issues - \$67,200

**SOLID WASTE**

- New Rear Loader Truck – with the growth in the eastern and western part of the City, a new route is being proposed to handle the work load - \$170,000

**PLANNING AND NEIGHBORHOOD DEVELOPMENT**

- Affordable Housing Construction Revolving Account – will add additional monies to allow for addition affordable housing to be built in the coming year - \$300,000

**MUNICIPAL SERVICE DISTRICT**

- The recommended tax rate for the MSD is 23¢ per \$100, which is unchanged. The City collects these monies and remits the full amount back to the Concord Downtown Development Corporation. It is anticipated this amount to be \$91,800 for FY 2018-2019.

**ENTERPRISE FUND EXPENDITURE HIGHLIGHTS (OPERATIONS)**

**WATER FUND**

- Hillgrove Water Treatment Plant
  - Safety Toe Boards for basins - \$85,000
  - Increase in existing maintenance contracts - \$28,000
- Coddle Creek Water Treatment Plant
  - Increase in “take or pay” contract with Albemarle - \$637,500
  - Small projects maintenance - \$185,800

**WASTEWATER FUND**

- WSACC 4% rate increase - \$210,571

**ELECTRIC FUND**

- Cost of Service Study - \$58,000
- Handheld Radio Replacements – \$90,000
- Purchase Power contract with NTE contract effective January 1, 2019 – decrease of \$6,500,000
- Overhead Construction contract – increase of \$150,000
- Underground Construction contract – increase of \$650,000
- Construction Materials – increase of \$1,832,000
- Peak Saving – current generators will not need to run post-NTE contract – decrease of \$198,000

**AVIATION**

- AVGAS fuel costs – increase of \$170,000
- JET A fuel costs – increase of \$750,000
- Entrance signs - \$16,000
- General Aviation Terminal renovations - \$75,000



## **TRANSIT**

- TransDev contract – increase of \$599,568
  - Fixed Route including CCX Route – increase of \$458,387
  - Paratransit – increase of \$141,181

## **ENTERPRISE FUND EXPENDITURE HIGHLIGHTS (CAPITAL)**

### **WATER FUND**

- George Liles Blvd 24” Waterline, Phase 3 - \$270,000 (\$1,777,621 in previous years)
- US Highway 29 Water Tank - \$550,000 (\$5,000,000 in previous years)
- Poplar Tent Road 24” Waterline Extension - \$3,143,000 (\$332,000 in previous years)
- Pitts School Road 24” Waterline Extension - \$1,189,000 (\$137,000 in previous years)
- NC Highway 49 30” Waterline Extension - \$5,279,000 (\$753,000 in previous years)
- Corban Avenue Pump Station - \$133,000 (\$137,000 in previous years)
- Hillgrove WTP Emergency Generator Replacement - \$600,000
- Roberta Road 8” Waterline Replacement - \$35,000 (\$725,000 in future years)
- TRS for Midland Tank and Mt. Pleasant Tank - \$100,000 (\$100,000 in future years)

### **WASTEWATER FUND**

- Lincoln Street Sewer Outfall Replacement - \$365,000 (\$1,348,000 in future years)
- Wilshire Avenue Sewer Replacement - \$285,000 (\$1,130,000 in future years)

### **STORMWATER FUND**

- Havencrest Court Culvert Replacement - \$274,000 (\$849,000 in previous years)
- Chadbourne Avenue Culvert Replacement - \$882,000 (\$690,500 in previous years)
- Chelwood Drive Culvert Replacement - \$904,000 (\$1,443,488 in previous years)

### **ELECRIC FUND**

- New Delivery #4, Phase I - \$1,000,000 (\$370,000 in previous years, \$6,329,912 in future years)
- New Delivery #4, Phase II - \$1,000,000 (\$2,645,254 in future years)
- New Electric Substation N – land purchase in Copperfield area - \$350,000 (\$3,360,000 in future years)
- New Truck/Equipment shed at BOC - \$1,200,000

### **AVIATION FUND**

- South Development Apron Expansion, Phase II - \$250,000 (\$4,470,589 in previous years, \$5,914,000 in future years)
- North Apron Expansion, Phase III - \$250,000 (\$1,750,000 in future years)
- Airport Hangar Taxilane Rehabilitation - \$100,000 (\$2,060,000 in future years)
- Runway 20 EMAS - \$938,675 (\$3,754,700 in future years)

## **PERSONNEL HIGHLIGHTS**

Personnel expenditures include salaries, FICA, group insurance, retirement, 401K, longevity pay, merit pay, and other miscellaneous benefits for co-workers. Contract, legal, medical, and other outside professional services are not included under personnel. They are included under the Operations category. For FY 2018-2019, personnel expenditures account for \$72,311,257 or 29% of the total budget.

This year, I am proposing funds for reasonable performance based merit increases. An overall average increase of 3.0% is recommended with merit increases to range from 2% to 4%, depending upon performance. A 2% market adjustment will be provided to all employees effective July 1, 2018. In the past, career development programs have been available to some staff but not all. I am proposing to broaden our career development program in the coming year to allow more staff to enhance their skills sets – benefiting themselves and the City. As employees complete their career development, I am proposing they receive a 2% salary increase.

A total of 23 FT and 3 PT in additional staffing is recommended for FY 2018-19. The recommended positions are as follows:

General Fund (13 FT, 3 PT)

- Human Resources: HR Analyst (Employee Relations)
- Police: Senior Crime Analyst and Police Officer (authorized slot, no budgetary impact)
- Code Enforcement: Code Enforcement Officer
- Fire: Fire Fighter I (6 positions)
- Solid Waste and Recycling: Solid Waste Worker and Solid Waste Equipment Operator
- Planning and Neighborhood Development: Senior Planner (Land Use)
- Parks and Recreation: PT Recreation Center Leader (Burrage Road) and PT Recreation Center Leader (2-Athletics)

Other Funds

- Electric Fund: Tree Trimmer I and Electric Systems Coordinator I (2)
- Aviation: Electrician and Administrative Assistant
- Water Resources: Utility Services Technician
- Customer Care/Finance: Customer Service Specialist
- Building and Grounds: Building Maintenance Mechanic II, Grounds Maintenance Worker, and Deputy Director (effective January 1, 2019)

A total of 1,044 full-time equivalent positions are recommended for funding.

The City is self-insured for our medical insurance available to employees and dependents. The City's HRA health care plan continues to be used by most coworkers. Employees have the option of selecting this plan at a lower cost with the City paying most of the full cost for the individual. The alternate PPO based plan, which is similar to the plans used by most employers in the region, provides a "richer" level of benefits at a higher cost for coverage and the coworker must pay most of the additional cost over that of the HRA for employee only and family plans. Both plans are self-funded and administered by Blue Cross/Blue Shield. Slight increases were made to the PPO plan to encourage more employees and their dependents to utilize the HRA plan which saw no premium increases.

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

An incentive has been offered to coworkers again this year for managing their health. Employees who completed a Health Risk Assessment and certified they do not use tobacco, or attended a tobacco cessation program if they do, receive a reduction in monthly health care premium costs. The Health Risk Assessment includes the completion of a questionnaire and biometric measures. The City also provides health care benefits to eligible retirees up to the time they are Medicare eligible. This benefit cost the City more as more baby boomer continue to retire.

The City's required contribution levels to the North Carolina Local Government Employees Retirement System will increase with FY 2018-19. The contribution per general employee increased to 7.75%, while contributions for law enforcement officers are at 8.5%. The budget also maintains the City's 401(k) contribution for coworkers at 3.5%. By State mandate, the city contributes 5% to accounts for sworn law enforcement officers.

**KEY RECOMMENDATIONS AND CHALLENGES FOR THE FUTURE**

**THE ECONOMY AND THE CHALLENGES OF GROWTH**

The economy remains strong and there are many opportunities to continue to plant the seeds for the future of better paying industrial and technology jobs, mixed-use office parks, and the continued redevelopment of Concord's Center

City. The City partners closely with the Cabarrus County Economic Development Commission and with private land owners to pursue such opportunities.

The City Council, with staff assistance and help from a consultant, has updated and adopted the City's 2030 Land Use Plan. Over the course of the coming year, staff will be working to align the Plan with our Development Ordinances for consistency. In addition, staff will be working with private property owners to develop small area plans which will provide a roadmap for future development on large vacant properties. The Plan and associated work will help guide Council on public and private development in Concord as well as what our community will look like in future years.

While growth does produce additional revenues for the City, it likewise increases the demand for services. It is Council's goal as well as staff to maintain our current level of services and to enhance those services where opportunities arise. In order to do this, additional personnel are needed in certain Departments. As previously described, I am proposing to add 23 full-time and 3 part-time staff members in the FY 2018-2019 budget.

### **DOWNTOWN DEVELOPMENT**

In conjunction with the Concord Downtown Development Corporation, staff will be looking to undertake a public process in the coming year to redefine our downtown street scape. With continued public and private investment, Downtown Concord continues to be a haven for development and redevelopment. Hotel Concord has been completed and accepting tenants. The County's new parking deck will be completed in the coming year and will provide much needed additional parking for visitors, residents, and business owners. The old City Hall and Police Headquarters as well as the surface parking lot between Market and Spring Streets is being closely examined for mixed use development including additional parking, retail, and residential. Downtown Concord is vibrant and will continue to refine itself as we see additional residential development attracting all age groups to our Center City.

### **WATER, WASTEWATER, AND STORMWATER NEEDS**

Water, Wastewater, and Stormwater Master Plans have been completed. Staff have incorporated the recommendations from the Plans into our Capital Improvement Plan and are incorporating these needs into our rate models. The City has been fortunate to have available funds which have been used for the past couple of years to pay for many of these needed improvements. As noted in the detailed CIP documents which follow this message, we have infrastructure needs which cannot be met using a "pay as you go" or "pull from reserves" philosophy. Staff is looking at the needs we have and how we might be able to leverage a Revenue Bond to fund many of these larger projects. Likely, we will need to look at our revenue projections parallel to projected debt to ensure our rates are appropriately adjusted as needed.

The system development fees' case has yet to be settled and lingers in the court system. During the FY 2017-2018 year, we collected the permitted water and wastewater system development fees but did not use any of these revenues. In the FY 2018-2019 budget, I am recommending we use the water system development fees from the FY 2017-2018 year (\$2,000,000) as well as the projected fees for FY 2018-2019 (\$2,000,000) to help fund the Highway 49 30" waterline extension project. I project \$1,300,000 in wastewater system development fees in FY 2017-2018 and \$1,300,000 in FY 2018-2019 but do not anticipate to use any of this revenue.

### **ELECTRIC SYSTEMS**

The City's current contract to purchase power from Duke Energy is based on Duke Energy's system average cost. Costs are tied to Duke's expenditures and go up (or down) depending upon market conditions and infrastructure investment. Concord has entered into a contract with NTE, the builder and operator of a natural gas fired plant under construction in Kings Mountain. Under the terms of the agreement, the City of Concord will be provided with electric generation services by NTE using a portion of the capacity and energy generated by the facility for an initial term of 20 years. This will allow Concord to utilize this source when the Duke contract ends (December 31, 2018). The contract also provides for access to power produced from other types of generation if it is more cost effective to buy on the market.



## **TRANSPORTATION**

### **Surface Transportation**

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

Congestion remains a concern throughout Concord and was voiced as such by citizens participating in a recent survey. Many of the major roads belong to the NC Department of Transportation. Funding for these roads are subject to a prioritization process and compete for similar roads in our district and region. Our Transportation Improvement Fund has enabled Concord to “speed up” some lesser expensive projects but we do not have enough funds to move many of these projects up on the State’s Transportation Improvement Plan (i.e. Hwy 73, Poplar Tent). Many of these projects are several years away from planning and construction. In addition, a booming economy equates to contractors becoming scarcer and thus more costly. Staff will continue to work closely with NC DOT to appropriately prioritize heavily congested roads in the City and the associated funding to address these issues.

### **Public Transit**

Federal funding remains the core of the CK Rider public transit system. As the lead agency, Concord is the responsible party for Federal transit funds for not only CK Rider but also for Cabarrus County transit, Rowan County transit, and Salisbury transit. The pot of money continues to be less even as service provider contracts and associated expenses rise. A study is currently underway with CK Rider and Cabarrus County transit to examine the most efficient way for our services to continue. We expect this study to be completed in the FY 2018-2019 budget year.

We were successful in FY 2017-2018 for redefining the 80X route (operated by Charlotte Area Transit System). CK Rider now operates the CCX route which links our riders to the newly open Blue Line Extension Light Rail system.

## **PUBLIC SAFETY**

I am proposing to build a permanent Fire Station #10 in the coming year. This will replace the temporary facility that has been used for several years. Planning will be underway for Fire Station #12 in the FY 2018-2019 year.

## **RECREATION AND OPEN SPACE**

The Connectivity Study is underway and will be completed in the coming year. It will drive additional park and recreational opportunities for us as well as guide us in how we connect neighborhoods, communities, schools, and other life centers across the City. With the completion of the Park and Recreation Master Plan, we are actively seeking opportunities to develop addition land throughout the City in order to further solidify the exceptional quality of place which exists in Concord. Many of the projects we are undertaking have been aforementioned.

Staff is still working with the City of Kannapolis as well as Cabarrus County on park development projects. This will require land acquisition and additional passive/active facilities to be constructed.

## **CUSTOMER SERVICE AND CITIZEN COMMUNICATIONS**

The organization will continue the emphasis on customer service excellence. The Customer Service Advancement Team continues to meet and implement various activities to keep our Principles of Excellent Customer Service in front of our coworkers in support of our Mission Statement and Core Values. These coworkers help the management team keep the focus on what it means to be in public service. We will also focus on our internal customer service to ensure our employees know how much we value them and their work for the City.

Citizen communications will continue to be varied. Direct mailings such as the “City Circular” newsletter, newspaper placements, the electronic newsletter, the City’s website, news releases, television, radio and other outlets will continue. However, we have also moved into new media such as, Facebook, and RSS feeds, as citizens get their news from vastly different media outlets than a few years ago. The Connect CTY calling system continues to be a very valuable tool to notify groups during emergency situations and notify citizens of work that might impact their neighborhood, changes in City services and changes in schedules during holidays. The City continues its partnership with the school system by offering various opportunities to learn about City services. The City’s Civic Education program involving 3<sup>rd</sup> grade students attending participating elementary schools continues to expand. One of the best ways to teach the parents about local government is through their children. Also, the highly successful Youth Council

will continue this year. Concord 101 and the Public Safety Academy are very well received by participants. These programs give residents an opportunity to learn more about their municipal government and to provide feedback on important local needs and issues. Funds are budgeted to continue these programs in the new fiscal year as well as additional funds to look at other avenues for us to more effectively and efficiently communicate with citizens.

### **EMPLOYEE COMPENSATION AND BENEFITS**

Our ability to attract and retain a high quality workforce is paramount to the success of the City of Concord. A booming economy provides great challenges with recruitment and retention of high quality employees. We continue to compete, not only with other governmental entities, but also with the private sector for many of our positions. Skilled labor is especially challenging with the magnitude of construction in the region. Duke Energy's 10-year plan has provided a tenuous issue for Concord (and other neighboring energy providers) to attract and hold onto our skilled employees. Market adjustments are included in the proposed FY 2018-2019 budget in the Electric Department. Similar issues are being faced in the Police Department. Market adjustments were made in FY 2017-2018 with additional educational/degree incentives being included in the proposed FY 2018-2019 budget.

### **EXTERNAL AGENCY FUNDING**

Non-profits play an important role in ensuring a high quality of life in our community and, in some cases, providing a safety net for those in need. However, Concord must focus on its core mission of providing municipal services. While many of the services these agencies provide are vital, they are not considered municipal in nature in North Carolina. Community Development Block Grant funds can be used for human services and housing, but they are limited to a certain percentage of the grant amount.

The recommendations call for allocations to most of the agencies that received City support last year. \$98,050 is recommended from the General Fund. \$69,900 is recommended from Community Development Block Grant monies. \$22,000 is recommended from the utilities funds. The individual agency funding recommendations are included within the budget of their associated functional areas as directed by Council.

### **CONCLUSION**

The FY 2018-19 budget proposal operationalizes the goals for the City of Concord established by the Mayor and City Council. The services, programs, and facility needs prioritized in the City Council Goals Statement were addressed. In addition, basic services have been maintained.

I am proud of the hard work and effort put forth by staff to craft this proposed FY 2018-2019 budget for your consideration. Based on your goals and priorities, we will continue to modify our budget process as we jointly look for creative ways to be more efficient and effective in our service delivery to the citizens of Concord.

Respectfully submitted,



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

# GUIDE TO THE COMPONENTS OF THE OPERATING BUDGET DOCUMENT

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Debt Service / Capital Improvement Plan (CIP):** The Debt Service section outlines the regulations municipalities in North Carolina must follow when issuing debt, the types of debt financing used by the City of Concord, and a summary of the City's current debt structure. The CIP section provides a brief summary of the City's capital improvement projects approved in the FY19 budget process and those projects that are currently in-progress.

**Supplemental Information:** This section contains supplemental information regarding the City's fiscal and CIP policies, a listing of Authorized Positions, employee salary grades, the FY19 Fees and Charges Schedule, a City profile, and a glossary.

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

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

# BUDGET PROCESS

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

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

## Procedures

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

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

The budget reflects the service priorities of the Governing Body and Citizens of Concord. The service needs of the community are determined by public hearings and feedback through the Mayor and City Council. The City Manager and

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

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

## Budget Transfers & Amendments

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



approval. Budget transfers and amendments must adhere to balanced budget requirements and impose no additional tax levy liability on citizens.

Encumbrances

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

Basis of Budgeting and Accounting

In accordance with the North Carolina Budget

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

**FY2019 OPERATING/CIP BUDGET & PERFORMANCE PLAN DEVELOPMENT CALENDAR**

TASK	START DATE	END DATE(S)	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
Budget Process Trainings for Staff	11/10/17	1/9/18												
CIP Informational Meetings, CIPs due	11/6/17	12/1/17												
CIP & Budget software training	11/10/17	1/9/18												
Revenues estimated	12/1/2017	3/14/2018												
Budget Kickoff: Packets distributed to Dept Directors	12/14/18	12/14/18												
Council goals and objectives established at Mayor & City Council Planning Session	1/26/18	1/27/18												
External agency budget requests accepted and hearing before Mayor & City Council	2/1/18	3/2/18; 4/12/18												
Budget Requests, Budget Document Pages, 5-Year Capital/Personnel Estimates due for <b>Internal Service Depts. 2/10/17, for Operating Depts. 1/26/18</b>	1/12/18	1/26/18												
Departmental budget reviews	2/8/18	3/1/18												
Fees & Charges Schedule emailed to Dept Directors; Updates due	3/6/18	3/29/18												
City Manager’s recommended budget compiled and presented to Mayor & City Council	03/18/18	05/30/17												
Budget available for public viewing at City Clerk’s Office	5/30/18	6/14/18												
Mayor & City Council review budget and performance objectives, budget workshop held	5/10/18	6/14/18												
Public Hearing conducted; budget & Capital Improvement Plan adopted by City Council	6/18/18	6/18/18												
Evaluation of budget process	6/18	8/18												

Legend:   
■ City Mgt., Budget Staff, Dept Directors & Staff   
■ City Mgt. & Budget Staff   
■ Budget Staff, Department Directors   
■ Finance & Budget Staff   
■ Mayor, City Council, City Mgt., Dept. Directors, Budget Staff   
■ External Agencies, Budget Staff, City Manager, Mayor & City Council   
■ Internal Service Depts.   
■ Budget Staff, Dept Dir. & Mayor & City Council

# WHAT'S NEW OR CHANGED FOR FY 2018-19

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

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

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

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

## **New Funds and/or Budget Units:**

New budget unit numbers were assigned to HOME, Community Development Block Grant, and Rider Transit System accounts.

## **Personnel Changes:**

A total of 24.5 FTE in additional staffing is recommended for FY 2018-19. Twenty-three new full-time positions and three new part-time position are recommended for funding. Additional detail regarding the full and part-time positions can be found below:

**Human Resources:** A new Human Resources Analyst position will be created to assist with Employee Relations throughout all City departments. The cost of this position (salary and associated supplies) is \$75,933.

**Police:** One new Senior Crime Analyst position is included in the budget. The City's salary, benefit, and equipment cost for this officer is \$64,653. One additional Code Enforcement Officer is also approved for FY19, at a cost of \$50,027.

**Fire and Fire Prevention:** Six firefighter positions will be added to ensure adequate staffing across the City. The cost of these positions is \$334,182. There is potential for grant funding that could help to offset these costs going forward.

**Solid Waste:** A new yard waste crew will be added to assist with growth in single family homes across the City. Comprised of 2 Equipment Operator positions and a rear loader truck, the cost of this crew will be \$263,594.

**Planning & Neighborhood Development:** To assist with implementation of the newly adopted Land Use Plan, the Planning department will add a Senior Planner position at a cost of \$73,727.

**Parks and Recreation:** Several part-time positions will be added as a result of growing Parks and Recreation programming. Two new part-time Recreation Center Leader positions will be added to the Athletics Division and one part-time Recreation Center Leader position will be added to staff the newly opened Phillips Activity Center on Burrage Road. These positions are approved at a salary and benefits cost of \$42,591.

**Electric Tree Trimming:** One Tree Trimmer position will be added to an existing crew as workload in this area remains vital to the provision of reliable electric services. The cost for this position, with benefits, is \$50,027.

**Electric Construction:** To more adequately supervise existing crews, 2 Electric Systems Coordinator I positions are approved to be added (one for Underground and one for Overhead) at a cost of \$144,128.

**Water Resources/Coddle Creek Water Treatment Plant:** One Utility Services Technician position will be added at Coddle Creek Water Treatment Plant to assist in compliance sampling, water quality, and customer service issues. The cost of this position, with benefits, is \$50,027.

**Aviation:** Aviation will add an Electrician and an Administrative Assistant position for FY19 in order to staff increased operations at the airport. The total cost of salary and benefits for these positions is \$100,921.

**Customer Service:** One new Customer Service Representative position will be added to Customer Care targeting the increased call volume and call length times experienced this past year. The cost to add this position, including salary and benefits, is \$44,063.

**Building & Grounds:** Growth in the City's Parks & Recreation and other municipal facilities has increased the Building & Grounds workload enough to add a Grounds Maintenance Worker and a Building Maintenance Mechanic II position for FY19. The cost of salary, benefits, and related equipment for both positions is \$32,144. In addition, a Deputy Director of Building and Grounds is approved to begin January 1, 2019. The cost to fund this position for six months is \$21,615.

**Changes to the Budget Document:**

There were no changes to this year's budget document compared to the prior year.

# HISTORY AND BACKGROUND OF THE CITY OF CONCORD

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

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

In addition to increased economic diversity, significant population growth (30,843 in 1990, 50,564 in 2000, 79,066 in 2010, and 92,067 estimated in 2018) has fueled Concord's economic vitality and influence as a key economic component of the Southeastern U.S. Concord continues looking toward the future with plans visioning far ahead to the year 2050. The ideals of sustainability guide these plans, as the growth of residential, commercial and industrial areas drive the need for improved infrastructural, recreational, and public safety systems.

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

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



## **FY 2018-2019 CITY COUNCIL GOALS**

On January 25 and 26, 2018, the Mayor and City Council held the annual planning session. The direction provided by the Mayor and Council during the planning session has been developed into a statement of goals for the City of Concord for FY 2018-2019. These goals guide budget development and implementation. In addition to this statement of goals, the City has also developed a set of financial policies that are approved by City Council to guide the City in the financial management of all funds. Although North Carolina local governmental units must adhere to the requirements set forth in the North Carolina Local Government Budget and Fiscal Control Act, the financial policies approved by City Council are often more stringent than State requirements to assure the City of Concord will continue to function in a very fiscally sound manner.

The FY 2018-2019 goals are presented according to functional areas. During the year, monthly functional meetings are held to monitor progress on these goals and to identify new issues that must be considered for long-range planning. City Departments are evaluated on their performance in meeting these goals.

### **General Government**

- Communicate legislative goals and agendas to representatives for both the Federal and State legislative processes.
- Continue to maintain a fund balance goal of 30 to 35 percent of General Fund expenditures and use fund balance only for non-recurring capital expenditures.
- Continue to include a performance measurement component in the external agency process, requiring monitoring, and reporting of performance outcomes for funded agencies.
- Continue to adhere to approved financial management policies that maintain the City's financial strength and integrity including continuation of conservative revenue estimates that reflect economic conditions and the aggressive pursuit of revenues collections.
- Continue to prepare the City's annual budget document in compliance with criteria established to obtain the Government Finance Officers Association's (GFOA) budget award and submit the document for review to the GFOA.
- Continue to maintain a sound financial position that results in bond ratings that are at least as beneficial as current ratings.
- Continue to update and re-adopt the Capital Improvement Program, detailing capital projects, estimated costs, and funding sources.
- Continue to maintain accounting systems in compliance with the NC Local Government Budget and Fiscal Control Act.
- Continue to prepare the Comprehensive Annual Financial Report (CAFR) in compliance with the required criteria in order to obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Continue to finance capital costs so that future growth can help pay for major capital needs and improvements, but continue to use pay-as-go method for most other capital purchases.
- Continue to enhance partnership among management, directors, and Customer Service Advancement Team to serve our citizens and customers, apply best practices to enhance satisfaction levels, and focus on continuous improvement.
- Continue to support the recognized neighborhood program and seek opportunities to enhance the quality of relationships, strengthen communications, and build capacity of neighborhood leaders.
- Consider the citizen survey findings and ETC's recommended investment priorities for FY19 budget development and capital planning for future years.
- Explore additional resources to provide enhanced communications and outreach in the form of more original content and improved social media engagement.
- Invest in coworker compensation and benefits to ensure the recruitment and retention of talent to deliver community services, including specific actions for Police and Electric staff.



## **Transportation**

- Continue to routinely monitor projects and consider participation in additional projects to assure Transportation Fund revenues are being used to fund highest priorities and funds are available for local matches to leverage additional projects with a focus on City infrastructure.
- Continue, at a minimum, appropriating existing revenue amounts using 2-cents of the Ad Valorem tax and \$5.00 of the Vehicle tax for the Transportation Fund.
- Continue to maintain the \$400,000 minimum balance in the Transportation Fund.
- Budget \$150,000 annually within the Transportation Fund to implement priorities in the Pedestrian Improvement Plan based on established policy.
- Continue efforts to secure funding for Congestion Mitigation Air Quality (CMAQ), Federal Transportation, Community, and System Preservation Program (TCSP), Economic Enhancement, Highway Safety Improvement (HSIP), and small construction projects from the federal government and/or the NCDOT, and continue to coordinate associated local activities with NCDOT Division 10.
- Continue to apply funding revenues toward City infrastructure rehabilitation projects not addressed under routine maintenance programs.
- Continue support for launch and implementation of the Concord-Charlotte Express regional transit service.
- Develop a viability analysis process to support privately and/or publicly-owned corporate/general aviation hangars at Concord Regional Airport

## **Environment/Solid Waste and Recycling**

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

## **Utilities**

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

## **Planning/Economic Development/Redevelopment**

- Implement the 2030 Land Use Plan, including prioritization of follow-up corridor and area plans.
- Advocate for stability in state economic development efforts, and continue to support the Cabarrus Economic Development Corporation's work with strategic partners including the Charlotte Regional Partnership and Economic Development Partnership of NC, and the development of a strategic program of work to drive opportunities for growth in the presented sectors.

- For FY 19-20 (following the completion of the Land Use Plan update), consider expanding community input into other areas through an overall strategic planning process.
- Consider enhancing the City's support of public art installations with process and funding models recommended by the Public Art Advisory Committee.
- Continue strategic implementation of the Downtown Master Plan, according to the plan's existing implementation matrix.
- Explore the feasibility of a pilot bike share program, with minimal investment from the City, to support connectivity to greenways, neighborhoods, and community centers.
- Address the deteriorating health of downtown street trees, and communicate with stakeholders and the community in general about how street trees and lighting relate to the Downtown Master Plan's streetscape and beautification goals.
- Evaluate ways to enhance the City's role in maintaining and building affordable housing, including exploring the pros and cons of investing in a General Fund allocation, creation of an affordable housing non-profit entity, and/or establishing formal designation as a Housing Authority.
- Work with the existing county-level homelessness task force, and discuss creating an entity to better coordinate efforts with the help of local elected officials.
- Continue to support the business recruitment and development efforts of the Concord Downtown Development Corporation (CDDC) in attracting new business and enhancing existing downtown businesses.
- Continue to work closely with economic development partners in Cabarrus County to present a complete coordinated recruitment and retention effort.
- Continue to regulate the design criteria for commercial development in accordance with the Concord Development Ordinance (CDO), with emphasis on low impact development.
- Continue the close working relationship between various City Departments on zoning and ordinance issues, and continue to use the methods in place to weigh the positives versus the negatives of future annexations.

#### **Public Safety**

- Continue to explore opportunities to make Fire Station #1 on Church Street a museum if Fire Station #1 is relocated to another location in the future.
- Support the projected Fire Department facility, equipment, and personnel needs to meet service demands.
- Continue support of an Urban Archery Season consistent with state and local law.
- Continue to maintain code enforcement penalties and fees, with annual monitoring of potential changes in order to ensure that the penalties properly discourage code violations.
- Partner with Kannapolis and Cabarrus County to replace the aging Exault Microwave Communications System with an Ethernet capable Microwave System, which will be compatible with a future Charlotte UASI (Urban Area Security Initiative) Region-wide Motorola system upgrade.

#### **Recreation/Parks/Open Space**

- Work with internal City departments to identify projects that offer opportunities for greenway, park, and connectivity development. Parks and Recreation's Senior Park Planner will participate on the Development Review Committee with a focus on identifying opportunities to meet these needs.
- Work with Planning Department with a goal of having ordinances in place by 2020 to require dedication and potential construction of greenways and connectivity. Supporting language exists in the Parks and Recreation section of the draft 2030 Land Use Plan.
- Develop criteria for the use of external sources for services when that use would prevent a delay or accelerate greenway, park, and connectivity development.
- Pursue funding for acquisition and construction consistent with the Open Space Connectivity Analysis.

**2018-2019 BUDGET ORDINANCE**

BE IT ORDAINED by the City Council of the City of Concord, North Carolina, meeting in open session this 14th day of June 2018 that the following fund revenues and departmental expenditures, together with certain restrictions and authorizations are adopted.

**SECTION I. GENERAL FUND:** Revenues totaling \$88,215,189 are hereby approved from the following sources:

Ad Valorem Taxes	\$54,496,240
Sales Taxes	19,073,745
Unrestricted Intergovernmental Revenue	5,586,970
Restricted Intergovernmental Revenue	4,012,874
Licenses, Permits and Fees	1,283,900
Other Revenue	2,850,470
Investment Earnings	\$910,990
<b>TOTAL</b>	<b>\$ 88,215,189</b>

A total of \$88,215,189 is hereby authorized to be expended from the departmental accounts of the General Fund as follows:

Governing Body	\$ 255,383
Public Services – Admin.	140,438
City Manager’s Office	713,552
Human Resources	772,087
Wellness Center	280,237
Finance Department	743,288
Tax	266,698
Legal Department	404,187
Non-Departmental	6,500,465
Police Department	22,574,766
Code Enforcement	1,010,371
Communications	1,724,867
Radio Shop	848,458
Fire & Life Safety – Operations	21,003,100
Fire & Life Safety – Prevention	967,142
Fire & Life Safety – Training	543,818
Emergency Management	292,010
Streets & Traffic	6,409,714
Powell Bill	1,262,740
Traffic Signal Division	1,098,769
Traffic Services	713,006
Solid Waste & Recycling	6,773,256
Cemeteries	656,920
Fleet Services (costs are direct billed)	0
Planning and Neighborhood Development	3,119,369
Transportation Planning	344,708
Economic Development	1,608,864
Parks and Recreation	7,031,242
Parks and Recreation - Aquatics Program	155,734
<b>TOTAL</b>	<b>\$ 88,215,189</b>

**SECTION II. SPECIAL REVENUE FUNDS:** Revenues totaling \$6,008,057 are hereby approved comprising Municipal Service District Tax Revenues, Community Development Block Grant Funds and H.O.M.E. Program, Transportation Improvement Fund, \$5 Vehicle Tax – Transit Fund, Housing Assistance Voucher Program, and Market Rate Units fund.

A total of \$6,008,057 is hereby authorized to be expended from Special Revenue Funds as follows:

Municipal Service District Fund	\$ 91,800
Community Development Block Grant Fund	590,040
H.O.M.E. Consortium Fund	573,790
\$5 Vehicle Tax – Transit Fund	350,000
Housing Assistance Voucher Program Fund	4,341,887
Market Rate Units Fund	60,540
TOTAL	\$ 6,008,057

**SECTION III. ELECTRIC FUND:** Revenues are hereby approved comprised of \$84,532,000 in operating revenues, \$60,000 in non-operating revenues, and \$750,000 in investment earnings, A total of \$85,342,000 is hereby authorized to be expended from the Electric Fund as follows:

Electric Administration	\$ 7,307,986
Purchased Power	52,404,144
Maintenance - Power Lines	4,797,498
Tree Trimming	1,497,542
Electric Construction	17,579,281
Peak Shaving	497,699
Electric Engineering	1,066,374
Utility Locate Services	191,476
TOTAL	\$ 85,342,000

**SECTION IV. WATER FUND:** Revenues are hereby approved comprised of \$24,326,080 in operating revenue, non-operating revenue of \$53,000, \$300,000 in investment earnings and an appropriation from retained earnings of \$4,362,662 for one time capital project costs. A total of \$29,041,742 is hereby authorized to be expended from the Water Fund as follows:

Hillgrove Water Plant	\$ 3,935,823
Coddle Creek Water Plant	6,925,249
Waterlines - Operation & Maintenance	18,180,670
TOTAL	\$ 29,041,742

**SECTION V. WASTEWATER FUND:** Revenues are hereby approved comprised of operating revenues of \$17,532,000, non-operating revenues of \$1,000 and \$200,000 in investment earnings. A total of \$17,733,000 is hereby authorized to be expended from the Wastewater Fund as follows:

Wastewater Operations & Maintenance	\$ 17,733,000
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**SECTION VI. STORMWATER FUND:** Revenues are hereby approved comprised of \$5,019,800 in operating revenue, \$10,000 in non-operating revenues, and \$65,000 in investment earnings. A total of \$5,094,800 is hereby authorized to be expended from the Stormwater Fund as follows:

Stormwater Operations & Maintenance	\$ 5,094,800
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**SECTION VII. AVIATION FUND:** Revenues are hereby approved comprised of \$10,056,385 in operating revenue, \$50,000 in non-operating revenue, \$100,000 in investment earnings, and a transfer of \$663,540 from the General Fund. A total of \$10,869,925 is hereby authorized to be expended from the Aviation Fund as follows:

Aviation Operating	\$ 10,869,925
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**SECTION VIII. GOLF COURSE FUND:** Revenues are hereby approved comprised of \$1,761,073 in operating revenues, \$33,782 in non-operating revenues, and a transfer from the General Fund of \$967,273. A total of

\$2,762,128 is hereby authorized to be expended from the Golf Course Fund as follows:

Golf Course Operating	\$ 2,762,128
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**SECTION IX. TRANSIT FUND:** Revenues are hereby approved comprised of \$323,000 in operating revenues, restricted intergovernmental revenue of \$3,263,409, transfer of \$350,000 from the \$5 Vehicle Tax – Transit Fund, and a transfer from the General Fund of \$683,848. A total of \$4,620,257 is hereby authorized to be expended from the Transit Fund as follows:

Transit System Operating Fund	\$ 4,620,257
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**SECTION X. PUBLIC HOUSING FUND:** Revenues are hereby approved comprised of \$1,270,089 in operating revenues. A total of \$1,270,089 is hereby authorized to be expended from the Public Housing Fund as follows:

Public Housing Operations	\$ 1,270,089
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**SECTION XI. DEBT SERVICE (FIRST CONCORD):** Revenues are hereby approved comprised of transfers from operating funds in the amount of \$4,374,474. A total of \$4,374,474 is hereby authorized to be expended from First Concord for debt service payments as follows:

2010 LOBS	\$972,800
2014 LOBS	\$3,401,674

**SECTION XII. ENCUMBRANCES AS OF JUNE 30, 2017:** Funds appropriated in the 2017-2018 budget and encumbered at June 30, 2018, shall be authorized as part of the 2018-2019 budget appropriation by adoption of this budget ordinance.

**SECTION XIII. EMPLOYEE COMPENSATION:** In accordance with the provisions of the current Personnel Policy for the City of Concord, a 3.5% contribution to a 401K program is included for all employees except law enforcement. Law enforcement is funded at 5%, as required. Monies have been set aside in each fund for a flat 2% market adjustment to all employees effective July 1, 2018, as well as merit increase opportunities for co-workers. An overall average merit increase of 3% of salaries is authorized in each fund for FY18-19. The range for merit increases will be from 2 to 4%, depending on performance.

**SECTION XIV. TAX RATE ESTABLISHED:** An Ad Valorem Tax rate of \$0.4800 per \$100 property valuation is hereby established as the official tax rate for the City of Concord for the fiscal year 2018-2019. The adopted tax rate is based on an estimated valuation of \$11,331,000,000 (including motor vehicles) and an estimated 98.0 percent collection rate.

A Municipal Service District Tax of \$0.23 per \$100 property valuation (other than personal property of public service corporations) is hereby established for revitalization and other services permitted under N.C. General Statute 160A-536 in the Downtown Municipal Service District created July 1, 1989. The adopted MSD rate reflects an estimated valuation of \$38,885,000 with an estimated 98.0 percent collection rate.

Allocation of the 2018-2019 tax rates will be as follows:

GENERAL FUND	\$ 0.4800
MUNICIPAL SERVICE DISTRICT	\$ 0.23

**SECTION XV. SPECIAL AUTHORIZATION – CITY MANAGER:**

- a. The City Manager (or his/her designee if sum is under \$10,000) shall, be authorized to reallocate departmental appropriations among the various objects of expenditures, as he believes necessary.

- b. The City Manager shall be authorized to effect interdepartmental transfers in the same fund, not to exceed 10 percent of the appropriated monies for the department whose allocation is reduced.
- c. Interfund transfers, which are already established in the budget document, may be accomplished without recourse to the Council.
- d. The City Manager, by designation of City Council under NC General Statute 159-13, shall be authorized to appropriate and/or transfer up to \$50,000 in Contingency funds. The transfer must be recorded by budget amendment at the next regularly scheduled City Council meeting.

**SECTION XVI. RESTRICTIONS – CITY MANAGER:**

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

**SECTION XVII. UTILIZATION OF BUDGET AND BUDGET ORDINANCE:**

This Ordinance includes the 2018-2019 Annual Operating Budget document, which is on file with the City Clerk and adopted as a part of this Ordinance and is incorporated by reference as if fully re-stated herein. The FY 2018-2019 Schedule of User Fees, Rates and Charges is also included within the Annual Operating Budget document and is thereby adopted under this ordinance.


This Ordinance shall be the basis of the financial operation of the City of Concord during the 2018-2019 fiscal year. The City Manager shall administer the budget, and he shall insure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. The Finance Department shall establish records, which are in consonance with the Budget and the Ordinance and the appropriate statutes of the State of North Carolina.

This Ordinance is approved and adopted this 14th day of June 2018.

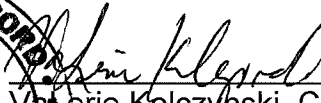
CITY COUNCIL  
CITY OF CONCORD  
NORTH CAROLINA

  
\_\_\_\_\_  
William C. Dusch, Mayor

ATTEST:

  
\_\_\_\_\_  
Kim Deason, City Clerk



  
\_\_\_\_\_  
Valerie Kolczynski, City Attorney



# Fund & Budget Unit Structure (FY 2018-2019)

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

## **GENERAL FUND**

### **FUND 100 – GENERAL FUND**

#### *General Government*

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

#### *Public Safety*

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

#### *Public Works*

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

#### *Economic Development*

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

#### *Cultural and Recreational*

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

## **SPECIAL REVENUE FUNDS**

### **FUND 201 – MUNICIPAL SERVICE DISTRICT FUND**

1. Municipal Service District – 5000

### **FUND 210 – SECTION 8 VOUCHER PROGRAM FUND**

1. Housing Vouchers Program – 1500

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

1. Addl. \$5 Vehicle Tax – 8200

### **FUND 310 – COMMUNITY DEVELOPMENT BLOCK GRANT FUND**

1. Administration – 3109
2. Projects – 3110

### **FUND 320 – HOME CONSORTIUM FUND**

1. Administration – 3207
2. Projects – 3208

## **ENTERPRISE FUNDS**

### **FUND 600 – STORMWATER FUND**

1. Stormwater Operations – 7100

### **FUND 610 – ELECTRIC SYSTEMS FUND**

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

### **FUND 620 – WATER RESOURCES FUND**

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

### **FUND 630 – PUBLIC TRANSIT FUND**

1. Rider Transit System – 7615

### **FUND 640 – WASTEWATER RESOURCES FUND**

1. Wastewaterlines Op. & Maint.– 7420

### **FUND 650 – GOLF COURSE FUND**

1. Rocky River Golf Club – 7501

### **FUND 680 – AVIATION FUND**

1. Aviation Operations – 4530

### **FUND 690 – PUBLIC HOUSING FUND**

1. Public Housing Operations – 1000

## **INTERNAL SERVICES FUND**

### **FUND 800 – INTERNAL SERVICES FUND**

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

## **PROJECT FUNDS**

### **FUND 420 – PARKS & RECREATION CAPITAL PROJECTS**

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

### **FUND 421 – WASTEWATER CAPITAL PROJECTS**

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

### **FUND 423 – TRANSPORTATION CAPITAL PROJECTS**

1. Streets Projects – 8600

### **FUND 426 – FIRE & LIFE SAFETY PROJECTS**

1. Fire & Life Safety Projects – 8670

### **FUND 429 – WATER CAPITAL PROJECTS**

1. Water Projects – 8700

### **FUND 430 – GENERAL CAPITAL PROJECTS**

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

### **FUND 451 –AIRPORT PROJECTS**

1. Airport Projects – 6300

### **FUND 473 – ELECTRIC PROJECTS**

1. Electric Projects – 6949

### **FUND 474 – STORMWATER PROJECTS**

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

### **FUND 475 – ROCKY RIVER GOLF COURSE PROJECTS**

1. Golf Course – 7550

## **FIRST CONCORD/DEBT SERVICE FUNDS**

### **FUND 550 – 2010 LIMITED OBLIGATION**

1. 2010 LOBS – 7020

### **FUND 552 – 2014 LOBS**

1. 2014 LOBS First Concord – 6990

## **GOVERNMENTAL FUNDS**

### **FUND 350 – MARKET RATE UNITS FUND**

1. Market Rate Units – 3500

## **CAPITAL RESERVE FUNDS**

### **FUND 282 – UTILITY CAPITAL RESERVE**

1. Utility Capital Reserve – 8120

### **FUND 285 – GENERAL CAPITAL RESERVE PROJECTS**

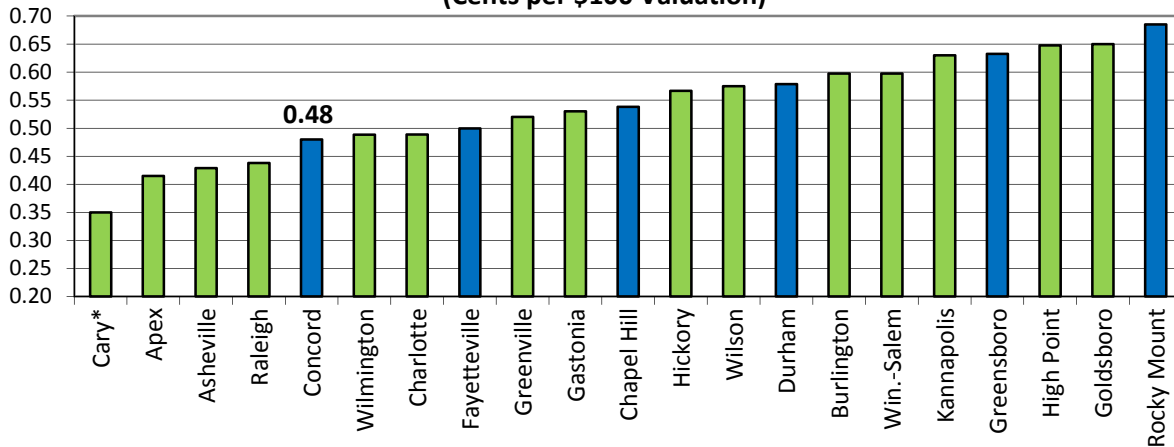
1. Capital Reserve Expenditures – 8150

# MAJOR REVENUE SOURCES

**General Fund:** The current General Fund budget for the 2018-19 fiscal year totals \$88,215,189 compared to the amended budget of \$100,500,764 for FY 2017-18. Factoring out transfers, financing proceeds, and appropriations from fund balance (non-operating revenue); there is a revenue increase of \$3,435,835 (4%) when compared to the current amended budget. The increase in revenues for the City's General Fund budget proposal is a result of a 3% growth in the City's assessed values. The City's tax rate of 0.48¢ per \$100 will not change. Local Option sales tax collections are also included in the City's projected revenue growth. Sales tax collections are estimated conservatively for FY 2018-19; these revenues are directly related to economic conditions. The 2018-19 budget includes an increase in expected revenue from the Local Option sales tax source in the amount of \$650,000 or 3%. The City has estimated revenues conservatively using information provided by the North Carolina League of Municipalities, historical and statistical trends, and other local factors. Again, this budget was prepared under the assumption that the City of Concord will receive all of its State shared revenues for the 2018-19 fiscal years.

**Property Taxes:** The budget is balanced with a property tax rate of \$.48 per \$100 valuation. This will yield \$54,496,240 in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 98%. The tax base used in this budget preparation represents a 3% increase in property values for a total valuation of \$11,331,000,000 (including motor vehicles). One cent on the City's tax rate produces \$1,100,438 in revenue, after the City's estimated collection rate is applied. This rate compares favorably to past City tax rates and remains one of the lowest in the state among medium to large size cities.

**FY 2018-19 Proposed Property Tax Rates for  
NC Full-Service Cities Over 40,000 Pop.  
(Cents per \$100 Valuation)**



**Note:**

\*Cary - extensive use of development fees.

Cities in green apply a fee for solid waste (for some or all services) in addition to property tax.

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

The State of North Carolina collects the sales taxes and distributes them to the local units.

Local option sales taxes, telecommunications sales taxes and video programming sales taxes are estimated to be \$19,073,745 for fiscal year 2018-19. This total revenue source is expected to increase 3% when compared to the current year estimated collections. Sales tax allocations for Cabarrus County are based on proportional property tax levies. The City has projected 3% growth in local option sales tax allocations for FY 2018-19 when compared to FY 2017-18 budgeted collections. The City continues to apply a conservative approach when estimating this revenue source. Although sales continue to increase, the methods of distribution continue to be discussed at the State legislature. A conservative estimate ensures the City can react to any changes in revenue distribution methods and economic fluctuations.

Legislation passed during the 2001 session repealed the utility franchise tax on telephone companies and replaced it with a sales tax on telecommunications of 6% of gross receipts (now 8%). As State and local tax rates change, the percentage of the net proceeds on which the municipal distribution is based also changes in order to keep municipality's revenue share neutral. The rate is currently 18.7%. The estimated telecommunications sales tax included for FY 2018-19 is \$400,000, which represents an estimated 4% decrease when compared to FY18 estimated collections. Much of the recent decline has been driven by a loss in revenue from landlines as consumers have increasingly opted to go solely wireless.

The N.C. Department of Revenue distributes part of the state sales tax collected on video programming and telecommunication services to counties and cities. Local governments receive 23.6% of the sales tax collections from video programming service, an additional 7.7% of the existing telecommunications sales tax and 37.1% of sales tax collections on satellite television service. The estimated video programming sales tax included in FY 2018-19 is \$553,520, which represents 1% decline in this revenue source when compared to FY18 estimates. The decline in revenue is attributed to more consumers switching from traditional cable and satellite television services to Internet-based viewing services.

**Electric Sales Tax & Piped Natural Gas Sales Tax:** Effective July 1, 2014, the distribution method for the electricity sales tax changed as a result of the tax reform legislation passed during the General Assembly session in 2013. The general sales tax rate is now being applied to the sales of electricity, and 44 percent of the proceeds from the sales tax are returned to cities and towns. That percentage was chosen with the intent that it would be sufficient to hold municipalities harmless from the amount they were currently receiving in utility franchise tax distributions. The amount of electricity franchise tax municipalities received in Fiscal Year 2013-14 was intended to serve as a baseline for the amount they were to receive going forward. The City has projected Electric Sales Tax in FY2018-19 to be \$4,270,600 which is a 1% increase when compared to actual estimated collections in FY2018. As with the electricity sales tax, the distribution method for the tax on piped natural gas was changed as part of the tax reform legislation passed during the General Assembly session in 2013. The general sales tax rate is now applied to the sale of piped natural gas, and 20 percent of the proceeds from the sales tax are returned to cities and towns. Similar to the electricity sales tax, that percentage was chosen with the intention that it would be sufficient to hold municipalities harmless from the amount they were currently receiving in piped natural gas distributions. The amount of piped natural gas excise tax municipalities received in Fiscal Year 2013-14 is intended to serve as a baseline for the amount they are to receive going forward. The FY2018-19 proposed budget of \$260,000 represents no growth when compared to estimated collections for FY2018. These revenue sources are affected by the weather, thus a warm winter will cause revenues to be lower than expected. The City estimates these revenue sources conservatively so the weather should not affect our ability to support our funding proposals.

**Powell Bill Street Allocation:** In 2015, the amount of this distribution no longer represents a portion of the motor fuel taxes collected. The current law states that Powell Bill revenues will be determined by an appropriation of funds by the General Assembly. There is no set formula that determines the total amount of Powell Bill funds received each year. Of the funds available each year, 25% is distributed to

cities based on local street miles, and 75% based on population. The use of these funds is restricted to maintaining, repairing, constructing, reconstructing or widening any public street or thoroughfare within the City limits. Bridges, drainage, curb and gutter and other necessary appurtenances are also approved uses of these funds, but legislation passed in 2015 specifies that the funds should be primarily for resurfacing streets. These funds are expected to provide \$2,327,195 for FY 2018-19, which represents no growth when compared to current year estimates. This revenue source continues to remain flat as the State's allocation per street mile does not increase; in some years, it is reduced.

**Fund Balance:** The City's unassigned General Fund balance was \$46,910,753 as of June 30, 2017. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund balance at June 30, 2018. The City has transferred \$5 million in to the capital reserve fund for general fund in the current year; this transfer will reduce the general fund unassigned fund balance by \$5 million. Our ability to maintain a healthy fund balance in previous fiscal years was attributable to the economic vibrancy present in the City of Concord and increases in available cash for investments, collection percentage of property taxes, and conservative estimates on revenues. As the City experienced a slowing economy, our conservative policies and procedures were even more important. The proposed budget for FY 2018-19 does not include an appropriation from fund balance.

The recommended budget does appropriate \$6,847,445 from the General Capital Reserve fund balance for one time capital expenditures. In FY2007-08 the City created a General Fund Reserve to begin preparing for future projects and each year the City follows City Council policy to determine available resources to allocate to the Capital Reserve Fund. Although these reserves (approximately \$30,438,400) now reside in a separate fund from the General Fund and are no longer included in the City's General Fund *Balance*, the amounts are still available for projects and capital designated by the City Council.

**Special Revenue Funds:** The Municipal Service District tax rate is \$0.23 per \$100 assessed valuation. Also, included in the Special Revenue Fund is the budget request for Community Development Block Grant Funds, the H.O.M.E. Program, the \$5 Vehicle Tax fund (Transit), and the Section 8 Housing Vouchers program. The special revenue funds total \$5,947,317.

**Enterprise Funds:** Stormwater, Electric, Water and Wastewater rates and operating charges will generate \$128,508,000 in revenues.

**Stormwater:** The Stormwater Fund is comprised of \$5,019,800 in operating revenue and \$75,000 in non-operating revenues. No fee increases are proposed for the Stormwater program. Rate revenue for FY 2019 is expected to increase 2% when compared to FY 2018 year-end estimates. Increases in rate revenue correlate with expecting customer base growth in the City.

**Electric Fund:** The Electric Fund is comprised of \$84,532,000 in operating revenues and \$810,000 in non-operating revenues, with no appropriation from retained earnings. Electric revenues are estimated using the City's rate model. The proposed budgeted revenue does not include a rate increase. The purchase power adjustment to rates will be evaluated during the year, but the FY 2019 budget proposal does not project increases in purchase power rate adjustments. FY 2019 rate revenue is anticipated to increase 2% when compared to FY 2018 year-end estimates. This growth is due to system expansion as residential and commercial development in the City continues to increase.

**Water Fund:** The Water Fund is comprised of \$24,326,080 in operating revenue, non-operating revenue of \$353,000, and an appropriation from retained earnings of \$4,362,662 for one time capital project costs. There are no water rate increases included in the FY 2019 budget. Water rate revenue is projected to increase 2% when compared to FY 2018 year-end estimates. This increase is a result of anticipated system growth resulting from development.



**Wastewater Funds:** The Wastewater Fund is comprised of operating revenue of \$17,532,000 and non-operating revenue of \$201,000. There is no appropriation from retained earnings. There are no wastewater rate increases in the FY 2019 budget. Wastewater revenues are expected to increase 2% based upon current residential and commercial development trends.

**Public Transit:** The Public Transit budget is comprised of \$323,000 in operating revenue, \$3,263,409 in restricted intergovernmental revenue, and transfers of \$1,033,848. In FY 2019, Concord's General Fund contribution to the Transit system is \$683,484, which includes our portion of the CATS 79x service.

**Golf Course:** The Golf Course Fund anticipates earned revenue for FY 2018-19 to remain stable when compared to the amended budget of the prior year. Total revenues are estimated at \$2,762,128 which includes a transfer from the General Fund of \$967,273 which is designated towards debt service.

**Aviation:** The Aviation budget is comprised of \$10,048,085 in operating revenue, \$158,300 in non-operating revenue and a transfer of \$663,540 from the General Fund which represents payment in lieu of property tax. There is no appropriation from retained earnings. Fuel Sales have been budgeted with no material increases.

**Internal Services Fund:** The Internal Services Fund – comprised of Data Services, Customer Care, Utilities Collections, Billing, Engineering, Buildings and Grounds and Purchasing – totals \$12,937,967. All costs within this fund are allocated among the Electric, Water, Wastewater, Stormwater, Aviation and General Funds based on percentages derived from a cost allocation method.

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

# Fund Balances / Net Position

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

<b>Fund Balances</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18*</b>	<b>2018/19**</b>
General Fund	\$ 69,743,640	\$ 69,155,589	\$ 65,761,182	\$ 56,961,100	\$ 57,000,000
Other Governmental Funds	\$ 37,314,689	\$ 41,840,374	\$ 55,571,501	\$ 48,566,100	\$ 48,566,100
<b>Totals</b>	<b>\$ 107,058,329</b>	<b>\$ 110,995,963</b>	<b>\$ 121,332,683</b>	<b>\$ 105,527,200</b>	<b>\$ 105,566,100</b>

## **Net Position**

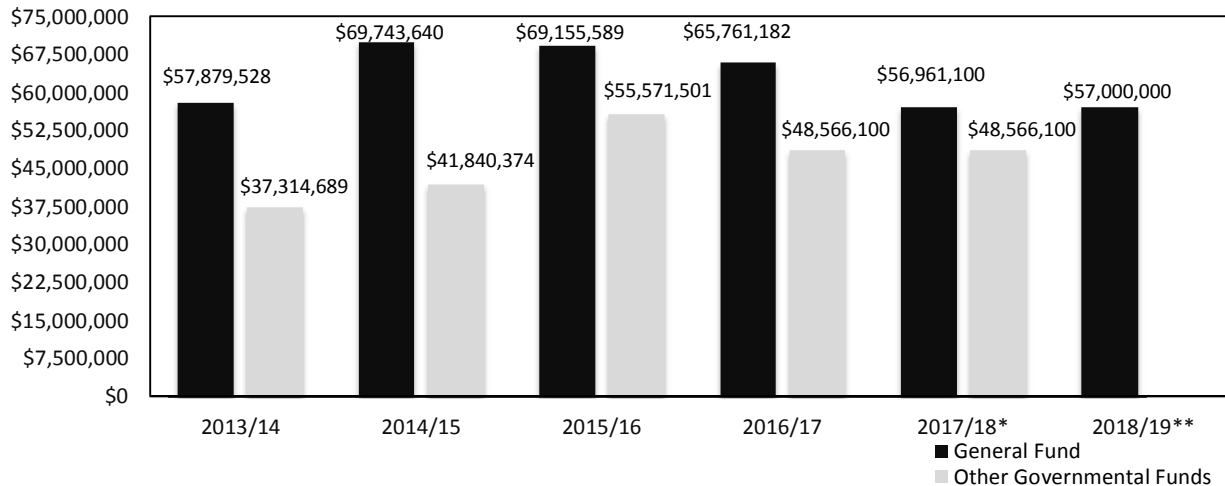
### Business Type Activities - Enterprise Funds

Electric Fund	\$ 109,424,987	\$ 124,537,481	\$ 125,954,387	\$ 115,402,810	\$ 115,403,000
Water Fund	\$ 99,219,520	\$ 109,735,536	\$ 118,564,233	\$ 109,645,070	\$ 105,000,000
Wastewater Fund	\$ 72,736,722	\$ 78,340,107	\$ 84,280,055	\$ 83,348,180	\$ 83,500,000
Aviation Fund	\$ 71,785,128	\$ 79,196,922	\$ 80,838,050	\$ 80,372,655	\$ 80,400,000
Stormwater Fund	\$ 53,398,253	\$ 53,448,011	\$ 53,487,099	\$ 50,833,750	\$ 50,850,000
Other Enterprise Funds	\$ 18,574,976	\$ 17,030,560	\$ 16,206,817	\$ 14,247,335	\$ 14,300,000
<b>Totals</b>	<b>\$ 425,139,586</b>	<b>\$ 462,288,617</b>	<b>\$ 479,330,641</b>	<b>\$ 453,849,800</b>	<b>\$ 449,453,000</b>

\* unaudited

\*\* estimate

## Fund Balance



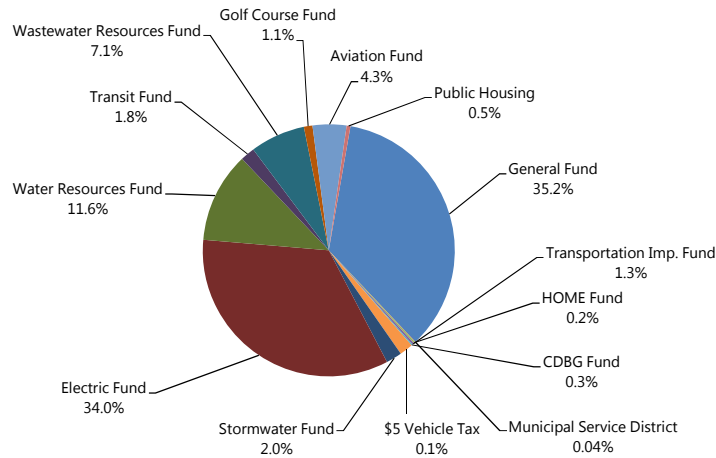
# City Revenues

By Fund	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
General Fund	\$ 80,786,328	\$ 83,308,158	\$ 101,334,112	\$ 94,673,915	\$ 88,215,189	\$ 88,215,189
Municipal Service District	\$ 107,027	\$ 105,203	\$ 95,299	\$ 93,547	\$ 91,800	\$ 91,800
Home Consortium Fund	\$ 247,880	\$ 198,407	\$ 1,044,135	\$ 1,595,824	\$ 573,790	\$ 573,790
Community Development Block Grant (CDBG) Fund	\$ 131,113	\$ 150,534	\$ 470,745	\$ 1,020,955	\$ 590,040	\$ 590,040
\$5 Vehicle Tax for Public Transit	\$ 382,249	\$ 392,114	\$ 350,000	\$ 394,969	\$ 350,000	\$ 350,000
Section 8 Voucher Program	\$ 4,064,996	\$ 4,547,877	\$ 4,672,436	\$ 4,631,002	\$ 4,341,887	\$ 4,341,887
Stormwater Fund	\$ 3,949,115	\$ 4,132,138	\$ 5,271,649	\$ 5,093,458	\$ 5,094,800	\$ 5,094,800
Electric Fund	\$ 81,533,075	\$ 84,850,837	\$ 93,208,830	\$ 84,826,483	\$ 85,342,000	\$ 85,342,000
Water Resources Fund	\$ 23,436,230	\$ 24,182,012	\$ 31,290,428	\$ 24,356,911	\$ 29,041,742	\$ 29,041,742
Transit Fund	\$ 2,982,817	\$ 4,037,132	\$ 4,615,138	\$ 180,245	\$ 4,620,257	\$ 4,620,257
Wastewater Resources Fund	\$ 17,936,732	\$ 16,841,431	\$ 18,048,588	\$ 17,223,110	\$ 17,733,000	\$ 17,733,000
Golf Course Fund	\$ 2,514,774	\$ 2,546,974	\$ 2,853,534	\$ 2,744,584	\$ 2,762,128	\$ 2,762,128
Aviation Fund	\$ 8,992,604	\$ 9,410,114	\$ 14,548,468	\$ 10,722,995	\$ 10,869,925	\$ 10,869,925
Public Housing	\$ 1,187,651	\$ 1,208,040	\$ 1,300,214	\$ 1,263,326	\$ 1,270,089	\$ 1,270,089
<b>TOTAL CITY REVENUES</b>	<b>\$ 228,252,591</b>	<b>\$ 235,910,971</b>	<b>\$ 279,103,576</b>	<b>\$ 248,821,324</b>	<b>\$ 250,896,647</b>	<b>\$ 250,896,647</b>

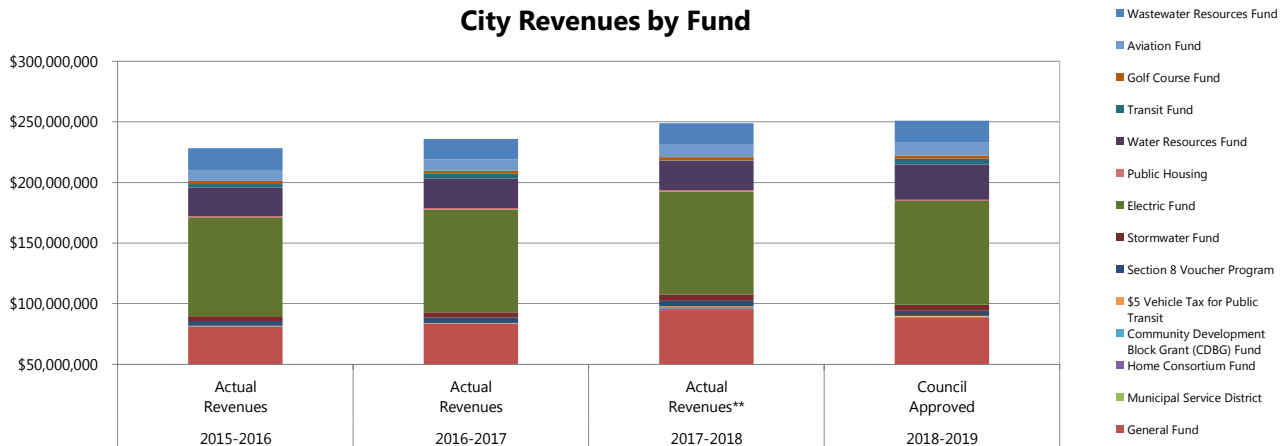
% budget change

\* as amended \*\*as of 8/6/2018

## FY 2018-2019 City-wide Revenues (by Fund)



## City Revenues by Fund



# City Expenditures

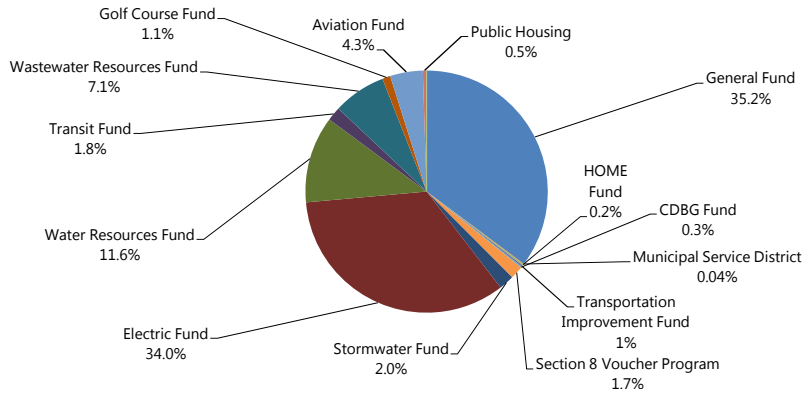
	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2017-2018 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
<b>By Fund</b>						
General Fund	\$ 81,215,169	\$ 86,702,562	\$ 101,334,112	\$ 89,014,588	\$ 88,215,189	\$ 88,215,189
Municipal Service District	\$ 107,027	\$ 105,203	\$ 95,299	\$ 93,464	\$ 91,800	\$ 91,800
Home Consortium Fund	\$ 91	\$ 100,737	\$ 1,044,135	\$ 56,648	\$ 573,790	\$ 573,790
Community Development Block Grant (CDBG) Fund	\$ 131,113	\$ 150,534	\$ 470,745	\$ 200,735	\$ 590,040	\$ 590,040
\$5 Vehicle Tax for Public Transit	\$ 393,292	\$ 392,114	\$ 350,000	\$ 394,969	\$ 350,000	\$ 350,000
Section 8 Voucher Program	\$ 4,142,334	\$ 4,557,763	\$ 4,672,436	\$ 4,665,255	\$ 4,341,887	\$ 4,341,887
Stormwater Fund	\$ 5,220,616	\$ 5,187,444	\$ 5,271,649	\$ 4,988,642	\$ 5,094,800	\$ 5,094,800
Electric Fund	\$ 74,448,558	\$ 96,247,706	\$ 93,208,830	\$ 82,417,696	\$ 85,342,000	\$ 85,342,000
Water Resources Fund	\$ 24,426,323	\$ 21,076,312	\$ 31,290,428	\$ 28,990,691	\$ 29,041,742	\$ 29,041,742
Transit Fund	\$ 2,982,817	\$ 4,037,132	\$ 4,615,138	\$ -	\$ 4,620,257	\$ 4,620,257
Wastewater Resources Fund	\$ 16,380,866	\$ 15,895,572	\$ 18,048,588	\$ 15,841,295	\$ 17,733,000	\$ 17,733,000
Golf Course Fund	\$ 2,547,227	\$ 2,575,057	\$ 2,853,534	\$ 2,744,584	\$ 2,762,128	\$ 2,762,128
Aviation Fund	\$ 9,576,096	\$ 10,107,389	\$ 14,548,468	\$ 14,191,988	\$ 10,869,925	\$ 10,869,925
Public Housing	\$ 1,796,680	\$ 1,842,531	\$ 1,300,214	\$ 1,233,891	\$ 1,270,089	\$ 1,270,089
Internal Service Fund***	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL CITY EXPENDITURES</b>	<b>\$ 223,368,209</b>	<b>\$ 248,978,056</b>	<b>\$ 279,103,576</b>	<b>\$ 244,834,446</b>	<b>\$ 250,896,647</b>	<b>\$ 250,896,647</b>

% budget change

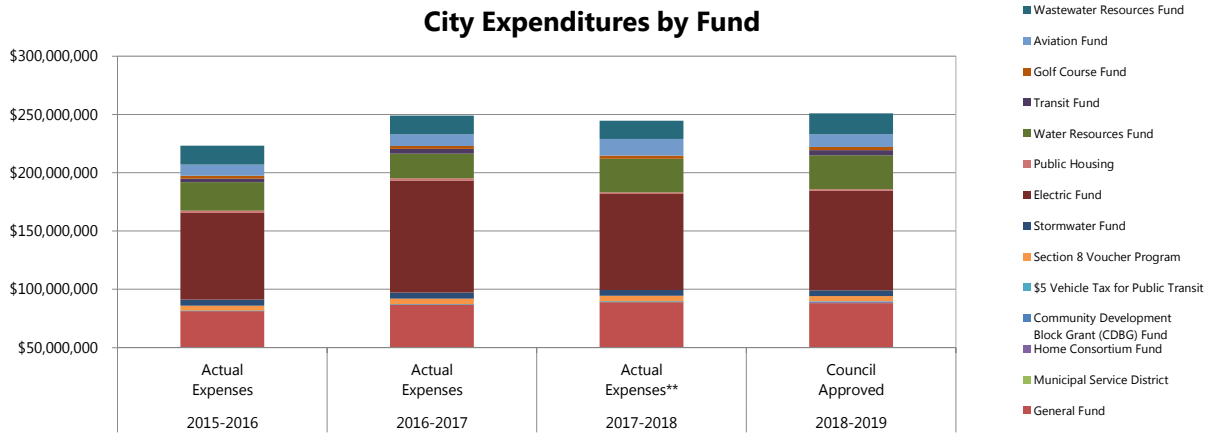
\* as amended \*\*as of 8/6/2018

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

## FY 2018-2019 City-wide Expenditures (by Fund)



## City Expenditures by Fund



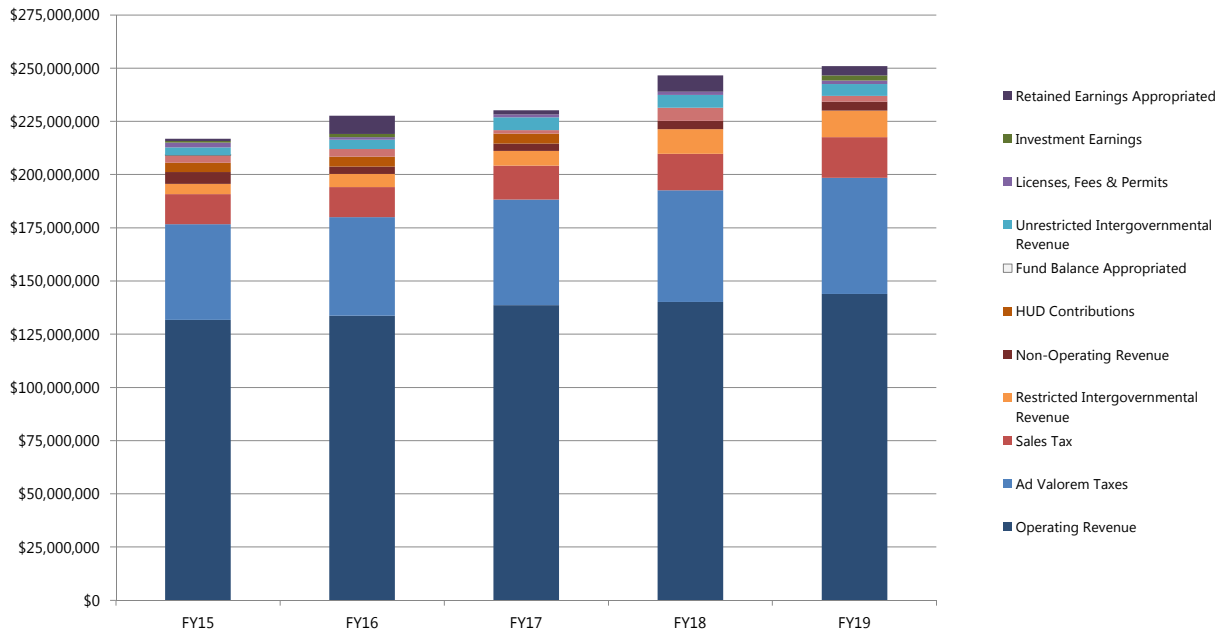
# FY 2018-2019 Budget

Revenues:	General Fund		Special Revenue Funds				
	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Stormwater
Ad Valorem Taxes	\$ 54,496,240	\$ 91,800	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	\$ 19,073,745	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Fees & Permits	\$ 1,283,900	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -
Unrestricted Intergovernmental Revenue	\$ 5,586,970	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Intergovernmental Revenue	\$ 4,012,874	\$ -	\$ 4,341,387	\$ 294,519	\$ 587,375	\$ -	\$ -
Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,019,800
Other/Non-Operating Revenue	\$ 2,850,470	\$ -	\$ 500	\$ 195,846	\$ 2,665	\$ -	\$ 10,000
Investment Earnings	\$ 910,990	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
Retained Earnings Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ 83,425	\$ -	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ 88,215,189</b>	<b>\$ 91,800</b>	<b>\$ 4,341,887</b>	<b>\$ 573,790</b>	<b>\$ 590,040</b>	<b>\$ 350,000</b>	<b>\$ 5,094,800</b>

Expenditures:							
Personal Services*	\$ 46,895,935	\$ -	\$ 297,746	\$ 63,614	\$ 88,243	\$ -	\$ 1,385,312
Operations	\$ 27,604,029	\$ 91,800	\$ 4,044,141	\$ 510,176	\$ 501,797	\$ 350,000	\$ 723,885
Capital Outlay	\$ 5,041,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 221,000
Debt Service	\$ 3,026,593	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 702,525
Cost Allocations	\$ (239,507)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,062,078
Transfers	\$ 5,886,959	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 88,215,189</b>	<b>\$ 91,800</b>	<b>\$ 4,341,887</b>	<b>\$ 573,790</b>	<b>\$ 590,040</b>	<b>\$ 350,000</b>	<b>\$ 5,094,800</b>

\*Note: Personal Service costs for the Internal Service Fund (\$7,525,318) are captured in the Cost Allocations line above

## Budgeted Revenues FY15-FY19

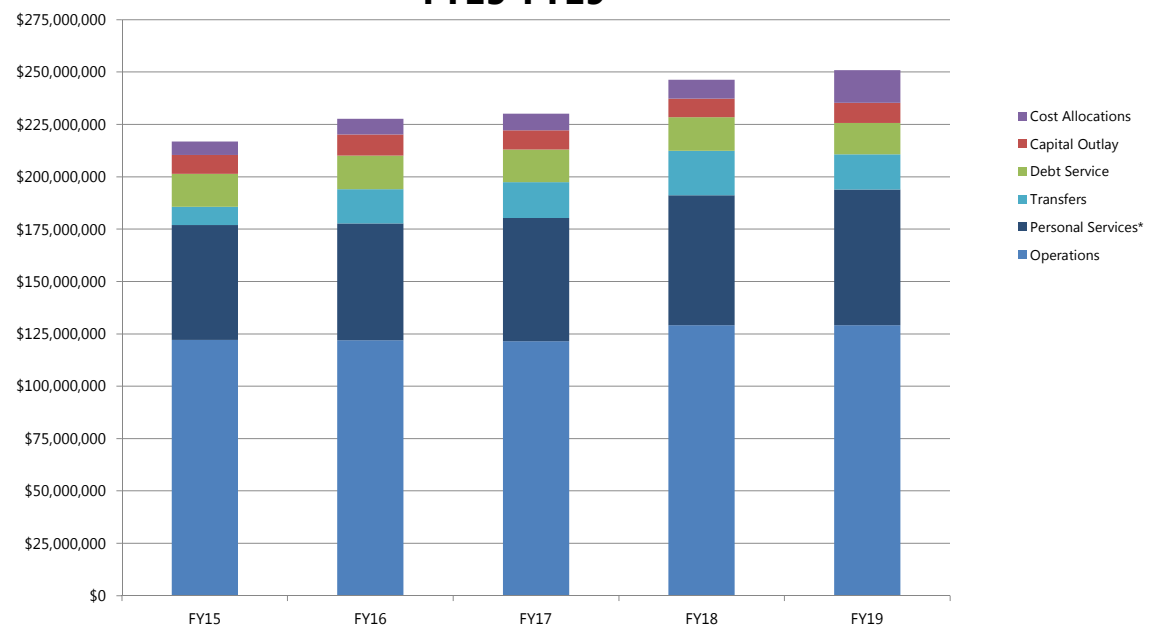


# Categories By Fund

Enterprise Funds								
Revenues:	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing	All Funds
Ad Valorem Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	54,588,040
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	19,073,745
Licenses, Fees & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,300	\$ -	1,642,200
Unrestricted								
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5,586,970
Restricted Intergovernmental								
Revenue	\$ -	\$ -	\$ 3,263,409	\$ -	\$ -	\$ -	\$ -	12,499,564
Operating Revenue	\$ 84,532,000	\$ 24,326,080	\$ 323,000	\$ 17,532,000	\$ 1,761,073	\$ 10,048,085	\$ 403,130	143,945,168
Other/Non-Operating Revenue	\$ 60,000	\$ 53,000	\$ -	\$ 1,000	\$ 33,782	\$ 50,000	\$ 866,959	4,124,222
Investment Earnings	\$ 750,000	\$ 300,000	\$ -	\$ 200,000	\$ -	\$ 100,000	\$ -	2,325,990
Retained Earnings	\$ -	\$ 4,362,662	\$ -	\$ -	\$ -	\$ -	\$ -	4,362,662
Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers	\$ -	\$ -	\$ 1,033,848	\$ -	\$ 967,273	\$ 663,540	\$ -	2,748,086
<b>TOTAL REVENUE</b>	<b>\$ 85,342,000</b>	<b>\$ 29,041,742</b>	<b>\$ 4,620,257</b>	<b>\$ 17,733,000</b>	<b>\$ 2,762,128</b>	<b>\$ 10,869,925</b>	<b>\$ 1,270,089</b>	<b>\$ 250,896,647</b>

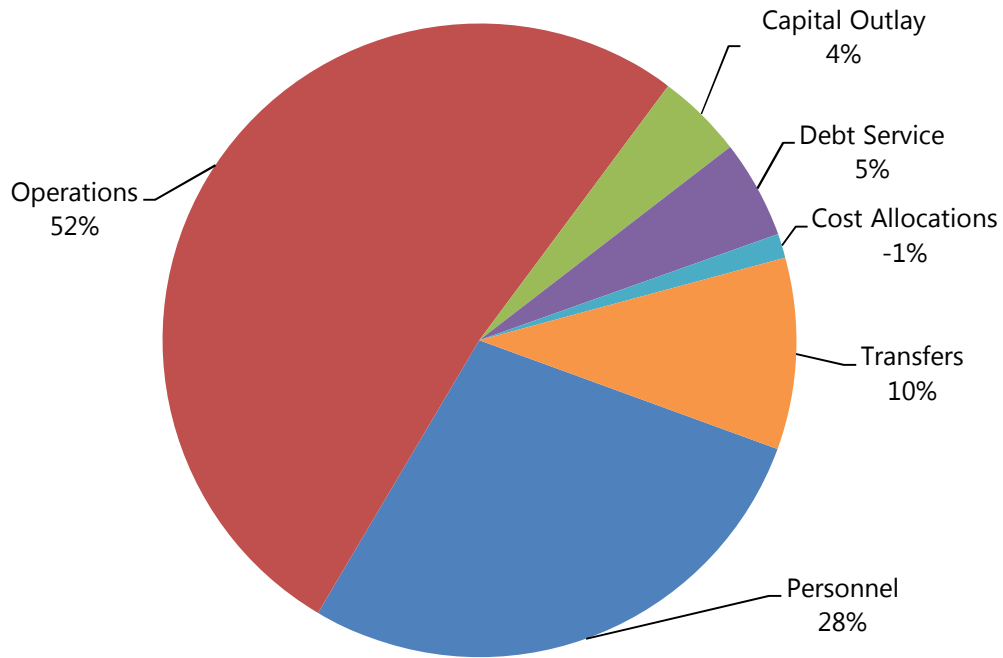
Expenditures:								
Personal Services*	\$ 6,225,418	\$ 4,397,573	\$ 430,837	\$ 2,045,162	\$ -	\$ 2,387,734	\$ 525,668	64,743,242
Operations	\$ 64,551,409	\$ 10,112,098	\$ 3,930,439	\$ 8,360,102	\$ 1,763,834	\$ 5,918,079	\$ 744,421	129,206,210
Capital Outlay	\$ 1,222,500	\$ 913,700	\$ 75,413	\$ 1,451,500	\$ 26,380	\$ 646,000	\$ -	9,597,673
Debt Service	\$ 3,416,672	\$ 3,016,605	\$ -	\$ 2,360,920	\$ 940,893	\$ 1,484,351	\$ -	14,948,559
Cost Allocations	\$ 7,833,191	\$ 3,296,949	\$ 183,568	\$ 1,983,553	\$ -	\$ 430,021	\$ -	15,549,853
Transfers	\$ 2,092,810	\$ 7,304,817	\$ -	\$ 1,531,763	\$ 31,021	\$ 3,740	\$ -	16,851,110
<b>TOTAL EXPENDITURES</b>	<b>\$ 85,342,000</b>	<b>\$ 29,041,742</b>	<b>\$ 4,620,257</b>	<b>\$ 17,733,000</b>	<b>\$ 2,762,128</b>	<b>\$ 10,869,925</b>	<b>\$ 1,270,089</b>	<b>\$ 250,896,647</b>

## Budgeted Expenses FY15-FY19

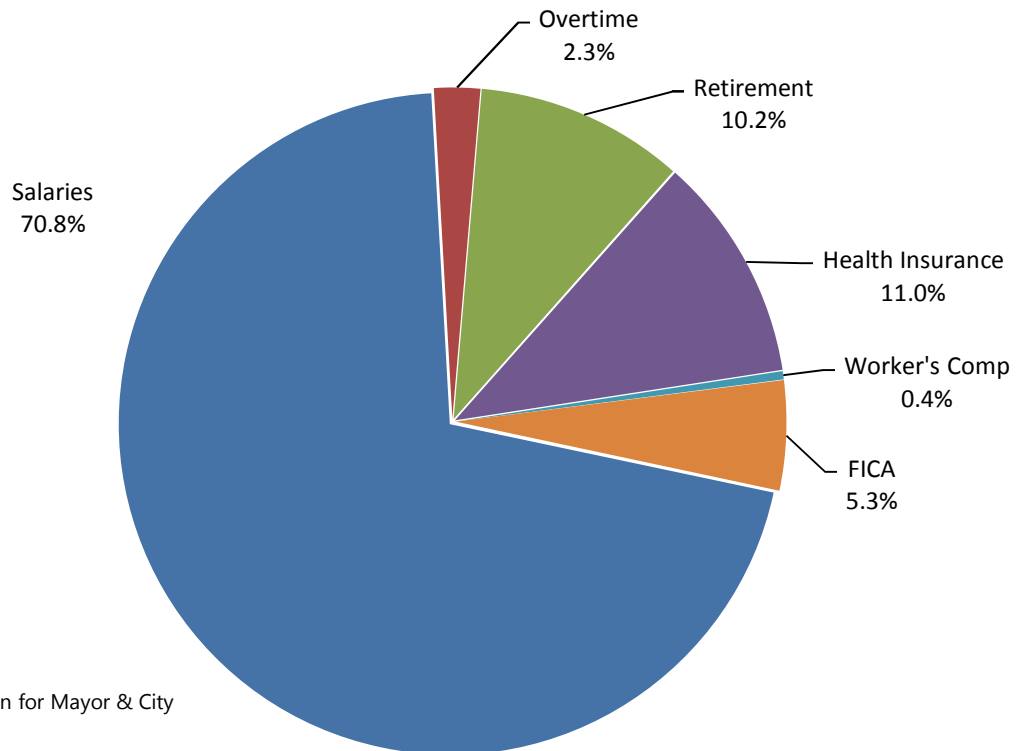




## FY 18-19 Expenditures by Line-item Category (City total = \$250,896,647)



## FY 18-19 Summary of Budgeted City-wide Compensation Expenditures\* (\$72,311,257)



\*Includes compensation for Mayor & City Council Members

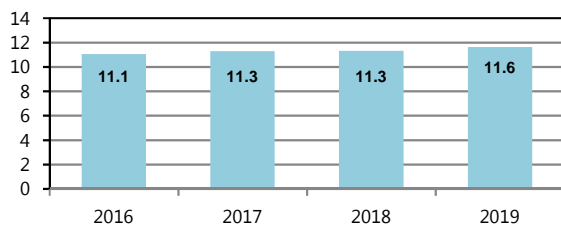
# Personnel Summary

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

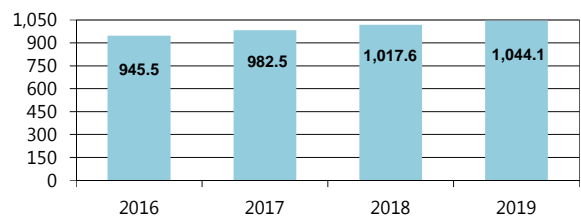
Budget Unit	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	FTE	FTE	FTE	FTE
<b>GENERAL FUND</b>				
<b>General Government</b>				
Public Services Administration	1	1	1	1
City Manager's Office	6	6.5	6.5	6.5
Risk Management (combined with HR in FY17)	3	-	-	-
Human Resources	7	11	12	13
Finance	13.25	13	13	13
Tax	3.5	3.5	0.75	0.75
Legal	6	6	6	6
Non-Departmental	0	0	0	0
<b>Public Safety</b>				
Police	191.25	202.25	204	206
Code Enforcement	7	8	8	9
Emergency Communications	22.5	23.5	25.5	25.5
Radio Shop	3.5	3.5	4.1	4.1
Fire	181	187	194	200
Fire Prevention	9	9.5	10.5	10.5
Fire Training	4	4	4	4
Emergency Management	1	2	2	2
<b>Public Works</b>				
Streets & Traffic	28	30	34	34.5
Powell Bill (staff part of Streets & Traffic)	0	0	0	0
Traffic Signals	6	6	6	6
Traffic Services	5	5	5	5
Solid Waste & Recycling	32	31.5	32.5	34.5
Cemeteries	8	8	8	8
Fleet Services	13	14	14	14
<b>Economic Development</b>				
Planning & Neighborhood Development	14.7	16	17	18
Transportation Planning (contract)	0	0	0	0
Economic Development	1	1	1	1
<b>Culture &amp; Recreation</b>				
Parks & Recreation	22	23.43	29.93	31.5
Parks & Recreation - Aquatics (seasonal staff)	0	0	0	0
<b>Total FTE General Fund</b>	<b>588.7</b>	<b>615.7</b>	<b>638.8</b>	<b>653.9</b>
<b>OTHER FUNDS</b>				
<b>Municipal Service District Fund</b>	0	0	0	0
<b>HOME Consortium Fund</b>	0.8	0.8	0.8	0.8
<b>Transportation Improvement Fund</b>	0	0	0	0
<b>CDBG Fund</b>	1.2	1.2	1.2	1.2
<b>Addl. \$5 Vehicle Tax (Transit) Fund</b>	0	0	0	0

Budget Unit	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	FTE	FTE	FTE	FTE
<b>Stormwater Fund</b>				
Stormwater Operations	22.09	19.76	21.09	20.58
<b>Electric Systems Fund</b>				
Electric Administration	3	3	3	3
Purchased Power	0	0	0	0
Powerlines Maintenance	17	17	18	18
Tree Trimming	7	7	7	8
Electric Construction	33	33	35	37
Peak Shaving	0	0	0	0
Electric Engineering Services	7	8	8	8
Utility Locate Services	5	5	5	5
<b>Water Resources Fund</b>				
Hillgrove Water Treatment Plant	14.5	14.5	14.5	14.5
Coddle Creek Water Treatment Plant	15.5	15.5	15.5	16.5
Waterlines Operations & Maintenance	34.59	36.26	35.6	35.09
<b>Public Transit Fund</b>				
Rider Transit System	4.7	5	6.5	6.5
<b>Wastewater Resources Fund</b>				
Wastewaterlines Operations & Maintenance	30.32	31.98	31.31	31.83
<b>Golf Course Fund</b>				
Golf Course Operations (contract)	0	0	0	0
<b>Aviation Fund</b>				
Aviation Operations	34	40	41.5	43.5
<b>Public Housing / Sec. 8 Vouchers Funds</b>				
Public Housing Operations / Vouchers Program	14.25	14	13	14
<b>Internal Services Fund</b>				
Utilities Collections	4.5	4.5	5	5
Data Services (contract)	1	1	1	1
Billing	10	10	11.25	14.25
Customer Care	26	26	27	25
Engineering	23	24	26	26
Purchasing	7	7	7	7
Buildings & Grounds	41.3	42.3	44.6	48.5
<b>Total FTE Other Funds</b>	<b>356.8</b>	<b>366.8</b>	<b>378.9</b>	<b>390.3</b>
<b>Total FTE All City Funds</b>	<b>945.5</b>	<b>982.5</b>	<b>1,017.6</b>	<b>1,044.1</b>

Number of City Employees  
Per 1,000 Population



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



# Customer Service Advancement Team



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

## BACKGROUND

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

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

## Customer Service Advancement Team members

Jody Brewer, Aviation  
Will Barnes, Buildings and Grounds  
Erin Broadway, Communications  
Billy Robbins, Electric Systems  
Charity Langston, Engineering  
Lesley Reder, Finance (Finance/Legal)  
Pat Watkins, Fleet Services  
April Allen, Finance (Customer Service)  
Charles Thompson, Finance (Purchasing)  
Aprill King, Fire  
Brad Hunt, Fire  
Elizabeth Rutledge, Housing  
Chantel Thompson, Human Resources

Rodney Burgess, Parks & Recreation  
Maria Brown, Planning & Neighborhood Dev.  
Ytalo Delgato, Police  
Desmond Miller, Police (Code Enforcement)  
Caleb Jackson, Solid Waste  
Charlotte Thatch, Transit  
Dustin Cress, Transportation  
Jamie Talbert, Water Resources (Wastewater)  
Crystal Brown, Water Resources (Stormwater)  
Terry Paxton, Water Resources (Water)  
**Staff Facilitator: Cherie Jzar, City Manager's Office**

# BACKGROUND ON THE CITY'S PERFORMANCE MEASUREMENT EFFORTS

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

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

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

Elements of the City's performance measurement efforts include:

## **Striving Towards Excellence Program (STEP)**

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

## **North Carolina Local Government Performance Measurement Project**

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

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

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

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

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

# Summary of External Agency Funding

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

External Agency	Departmental Budget	FY 15/16 Budget	FY 16/17 Budget	FY 17/18 Budget	FY 18/19 Manager Rec.	FY 18/19 Council Approved
<b>General Fund</b>						
Big Brothers, Big Sisters of Cabarrus County	Parks & Rec	-	-	3,000	4,000	<b>4,000</b>
Boys & Girls Club of Cabarrus County	Parks & Rec	6,500	7,500	7,500	9,000	<b>9,000</b>
Cabarrus Arts Council, Inc	Parks & Rec	30,000	42,780	42,780	42,800	<b>42,800</b>
Cabarrus Events Association	Economic Development	5,000	5,000	5,000	6,000	<b>6,000</b>
Cabarrus Victims Assistance Network (CVAN)	Police	10,000	10,000	10,000	10,250	<b>10,250</b>
Conflict Resolution Center - Teen Court	Police	3,000	3,500	4,000	7,000	<b>7,000</b>
Habitat for Humanity - Cabarrus County	Planning & Neighborhood	-	6,000	6,500	7,000	<b>7,000</b>
Historic Cabarrus, Inc	Economic Development	9,000	9,000	9,000	10,000	<b>10,000</b>
Hope Haven	Planning & Neighborhood	2,000	-	-	-	-
Special Olympics - Cabarrus County	Parks & Rec	2,000	2,000	2,000	2,000	<b>2,000</b>
<b>Sub-total</b>		<b>\$67,500</b>	<b>\$85,780</b>	<b>\$89,780</b>	<b>\$98,050</b>	<b>\$98,050</b>
<b>Utility Funds</b>						
Cabarrus Cooperative Christian Ministries	Water, Electric, Wastewater	14,000	15,000	15,000	22,000	<b>22,000</b>
<b>Sub-total</b>		<b>\$14,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$22,000</b>	<b>\$22,000</b>
<b>Community Development Block Grant</b>						
Academic Learning Center	CDBG	-	-	3,000	4,000	<b>4,000</b>
Cabarrus Arts Council, Inc	CDBG	2,000	-	-	-	-
Cabarrus Cooperative Christian Ministries	CDBG	6,000	7,000	8,000	9,800	<b>9,800</b>
Cabarrus Literacy Council	CDBG	5,000	-	-	-	-
Cabarrus Meals on Wheels	CDBG	5,000	5,000	5,000	5,000	<b>5,000</b>
Coltrane LIFE Center	CDBG	5,000	5,000	5,000	5,000	<b>5,000</b>
Hispanic Learning Center	CDBG	-	-	-	8,000	<b>8,000</b>
Hope Haven ~ Sustaning Grant	CDBG	5,000	7,500	10,000	9,700	<b>9,700</b>
Hope Haven ~ Affordable Housing	CDBG	5,000	-	-	-	-
Multicultural Community Student Union	CDBG	3,000	3,500	4,000	6,000	<b>6,000</b>
Opportunity House	CDBG	2,000	2,500	3,000	3,800	<b>3,800</b>
Prosperity Community Connection	CDBG	1,500	-	-	-	-
Prosperity Unlimited, Inc	CDBG	8,500	8,500	8,500	9,000	<b>9,000</b>
Salvation Army	CDBG	5,000	6,000	7,000	9,600	<b>9,600</b>
Safe Alliance	CDBG	3,000	-	-	-	-
<b>Sub-total</b>		<b>\$56,000</b>	<b>\$45,000</b>	<b>\$53,500</b>	<b>\$69,900</b>	<b>\$69,900</b>
<b>TOTAL FOR ALL FUNDS</b>		<b>\$137,500</b>	<b>\$145,780</b>	<b>\$158,280</b>	<b>\$189,950</b>	<b>\$189,950</b>

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

# GENERAL FUND

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

## **FUNCTIONAL AREAS:**

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

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

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

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

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



# General Fund Revenues

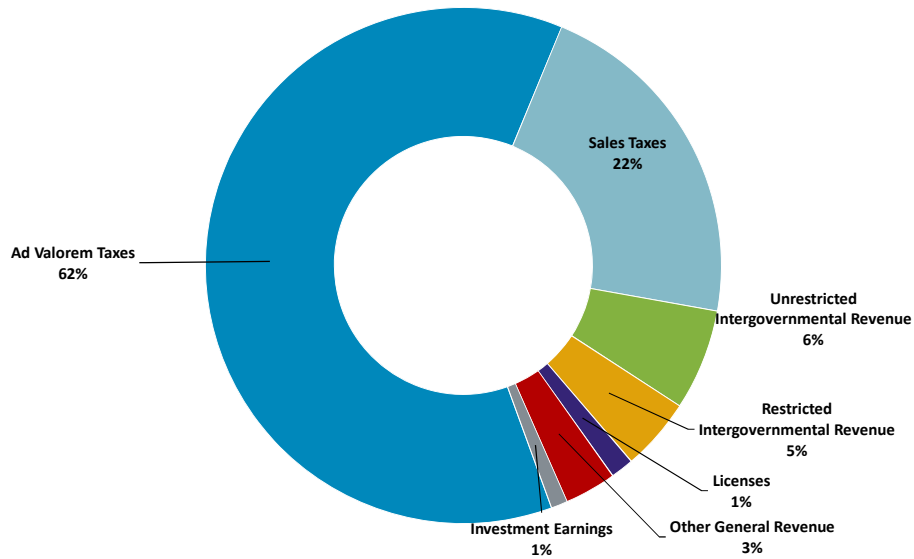
## Fund 100

	2015-2016 Actual Revenues	2016-2017 Actual Revenues	2017-2018 Council Approved*	2017-2018 Actual Revenues**	2018-2019 Manager Recommended	2018-2019 Council Approved
Ad Valorem Taxes	\$ 48,121,734	\$ 51,173,723	\$ 52,252,650	\$ 54,905,158	\$ 54,496,240	\$ 54,496,240
Sales Taxes	\$ 16,191,844	\$ 17,675,132	\$ 17,351,957	\$ 18,602,265	\$ 19,073,745	\$ 19,073,745
Unrestricted Intergovernmental Revenue	\$ 5,715,996	\$ 5,390,020	\$ 5,987,000	\$ 5,777,700	\$ 5,586,970	\$ 5,586,970
Restricted Intergovernmental Revenue	\$ 3,722,736	\$ 3,783,454	\$ 4,263,090	\$ 3,804,831	\$ 4,012,874	\$ 4,012,874
Licenses	\$ 1,286,239	\$ 1,169,416	\$ 1,237,453	\$ 1,379,948	\$ 1,283,900	\$ 1,283,900
Other General Revenue	\$ 3,459,721	\$ 3,556,989	\$ 6,288,415	\$ 6,482,458	\$ 2,850,470	\$ 2,850,470
Investment Earnings	\$ 693,058	\$ 400,909	\$ 338,244	\$ 371,555	\$ 910,990	\$ 910,990
Fund Balance Appropriated	\$ -	\$ -	\$ 10,265,303	\$ -	\$ -	\$ -
Transfers	\$ 1,595,000	\$ 158,515	\$ 3,350,000	\$ 3,350,000	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 80,786,328</b>	<b>\$ 83,308,158</b>	<b>\$ 101,334,112</b>	<b>\$ 94,673,915</b>	<b>\$ 88,215,189</b>	<b>\$ 88,215,189</b>
% budget change		3%		-7%		-13%

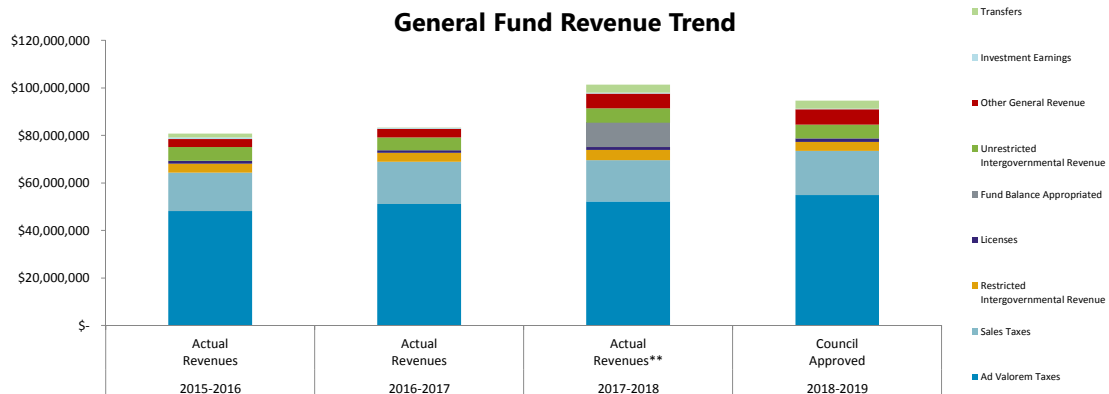
\* as amended

\*\*as of August 6, 2018

**FY 18-19 General Fund Revenues  
(by source)**



**General Fund Revenue Trend**



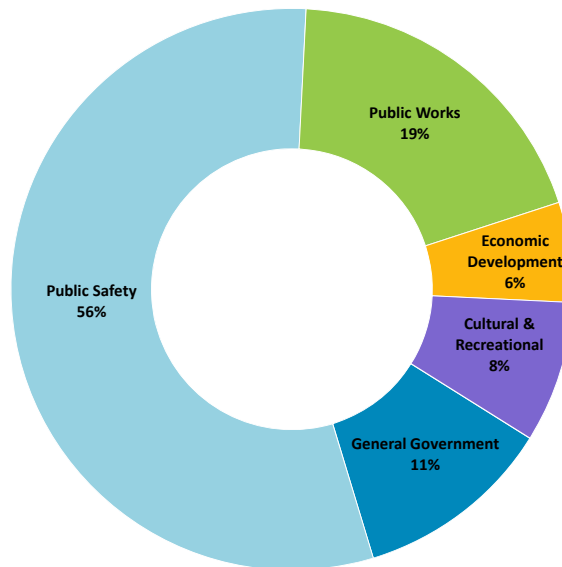
## General Fund Expenditures

	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2017-2018 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
<b>By Function</b>						
General Government	\$ 20,866,334	\$ 20,650,621	\$ 17,237,866	\$ 15,029,470	\$ 10,076,335	\$ 10,076,335
Public Safety	\$ 38,406,122	\$ 42,144,641	\$ 48,061,508	\$ 46,321,274	\$ 48,964,532	\$ 48,964,532
Public Works	\$ 13,811,662	\$ 14,403,976	\$ 20,412,811	\$ 16,184,365	\$ 16,914,405	\$ 16,914,405
Economic Development	\$ 3,556,728	\$ 3,251,992	\$ 7,406,351	\$ 4,205,105	\$ 5,072,941	\$ 5,072,941
Cultural & Recreational	\$ 4,574,323	\$ 6,251,332	\$ 8,215,576	\$ 7,274,374	\$ 7,186,976	\$ 7,186,976
<b>TOTAL EXPENDITURES</b>	<b>\$ 81,215,169</b>	<b>\$ 86,702,562</b>	<b>\$ 101,334,112</b>	<b>\$ 89,014,588</b>	<b>\$ 88,215,189</b>	<b>\$ 88,215,189</b>
		7%		3%		-13%
<i>% budget change</i>						

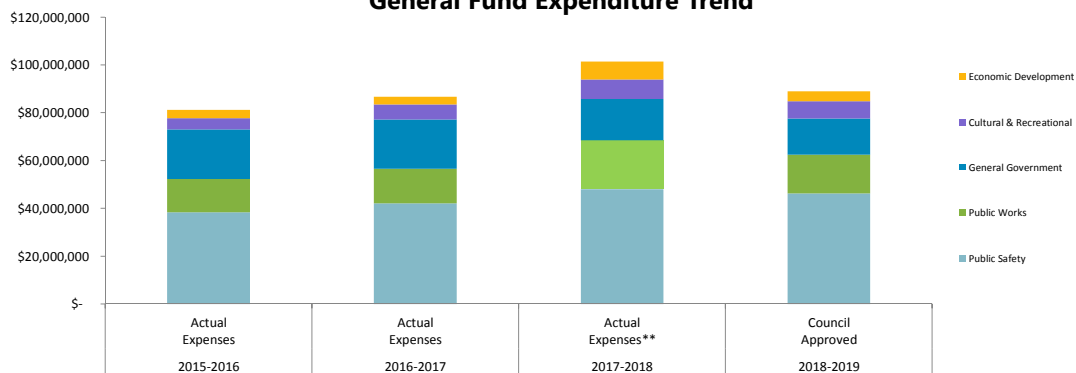
\* as amended

\*\*as of August 6, 2018

**FY 18-19 General Fund Expenditures  
(by Function)**



**General Fund Expenditure Trend**



# GENERAL GOVERNMENT

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

## **BUDGET UNITS:**

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

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

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

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

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

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

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

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

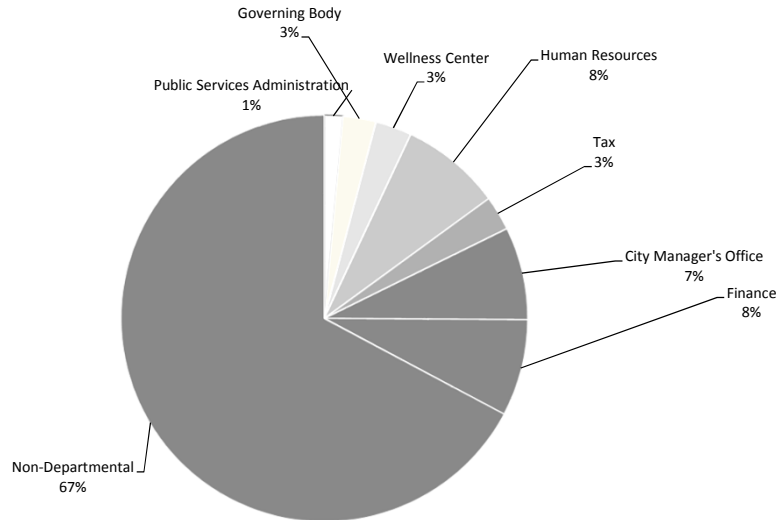
**Non-Departmental:** Non-Departmental accounts for expenditures which are unable or not required to be designated to a specific department. For additional information, contact Pam Hinson, Director of Finance, at (704) 920-5221 or [hinsonp@concordnc.gov](mailto:hinsonp@concordnc.gov).

# General Government Expenditures

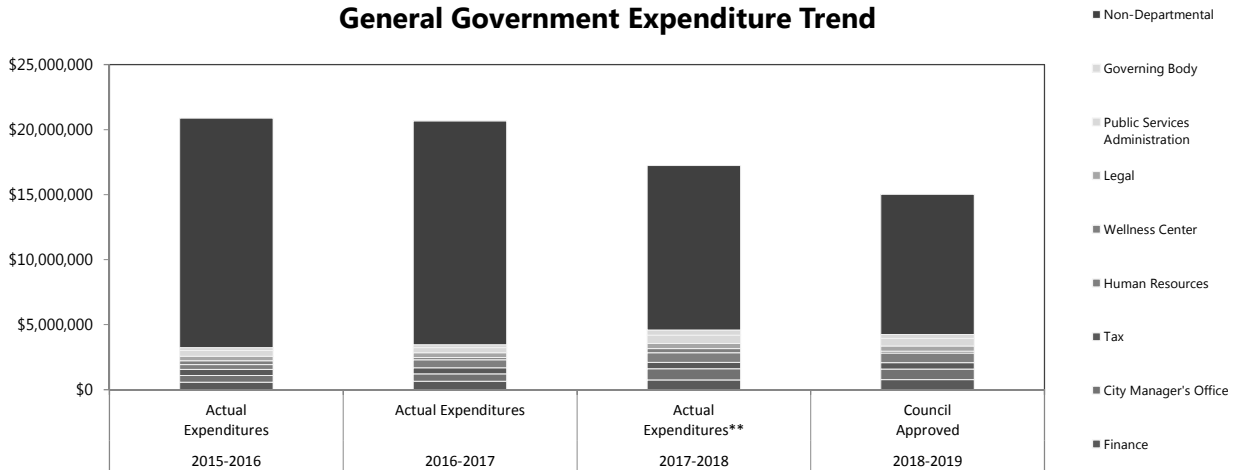
Budget Unit (General Fund)	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved
Governing Body	\$ 223,064	\$ 220,245	\$ 383,869	\$ 280,296	\$ 255,383	\$ 255,383
Public Services Administration	\$ 428,052	\$ 397,311	\$ 650,444	\$ 593,727	\$ 140,438	\$ 140,438
City Manager's Office	\$ 513,830	\$ 552,289	\$ 861,055	\$ 827,530	\$ 713,552	\$ 713,552
Human Resources	\$ 370,389	\$ 602,081	\$ 733,733	\$ 731,914	\$ 772,087	\$ 772,087
Wellness Center	\$ 287,144	\$ 178,890	\$ 306,493	\$ 156,497	\$ 280,237	\$ 280,237
Finance	\$ 596,282	\$ 669,678	\$ 751,979	\$ 772,948	\$ 743,288	\$ 743,288
Tax	\$ 460,382	\$ 476,819	\$ 505,040	\$ 491,778	\$ 266,698	\$ 266,698
Legal	\$ 356,806	\$ 361,849	\$ 393,118	\$ 385,243	\$ 404,187	\$ 404,187
Non-Departmental	\$ 17,630,385	\$ 17,191,459	\$ 12,652,135	\$ 10,789,537	\$ 6,500,465	\$ 6,500,465
<b>Total Expenditures</b>	<b>\$ 20,866,334</b>	<b>\$ 20,650,621</b>	<b>\$ 17,237,866</b>	<b>\$ 15,029,470</b>	<b>\$ 10,076,335</b>	<b>\$ 10,076,335</b>
% budget change		-1%		-28%		-42%

\* as amended  
 \*\*as of August 6, 2018

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



**General Government Expenditure Trend**



# GOVERNING BODY

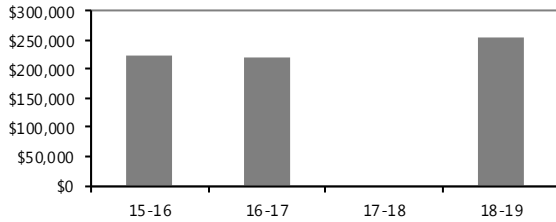
**MISSION:** The City of Concord partners with our community to deliver excellent service, and plans for the future while preserving, protecting, and enhancing the quality of life. The Governing Body is responsible for the City's legislative governance and policy setting.

**PROGRAM LOCATOR:**

*Fund:* General Fund  
*Functional Area:* General Government  
*Department:* **Governing Body**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Continued maintaining a healthy fund balance and capital reserves account while meeting necessary expenses on a pay-as-you-go basis.
- Completed 94 percent of stated Council goals for the year by December 31, 2017.
- Adopted updated Sign Standards.
- Continued support of the 2030 Land Use Plan update process.
- Conducted a recruitment process and hired a new City Manager.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue maintaining fund balance and capital reserves account while meeting necessary expenses on a pay-as-you-go basis.

- Invest in compensation and benefits to recruit and retain excellent coworkers.
- Continue support of the 2030 Land Use Plan update process.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

N/A

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

<b>Cost Center #: 4110</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual	Actual	Council	Actual	Manager	Council
	Expenditures	Expenditures	Approved*	Expenditures**	Recommended	Approved
Personnel Services	\$ 179,026	\$ 180,894	\$ 213,293	\$ 179,936	\$ 183,661	\$ 183,661
Operations	\$ 187,478	\$ 183,226	\$ 310,264	\$ 217,135	\$ 226,068	\$ 226,068
Debt Service	\$ 140,460	\$ 136,437	\$ 136,581	\$ 136,472	\$ 136,848	\$ 136,848
Cost Allocations	\$ (283,900)	\$ (280,312)	\$ (276,269)	\$ (253,247)	\$ (291,194)	\$ (291,194)
<b>Total Expenditures</b>	<b>\$ 223,064</b>	<b>\$ 220,245</b>	<b>\$ 383,869</b>	<b>\$ 280,296</b>	<b>\$ 255,383</b>	<b>\$ 255,383</b>
% budget change		-1%		27%		-33%
* as amended						
**as of August 6, 2018						

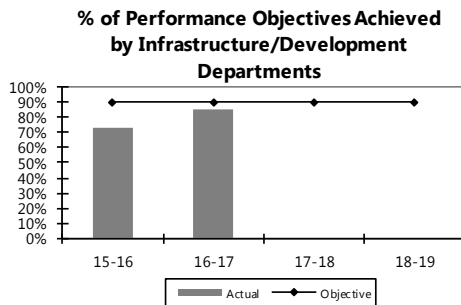
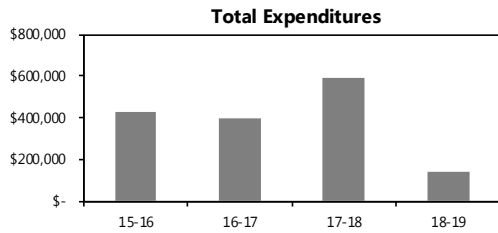
# PUBLIC SERVICE ADMINISTRATION

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Warehouse roof replaced, administration flooring replaced and kitchen renovated, administration and ready room interior painting complete.
- Fuel farm roofing repaired.
- Design for upper lay down yard complete.
- Parking lot expansion to rear of Admin Building complete.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue replacing and repairing main buildings and sheds roofing.
- Construct improvement to upper lay down yard.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Conduct team building exercises for Department Heads.
- Continue change outs of thermostats and HVAC to reduce energy use.
- Encourage paperless work environment with staff to reduce waste.



**PERFORMANCE GOALS:**

**Major Service Area: Support and Direction**

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

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

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Support & Direction	% of performance objectives achieved by infrastructure/development departments	Effectiveness	73%	80%	100%	Pending	100%	100%
Support & Direction	# of departments ending fiscal year at or below budget without a budget amendment	Effectiveness	NA	9	10	Pending	10	10
Support & Direction	Total number of recordable injuries for infrastructure/development coworkers	Effectiveness	22	16	5	Pending	5	0

**BUDGET SUMMARY:**

Cost Center #: 4115	2015-2016		2016-2017		2017-2018		2017-2018		2018-2019		2018-2019	
	Actual Expenditures		Actual Expenditures		Council Approved*		Actual Expenditures**		Manager Recommended		Council Approved	
	Personnel Services	\$ 159,018	\$ 163,754	\$ 166,157	\$ 130,011	\$ 172,067	\$ 172,067					
Operations	\$ 398,460	\$ 311,186	\$ 513,049	\$ 420,377	\$ 352,772	\$ 352,772						
Capital Outlay	\$ -	\$ 3,328	\$ 317,250	\$ 274,250	\$ 109,000	\$ 109,000						
Debt Service	\$ 390,132	\$ 388,282	\$ 385,204	\$ 385,204	\$ 310,181	\$ 310,181						
Cost Allocation	\$ (539,558)	\$ (489,239)	\$ (1,381,216)	\$ (1,266,115)	\$ (803,582)	\$ (803,582)						
Transfers	\$ 20,000	\$ 20,000	\$ 650,000	\$ 650,000	\$ -	\$ -						
	<b>\$ 428,052</b>	<b>\$ 397,311</b>	<b>\$ 650,444</b>	<b>\$ 593,727</b>	<b>\$ 140,438</b>	<b>\$ 140,438</b>						
% budget change		-7%		49%		-78%						
**as of August 6, 2018												
<b>Authorized FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>						

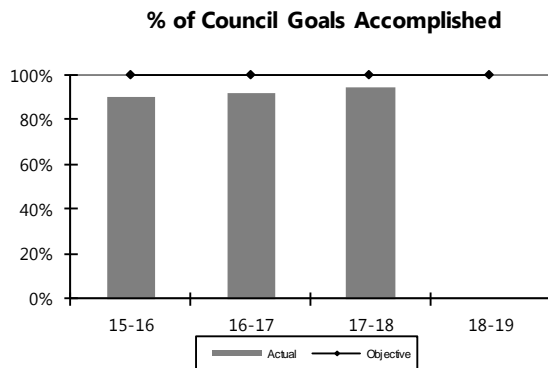
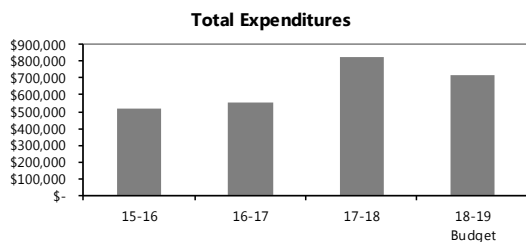
# CITY MANAGER'S OFFICE

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Continued Federal and State legislative advocacy.
- Conducted enhanced citizen satisfaction survey.
- Began work to enhance coworker engagement levels including committees focused on compensation issues and communication issues.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue Federal and State legislative advocacy.
- Continue efforts to recruit and retain excellent coworkers.
- Consider ways to enhance citizen engagement.
- Support a new City Manager and the associated organizational transition.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Assistance to Mayor and City Council**

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

**Major Service Area: Coordination of City Departments**

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

**Major Service Area: Customer Service**

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

**Major Service Area: Public Affairs**

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

**Major Service Area: Records**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Assistance to Mayor and Council	% of Council Members rating overall satisfaction with Admin. as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	100%	100%
Coordination of City Depts.	% of City Departments rating overall satisfaction with Admin. as "very" or "somewhat" satisfied	Effectiveness	91%	93%	100%	98%	100%	100%
Coordination of City Depts.	% of Council Goals accomplished	Effectiveness	90%	92%	100%	96%	100%	100%
Coordination of City Depts.	% of citizens rating of overall satisfaction with City services positive or neutral	Effectiveness	NA	NA	95%	94%	95%	100%
Public Affairs	% of active recognized neighborhood organizations engaged in programs and activities	Effectiveness	100%	100%	100%	100%	100%	100%
Public Affairs	% of budgeted Neighborhood Matching Grant funding awarded	Effectiveness	100%	100%	100%	100%	100%	100%
Public Affairs	NMG grantee funding leveraged by awarded City funds	Efficiency	394%	295%	200%	225%	200%	200%
Public Affairs	% of 3rd grade teachers rating overall satisfaction with Civic Education Program as "very" or "somewhat"	Effectiveness	100%	100%	100%	100%	100%	95%
Public Affairs	% of Concord 101 participants rating overall satisfaction with program as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	100%	98%
Public Affairs	Growth in CityLink Newsletter subscriptions	Effectiveness	2.8%	1.9%	100%	5.5%	100%	50%
Records	% of draft regular meeting minutes ready for adoption by next month	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

<b>Cost Center #: 4120</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 731,852	\$ 788,820	\$ 951,252	\$ 890,732	\$ 825,649	\$ 825,649
Operations	\$ 190,392	\$ 223,114	\$ 295,969	\$ 279,258	\$ 342,552	\$ 342,552
Debt Service	\$ 143,617	\$ 139,503	\$ 139,650	\$ 139,539	\$ 139,923	\$ 139,923
Cost Allocations	\$ (552,031)	\$ (599,148)	\$ (525,816)	\$ (481,999)	\$ (594,572)	\$ (594,572)
<b>Total Expenditures</b>	<b>\$ 513,830</b>	<b>\$ 552,289</b>	<b>\$ 861,055</b>	<b>\$ 827,530</b>	<b>\$ 713,552</b>	<b>\$ 713,552</b>
% budget change		7%		50%		-17%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>6.00</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

# HUMAN RESOURCES

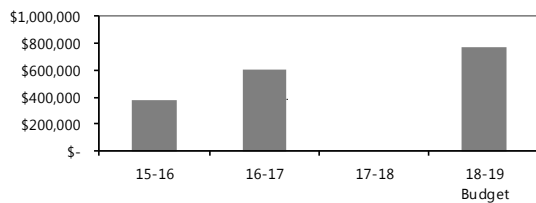
**MISSION:** The Human Resources (HR) Department is responsible for managing the strategic and operational workforce-related activities of the City of Concord. The Human Resources Department performs with the highest level of confidentiality, professionalism, and integrity with a primary focus on decreasing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

**PROGRAM LOCATOR:**

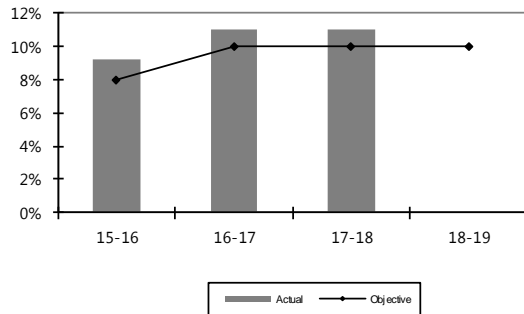
*Fund:* General Fund  
*Functional Area:* General Government  
*Department:* **Human Resources**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**Turnover Rate**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Conducted a thorough, internal audit of active and inactive personnel files and set schedule for compliance maintenance.
- Designed and delivered New Supervisor Training to provide comprehensive guidance on the legal and organizational significance of the supervisory role.
- Hired a new general liability broker, resulting in a \$25,000 a year cost savings.
- Initiated Citywide Toolbox Talks – safety awareness topics to be shared in departmental meetings.
- Provided hands-on, face-to-face training for 548 employees on safety and risk related topics.
- Established and integrated several new benefits vendors with enhanced offerings during successful Open Enrollment.
- Launched RedCarpet onboarding segment of SilkRoad System.
- Launched codes within FinancePlus for detailed tracking, queries and reporting.
- HR department attended NC Society for Human Resources Management conference for continuous learning initiative.
- Worked with City departments to mediate and/or resolve a variety of employee relations concerns and issues.
- Recruited and acclimated one additional coworker within HR to provide assistance in the areas of recruitment and systems support.

**FY 2018-2019 MAJOR FOCUS AREAS:**

- Continue the audit of policies and practices from the lens of employment law compliancy and best practice methodology
- Review Job Safety Analysis within departments to improve on-the-job safety
- Recruit and acclimate one coworker within HR to support accessibility and administration of employee relations efforts.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Prioritize continuous learning through formal HR related training and internal cross training
- Continue to encourage coworkers, retirees and covered dependents to move from the PPO to HRA.

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

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

**Major Service Area: Customer Service**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Objective	FY18 Year-End	FY19 Objective	Benchmark Target
Education	Number of risk-reduction or patient education programs (i.e., smoking cessation, weight management)	Workload	35	74	15	64	20	20
Health	Number of Patient Visits	Workload	1,996	2,327	2,000	3,190	2,000	2,000

**BUDGET SUMMARY:**

Cost Center #:	<b>4126</b>						
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved	
Operations	\$ 428,825	\$ 285,767	\$ 488,174	\$ 323,039	\$ 445,044	\$ 445,044	
Cost Allocations	\$ (141,681)	\$ (106,877)	\$ (181,681)	\$ (166,542)	\$ (164,807)	\$ (164,807)	
<b>Total Expenditures</b>	<b>\$ 287,144</b>	<b>\$ 178,890</b>	<b>\$ 306,493</b>	<b>\$ 156,497</b>	<b>\$ 280,237</b>	<b>\$ 280,237</b>	
% budget change		-38%		-13%		-9%	
* as amended							
**as of August 6, 2018							
<b>Authorized FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# WELLNESS

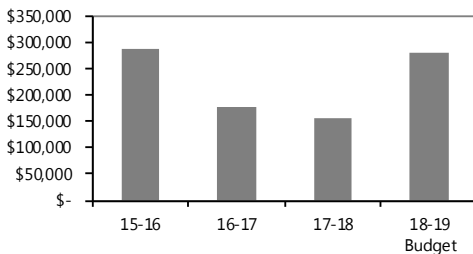
**MISSION:** To create an environment dedicated to improving the health and wellness of our coworkers by diagnosing and treating illnesses/injuries and providing opportunities for employees to learn the skills they need in order to optimize their health and well-being. The Wellness Center is committed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

**PROGRAM LOCATOR:**

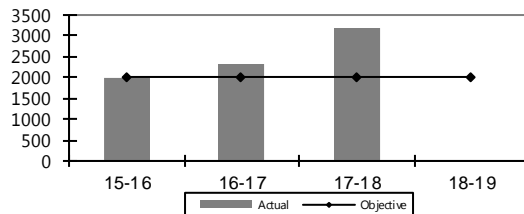
*Fund:* General Fund  
*Functional Area:* General Government  
*Department:* **Human Resources**  
*Division:* Wellness

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**# of Patient Visits**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Named one of the Healthiest Employers in the Charlotte Region by Charlotte Business Journal - ranked #1 for public/local government sector employers.
- Held 2nd annual Flu Clinic resulting in 80% of shots administered in an entire season on one day.
- Held first Blood Pressure Check Clinic.
- 1,937 patients serviced between July 1, 2017 & January 31, 2018 at the City's Wellness Center.
- Hosted Nutrition seminar, Mindfulness seminar, and Time Management Presentation.
- Hosted seminars and training in Nutrition, Mindfulness, Time Management, Stress, Know Your Numbers, Get Fit Sessions and interpersonal relationships in business—with record numbers of coworker attendance. Fall Health & Wellness Fair and Open Enrollment Fair and Informational Sessions.
- On-Site Mobile Mammography Unit Visit for Coworkers.
- Managed the Count Your ZZZ's sleep awareness contest.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

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

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

**PERFORMANCE GOALS:****Major Service Area: Federal and State Employment Law Compliance**

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

**Major Service Area: Employee Relations**

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

**Major Service Area: Recruitment**

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

**Major Service Area: Benefits Administration**

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

**Major Service Area: Worker's Compensation**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Objective	FY18 Year-End Objective	FY19 Objective	Benchmark Target
Compliance	# of HR related trainings attended by staff	Workload	46	137	20	68	48	20
Employee Relations	% of grievances resolved at department level	Effectiveness	20%	80%	85%	45%	<85%	80%
Recruitment	Average # of days from open-to-fill for full-time job vacancies	Effectiveness	68	80	70	90	<70	70
Retention	Turnover Rate	Effectiveness	9.4%	11%	10%	11%	<10%	10.2%
Safety and Training	# of departments receiving Department of Labor Safety Award	Effectiveness	28	26	26	16	26	26
Safety and Training	% of employees receiving OSHA required annual training courses	Effectiveness	85%	97%	90%	82%	90%	90
Worker's Comp Program	# of worker's comp injuries	Workload	85	69	NA	70	NA	100

**BUDGET SUMMARY:**

<b>Cost Center #: 4125</b>						
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved
Personnel Services	\$ 528,697	\$ 817,088	\$ 927,486	\$ 911,092	\$ 1,027,484	\$ 1,027,484
Operations	\$ 166,750	\$ 363,819	\$ 475,683	\$ 422,312	\$ 440,929	\$ 440,929
Capital Outlay	\$ -	\$ -	\$ -		\$ 32,000	\$ 32,000
Debt Service	\$ 123,100	\$ 147,168	\$ 147,323	\$ 147,206	\$ 147,611	\$ 147,611
Cost Allocations	\$ (448,158)	\$ (725,994)	\$ (816,759)	\$ (748,696)	\$ (875,937)	\$ (875,937)
<b>Total Expenditures</b>	<b>\$ 370,389</b>	<b>\$ 602,081</b>	<b>\$ 733,733</b>	<b>\$ 731,914</b>	<b>\$ 772,087</b>	<b>\$ 772,087</b>
% budget change		63%		22%		5%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>10.00</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>



# FINANCE

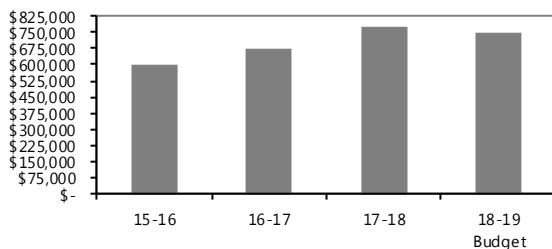
**MISSION:** The Finance Department exists to provide sound and innovative financial management in the areas of financial record keeping, accounting, payroll, accounts payable, and budgeting to the Mayor and City Council, City Management, City departments, regulatory agencies, vendors and U.S. financial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

**PROGRAM LOCATOR:**

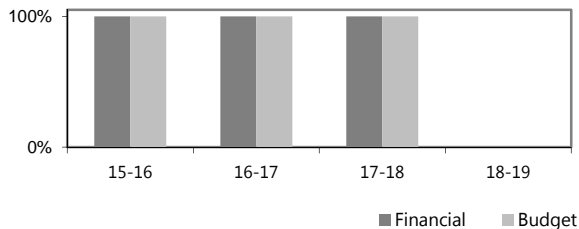
*Fund:* General Fund  
*Functional Area:* General Government  
*Department:* **Finance**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



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



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Received 16<sup>th</sup> consecutive Distinguished Budget Presentation Award for the FY2018 budget document and the 28th consecutive Certificate of Achievement in Financial Reporting from GFOA for FY2016.

- Continued to monitor monthly cash balances to keep banking fees at a minimum and earn maximum returns on investments.
- Collaborated with Human Resources to develop an electronic process importing new hire data from the Open Hire system.
- Began developing an electronic travel/training process.
- Hired an additional staff member to assist with Transit and Aviation grant compliance.
- Created and shared a video for the public showcasing budget highlights for FY17-18.
- Refunding of debt in several City departments resulting in savings achieved in debt payments in those departments/funds.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

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

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Accounting & Grants**

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

**Major Service Area: Payroll**

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

**Major Service Area: Accounts Payable**

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

**Major Service Area: Budgeting & Performance Measurement**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Accounting	Receipt of GFOA Certificate of Excellence in Financial Reporting	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes
Accounting	% of journal entries made as corrections	Effectiveness	3.6%	3.6%	<8%	2.38%	<8%	8%
Accounting	% of external reporting deadlines met	Effectiveness	100%	100%	100%	100%	100%	100%
Payroll	Payroll accuracy rate	Effectiveness	99.9%	99.9%	99.9%	99.8%	99.9%	99%
Accounts Payable	% of vendors paid on-time	Effectiveness	94.8%	94.8%	95%	94.5%	95%	95%
Accounts Payable	% of payments made electronically	Efficiency	47.3%	47.3%	55%	43.34%	55%	55%
Budgeting & Perf. Meas.	Receipt of GFOA Distinguished Budget Presentation Award	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes

**BUDGET SUMMARY:**

	<b>Cost Center #: 4130</b>					
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 1,007,019	\$ 1,025,799	\$ 1,100,109	\$ 1,087,335	\$ 1,087,290	\$ 1,087,290
Operations	\$ 112,621	\$ 121,889	\$ 149,462	\$ 140,052	\$ 178,472	\$ 178,472
Capital Outlay	\$ -	\$ 115,907	\$ 28,407	\$ 11,008	\$ 100,000	\$ 100,000
Debt Service	\$ 208,324	\$ 202,355	\$ 202,570	\$ 202,409	\$ 202,966	\$ 202,966
Cost Allocations	\$ (731,682)	\$ (796,272)	\$ (728,569)	\$ (667,856)	\$ (825,440)	\$ (825,440)
<b>Total Expenditures</b>	<b>\$ 596,282</b>	<b>\$ 669,678</b>	<b>\$ 751,979</b>	<b>\$ 772,948</b>	<b>\$ 743,288</b>	<b>\$ 743,288</b>
% budget change		12%		15%		-1%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>13.25</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

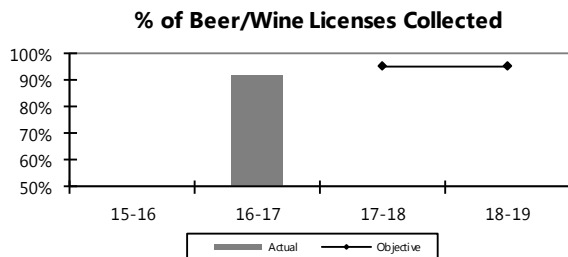
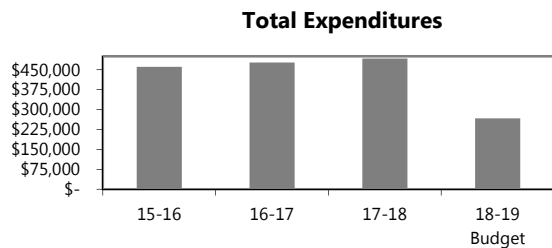
# TAX

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- FY18 Property Tax Collection Rate 78.41% as of December 31, 2017.
- Successful transition of tax billing and collections to Cabarrus County.
- Continued collection of Beer & Wine Licenses.
- Trained coworkers on cemetery administration.
- Trained coworkers on Beer & Wine license process.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Partner with Cemetery division to update the plot and columbarium purchase processes, update maps and implement new software that will help improve efficiencies and accuracy of records.
- Begin using a contract for cemetery conveyance as suggested by our Legal Dept.
- Updated cemetery deed format.
- Continue to work with Cabarrus County on tax reporting detail for TR-2 report and audit requirements.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Complete the conversion of Oakwood Cemetery records to electronic form.

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

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Revenue Collection	Timely reporting and recording of Tax revenue – by the Agenda deadline	Efficiency	NA	NA	100%	NA	100%	NA
Billing & Processing of Tax Bills	% of Beer/Wine License fees collected	Effectiveness	NA	92%	95%	NA	95%	NA

**BUDGET SUMMARY:**

<b>Cost Center #: 4140</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 196,056	\$ 203,749	\$ 50,808	\$ 51,306	\$ 52,341	\$ 52,341
Operations	\$ 232,186	\$ 236,762	\$ 420,431	\$ 407,715	\$ 186,445	\$ 186,445
Debt Service	\$ 22,095	\$ 21,462	\$ 21,485	\$ 21,468	\$ 21,527	\$ 21,527
Cost Allocations	\$ 10,045	\$ 14,846	\$ 12,316	\$ 11,289	\$ 6,385	\$ 6,385
<b>Total Expenditures</b>	<b>\$ 460,382</b>	<b>\$ 476,819</b>	<b>\$ 505,040</b>	<b>\$ 491,778</b>	<b>\$ 266,698</b>	<b>\$ 266,698</b>
% budget change		4%		3.1%		-47%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>3.50</b>	<b>3.50</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

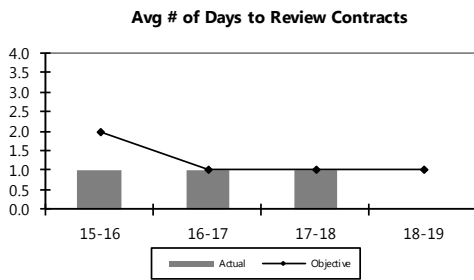
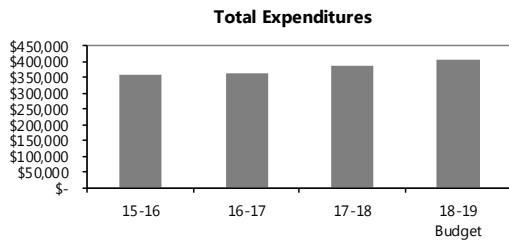
# LEGAL

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Real Property- Research and acquire real property; handle disposition of surplus properties.
- Contracts- Research and write contracts, deeds, leases, releases and other legal documents; review and certify as to form and legal acceptability of contracts prepared by others.
- Debt Collection- Institute legal proceedings and file claims with courts to collect monies due the City for taxes, utilities, fees, etc.
- Litigation-Research and prepare documents necessary for the defense of lawsuits against the City or its employees brought against them for conduct while in the line of duty.
- City Code/Ordinances- Research and draft new ordinances and changes to City Code.
- Education-Review legal periodicals/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.

**FY 2018-19 MAJOR ACCOMPLISHMENTS:**

- Represented City in litigation matters, including capacity fee lawsuits, code enforcement, personnel, workers compensation, civil rights cases, eminent domain, collections, contracts and bankruptcies.
- Reviewed approximately 31 annexation applications.
- Greenway acquisitions, including Carolina Thread Trail by the Mills at Rocky River, Access connection at the Pointe at Riverwalk; connection behind Stonebridge Townhomes;
- Contract Negotiation and Drafting.
- Assisted with drafting/routing 99 standard contracts.
- Research/assembling of responses to 47 subpoenas and 54 public records requests.
- Approximately 266 title searches for code enforcement, subdivision and utility projects; negotiated and acquired approximately 155 properties for City utilities and infrastructures.
- Reviewed approximately 499 contracts in an average of 1.2 days.
- Property matters including acquisition for northeast subset sidewalks; cemetery lot transfers; encroachment agreements and general easement acquisition for utility departments.
- Drafted various code amendments and new code sections.
- Review and drafting of various City policy and technical documents including Emergency Management Drone operation FAA compliance.

**FY 2018-19 MAJOR BUDGET CHANGES/NEW REQUESTS/**

**FOCUS AREAS**

- Stricker Branch Stream Restoration property acquisition.
- Assemble heirs’ property and city owned property data base.
- Easement acquisition for Poplar Tent waterline project.

**STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE**

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

**PERFORMANCE GOALS:**

**Major Service Area: Sound Legal Representation**

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

**Major Service Area: Real Property**

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

**Major Service Area: Contracts**

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

**Major Service Area: Debt Collection**

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

**Major Service Area: City Code**

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

**Major Service Area: Education**

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

**Major Service Area: Advise Policy Makers**

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

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj	FY17 Year-End	FY18 Obj.	Benchmark Target
Real Property	# of title searches	Workload	193	174	152	207	215	N/A
Contracts	Avg. days turnaround time to review written contracts	Effectiveness	1	1	2	1	1	3
Education	% of state mandated training completed by Attorneys & staff	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

<b>Cost Center #: 4150</b>							
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved	
Personnel Services	\$ 540,333	\$ 557,927	\$ 584,946	\$ 600,286	\$ 589,472	\$ 589,472	
Operations	\$ 114,999	\$ 122,770	\$ 129,861	\$ 69,453	\$ 151,319	\$ 151,319	
Debt Service	\$ 129,413	\$ 125,706	\$ 125,840	\$ 125,739	\$ 126,085	\$ 126,085	
Cost Allocations	\$ (427,939)	\$ (444,554)	\$ (447,529)	\$ (410,235)	\$ (462,689)	\$ (462,689)	
<b>Total Expenditures</b>	<b>\$ 356,806</b>	<b>\$ 361,849</b>	<b>\$ 393,118</b>	<b>\$ 385,243</b>	<b>\$ 404,187</b>	<b>\$ 404,187</b>	
% budget change		1%		6%		3%	
* as amended							
**as of August 6, 2018							
<b>Authorized FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

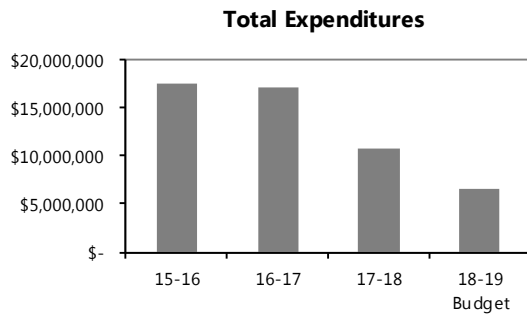
# NON-DEPARTMENTAL

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- N/A

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

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

**FY 2018-19 MAJOR BUDGET CHANGES/NEW**

**REQUESTS/FOCUS AREAS**

- Continue maintenance of 26 Union Street, 30 Market Street, and the City Hall Annex in preparation for eventual sale/development.
- Transfer of Concord's portion of Rider Transit costs: first full year of funding for the Concord Charlotte Express (CCX) Route to CATS Blue Line Extension that opened in March of 2018.
- Transfer to Golf Course project account for bridge repairs at Rocky River Golf Club and to Cemeteries project account for expansion of lots at Rutherford and West Concord cemeteries.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- N/A

**PERFORMANCE GOALS:**

- N/A

**PERFORMANCE SUMMARY:**

- N/A

<b>Cost Center #: 4190</b>						
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved
Personnel Services	\$ -	\$ -	\$ 400,000	\$ 22,785	\$ 300,000	\$ 300,000
Operations	\$ 1,286,396	\$ 1,400,920	\$ 2,425,388	\$ 2,367,291	\$ 1,812,533	\$ 1,812,533
Capital Outlay	\$ -	\$ 4,685	\$ 421,078	\$ 182,686	\$ -	\$ -
Debt Service	\$ 859,518	\$ 234,428	\$ 223,960	\$ 223,960	\$ 214,016	\$ 214,016
Grant Expenditures	\$ -	\$ 94,545	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 944,114	\$ 1,081,028	\$ 1,177,907	\$ 1,079,748	\$ 1,468,184	\$ 1,468,184
Contingency	\$ -	\$ -	\$ 41,362	\$ -	\$ 122,963	\$ 122,963
Transfers	\$ 14,540,357	\$ 14,375,853	\$ 7,962,440	\$ 6,913,067	\$ 2,582,769	\$ 2,582,769
<b>Total Expenditures</b>	<b>\$ 17,630,385</b>	<b>\$ 17,191,459</b>	<b>\$ 12,652,135</b>	<b>\$ 10,789,537</b>	<b>\$ 6,500,465</b>	<b>\$ 6,500,465</b>
% budget change		-2%		-37%		-49%
* as amended						
**as of August 6, 2018						

# PUBLIC SAFETY

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

## **BUDGET UNITS:**

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

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

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

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

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

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

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

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



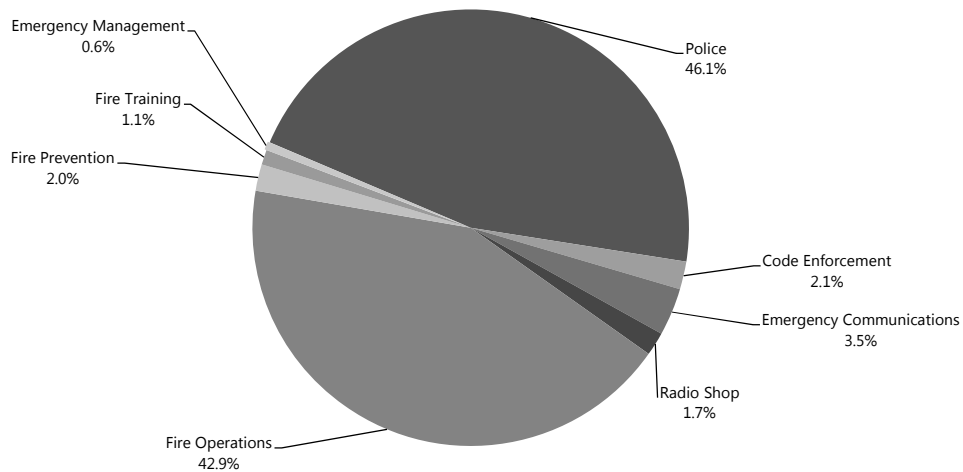
# Public Safety Expenditures

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved*
<b>Budget Unit (General Fund)</b>						
Police	\$ 18,006,926	\$ 20,275,498	\$ 20,933,362	\$ 20,032,116	\$ 22,574,766	\$ 22,574,766
Code Enforcement	\$ 623,231	\$ 727,562	\$ 843,401	\$ 771,913	\$ 1,010,371	\$ 1,010,371
Emergency Communications	\$ 1,344,598	\$ 1,425,134	\$ 1,570,375	\$ 1,511,829	\$ 1,724,867	\$ 1,724,867
Radio Shop	\$ 346,850	\$ 395,259	\$ 518,938	\$ 366,315	\$ 848,458	\$ 848,458
Fire Operations	\$ 16,893,411	\$ 17,717,074	\$ 21,939,019	\$ 21,495,132	\$ 21,003,100	\$ 21,003,100
Fire Prevention	\$ 707,952	\$ 945,180	\$ 902,602	\$ 865,103	\$ 967,142	\$ 967,142
Fire Training	\$ 349,670	\$ 428,794	\$ 471,644	\$ 460,165	\$ 543,818	\$ 543,818
Emergency Management	\$ 133,484	\$ 230,140	\$ 882,167	\$ 818,701	\$ 292,010	\$ 292,010
<b>Total Expenditures</b>	<b>\$ 38,406,122</b>	<b>\$ 42,144,641</b>	<b>\$ 48,061,508</b>	<b>\$ 46,321,274</b>	<b>\$ 48,964,532</b>	<b>\$ 48,964,532</b>
% budget change		10%		10%		2%

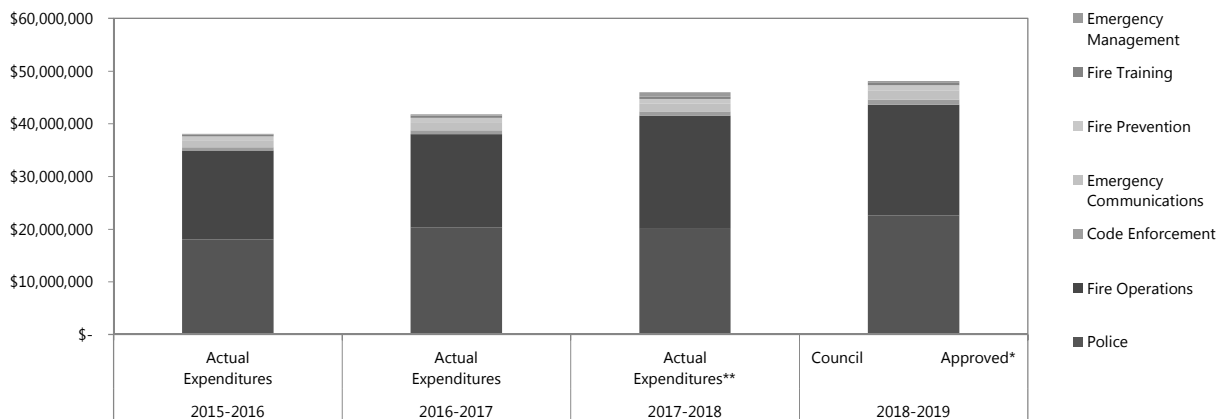
\* as amended

\*\* as of August 6, 2018

**FY 18-19 Public Safety Expenditures  
(by Budget Unit)**



**Public Safety Expenditure Trend**



# POLICE

## VISION STATEMENT

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

## MISSION STATEMENT

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

## CORE VALUES:

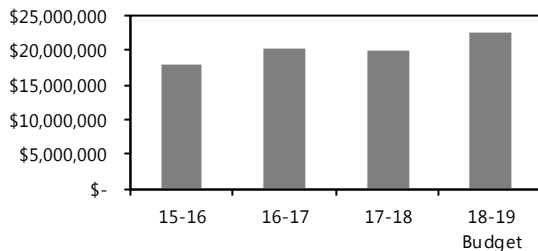
Competence / Courage / Integrity  
Leadership / Respect / Restraint

## PROGRAM LOCATOR:

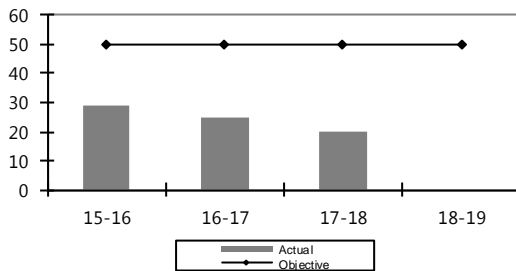
Fund: General Fund  
Functional Area: Public Safety  
Department: Police  
Division: **Police**

## BUDGET & PERFORMANCE HIGHLIGHTS:

**Total Expenditures**



**Part I Crimes per 1,000 Population**



## MAJOR SERVICE(S) PROVIDED:

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

## FY 2017-18 MAJOR ACCOMPLISHMENTS:

- Decline in crime rates.
- Constructed cardio room to enhance/improve coworker wellness/fitness.
- Equipped and trained additional officers to perform neighborhood bicycle patrols.
- Continued foot patrols.
- Implemented permanent shift schedule.
- Implemented a Narcan Program to reverse opioid overdoses.
- Created a Street Crimes Unit to support patrol operations and enhance our proactive policing initiatives.
- Reduced staff costs for speedway events.
- Held two Youth Police Academy sessions to strengthen police and youth relationships.
- RMS Applicant Tracking Module to improve hiring process.
- RMS Field Training Module to improve the field training program.
- Purchased cameras to enhanced patrol crime scene technician program.
- Improved public communications/engagement – Crime & Safety Meetings, Social Media, Community Meeting, Opioid Conversations, Church Security Training, and Annual Report.

## FY 2018-19 MAJOR BUDGET CHANGES / CHANGE

### REQUESTS / FOCUS AREAS:

- Develop and implement recruitment and retention strategies.
- Request for a senior crime analyst to conduct tactical intelligence analysis.
- Request for a police video technician to manage police video footage requests and train coworkers on body and in-car camera systems.

## STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

### PERFORMANCE:

- Continue utilization of data performance indicators at the city, district, and team levels.
- Continue evidence-based community policing philosophy with emphasis on community partnerships, problem-solving, transparency and accountability, and customer service.
- Continue bicycle and foot patrols.
- Expanding training beyond the classroom environment to provide staff with more relevant hands-on experiences.
- Host Youth Police Academy, and Crime & Safety Sessions.

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

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Obj.	FY18 Year-End	FY18 Obj.	Benchmark Target
COP	Number of dispatched calls per officer	Workload	688	<600	845	< 600	570
COP	Number of incoming calls per 1,000 population	Workload	1,200	<1,800	1,129	< 2,500	<2,500
COP	Average monthly staffing level	Workload	95%	99%	93%	95%	99%
COP	Part I crimes per 1,000 population	Effectiveness	29	55	20	55	55
COP	% of Part I cleared of those reported*	Effectiveness	73%	60%	41%	40%	40%
COP	Number of crashes at top five intersections	Effectiveness	177	150	190	< 150	< 150
COP	Average response time to high-priority calls in minutes	Effectiveness	5.09	5	5:36	5	5.1
COP	Bicycle Patrol Hours	Effectiveness	642	N/A	2,085	3,394	TBD
COP	Foot Patrol Hours	Effectiveness	865	N/A	7,739	6,530	TBD

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

**BUDGET SUMMARY:**

Cost Center #: 4310	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 13,013,469	\$ 13,731,622	\$ 14,741,452	\$ 14,582,611	\$ 15,529,256	\$ 15,529,256
Operations	\$ 2,647,790	\$ 3,521,943	\$ 3,545,259	\$ 2,951,831	\$ 4,432,304	\$ 4,432,304
Capital Outlay	\$ 751,258	\$ 1,305,364	\$ 823,575	\$ 751,014	\$ 766,958	\$ 766,958
Debt Service	\$ 914,641	\$ 919,908	\$ 892,395	\$ 893,537	\$ 864,081	\$ 864,081
Grant Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 679,768	\$ 796,661	\$ 930,681	\$ 853,123	\$ 982,167	\$ 982,167
<b>Total Expenditures</b>	<b>\$ 18,006,926</b>	<b>\$ 20,275,498</b>	<b>\$ 20,933,362</b>	<b>\$ 20,032,116</b>	<b>\$ 22,574,766</b>	<b>\$ 22,574,766</b>
% budget change		13%		-1%		8%
* amended						
** as of August 6, 2018						
<b>Authorized FTE</b>	<b>191.25</b>	<b>202.25</b>	<b>204.00</b>	<b>204.00</b>	<b>206.00</b>	<b>206.00</b>

# CODE ENFORCEMENT

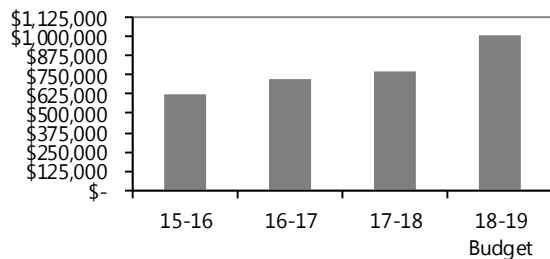
**MISSION:** The Code Enforcement Division of the Concord Police Department exists to maximize the quality of life for the citizens of the City and its visitors by protecting property and the natural, historic, and economic environment. Combat crime and the fear of crime while upholding the law fairly, firmly, and respectfully. Accomplishing this 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.

**PROGRAM LOCATOR:**

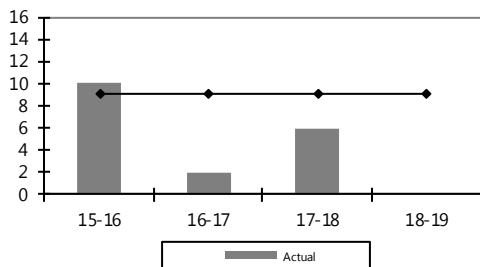
Fund: General Fund  
 Functional Area: Public Safety  
 Department: Police  
 Division: **Code Enforcement**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**# of Neighborhood Sweeps**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Completed a 2 month Targeted Enforcement project in the Logan Neighborhood.
- Continued proactive education and enforcement of new sign regulations throughout the city.

- Utilized new overtime budget Code Officers worked 15 Saturdays for sign enforcement and various case assignments
- Emphasized and addressed complaints of parking violation complaints in 8 neighborhoods
- Switching to a paperless case process, saving the division time, money and resources moving forward.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Request an addition of 1 Code Enforcement Officer. To allow the current senior code position to be removed from an assigned area and allowed to be a front line supervisor. The addition of the new officer will allow the division to continue to grow with the city's population and area. Allow a greater ability to target enforcement in areas identified and improve enforcement of the sign regulations. The additional man power will allow the division to take on more minimum housing cases
- The additional Code personnel will allow the division to continue its proactive approach in neighborhoods. Doing so will not only bring about improvement, but reduce crime and the fear of crime while improving the quality of life throughout the city. Giving the division proper front line supervision and flexibility in the field
- Requesting the conversion from laptops to more mobile friendly 2 in 1 computer/ tablets. Allowing the division to use the Accela software with our paperless process more efficiently.
- Code Enforcement will focus on the division's statistics to direct where an emphasis of enforcement is needed the most and use targeted enforcement in those areas placing a greater emphasis on minimum housing standards.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Code Enforcement**

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

**PERFORMANCE SUMMARY**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY17 Obj	FY18 Year-End	FY18 Obj.	Benchmark Target
Code Enforcement	# of targeted enforcement assignments by Code Enforcement	Workload	10	10	9	8	9	9
Code Enforcement	Avg # of cases per Code Enforcement Officer per year	Workload	New for FY17	695	340	335	350	340
Code Enforcement	Avg # of new cases per day per officer	Workload	New for FY17	2.9	2.5	2.6	2.5	2.5
Code Enforcement	% of substandard housing violations resolved within 90 days	Effectiveness	39%	27%	45%	56%	45%	55%

**BUDGET SUMMARY:**

<b>Cost Center #: 4312</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 504,508	\$ 559,631	\$ 616,215	\$ 617,445	\$ 668,962	\$ 668,962
Operations	\$ 118,304	\$ 142,899	\$ 227,186	\$ 154,468	\$ 285,409	\$ 285,409
Capital Outlay	\$ -	\$ 25,032	\$ -	\$ -	\$ 56,000	\$ 56,000
Cost Allocation	\$ 419	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 623,231</b>	<b>\$ 727,562</b>	<b>\$ 843,401</b>	<b>\$ 771,913</b>	<b>\$ 1,010,371</b>	<b>\$ 1,010,371</b>
% budget change		17%		6%		20%
* as amended						
** as of August 6, 2018						
<b>Authorized FTE</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>

# EMERGENCY COMMUNICATIONS

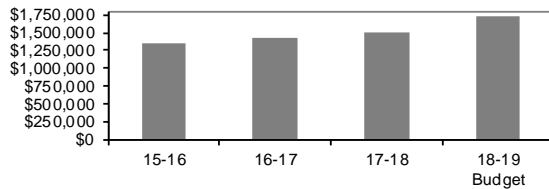
**MISSION:** The Emergency Communications Department exists to provide, through partnerships with other departments, a high level of customer service to citizens in their time of need by quick and efficient handling of calls and providing information to responding departments.

**PROGRAM LOCATOR:**

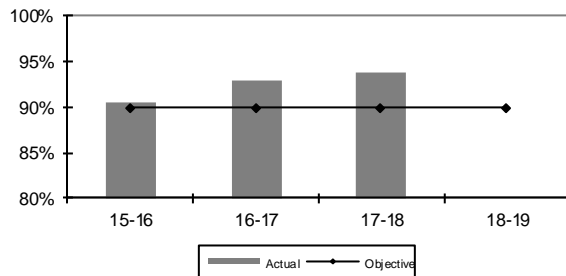
*Fund:* General Fund  
*Functional Area:* Public Safety  
*Department:* **Emergency Communications**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**% of Emergency Calls Dispatched within 60 Seconds**



**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Addition of two full-time telecommunicators to accommodate trending increases with incoming call volumes and the associated field response from police, fire, and/or after-hours utilities.
- Replaced recording servers for operating system upgrade and service enhancements.
- Building and technology improvements within Communications Center for increased efficiency.
- Replaced aging carpet within Communications Center.
- Comprehensive review and update to training process and materials.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Begin replacement of departmental radios in preparation for end-of-support on current models.
- Computer replacements for updated operating system.
- Replacement of aging domain controller servers and message switch server for operating system upgrade and service enhancements.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

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

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

**Major Service Area: Dispatching**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Call-taking	Avg. # of seconds from ring to answer	Effectiveness	4	4.39	<5	4.3	< 5	< 5
Call-taking	% of initial call-taking entry for emergency calls within 30 seconds	Effectiveness	93.7%	95.5%	>90%	96.2%	> 90%	> 90%
Call-taking	Avg. # of calls answered per Telecommunicator	Workload	4,769	4,974	<8,000	4,268	< 8,000	< 8,000
Call-taking	Avg. # of calls dispatched per Telecommunicator	Workload	New for FY17	6,817	<8,000	6,603	<8,000	<8,000
Dispatching	% of emergency calls dispatched within 60 seconds	Effectiveness	90.6%	92.9%	>90%	93.9%	> 90%	> 90%
Dispatching	Cost per call answered	Efficiency	Unavailable	\$13.30	<\$12	Unavailable	< \$12	< \$12

**BUDGET SUMMARY:**

<b>Cost Center #: 4315</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 1,151,267	\$ 1,270,088	\$ 1,368,405	\$ 1,351,790	\$ 1,455,704	\$ 1,455,704
Operations	\$ 113,975	\$ 119,178	\$ 148,924	\$ 118,081	\$ 185,835	\$ 185,835
Capital Outlay	\$ 45,834	\$ -	\$ 7,273	\$ -	\$ 35,000	\$ 35,000
Grant Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 33,522	\$ 35,868	\$ 45,773	\$ 41,958	\$ 48,328	\$ 48,328
<b>Total Expenditures</b>	<b>\$ 1,344,598</b>	<b>\$ 1,425,134</b>	<b>\$ 1,570,375</b>	<b>\$ 1,511,829</b>	<b>\$ 1,724,867</b>	<b>\$ 1,724,867</b>
% budget change		6%		6%		10%
* as amended						
** as of August 6, 2018						
<b>Authorized FTE</b>	<b>22.50</b>	<b>23.50</b>	<b>23.50</b>	<b>25.50</b>	<b>25.50</b>	<b>25.50</b>

# RADIO SHOP

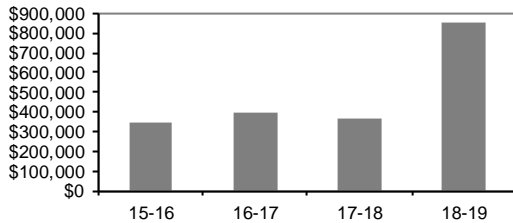
**MISSION:** The Radio Shop exists to provide, through partnership with other governmental entities and departments, reliable and cost effective maintenance to the communications infrastructure that links our citizens, employees and services together.

**PROGRAM LOCATOR:**

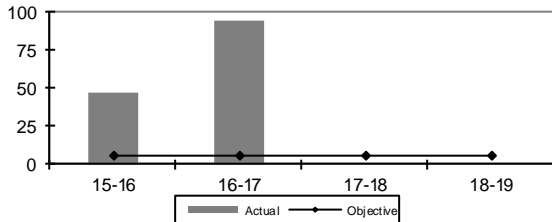
*Fund:* General Fund  
*Functional Area:* Public Safety  
*Department:* **Radio Shop**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**Total Annual Telephone System Downtime (in minutes)**



**MAJOR SERVICE(S) PROVIDED:**

- Telephone System
- Radio System
- Vehicle Electronics/Lighting

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Addition of part time Communications Technician to increase customer service and efficiency.
- Installation of 25 public safety vehicles to include emergency lighting, radio, partitions, MCT and in car camera installations as well as 19 non-public safety lighting installations.
- Completed Aviation radio transition to the UASI network.
- Completed data and telephone relocation during Transit facility renovation.
- Transitioned Fire Station #8 to VoIP telephone system.

- Software and template updates for Fire Department radios to enable blue-tooth compatibility with MSA air packs.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Relocation of Weddington Rd Tower.
- Data and telephone network installation within new transportation facility.
- Complete fiber connectivity to Mt. Pleasant Tower along with installation of new microwaves and additional hardware at tower locations to facilitate Ethernet backhaul.
- Increase data network connectivity within City facilities.
- Begin replacement of departmental radios in preparation for end-of-support on current models.
- Computer replacements for updated operating system.
- Complete transition of the telephone network to a Meta switch environment for increased redundancy.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Streamline ordering of anticipated emergency lighting for non-public safety vehicle installations prior to need arising.
- Annual tuning of radios to identify deficiencies and reduce down time of equipment.
- Continued analysis of connectivity within City facilities to increase efficiency while reducing dependency and fiscal obligations to outside telecommunications vendors.
- Working closely with internal public safety departments to analyze technology requirements prior to purchase and installation to ensure compatibility with existing equipment while implementing changes that meet both current and future needs.
- Enhance our current radio infrastructure to create a more robust system to ensure adequate radio signal strength to cover the expanding west side of the city to benefit both public safety and public works personnel.



**PERFORMANCE GOALS:**

**Major Service Area: Telephone System**

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

**Major Service Area: Radio System**

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

**Major Service Area: Vehicle Systems**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Radio System	#of field radios maintained	Workload	910	932	956	1002	N/A	N/A
Telephone System	Total annual telephone system downtime (in minutes)	Effectiveness	47	94	<5	0	<5	<5
Vehicle Systems	% of installations within the last 3 months not needing corrections or repairs	Effectiveness	100%	98%	>95%	98%	>95%	>95%
Radio Systems	% of field radios receiving annual preventative maintenance	Effectiveness	91%	42%	90%	30%	>90%	>90%
Vehicle Systems	# of Vehicle Installations	Workload	41	62	NA	113	N/A	NA

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

**BUDGET SUMMARY:**

Cost Center # 4330	2015-2016		2016-2017		2017-2018		2018-2019	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 211,954	\$ 180,470	\$ 243,375	\$ 176,557	\$ 247,704	\$ 247,704		
Operations	\$ 72,356	\$ 151,861	\$ 116,545	\$ 99,663	\$ 541,672	\$ 541,672		
Capital Outlay	\$ -	\$ -	\$ 98,000	\$ 28,998	\$ -	\$ -		
Debt Service	\$ 62,540	\$ 62,928	\$ 61,018	\$ 61,097	\$ 59,082	\$ 59,082		
<b>Total Expenditures</b>	<b>\$ 346,850</b>	<b>\$ 395,259</b>	<b>\$ 518,938</b>	<b>\$ 366,315</b>	<b>\$ 848,458</b>	<b>\$ 848,458</b>		
% budget change		14%		-7%				88%
* as amended								
** as of August 6, 2018								
<b>Authorized FTE</b>	<b>3.50</b>	<b>3.50</b>	<b>4.10</b>	<b>4.10</b>	<b>4.10</b>	<b>4.10</b>		<b>4.10</b>

# FIRE

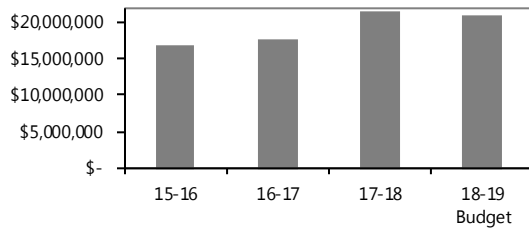
**MISSION:** The Concord Fire Department exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression, emergency medical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

**PROGRAM LOCATOR:**

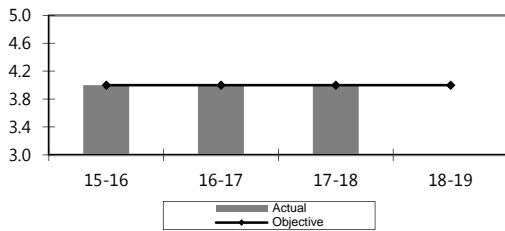
*Fund:* General Fund  
*Functional Area:* Public Safety  
*Department:* Fire  
*Division:* Fire

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**Average Travel Time to Priority 1 Calls (in minutes)**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Assessed needs and planned for additional fire services in western and southern growth areas.

- Continued work on operational and capital needs to comply with the National Fire Protection Association Standard 1710.
- Selected the Architect for Station 10 and started work on preliminary plans.
- Increased staffing to 3 per shift at Concord Regional Airport.
- Installed final vehicle exhaust removal system installed at Fire Station 7.
- Staffing was increased at Station 8 and 10 to allow for a minimum of 4 personnel per shift.
- Ladder 7 replacement arrival in March 2018.
- Community CPR classes at no or minimal charge.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Increased staffing on Engine companies that respond in the outer edges of the city.
- Continue the deployment of new personnel as described in the Comprehensive Staffing plan submitted in FY 18.
- Continue to evaluate and improve the AVL dispatch which will reduce response times.
- Evaluate and plan for Stations 12 and 13.
- Internal evaluation of ISO and requesting an inspection with the possibility of moving to an ISO Class 1. Inspection is scheduled for 3-26-18.
- Evaluate the cost of resurfacing the parking lot at Fire Station 7.
- Continue to evaluate options for a new Training Facility.
- Start construction of a permanent building for Fire Station 10.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Review of Redeployment Plan (this plan provides a roadmap for distribution of fire companies in the future).
- More emphasis on accountability at all levels of the Department.
- Submit for approval a new comprehensive Departmental Career Development plan.
- Addition of 6 new firefighters recommended in the staffing plan to allow for increased staffing on outlying Engine companies.
- Expand automatic aid policies with other local departments to provide the quickest response possible.
- Provide enhanced leadership skills training, specifically designed for the fire service, using a third party vendor, Grow Your Captains.

**PERFORMANCE GOALS:**

**Major Service Area: Fire, Rescue & Medical Assistance Response**

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

**Major Service Area: Special Operations**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Fire	Percentage of fires confined to area(s) involved on arrival	Effectiveness	92.5%	89%	85%	97.5%	85%	90%
Fire	Transmit an "all clear" within 10 minutes	Effectiveness	96.4%	94%	80%	96%	80%	90%
Fire	Transmittal of "under control" within 15 minutes	Effectiveness	96.9%	94%	90%	95.5%	90%	90%
Fire / Special Operations	Average travel time to priority 1 calls (in minutes)	Effectiveness	4	4	<4	>4	<4	<4
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (supp.)	Effectiveness	85%	80%	85%	77%	85%	90%
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (EMS)	Effectiveness	76.8%	81%	85%	75%	85%	90%
Fire / Special Operations	Percentage for full assignment arrival within 8 minutes	Effectiveness	94%	35%	85%	60%	85%	95%
Fire / Special Operations	Percentage of turnouts of less than 60 seconds (7:00am – 9:59pm) (0700-2200)	Effectiveness	87.7%	87.1%	90%	87%	90%	90%
Fire / Special Operations	Percentage of turnouts of less than 90 seconds (10:00pm – 6:59am) (2201-0659)	Effectiveness	89.2%	87.1%	90%	89.5%	90%	90%

**BUDGET SUMMARY:**

Cost Center #:	2015-2016		2016-2017		2017-2018		2018-2019	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
<b>4340</b>								
Personnel Services	\$ 11,874,206	\$ 12,407,931	\$ 13,284,767	\$ 13,538,417	\$ 13,718,057	\$ 13,718,057		
Operations	\$ 2,397,142	\$ 2,348,259	\$ 2,553,719	\$ 2,453,871	\$ 3,085,001	\$ 3,085,001		
Capital Outlay	\$ 1,087,775	\$ 1,442,359	\$ 1,360,061	\$ 862,316	\$ 2,277,382	\$ 2,277,382		
Debt Service	\$ 617,635	\$ 404,901	\$ 3,266,219	\$ 3,250,275	\$ 524,125	\$ 524,125		
Cost Allocations	\$ 788,368	\$ 921,819	\$ 1,008,009	\$ 924,009	\$ 1,048,535	\$ 1,048,535		
Transfers	\$ 128,285	\$ 191,805	\$ 466,244	\$ 466,244	\$ 350,000	\$ 350,000		
<b>Total Expenditures</b>	<b>\$ 16,893,411</b>	<b>\$ 17,717,074</b>	<b>\$ 21,939,019</b>	<b>\$ 21,495,132</b>	<b>\$ 21,003,100</b>	<b>\$ 21,003,100</b>		
% budget change		5%		21%				-4%
* as amended								
** as of August 6, 2018								
<b>Authorized FTE</b>	<b>181.00</b>	<b>187.00</b>	<b>194.00</b>	<b>194.00</b>	<b>200.00</b>	<b>200.00</b>		

# FIRE PREVENTION

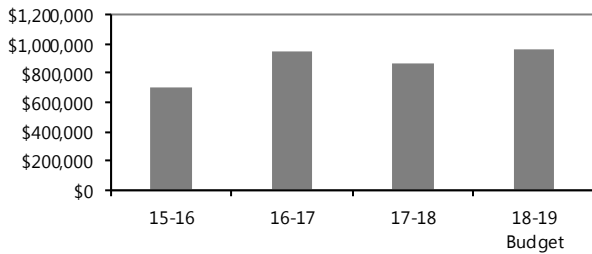
**MISSION:** The Concord Fire Department exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression, emergency medical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

**PROGRAM LOCATOR:**

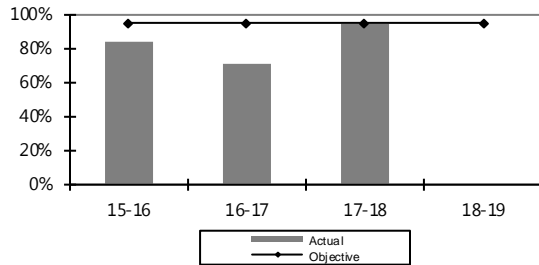
*Fund:* General Fund  
*Functional Area:* Public Safety  
*Department:* Fire  
*Division:* **Fire Prevention**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**% of Fire Code Violations Cleared within 90 Days**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Division personnel completed 7,388 fire code related inspections.
- Experienced an 8% increase in new construction inspections over previous year.
- Division personnel delivered 661 educational programs to 43,172 citizens.
- Received the new fire safety house from Bullex and put it in-service.
- Staffed the new part time positions and put them in areas that had the greatest need. By using the part time staff in plan review, we have experienced and reduction in the back log of plans that were not being reviewed and completed on time.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue to provide advanced level inspection and investigation service to the community.
- Purchase the new building code sets/books as a result of the state implementing the 2018 codes.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Fire Inspections**

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

**Major Service Area: Fire Investigations**

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

**Major Service Area: Life Safety Education**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Plan Review	# of plan reviews completed on time	Effectiveness	NA	82%	95%	80%	95%	NA
Fire Inspections	% of fire code violations cleared within 90 days	Effectiveness	83.5%	71.3%	95%	94.7%	95%	95%
Fire Inspections	% of level three occupancies inspected per year	Effectiveness	75%	100%	100%	96%	100%	100%
Fire Inspections	% of level two occupancies inspected per year	Effectiveness	95%	93%	100%	93%	93%	100%
Fire Inspections	% of level one occupancies inspected per three years	Effectiveness	99%	100%	100%	99%	100%	100%
Fire Invest.	% of fires with cause being determined	Effectiveness	86%	24%	80%	80%	80%	80%
Life Safety Education	% of residential fires where the dwelling has no working smoke alarms	Effectiveness	12.1%	14.8%	0%	9%	<10%	<10%
Life Safety Education	% of fires where juveniles are involved in ignition	Effectiveness	3.7%	3.45%	<2.5%	3%	<2.5%	<2.5%
Life Safety Education	# of people reached by Fire Education activities	Effectiveness	N/A	25,633	30,000	40,886	50,000	50,000

**BUDGET SUMMARY:**

Cost Center #: 4341	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 674,898	\$ 733,101	\$ 853,885	\$ 824,059	\$ 828,489	\$ 828,489
Operations	\$ 33,054	\$ 32,606	\$ 43,494	\$ 41,044	\$ 100,153	\$ 100,153
Capital Outlay	\$ -	\$ 179,473	\$ 5,223	\$ -	\$ 38,500	\$ 38,500
<b>Total Expenditures</b>	<b>\$ 707,952</b>	<b>\$ 945,180</b>	<b>\$ 902,602</b>	<b>\$ 865,103</b>	<b>\$ 967,142</b>	<b>\$ 967,142</b>
% budget change		34%		-8%		7%
* as amended						
** as of August 6, 2018						
<b>Authorized FTE</b>	<b>9.00</b>	<b>9.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>

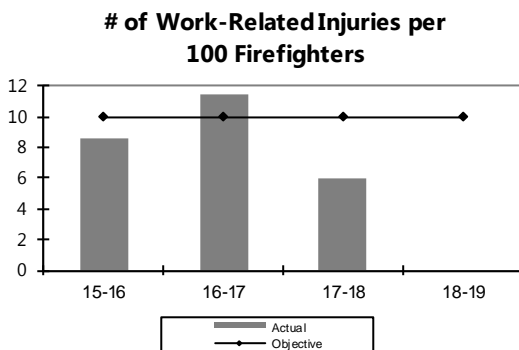
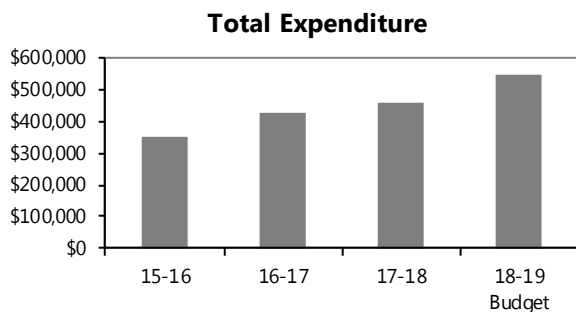
# FIRE TRAINING & SAFETY

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Conducted promotional assessments resulting in 14 personnel within the department being promoted.
- Provided Fire Officer and Fire Instructor certification classes to the members.
- Transitioned to Target Solutions Training Software allowing officers to track annual training requirements, OSHA training, and EMT continuing education.
- Promoted two new Safety Training Officers for B and C shift.
- Conducted biannual scenario based live fire training for every fire company.
- Conducted Company Officer Round Table discussions with department company officers.
- Managed recruit Class 27 which resulted in 14 new department employees.
- Conducted test on Hydrant Assist Valves in an effort to improve department water supply operations.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue Company Officer Development programs and continuing education.
- Continue to evaluate and improve the Regional hiring, recruiting, and training process.
- Continue to emphasize department Cancer awareness and implement decontamination practices after contact with products of combustion.
- Replacement of Training Room tables and Chairs due to damage and age of current training room furniture.
- New Passenger Van assigned to the Training Division in an effort to increase qualified drivers by not using a bus to transport large groups during training.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Safety**

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

**Major Service Area: Training**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Safety	% of department members scoring at or above 48 VO2 Max	Effectiveness	New for FY18	New for FY18	90%	47.40%	90%	90%
Safety	Departmental average static plank time (seconds)	Effectiveness	New for FY18	New for FY18	120	116	116	120
Safety	# of work-related injuries per 100 Firefighters	Effectiveness	8.57	11.5	10	6	10	7
Safety	# of vehicle and equipment accidents	Effectiveness	20	17	10	13	10	7
Training	% of personnel meeting ISO required training	Effectiveness	50.5%	92%	95%	100%	95%	95%
Training	% of companies meeting ISO standardized company evolutions	Effectiveness	13.5%	96%	95%	100%	95%	95%

**BUDGET SUMMARY:**

<b>Cost Center #: 4342</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 247,256	\$ 318,657	\$ 333,612	\$ 357,817	\$ 364,145	\$ 364,145
Operations	\$ 102,414	\$ 110,137	\$ 138,032	\$ 102,348	\$ 179,673	\$ 179,673
<b>Total Expenditures</b>	<b>\$ 349,670</b>	<b>\$ 428,794</b>	<b>\$ 471,644</b>	<b>\$ 460,165</b>	<b>\$ 543,818</b>	<b>\$ 543,818</b>
% budget change		23%		7%		15%
* as amended						
** as of August 6, 2018						
<b>Authorized FTE</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

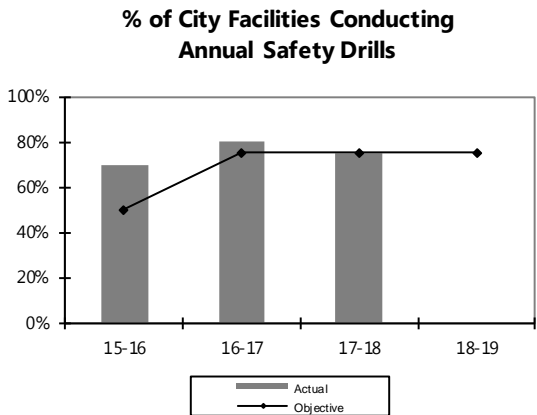
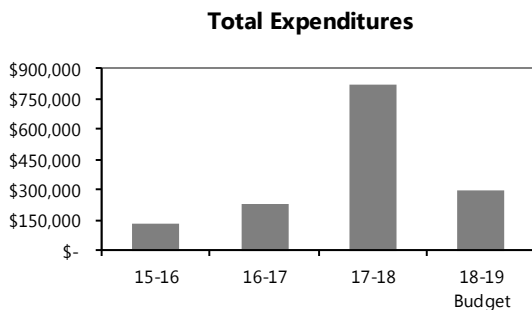
# EMERGENCY MANAGEMENT

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Transitioned the City Emergency Operations Center from Concord Fire Station #3 to City Hall.
- Began a Cyber Security project for the municipal information technology system.

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

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

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

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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



**PERFORMANCE GOALS:**

**Major Service Area: Emergency Management**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Emergency Mgt.	% of municipal building code/safety violations corrected	Effectiveness	80%	60%	75%	70%	75%	100%
Emergency Mgt.	% of city facilities conducting annual safety drills	Effectiveness	70%	80%	75%	75%	80%	100%
Emergency Mgt.	% of invoiced responses recovered	Efficiency	57.9%	38.3%	75%	87.75%	90%	75%
Emergency Mgt.	% of City departments that have a Continuity of Operations/Government Plan	Efficiency	45%	50%	50%	65%	100%	100%
Emergency Mgt.	% of city facilities passing annual safety drills (tornado, lockdown, fire)	Effectiveness	New for FY17	100%	100%	100%	100%	100%
Emergency Mgt.	Number of joint departmental trainings and drills.	Workload	6	10	5	8	5	6

**BUDGET SUMMARY:**

Cost Center #: 4343	2015-2016		2016-2017		2017-2018		2018-2019	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 115,552	\$ 161,208	\$ 195,113	\$ 203,886	\$ 208,224	\$ 208,224		
Operations	\$ 11,619	\$ 36,328	\$ 103,416	\$ 30,547	\$ 69,030	\$ 69,030		
Capital	\$ -	\$ 26,472	\$ 577,500	\$ 578,135	\$ -	\$ -		
Debt Service	\$ 6,313	\$ 6,132	\$ 6,138	\$ 6,133	\$ 6,150	\$ 6,150		
Cost Allocations	\$ -	\$ -	\$ -	\$ -	\$ 8,606	\$ 8,606		
<b>Total Expenditures</b>	<b>\$ 133,484</b>	<b>\$ 230,140</b>	<b>\$ 882,167</b>	<b>\$ 818,701</b>	<b>\$ 292,010</b>	<b>\$ 292,010</b>		
% budget change		72%		256%				-67%
* as amended								
** as of August 6, 2018								
<b>Authorized FTE</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# PUBLIC WORKS

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

## DEPARTMENTS:

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

**Powell Bill:** Powell Bill funds originate from state-shared gasoline taxes based on a formula using population and qualified road miles. The funds are restricted for use on maintenance of local streets, bridges, and sidewalks. Additional information regarding Powell Bill may be obtained by contacting Phillip Graham, Transportation Director, at (704) 920-5338 or via email at [grahamp@concordnc.gov](mailto:grahamp@concordnc.gov).

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

**Traffic Services:** Traffic Services is responsible for maintaining and installing all traffic-control signs, markings, delineators, and warning devices on City streets. In addition, Traffic Services provides traffic control for special events / projects and fabricates specialty signs and decals for other City departments as a team service. Additional information regarding Traffic Services may be obtained by contacting Phillip Graham, Transportation Director, at (704) 920-5338 or via email at [grahamp@concordnc.gov](mailto:grahamp@concordnc.gov).

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

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

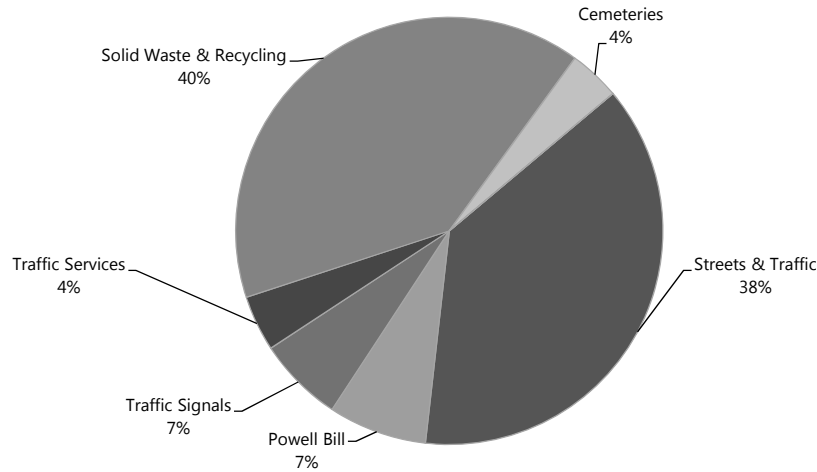
**Fleet Services:** Fleet Services provides mechanical support for all of the City's fleet, which consists of more than 800 vehicles and medium/heavy duty equipment. Additional information regarding Fleet Services may be obtained by contacting Daniel Nuckolls, Director of Fleet Services, at (704) 920-5431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

# Public Works Expenditures

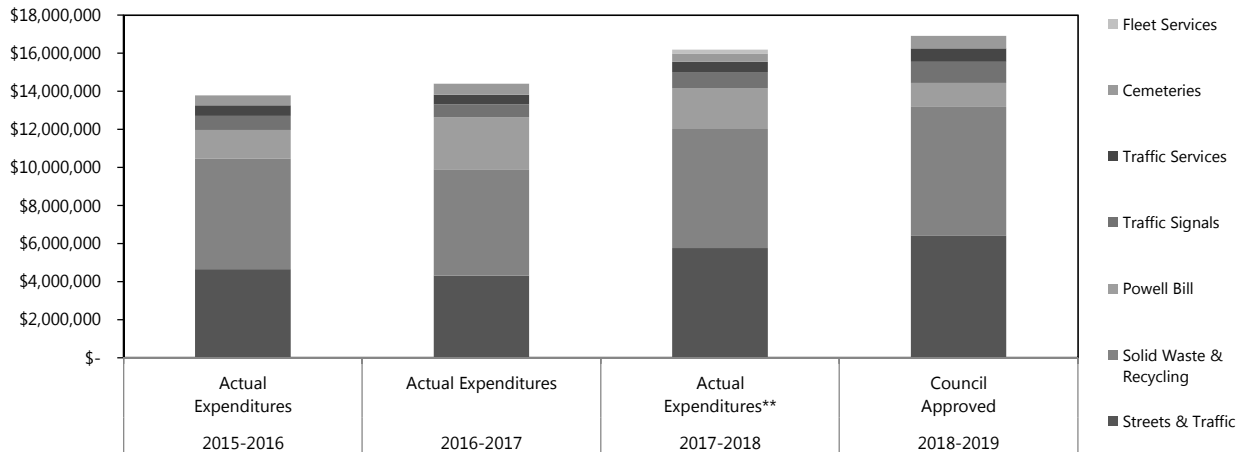
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
<b>Budget Unit (General Fund)</b>						
Streets & Traffic	\$ 4,646,613	\$ 4,310,409	\$ 6,651,932	\$ 5,759,456	\$ 6,409,714	\$ 6,409,714
Powell Bill	\$ 1,499,892	\$ 2,737,208	\$ 4,610,213	\$ 2,155,789	\$ 1,262,740	\$ 1,262,740
Traffic Signals	\$ 726,447	\$ 672,616	\$ 948,952	\$ 836,772	\$ 1,098,769	\$ 1,098,769
Traffic Services	\$ 564,535	\$ 499,358	\$ 667,132	\$ 536,085	\$ 713,006	\$ 713,006
Solid Waste & Recycling	\$ 5,830,318	\$ 5,595,085	\$ 6,867,658	\$ 6,257,574	\$ 6,773,256	\$ 6,773,256
Cemeteries	\$ 518,769	\$ 572,959	\$ 607,547	\$ 445,813	\$ 656,920	\$ 656,920
Fleet Services	\$ 25,088	\$ 16,341	\$ 59,377	\$ 192,876	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 13,811,662</b>	<b>\$ 14,403,976</b>	<b>\$ 20,412,811</b>	<b>\$ 16,184,365</b>	<b>\$ 16,914,405</b>	<b>\$ 16,914,405</b>
% budget change		4%		12%		-17%

\* as amended  
 \*\*as of August 6, 2018

**FY 18-19 Public Works Expenditures  
 (by Budget Unit)**



**Public Works Expenditure Trend**



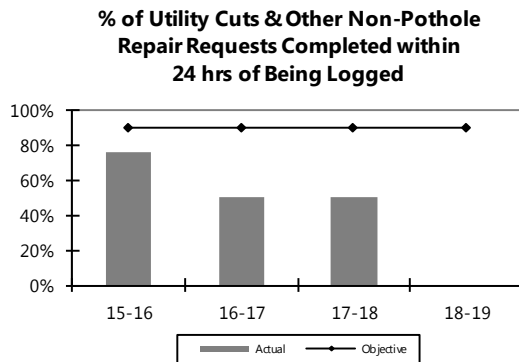
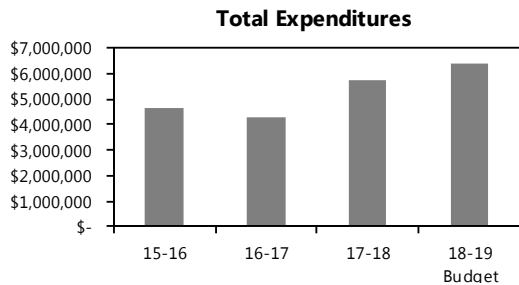
# STREETS AND TRAFFIC

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICES (S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Provided \$700,000 to repave/preserve additional streets annually to improve the City's average pavement rating.
- Let construction of US 29 / Poplar Tent CMAQ intersection project;
- Let contract to rehabilitate Virginia St from Corban Ave to Hillcrest Ave, and add sidewalk.
- Let the construction of Miramar St Sidewalk and the NE Subset Sidewalk CMAQ Project.

- Completed Chestnut and Tournament improvements.
- Performed design for Union St., S Sidewalk ext, downtown signal replacements, Bruton Smith and Weddington intersection enhancements, US 601 at Flowes Store Rd improvements,
- Participated in Gateway Branding on I-85 Widening and mowing certain NCDOT corridors.
- Provided 43% funding to match 57% Powell Bill funding for replacing STR 392 dump truck.
- Provided 43% funding to match 57% Powell Bill funding for replacing STR 433 skid steer, STR 048 front end loader, STR 110 & STR 111 mowing tractors and STR 135 zero turn mower.
- Added crew (4 FTE) for increased right-of-way and sidewalk maintenance.
- Continued citizen education efforts.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Provide 50% funding to match 50% Powell Bill funding for replacing STR 108 pickup truck.
- Provide 51% funding to match 49% Powell Bill funding for replacing STR 113 gator, STR 095 backhoe and the plate tamp for asphalt patching operations.
- Continue funding additional street preservation annually, improving the average pavement rating.
- Complete construction of US 29 / Poplar Tent CMAQ Superstreet intersection project;
- Complete rehabilitation of Virginia St from Corban Ave to Hillcrest Ave, and add sidewalk.
- Complete Brookwood Ave enhancement design and continue to fund future construction costs.
- Complete construction of Miramar St Sidewalk and the NE Subset Sidewalk CMAQ Project.
- Let Union St., S Sidewalk ext, downtown ped. signal upgrades, Bruton Smith and Weddington intersection enhancements, US 601 at Flowes Store Rd improvements,
- Participate in Gateway Branding on I-85 Widening and mowing certain NCDOT corridors.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

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

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

**Major Service Area: Infrastructure Inspection and Quality Assurance**

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

**Major Service Area: Traffic Engineering, Technical and Customer Services**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Traffic Eng., Tech. & Customer Service	Average response / analysis time (in days) for traffic safety and speeding complaints	Effectiveness	16	30	30	13	30	15
Roadway Maint. & Constr.	% of repairs to utility cuts and other non-pothole repair customer requests completed within 24-hrs. of being logged	Effectiveness	70%	76%	90%	58%	90%	95%
Traffic Eng., Tech. & Customer Service	% of customer inquiries responded to within 24-hrs	Effectiveness	95%	95%	95%	95%	95%	97%

**BUDGET SUMMARY:**

Cost Center #: 4510	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 838,208	\$ 941,642	\$ 1,145,266	\$ 1,255,030	\$ 2,065,934	\$ 2,065,934
Operations	\$ 1,156,516	\$ 500,077	\$ 2,434,215	\$ 1,568,374	\$ 1,433,111	\$ 1,433,111
Capital Outlay	\$ 215,349	\$ 248,180	\$ 404,975	\$ 297,329	\$ 115,675	\$ 115,675
Debt Service	\$ 200,491	\$ 191,805	\$ 183,240	\$ -	\$ 175,104	\$ 175,104
Cost Allocations	\$ 344,079	\$ 400,295	\$ 345,029	\$ 316,277	\$ 452,890	\$ 452,890
Transfers	\$ 1,891,970	\$ 2,028,410	\$ 2,139,207	\$ 2,322,446	\$ 2,167,000	\$ 2,167,000
<b>Total Expenditures</b>	<b>\$ 4,646,613</b>	<b>\$ 4,310,409</b>	<b>\$ 6,651,932</b>	<b>\$ 5,759,456</b>	<b>\$ 6,409,714</b>	<b>\$ 6,409,714</b>
% budget change		-7%		34%		-4%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>28.00</b>	<b>30.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>

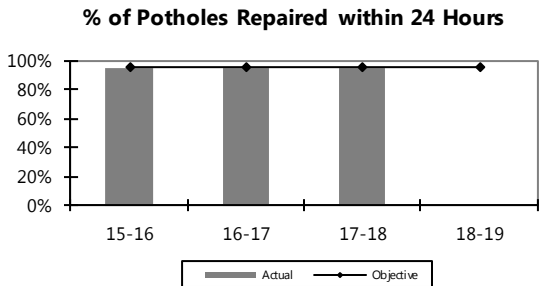
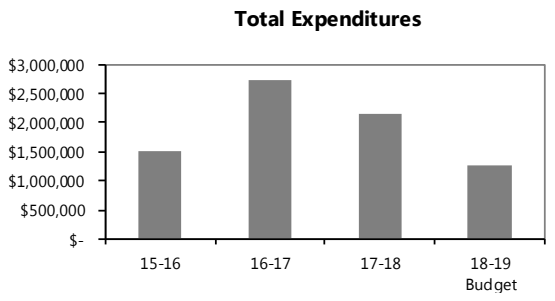
# POWELL BILL

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Focused on reducing the current street repaving cycle time by maximizing the number of lane miles resurfaced and / or preserved with available Powell Bill funds and to provide for regular Street, sidewalk, right-of-way, and bridge maintenance.
- Provide 57% funding to match 43% non-Powell Bill funding for replacing STR 392 dump truck.
- Provide 57% funding to match 43% non-Powell Bill funding for replacing STR 433 skid steer, STR 048 front end loader, STR 110 & STR 111 mowing tractors and STR 135 zero turn mower.
- Provided 100% funding to replace one (1) snow plow, one (1) v-type box spreader and one (1) salt brine distributor for replacement for winter weather operations.

- Continued to provide funding of specialized Powell Bill eligible private sector contract services such as consulting engineering for bridge inspections, tree and limb removal, guardrail maintenance, railroad arm gear maintenance and installation of raised pavement markers and thermoplastic pavement markings on City streets.
- Added crew (4 FTE) for increased right-of-way and sidewalk maintenance.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Provide 50% funding to match 50% non-Powell Bill funding for replacing STR 108 pick up truck.
- Provide 49% funding to match 51% non-Powell Bill funding for replacing STR 113 gator, STR 095 backhoe and the plate tamp for asphalt patching operations.
- Provide 100% funding to add two (2) additional snow plows to pick-up trucks to be utilized by non-CDL employees for winter weather operations.
- Continue to focus on reducing the current street repaving cycle time by maximizing the number of lane miles resurfaced and / or preserved with available Powell Bill funds and to provide regular street maintenance, sidewalk maintenance, bridge maintenance, and street right-of-way operations.
- Continue to provide funding for specialized Powell Bill eligible private sector contract services such as consulting engineering for bridge inspections, tree and limb removal, guardrail maintenance, railroad arm gear maintenance and installation of raised pavement markers and thermoplastic pavement markings on City streets.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

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

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

**Major Service Area: Bridge Maintenance and Upkeep**

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

**Major Service Area: Right-of-Way Operations**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Roadway Maint. & Construct.	Cost of asphalt maintenance per lane mile	Efficiency	\$382	NA	\$2,200	\$3,305	\$3,765	\$2,400
Roadway Maint. & Construct.	% of reported pot holes repaired within 24-hours	Effectiveness	95%	95%	95%	95%	95%	95%
Bridge Maint. & Upkeep	% of City bridges rated "not deficient" on a bi-annual basis	Effectiveness	NA	NA	85%	NA	100%	100%
Roadway Maint. & Construct.	% of lane miles rated 85% or better	Effectiveness	NA	NA	68%	NA	68%	68%
Roadway Maint. & Construct.	% of lane miles rated below 45%	Effectiveness	NA	NA	1%	NA	1%	1%
Roadway Maint. & Construct.	Average Pavement Rating % of Entire System (street-lane-miles)	Effectiveness	NA	NA	84%	NA	85%	85%
ROW Maint. Ops	% of mowing routes rated monthly at satisfactory or better during growing season	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

Cost Center #: 4511	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 668,816	\$ 785,438	\$ 924,000	\$ 651,234	\$ 6,000	\$ 6,000
Operations	\$ 662,034	\$ 1,564,481	\$ 3,242,458	\$ 1,080,103	\$ 1,130,915	\$ 1,130,915
Capital Outlay	\$ 169,042	\$ 387,289	\$ 443,755	\$ 424,452	\$ 125,825	\$ 125,825
<b>Total Expenditures</b>	<b>\$ 1,499,892</b>	<b>\$ 2,737,208</b>	<b>\$ 4,610,213</b>	<b>\$ 2,155,789</b>	<b>\$ 1,262,740</b>	<b>\$ 1,262,740</b>
% budget change		82%		-21%		-73%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

# TRAFFIC SIGNALS

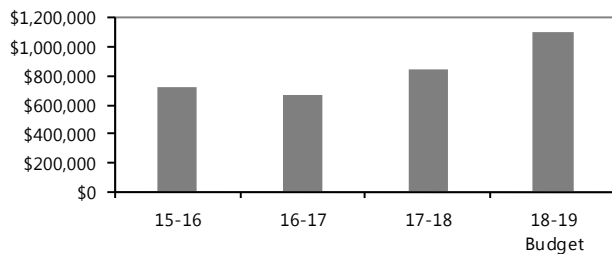
**MISSION:** The Signal Division maintains, optimizes, and enhances traffic control signals, intersection control beacons, and school zone flashers owned by the City of Concord and the NCDOT for the benefit and welfare of the traveling public. Additionally, the Signal Division assists in maintenance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

**PROGRAM LOCATOR:**

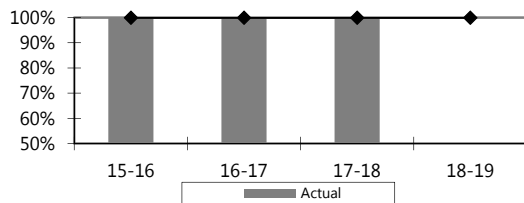
*Fund:* General Fund  
*Functional Area:* Public Works  
*Department:* Transportation  
*Division:* Traffic Signals

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



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



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Completed 2<sup>nd</sup> year of a five (5) year Schedule C and Schedule D maintenance operations on NCDOT signals in the Concord Area.
- Continued Flashing Yellow Arrow (FYA) Upgrades in coordination with the NCDOT of designated signal assemblies in the Concord service area.

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

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Complete construct of new Traffic Management Center and Signal facility.
- Continue construction associated with the \$1.25 Million TSCP Grant for signal system interconnection along with providing additional traffic cameras and ITS infrastructure.
- Replace SG 108 bucket truck.
- Procure a new small SUV for Traffic Signal corridor timing operations by Staff Engineer.
- Continue funding to supplement NCDOT reimbursements for regular and routine signal maintenance on City and NCDOT area signals.
- Continue Flashing Yellow Arrow (FYA) Upgrade Program in coordination with NCDOT at designated signals in the Concord Service Area.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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



**PERFORMANCE GOALS:**

**Major Service Area: Signal, Beacon, and Flasher Maintenance**

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

**Major Service Area: Signal Optimization**

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

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Signal Emergency Maint.	% on-site response to malfunctioning signals made within 2-hrs or less	Effectiveness	100%	100%	100%	100%	100%	100%
Signal Indication Maint.	% of repairs to indication failures within 24-hrs or less	Effectiveness	100%	100%	100%	100%	100%	100%
Signal Preventative Maint.	% of NCDOT signals checked on time to meet Schedule C requirement (once/year)	Effectiveness	100%	100%	100%	100%	100%	100%
Signal Preventative Maint.	% of NCDOT signals optimized on time to Schedule D maintenance (once/year)	Effectiveness	60%	60%	100%	100%	41%	100%

**BUDGET SUMMARY:**

<b>Cost Center #: 4513</b>							
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved	
Personnel Services	\$ 325,310	\$ 344,336	\$ 430,027	\$ 426,319	\$ 423,072	\$ 423,072	
Operations	\$ 345,380	\$ 291,271	\$ 490,938	\$ 393,049	\$ 424,487	\$ 424,487	
Capital Outlay	\$ 29,178	\$ 14,515	\$ 9,000	\$ -	\$ 229,000	\$ 229,000	
Cost Allocations	\$ 26,579	\$ 22,494	\$ 18,987	\$ 17,404	\$ 22,210	\$ 22,210	
<b>Total Expenditures</b>	<b>\$ 726,447</b>	<b>\$ 672,616</b>	<b>\$ 948,952</b>	<b>\$ 836,772</b>	<b>\$ 1,098,769</b>	<b>\$ 1,098,769</b>	
% budget change		-7%		24%		16%	
* as amended							
**as of August 6, 2018							
<b>Authorized FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# TRAFFIC SERVICES

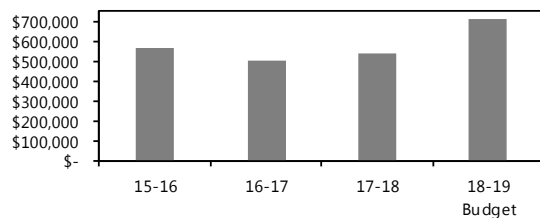
**MISSION:** Traffic Services exists to maintain, evaluate, and enhance traffic control signs, pavement markings, and traffic safety measures on the City of Concord's Street, Bike, and Pedestrian Systems for the benefit and welfare of the traveling public.

**PROGRAM LOCATOR:**

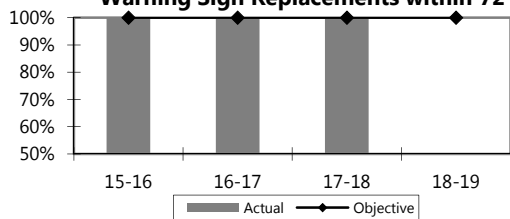
*Fund:* General Fund  
*Functional Area:* Public Works  
*Department:* Transportation  
*Division:* **Traffic Services**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**Warning Sign Replacements within 72 hrs**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Continued support of traffic and pedestrian control associated with special events and activities in the City of Concord, including the purchase of a new changeable message board.
- Began a sign washing program, to extend the useful life of existing signs in the field.

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

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Replace TS 356 service truck.
- Continue support of traffic and pedestrian control associated with special events and activities.
- Continue Regulatory and Warning Sign maintenance programs. Provide emphasis on maintaining current level of service (LOS) within approved funding allocation(s).
- Continue Raised Pavement Marker Program on major City streets to provide positive guidance for drivers during low-light and inclement weather conditions.
- Continue responsibilities associated with the decal striping of City of Concord vehicles.
- Enhance workforce safety with the procurement of a mobile impact attenuator.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Traffic Control Signage and Pavement Markings**

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

**Major Service Area: Traffic Services Technical Assistance**

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

**Major Service Area: Custom Signs and Decals**

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

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Traffic Control Signage & Pavement Markings	% of STOP sign knock downs responded to within 1 hour	Effectiveness	100%	100%	100%	100%	100%	100%
Traffic Control Signage & Pavement Markings	% of in-field work orders for regulatory or warning sign replacements made within 72 hours	Effectiveness	100%	100%	100%	100%	100%	95%
Traffic Control Signage & Pavement Markings	% of programmed sign replacements made within one week of scheduling	Effectiveness	100%	100%	100%	100%	100%	100%
Traffic Services Tech. Assistance	% of on-call assistance for utility emergency or incident operations made within 2 hours	Effectiveness	100%	100%	100%	100%	100%	100%
Custom Signs & Decals	% of custom sign requests completed within 2 weeks for internal customers	Effectiveness	100%	100%	100%	100%	100%	100%
Traffic Control Signage Annual Assessment	% of repair/replacements of identified issues mitigated within 1 year	Effectiveness	New	New	New	New	80%	New

**BUDGET SUMMARY:**

Cost Center # 4514	2015-2016		2016-2017		2017-2018		2018-2019	
	Actual Expenditures	Actual Expenditures**	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 341,900	\$ 349,812	\$ 364,818	\$ 365,061	\$ 362,266	\$ 362,266		
Operations	\$ 170,456	\$ 116,745	\$ 245,267	\$ 116,245	\$ 193,538	\$ 193,538		
Capital Outlay	\$ 24,669	\$ -	\$ 27,605	\$ 27,791	\$ 120,000	\$ 120,000		
Cost Allocations	\$ 27,510	\$ 32,801	\$ 29,442	\$ 26,988	\$ 37,202	\$ 37,202		
<b>Total Expenditures</b>	<b>\$ 564,535</b>	<b>\$ 499,358</b>	<b>\$ 667,132</b>	<b>\$ 536,085</b>	<b>\$ 713,006</b>	<b>\$ 713,006</b>		
% budget change		-12%		7%				7%
* as amended								
**as of August 6, 2018								
<b>Authorized FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>

# SOLID WASTE & RECYCLING

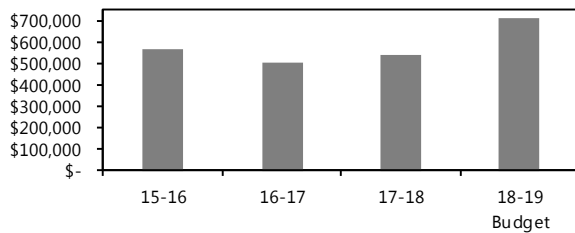
**MISSION:** The Solid Waste & Recycling (SWR) department exists to provide residential garbage, recycling, yard waste collection, and disposal, and provides businesses with waste reduction and recycling opportunities in order to protect and preserve public health and safety, and to protect and enhance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

**PROGRAM LOCATOR:**

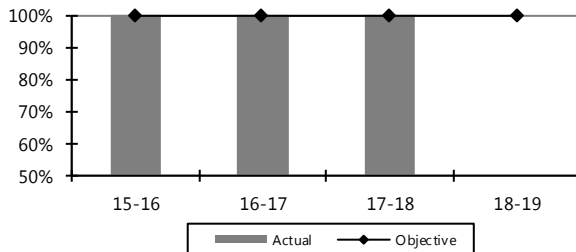
*Fund:* General Fund  
*Functional Area:* Public Works  
*Department:* **Solid Waste & Recycling**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



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



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- The Solid Waste Department received the 2017 Productivity Improvement Award recognizing the outstanding efforts in performance management.
- The Compliance Inspector has become an integral position within the department. This position provides SWR an opportunity to have an educational piece for internal and external customers, focusing on code enforcement.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Add a rear loader truck to increase yard waste collection efficiency and aid in the department overall goal.
- Add two new positions: one Equipment operator/one Solid Waste Worker per the results of the analysis conducted in FY16.
- Continue to build and update the Debris Management Plan.
- Establish future direction for the garbage/recycling/bulky collection contract, recycling process contract, and cardboard contract.
- Continue monitoring the Bulky Waste collection schedule and improving collection efficiency.
- Continue to focus on public outreach programs to increase the curbside recycling participation rate and tons collected.
- Work closely with contractors to educate citizens on ways to identify strategies for waste reduction and promote recycling towards achieving NC's state-wide waste reduction goal.
- Continue customer service focus with greater emphasis on team building, training, and increasing the visibility for coworkers.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Continue automated waste and recycling collection program and customer education efforts about changes in bulky waste service and pre-collection requirements.
- Continue development of City Works and Mobile 311 to monitor weekly Yard Waste & Bulky Waste Collection Performance.
- Continue addressing the roadside litter issue that exists across the City. See how viable of an option it may be to use newly purchased equipment to help us with litter pickup.
- Continue conducting customer satisfaction survey that will target recycling participation and other service areas in the City of Concord.
- Promote recycling participation using website enhancements, direct mail, City Circular articles, and other practical outreach measures to grow recycling participation and annual tons of recyclables collected.
- Join with recognized neighborhood volunteers to conduct neighborhood clean-up days to collect debris and litter for recycling or disposal.



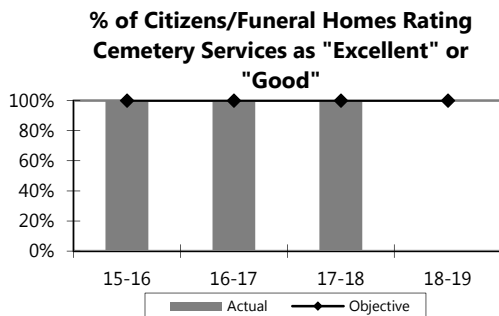
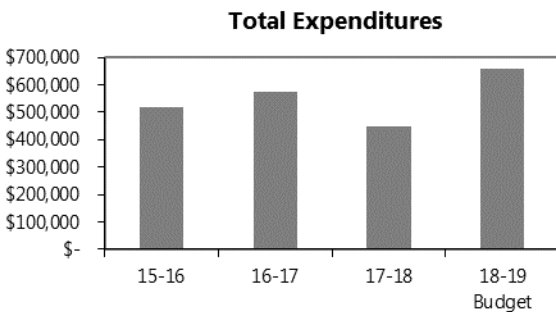
# CEMETERIES

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Cemetery Operations.

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

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

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Data connectivity project in the Cemetery office is ongoing.
- Continue correcting erosion and reestablishing grass at the Cemeteries.
- Continue improving the landscape at Rutherford, West Concord & Oakwood Cemeteries.
- Continue improving the health of the trees at the Cemeteries using mulch, removing deadwood and deep root feeding where required.
- Create an area within the Cemetery office, separate from the break room, to meet with families and citizens.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

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

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

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Cemetery Operations	% of Cemetery improvement projects completed	Efficiency	New For FY19	New For FY19	New For FY19	New For FY19	80%	100%
Cemetery Operations	% of Cemetery mowing completed on time	Effectiveness	71%	92%	100%	88%	85%	100%

**BUDGET SUMMARY:**

Cost Center #: 4540	2015-2016		2016-2017		2017-2018		2018-2019	
	Actual Expenditures	Actual Expenditures**	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 402,563	\$ 413,534	\$ 404,503	\$ 309,793	\$ 406,149	\$ 406,149		
Operations	\$ 115,997	\$ 106,104	\$ 177,044	\$ 111,401	\$ 145,328	\$ 145,328		
Capital Outlay	\$ -	\$ 47,248	\$ 26,000	\$ 24,619	\$ 103,500	\$ 103,500		
Cost Allocations	\$ 209	\$ 6,073	\$ -	\$ -	\$ 1,943	\$ 1,943		
<b>Total Expenditures</b>	<b>\$ 518,769</b>	<b>\$ 572,959</b>	<b>\$ 607,547</b>	<b>\$ 445,813</b>	<b>\$ 656,920</b>	<b>\$ 656,920</b>		
% budget change		10%		-22%				8%
* as amended								
**as of August 6, 2018								
<b>Authorized FTE</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

# FLEET SERVICES

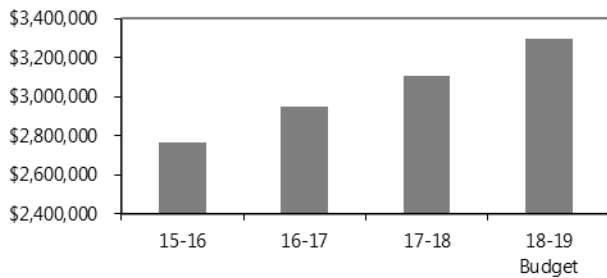
**MISSION:** Fleet Services provides City departments with the most timely and cost-effective vehicle/equipment maintenance, repair, and fueling services. Our focus is to maintain a competitive advantage by providing the best value to our customers, which will in turn allow a greater level of service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

**PROGRAM LOCATOR:**

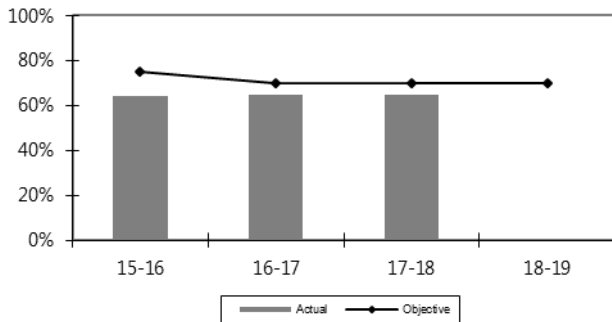
*Fund:* General Fund  
*Functional Area:* Public Works  
*Department:* **Fleet Services**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures before Direct Billing**



**Hours Billed as % of Billable Hours**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Fleet is recognized by the NC Benchmarking Program as having one of the lowest cost fleets in North Carolina.
- Re-certified ASE Blue Seal of Excellence Award for Fleet Services Shop.
- Recognized as a North Carolina Smart Fleet Champion by NC State University.

- Replaced tire changer and balancer equipment in the fleet shop.
- Updated the FEMA Fee Schedule for the City's equipment. Last updated in 2011.
- Replaced shop pickup truck.
- Increased Master Mechanic certifications to seven.
- Bid fuel contract.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Hold parts, sublet, and fuel costs to new levels authorized in FY18.
- Incorporate additional service truck into fleet operations. This unit comes from the Fire Department and will be used mainly for fire apparatus.
- Expand efforts to reduce overdue preventative maintenance to 1<sup>st</sup> shift operations. This has already produced results in FY18.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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



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

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Maintenance	Hours billed as % of billable hours	Efficiency	64%	65%	70%	65%	70%	75%
Maintenance	% of work orders completed within 24 hours	Effectiveness	99%	99%	98%	99%	99%	98%
Maintenance	% of work orders that require repeat repairs within 30 days	Effectiveness	0.36%	0.43%	0.40%	0.35%	0.40%	0.40%
Maintenance	% of customers rating overall service as "Excellent" or "Good"	Effectiveness	98%	100%	100%	100%	100%	NA
Maintenance	Fleet Availability Rate	Effectiveness	99%	98%	98%	99%	99%	NA

**BUDGET SUMMARY:**

Cost Center #: 4550	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 872,920	\$ 925,998	\$ 976,534	\$ 957,018	\$ 987,395	\$ 987,395
Operations	\$ 1,897,305	\$ 1,992,712	\$ 2,328,771	\$ 2,106,685	\$ 2,308,380	\$ 2,308,380
Capital Outlay	\$ 18,095	\$ 31,756	\$ 40,000	\$ 39,168	\$ -	\$ -
Direct Billing/Alloc	\$ (2,763,232)	\$ (2,934,125)	\$ (3,285,928)	\$ (2,909,995)	\$ (3,295,775)	\$ (3,295,775)
<b>Total Expenses</b>	<b>\$ 25,088</b>	<b>\$ 16,341</b>	<b>\$ 59,377</b>	<b>\$ 192,876</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change		-35%		-1%		0%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

# ECONOMIC DEVELOPMENT

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

**DEPARTMENTS:**

**Planning & Neighborhood Development:** The Planning & Neighborhood Development Department exists to provide courteous, effective and accurate planning, development and inspection services to the City of Concord residents and development community in order to build a thriving, prosperous, and safe community that enhances the quality of life for all residents of the City of Concord. Additional information regarding the Planning & Neighborhood Development Department may be obtained by contacting Steve Osborne, Planning & Neighborhood Development Director, at (704) 920-5132 or via email at [osbornes@concordnc.gov](mailto:osbornes@concordnc.gov).

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

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

# Economic Development Expenditures

	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved
<b>By Department (General Fund)</b>						
Planning & Neighborhood Development	\$ 2,385,603	\$ 2,347,146	\$ 2,790,539	\$ 2,690,651	\$ 3,119,369	\$ 3,119,369
Transportation Planning	\$ 288,569	\$ 296,307	\$ 331,793	\$ 308,365	\$ 344,708	\$ 344,708
Economic Development	\$ 882,556	\$ 608,539	\$ 4,284,019	\$ 1,206,089	\$ 1,608,864	\$ 1,608,864
<b>Total Expenditures</b>	<b>\$ 3,556,728</b>	<b>\$ 3,251,992</b>	<b>\$ 7,406,351</b>	<b>\$ 4,205,105</b>	<b>\$ 5,072,941</b>	<b>\$ 5,072,941</b>

\* as amended

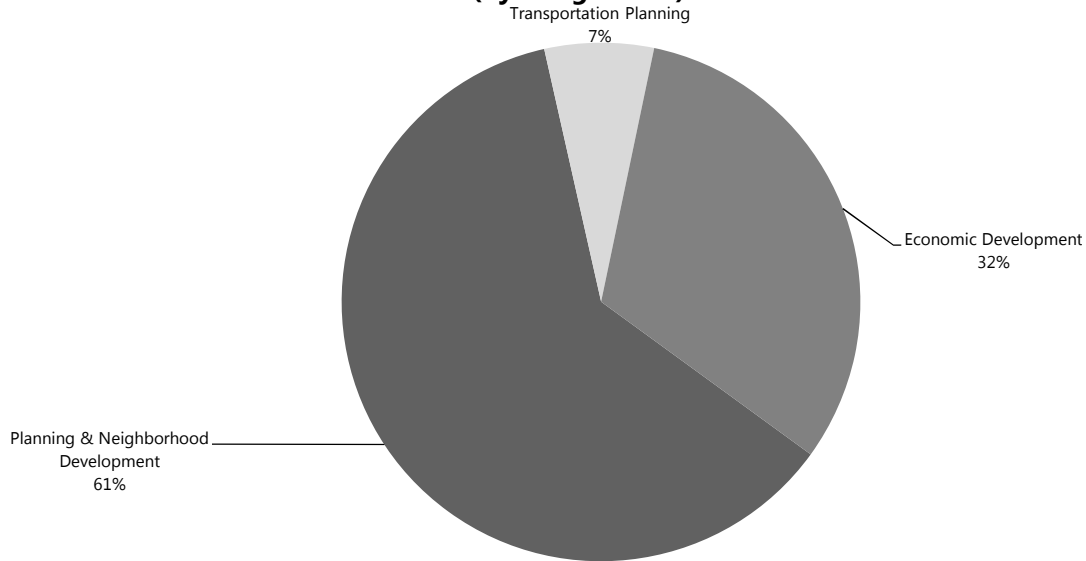
-9%

29%

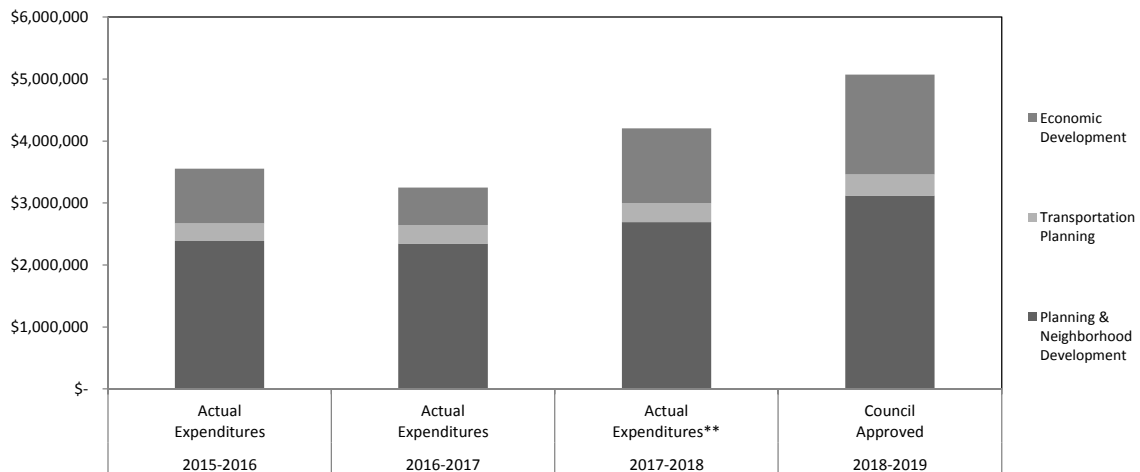
-32%

\*\*as of August 6, 2018

## FY 18-19 Economic Development Expenditures (by Budget Unit)



## Economic Development Expenditure Trend



# PLANNING & NEIGHBORHOOD DEVELOPMENT

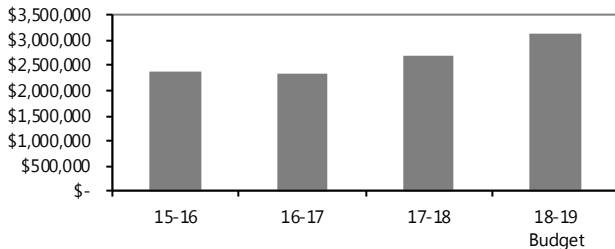
**MISSION:** The Planning & Neighborhood Development Department exists to provide courteous, effective and accurate planning, development, and inspection services to the City of Concord residents and development community in order to build a thriving, prosperous, and safe community that enhances the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

**PROGRAM LOCATOR:**

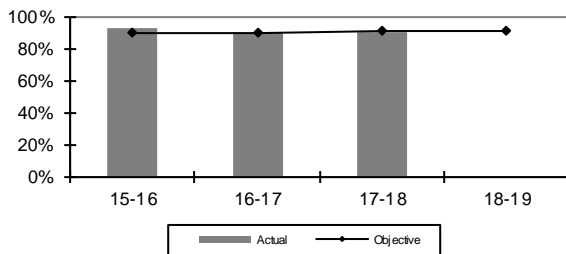
Fund: General Fund  
 Functional Area: Economic Development  
 Department: **Planning & Neighborhood Development**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**% of plans approved within 2 submittals**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Submitted successful Action Plan and Caper Report to HUD. Met the 1.5 CDBG spending ratios.
- Completed renovations of the Clearwater Multi-purpose Room.
- New construction and sale of three new affordable housing units.

- Completed wayfinding signage in the downtown area.
- Completed first phase of Land Use Plan, and worked extensively on other phases.
- Created and filled a new Development Services Technician position.
- Created and enhanced web pages, pamphlets, and other educational materials for citizen/developer education and assistance.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- In working with the County, continue with ongoing ways to improve the plan review system in Accela.
- Develop web pages and other educational materials for the 2030 Land Use Plan.
- Revise the Concord Development Ordinance (CDO) to reflect the vision of the City Council through the 2030 Land Use Plan and small area plans.
- Addition of one new Senior Planner position to assist with Land Use Plan implementation and urban design projects.
- Begin implementation of strategies identified in the Downtown Master Plan including streetscape design and bicycle accessibility.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Conduct weekly staff meetings to discuss all upcoming projects including those that appear before various boards and commissions with regard to design, site plan layout, and other issues.
- Continue to improve coordination with other departments to ensure that projects stay on track and problems are identified and solved early.
- Explore options to market the City's mission statement and identity to department employees.

**PERFORMANCE GOALS:**

**Major Service Area: Development Plan Review**

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

**Major Service Area: Downtown Business Assistance**

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

**Major Service Area: Permitting**

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

**Major Service Area: Long-range Planning**

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

**Major Service Area: Public Hearings**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Dev. Plan Review	% of plans approved within 2 submittals	Effectiveness	92.7%	90%	91%	90%	91%	95%
Dev. Plan Review	# of plans submitted	Workload	494	389	NA	502	NA	NA
Permitting	% of customers satisfied with permitting process	Effectiveness	Survey not conducted	Measure under revision	90%	90%	95%	95%
Public Hearings	% of board members rating overall satisfaction with the agenda information completeness as "Very Satisfied" or "Satisfied"	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

Cost Center #: 4910	2015-2016		2016-2017		2017-2018		2018-2019	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 1,170,849	\$ 1,222,490	\$ 1,397,392	\$ 1,391,727	\$ 1,468,773	\$ 1,468,773		
Operations	\$ 369,092	\$ 288,155	\$ 247,105	\$ 219,415	\$ 690,421	\$ 690,421		
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 18,800	\$ 18,800		
Debt Service	\$ 279,329	\$ 271,340	\$ 271,627	\$ 271,411	\$ 272,158	\$ 272,158		
Grant Expenditures	\$ 9,544	\$ 24,190	\$ 31,266	\$ 31,266	\$ -	\$ -		
Cost Allocations	\$ 442,609	\$ 450,989	\$ 795,807	\$ 729,490	\$ 616,798	\$ 616,798		
Transfers	\$ 114,180	\$ 89,982	\$ 47,342	\$ 47,342	\$ 52,419	\$ 52,419		
<b>Total Expenditures</b>	<b>\$ 2,385,603</b>	<b>\$ 2,347,146</b>	<b>\$ 2,790,539</b>	<b>\$ 2,690,651</b>	<b>\$ 3,119,369</b>	<b>\$ 3,119,369</b>		
% budget change		-1.6%		15%				12%
* as amended								
**as of August 6, 2018								
<b>Authorized FTE</b>	<b>14.70</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>		<b>18.00</b>

# TRANSPORTATION PLANNING

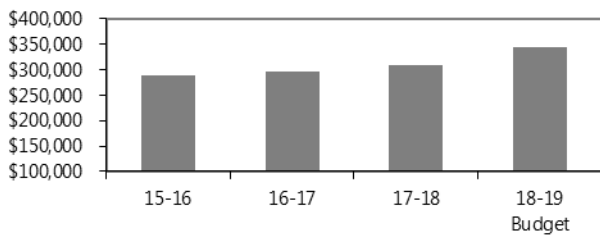
**MISSION:** Transportation Planning is accomplished through local urban design efforts and a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (CRMPO). CRMPO plans for regional transportation needs including highway, transit, air, bicycle, and pedestrian facilities within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

**PROGRAM LOCATOR:**

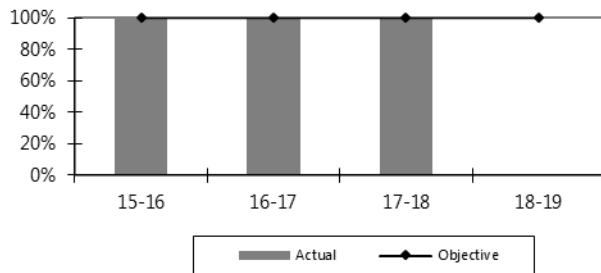
*Fund:* General Fund  
*Functional Area:* Economic Development  
*Department:* Transportation  
*Division:* **Transportation Planning**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**% of TCC Meetings Attended**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

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

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

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

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

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS**

**Major Service Area: MPO Transportation Planning**

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

**Major Service Area: Regional Coordination**

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

**PERFORMANCE SUMMARY**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
MPO Transportation Planning	% of TCC meetings attended	Effectiveness	100%	100%	100%	100%	100%	100%
Regional Coordination	% of Regional Model Executive Committee meetings attended	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY**

Cost Center #: 4915	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Operations	\$ 288,569	\$ 296,307	\$ 331,793	\$ 308,365	\$ 344,708	\$ 344,708
<b>Total Expenditures</b>	<b>\$ 288,569</b>	<b>\$ 296,307</b>	<b>\$ 331,793</b>	<b>\$ 308,365</b>	<b>\$ 344,708</b>	<b>\$ 344,708</b>
% budget change		3%		4%		4%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# ECONOMIC DEVELOPMENT

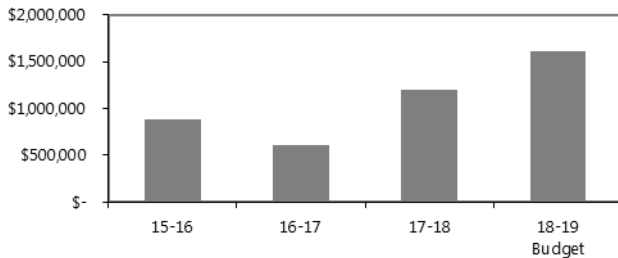
**MISSION:** Economic Development administers local, state, and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities.

**PROGRAM LOCATOR:**

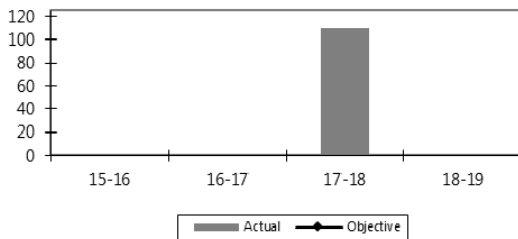
*Fund:* General Fund  
*Functional Area:* Economic Development  
*Department:* City Manager's Office  
*Division:* **Economic Development**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



**Cabarrus EDC - Concord Projects/RFIs**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

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

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

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

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

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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



**PERFORMANCE GOALS:**

**Major Service Area: Redevelopment Facilitation**

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

**Major Service Area: Investment Tracking**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Investment Tracking	Total Industrial Investment	Effectiveness	New for FY18	New for FY18	New for FY18	\$76,751,657	NA	NA
Investment Tracking	Total Commercial Investment	Effectiveness	New for FY18	New for FY18	New for FY18	\$59,658,037	NA	NA
Investment Tracking	Total Downtown MSD Investment	Effectiveness	New for FY18	New for FY18	New for FY18	\$11,291,957	NA	NA
Investment Tracking	Union St Investment (Streetscape Impact)	Effectiveness	New for FY18	New for FY18	New for FY18	\$10,000	NA	NA
Investment Tracking	Cabarrus EDC – Concord Projects/RFIs	Effectiveness	New for FY18	New for FY18	New for FY18	110	NA	NA

**BUDGET SUMMARY**

Cost Center #: 4920	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures**	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 68,009	\$ 74,466	\$ 75,662	\$ 78,053	\$ 76,866	\$ 76,866
Operations	\$ 251,910	\$ 208,135	\$ 3,275,063	\$ 213,743	\$ 328,901	\$ 328,901
Grants	\$ 137,637	\$ 325,938	\$ 933,294	\$ 914,293	\$ 1,203,097	\$ 1,203,097
Capital Outlay	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 882,556</b>	<b>\$ 608,539</b>	<b>\$ 4,284,019</b>	<b>\$ 1,206,089</b>	<b>\$ 1,608,864</b>	<b>\$ 1,608,864</b>
% budget change		-31%		98%		-62%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# CULTURAL & RECREATIONAL

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

**DEPARTMENTS:**

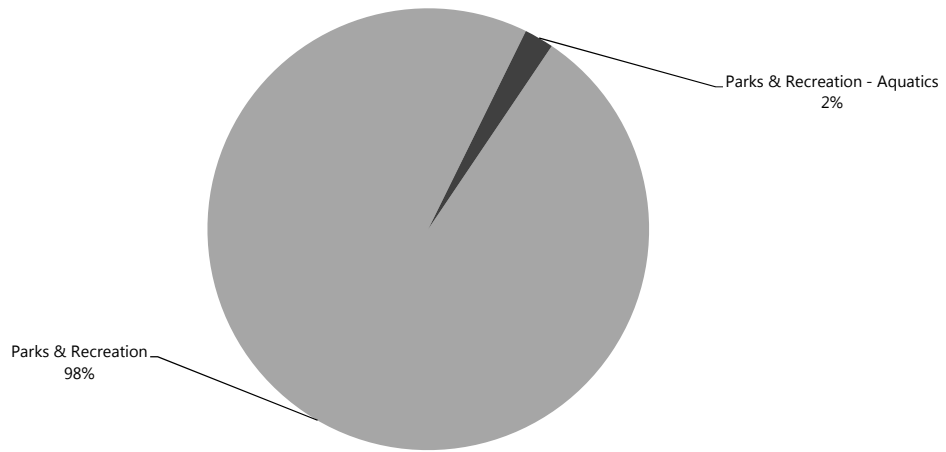
***Parks & Recreation:*** The Parks & Recreation Department provides recreation and leisure services for the citizens of Concord. The department currently operates seven city parks, three recreation centers, several miles of greenways and trails, and one aquatic center. Additional information regarding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

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

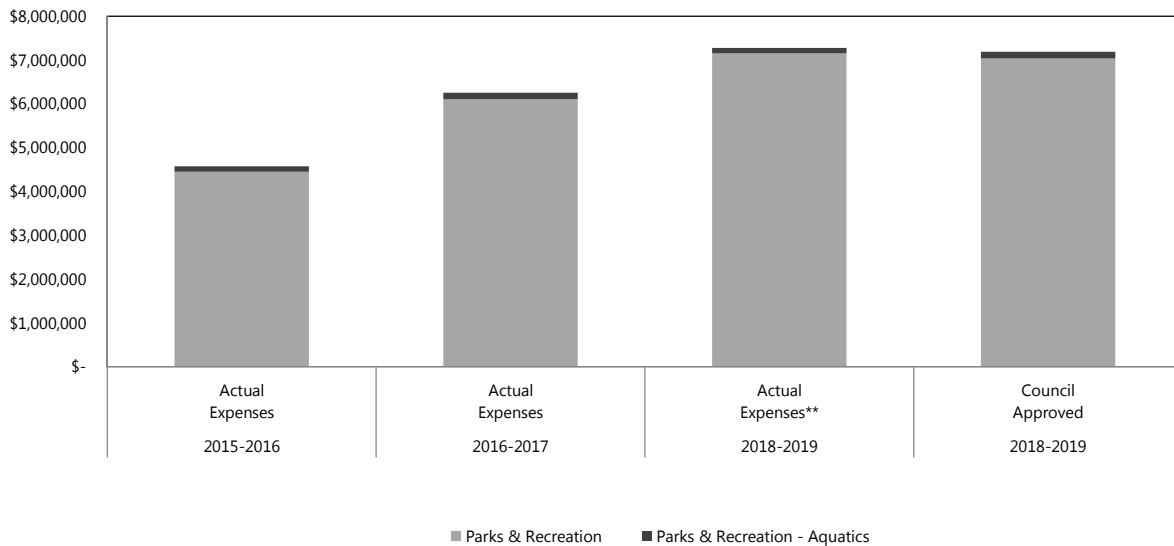
# Cultural & Recreation Expenditures

	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2017-2018 Council Approved*	2018-2019 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
<b>Budget Unit (General Fund)</b>						
Parks & Recreation	\$ 4,451,989	\$ 6,107,668	\$ 8,053,207	\$ 7,149,368	\$ 7,031,242	\$ 7,031,242
Parks & Recreation - Aquatics	\$ 122,334	\$ 143,664	\$ 162,369	\$ 125,006	\$ 155,734	\$ 155,734
<b>Total Expenditures</b>	<b>\$ 4,574,323</b>	<b>\$ 6,251,332</b>	<b>\$ 8,215,576</b>	<b>\$ 7,274,374</b>	<b>\$ 7,186,976</b>	<b>\$ 7,186,976</b>
% budget change		37%		16%		-13%
* as amended						
**as of August 6, 2018						

**FY 18-19 Cultural & Recreation Expenditures  
(by Budget Unit)**



**Cultural & Recreational Expenditure Trend**



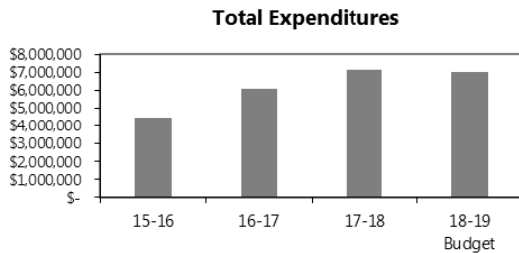
# PARKS AND RECREATION

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Completed Daniel Pharr Building renovations.
- Completed work on construction documents and land acquisition for Hector H Henry II Greenway, Riverwalk Phase.
- Completed construction of Pickleball and Basketball courts at Hartsell Recreation Center grounds.
- Completed construction of McEachern Greenway Extension.
- Began the Open Space Connectivity Analysis.

- Began construction on Burrage Road House renovation project.
- Continued environmental assessment at Les Myers Park.
- Thread Trail completed construction of Hector H. Henry II Greenway, Mills at Rocky River. City began operations and maintenance.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Complete the Open Space Connectivity Analysis.
- Begin construction of Hector H Henry Greenway, Riverwalk Phase.
- Complete renovations of Burrage Road House.
- Acquire land for the future Northwest Park.
- Construct McEachern Greenway, Hospital Phase.
- Acquire land for Hector Henry Greenway, Cannon Crossing Phase.
- Install a solution for the stream bank erosion at McGee Park, near the playground.
- Acquire land for Coddle Creek Greenway, Phase One.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Customer Service**

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

**Major Service Area: Facility Development**

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

**Major Service Area: Festivals, Events, Programs and Athletics**

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

**Major Service Area: Recreation Center Operations and Programming**

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

**Major Service Area: Facility Operations**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Facility Development	Number of donations, partnerships and funding sources secured	NA	4	3	8	3	8	10
Festivals, Events, Programs, Athletics	% cost recovery of extended adult programs	Efficiency	105%	107%	110%	118%	110%	110%
Festivals, Events, Programs, Athletics	% of program participants reporting being "very" satisfied with their experience	Effectiveness	98%	97%	98%	90%	98%	100%
Festivals, Events, Programs, Athletics	# of youth participating in youth programming	Workload	14,793	18,432	15,000	29,867	16,000	18,000
Festivals, Events, Programs, Athletics	% of volunteers, coaches and contract instructors reporting being "very" satisfied with their experience	Effectiveness	97%	96%	98%	95%	98%	100%
Festivals, Events, Programs, Athletics	# of Youth Council Participant Volunteer Hours	Effectiveness	New for FY17	1,762	1,200	2,283	1,600	1,700
Recreation Center Op. & Programming	Total Attendance at Recreation Centers	Efficiency	87,165	79,302	90,000	131,872	100,000	100,000
Facility Operations	Dept's revenue as % of operating expenditures	Effectiveness	17%	12%	18%	9%	18%	20%
Customer Service	Resident Outreach: # Amount of Organic Reach on Social Media	Effectiveness	New for FY17	231,423	130,000	246,630	150,000	150,000
Customer Service	Resident Outreach: % of on-line registrations of total	Effectiveness	26%	35%	25%	30%	30%	60%

**BUDGET SUMMARY:**

<b>Cost Center #: 6120</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual	Actual	Council	Actual	Manager	Council
	Expenditures	Expenditures	Approved*	Expenditures**	Recommended	Approved
Personnel Services	\$ 1,246,525	\$ 1,348,468	\$ 1,670,296	\$ 1,530,535	\$ 1,773,116	\$ 1,773,116
Operations	\$ 1,537,440	\$ 1,517,140	\$ 1,989,580	\$ 1,441,480	\$ 1,834,487	\$ 1,834,487
Capital Outlay	\$ 25,346	\$ 116,136	\$ 386,401	\$ 329,784	\$ 591,540	\$ 591,540
Debt Service	\$ 222,768	\$ 213,117	\$ 203,600	\$ 203,600	\$ 194,560	\$ 194,560
Cost Allocations	\$ 1,418,833	\$ 1,710,307	\$ 1,912,330	\$ 1,752,969	\$ 2,179,539	\$ 2,179,539
Transfers	\$ 1,077	\$ 1,202,500	\$ 1,891,000	\$ 1,891,000	\$ 458,000	\$ 458,000
<b>Total Expenditures</b>	<b>\$ 4,451,989</b>	<b>\$ 6,107,668</b>	<b>\$ 8,053,207</b>	<b>\$ 7,149,368</b>	<b>\$ 7,031,242</b>	<b>\$ 7,031,242</b>
% budget change		37%		17%		-13%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>22.00</b>	<b>23.43</b>	<b>29.93</b>	<b>29.93</b>	<b>31.50</b>	<b>31.50</b>

# PARKS AND RECREATION AQUATICS

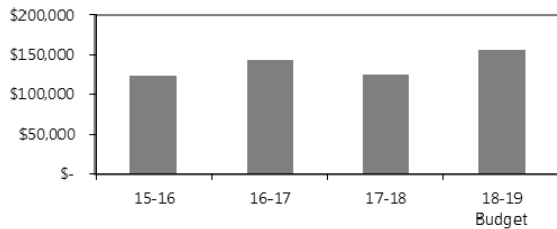
**MISSION:** The Parks and Recreation Department exists to provide recreation services, parks and facilities that enrich the lives of all residents and promote the opportunity for a healthy lifestyle.

**PROGRAM LOCATOR:**

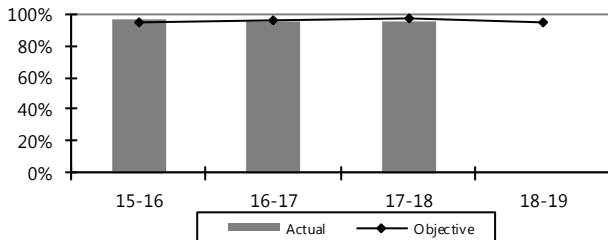
*Fund:* General Fund  
*Functional Area:* Cultural and Recreational  
*Department:* Parks & Recreation  
*Division:* **Aquatics**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenditures**



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



**MAJOR SERVICE(S) PROVIDED:**

- Pool Operations
- Pool Programs

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

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

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continued focus on customer service and safety.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Pool Operations**

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

**Major Service Area: Pool Programs**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Pool Operations	% of pool patrons reporting being "somewhat" or "very" satisfied with their experience	Effectiveness	97%	95%	97%	80%	97%	100%
Pool Operations	# of aquatic injuries	Effectiveness	0	0	0	0	0	0
Pool Programs	Aquatic Center Attendance	Workload	6,797	6,671	7,100	5,550	7,100	7,500
Pool Programs	Aquatics revenues as a % of operating expenditures	Effectiveness	44%	33%	45%	34%	45%	48%

**BUDGET SUMMARY:**

<b>Cost Center #: 6121</b>							
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved	
Personnel Services	\$ 57,972	\$ 65,991	\$ 93,793	\$ 69,998	\$ 93,793	\$ 93,793	
Operations	\$ 64,362	\$ 77,673	\$ 68,576	\$ 55,008	\$ 61,941	\$ 61,941	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Total Expenditures</b>	<b>\$ 122,334</b>	<b>\$ 143,664</b>	<b>\$ 162,369</b>	<b>\$ 125,006</b>	<b>\$ 155,734</b>	<b>\$ 155,734</b>	
% budget change		17%		-13%			-4%

\* as amended  
 \*\*as of August 6, 2018  
 Note: All aquatic staff are temporary part-time employees



# SPECIAL REVENUE FUNDS

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**OVERVIEW:** Special Revenue Funds are funds that are used or required to account for specific revenues that are legally restricted to expenditures for particular purposes. Special Revenue Funds include the Municipal Service District, HOME Consortium - Administration and Projects 2018, Community Development Block Grant (CDBG) – Administration and Projects 2018, Section 8 Housing Choice Voucher Program, and the Additional \$5 Vehicle Tax for Public Transit.

**FUNDS:**

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

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

**Community Development Block Grant (CDBG) – Administration and Projects 2018:** The CDBG – Administration and Project Department is responsible for administering and outlining Federal community development monies designated for serving low to moderate-income areas of the City. Funds are granted through the U.S. Department of Housing and Urban Development. Additional information regarding Community Development Block Grants may be obtained by contacting Mary Powell-Carr, Planning & Community Development Manager Director, at (704) 920-5142 or via email at [carm@concordnc.gov](mailto:carm@concordnc.gov).

**HOME Consortium - Administration and Projects 2018:** The Cabarrus, Iredell, and Rowan HOME Consortium was established in 1996 as an entitlement area to receive HOME Investment Partnership funds through the U.S. Department of Housing and Urban Development. The HOME program allows participating jurisdictions to address affordable housing issues through renovations of existing homes and by constructing new units. The Consortium members include the counties of Cabarrus, Iredell, and Rowan, the towns of Davidson and Mooresville, and the cities of Concord, Kannapolis, Salisbury, and Statesville. The City of Concord serves as the lead entity. Additional information regarding the HOME Consortium Department may be obtained by contacting Mary Powell-Carr, Planning & Community Development Manager Director, at (704) 920-5142 or via email at [carm@concordnc.gov](mailto:carm@concordnc.gov).

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

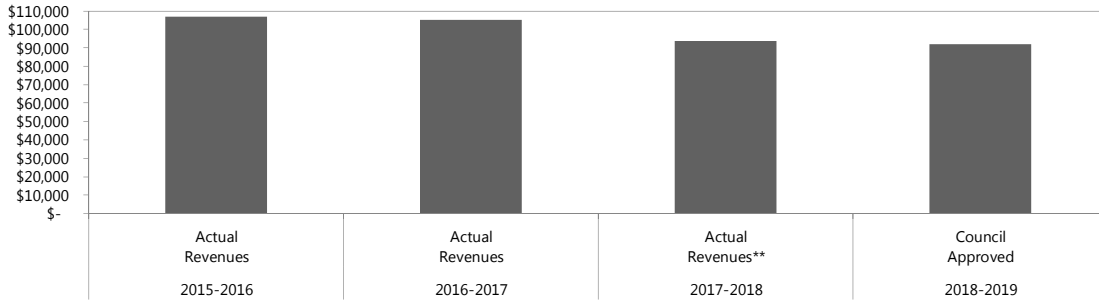
# Municipal Service District Revenue

Fund 201

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Current Levy Collection	\$ 107,027	\$ 105,203	\$ 95,299	\$ 93,547	\$ 91,800	\$ 91,800
<b>Total Revenue</b>	<b>\$ 107,027</b>	<b>\$ 105,203</b>	<b>\$ 95,299</b>	<b>\$ 93,547</b>	<b>\$ 91,800</b>	<b>\$ 91,800</b>
% budget change		-1.7%		-11%		-4%

\*\*as of August 6, 2018

## Municipal Service District Revenue Trend



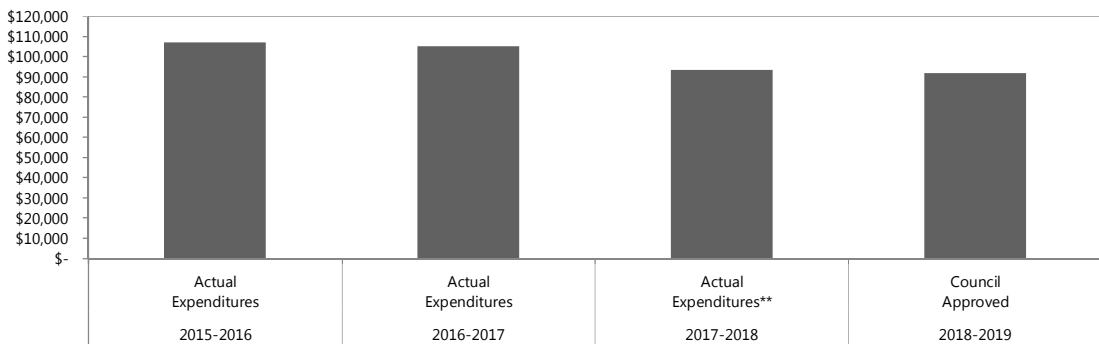
# Municipal Service District Expenditures

	2015-2016	2016-2017	2017-2018	2017-2018	2017-2018	2018-2019
Budget Unit	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Concord Downtown Development Corp.	\$ 107,027	\$ 105,203	\$ 95,299	\$ 93,464	\$ 91,800	\$ 91,800
<b>Total Expenditures</b>	<b>\$ 107,027</b>	<b>\$ 105,203</b>	<b>\$ 95,299</b>	<b>\$ 93,464</b>	<b>\$ 91,800</b>	<b>\$ 91,800</b>
% budget change		-1.7%		-2%		-4%

\* as amended

\*\*as of August 6, 2018

## Municipal Service District Expenditure Trend



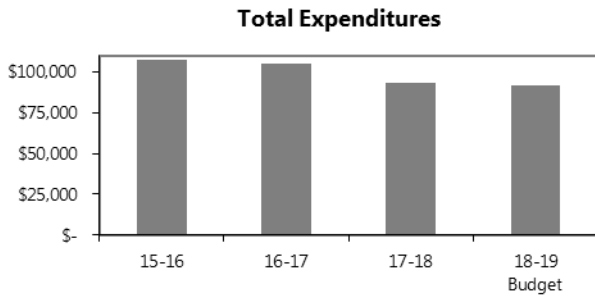
# MUNICIPAL SERVICE DISTRICT

**MISSION:** N/A

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- N/A

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

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

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- N/A

**PERFORMANCE GOALS:**

**Major Service Area:**           N/A          

**Goal:** N/A

**PERFORMANCE SUMMARY:**

- N/A

**BUDGET SUMMARY:**

<b>Cost Center #: 5000</b>						
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Operations	\$ 107,027	\$ 105,203	\$ 95,299	\$ 93,464	\$ 91,800	\$ 91,800
<b>Total Expenditures</b>	<b>\$ 107,027</b>	<b>\$ 105,203</b>	<b>\$ 95,299</b>	<b>\$ 93,464</b>	<b>\$ 91,800</b>	<b>\$ 91,800</b>
% budget change		-2%		-11%		-4%
* as amended						
**as of August 6, 2018						

## Section 8 Voucher Program Revenues

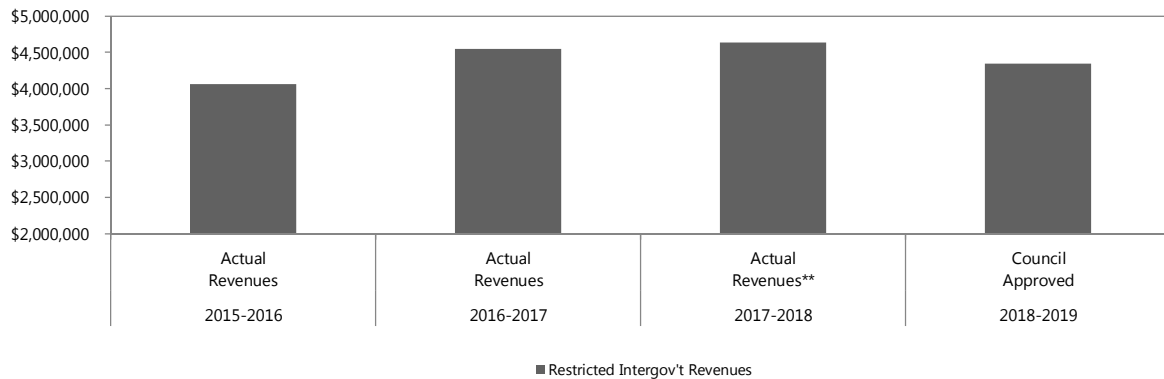
Fund 210

	2015-2016 Actual Revenues	2016-2017 Actual Revenues	2017-2018 Council Approved*	2017-2018 Actual Revenues**	2018-2019 Manager Recommended	2018-2019 Council Approved
Restricted Intergov't Revenues	\$ 4,064,996	\$ 4,547,877	\$ 4,672,436	\$ 4,631,002	\$ 4,341,887	\$ 4,341,887
<b>Total Revenue</b>	<b>\$ 4,064,996</b>	<b>\$ 4,547,877</b>	<b>\$ 4,672,436</b>	<b>\$ 4,631,002</b>	<b>\$ 4,341,887</b>	<b>\$ 4,341,887</b>
% budget change		12%		2%		-7%

\* as amended

\*\*as of August 6, 2018

### Section 8 Revenue Trend



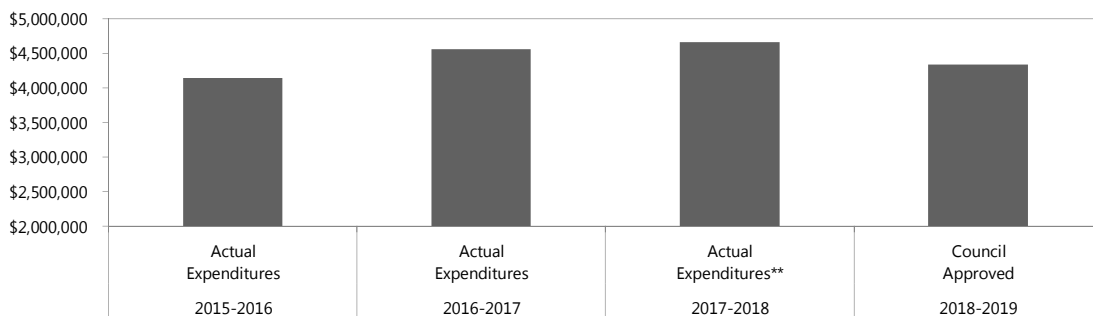
## Section 8 Voucher Program Expenditures

	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved
Section 8 Voucher Program	\$ 4,142,334	\$ 4,557,763	\$ 4,672,436	\$ 4,665,255	\$ 4,341,887	\$ 4,341,887
<b>Total Expenditures</b>	<b>\$ 4,142,334</b>	<b>\$ 4,557,763</b>	<b>\$ 4,672,436</b>	<b>\$ 4,665,255</b>	<b>\$ 4,341,887</b>	<b>\$ 4,341,887</b>
% budget change		10%		2%		-7%

\* as amended

\*\*as of August 6, 2018

### Section 8 Voucher Program Expenditure Trend



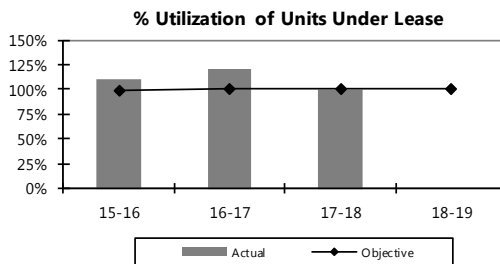
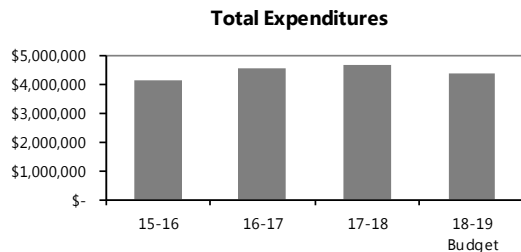
# SECTION 8 HOUSING CHOICE VOUCHER PROGRAM

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

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHT**



**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- The Housing Department continues to educate Housing Choice Voucher Landlords by hosting a yearly Landlord Workshop. We had over 20 landlords to participate in the lunch and learn program. This informative program covers all phases of what both new and existing landlords need to know to comply with HUD rules and regulations.

- Two (2) Section 8 residents graduated from the Family Self-Sufficiency program with (0) participants obtaining Homeownership.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

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

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Decent, Safe, and Sanitary Housing**

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

**Major Service Area: Family Self-Sufficiency**

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

**Major Service Area: Accounting**

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

**Major Service Area: Education**

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

**Major Service Area: Self-Sufficiency**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Decent, Safe, and Sanitary Housing	% Utilization Of Voucher Funding Authorized	Effectiveness	110%	121%	100%	98%	100%	98%
Education	% of New Landlords attending Landlord Forums/Workshops	Effectiveness	100%	98%	100%	98%	100%	100%
Family Self Sufficiency	# of participants in the FSS program	Effectiveness	25	33	25	78	25	25

**BUDGET SUMMARY:**

<b>Cost Center #: 1500</b>						
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures**	2018-2019 Manager Recommended	2018-2019 Council Approved
Administration	\$ 250,398	\$ 270,217	\$ 296,125	\$ 283,870	\$ 297,746	\$ 297,746
Housing Assistance Pymts.	\$ 3,832,265	\$ 4,195,694	\$ 4,322,708	\$ 4,282,007	\$ 3,970,267	\$ 3,970,267
Maintenance / Other Expen.	\$ 59,671	\$ 91,852	\$ 53,603	\$ 99,378	\$ 73,874	\$ 73,874
<b>Total Expenditures</b>	<b>\$ 4,142,334</b>	<b>\$ 4,557,763</b>	<b>\$ 4,672,436</b>	<b>\$ 4,665,255</b>	<b>\$ 4,341,887</b>	<b>\$ 4,341,887</b>
% budget change		10%		2%		-7%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>4.58</b>	<b>4.40</b>	<b>4.40</b>	<b>4.40</b>	<b>4.40</b>	<b>4.40</b>

# Community Development Block Grant (CDBG) Revenues

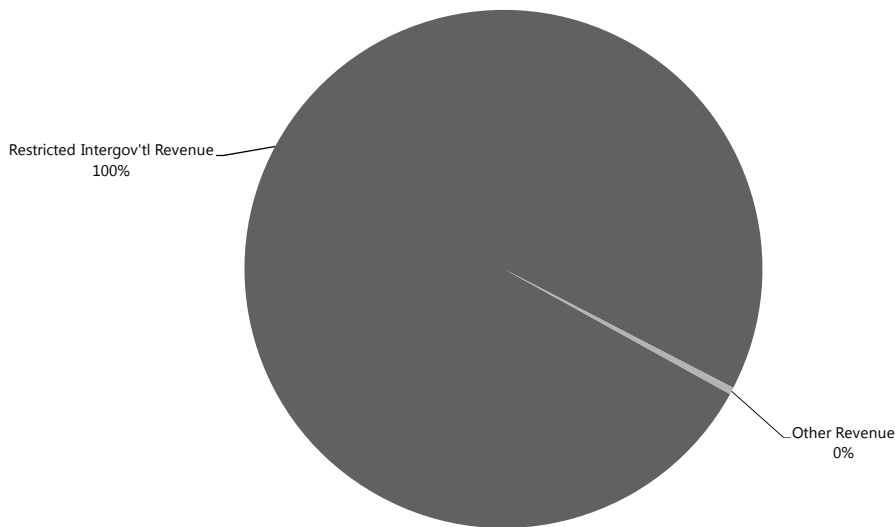
**Fund 310**

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Restricted Intergov'tl Revenue	\$ 123,957	\$ 141,424	\$ 445,370	\$ 1,003,544	\$ 587,375	\$ 587,375
Other Revenue	\$ 7,156	\$ 9,110	\$ 25,375	\$ 17,411	\$ 2,665	\$ 2,665
<b>Total Revenue</b>	<b>\$ 131,113</b>	<b>\$ 150,534</b>	<b>\$ 470,745</b>	<b>\$ 1,020,955</b>	<b>\$ 590,040</b>	<b>\$ 590,040</b>
% budget change		15%		578%		25%

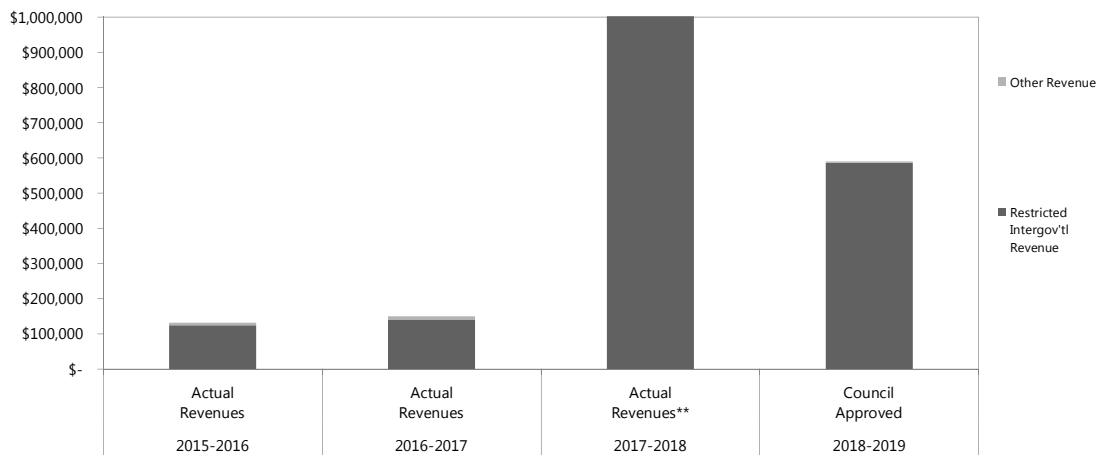
\* as amended

\*\*as of August 6, 2018

## FY 18-19 CDBG Revenue



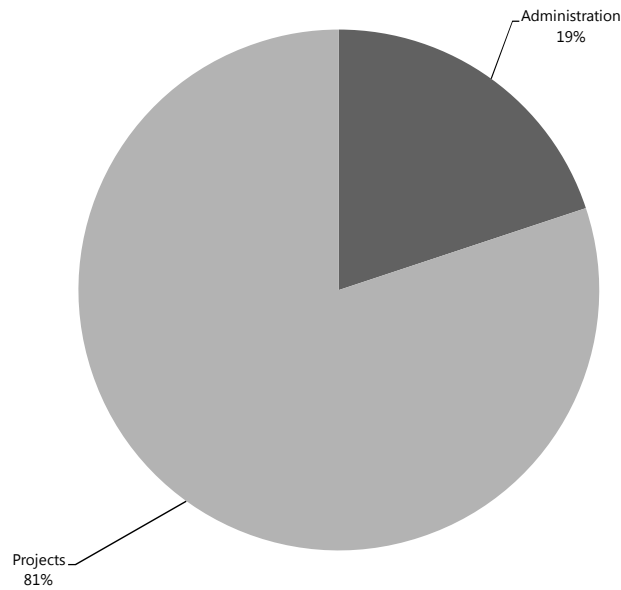
## CDBG Revenue Trend



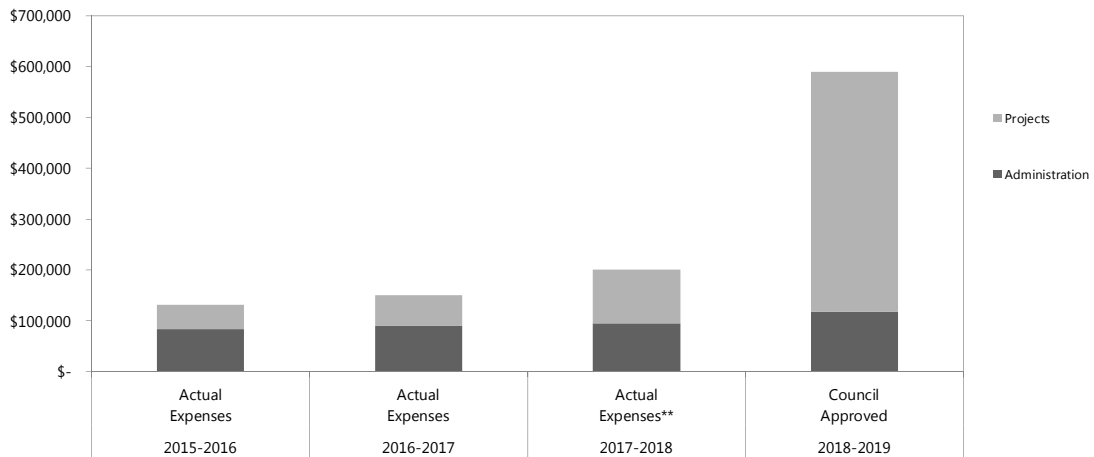
# Community Development Block Grant (CDBG) Expenditures

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
<b>Budget Unit</b>	Actual Expenses	Actual Expenses	Council Approved	Actual Expenses**	Manager Recommended	Council Approved
Administration	\$ 83,113	\$ 89,734	\$ 94,149	\$ 95,311	\$ 117,475	\$ 117,475
Projects	\$ 48,000	\$ 60,800	\$ 376,596	\$ 105,424	\$ 472,565	\$ 472,565
<b>Total Expenditures</b>	<b>\$ 131,113</b>	<b>\$ 150,534</b>	<b>\$ 470,745</b>	<b>\$ 200,735</b>	<b>\$ 590,040</b>	<b>\$ 590,040</b>
% budget change		15%		33%		25%
* as amended						
**as of August 6, 2018						

**FY 18-19 CDBG Expenditures**



**CDBG Expenditure Trend**





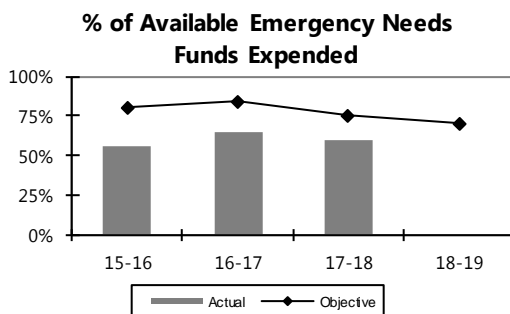
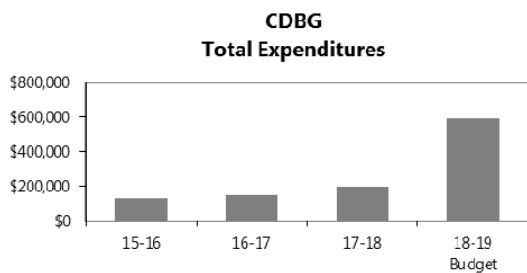
# COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - ADMINISTRATION AND PROJECTS 2018

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

**PROGRAM LOCATOR:**

*Fund:* Community Development Block Grant  
*Functional Area:* CDBG 2018  
*Department:* Planning & Neighborhood Services  
*Division:* **CDBG Admin. & Projects 2018**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Completed automated submittal of 5-Year Consolidated Annual Performance Evaluation Report in HUD's IDIS System.
- Completed 12 emergency needs projects.
- Completed construction of the lower level multi-purpose room in the ClearWater Operations Building.
- Completed design of an infrastructure project in the Logan Neighborhood.
- Completed development and adoption of a new federal programs policy and procedure manual.
- Completed new ClearWater Artist Studio Website.
- Increased ClearWater Artist Studio revenues by 17%.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS**

**/FOCUS AREAS:**

- Complete at least 1 major infrastructure improvement project in an LMI area.
- Continue clearance/code enforcement activities to eliminate slum and blight in targeted LMI neighborhoods.
- Acquire 2-3 properties and partner with Habitat to build new affordable housing units.
- Explore the next phase of renovations for the lower level at ClearWater.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Complete new Operations Manual for ClearWater.
- Work to increase citizen knowledge of community development efforts through workshops and presentations.
- Research funding sources to help support the community development mission of ClearWater.
- Work to increase outdoor events along the greenway adjacent to Clearwater Artist Studios.
- Continue efforts to work with local community agencies (subrecipients) to provide funding assistance for service programs and operations.

**PERFORMANCE GOALS:**

**Major Service Area: CDBG Administration**

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

**Major Service Area: Emergency Needs**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
CDBG Admin.	% of sub-recipients that are in full compliance	Effectiveness	100%	100%	100%	100%	100%	100%
CDBG Admin.	% of Allowable Administrative funds expended	Effectiveness	100%	100%	100%	100%	100%	100%
CDBG Admin.	# of households assisted with emergency needs	Workload	10	11	10	3	12	10
Emergency Needs	% of available emergency needs funds expended	Effectiveness	60%	65%	75%	60%	85%	80%

**BUDGET SUMMARY:**

**CDBG Administration**

<b>Cost Center #: 3109</b>						
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures	2018-2019 Manager Recommended	2018-2019 Council Approved
Personnel Services	\$ 73,425	\$ 83,741	\$ 81,066	\$ 87,574	\$ 88,243	\$ 88,243
Operations	\$ 9,688	\$ 5,993	\$ 13,083	\$ 7,737	\$ 29,232	\$ 29,232
<b>Total Expenditures</b>	<b>\$ 83,113</b>	<b>\$ 89,734</b>	<b>\$ 94,149</b>	<b>\$ 95,311</b>	<b>\$ 117,475</b>	<b>\$ 117,475</b>
% budget change		8%		6%		25%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>1.00</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>
NOTE (1): CDBG budgets are "project" budgets and remain in use over multiple fiscal years.						
NOTE (2): An additional 0.8 FTE located in Home Consortium - Administration budget.						

**CDBG Projects**

<b>Cost Center #3110</b>						
	2015-2016 Actual Expenditures	2016-2017 Actual Expenditures	2017-2018 Council Approved*	2017-2018 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Operations	\$ 48,000	\$ 60,800	\$ 376,596	\$ 105,424	\$ 472,565	\$ 472,565
<b>Total Expenditures</b>	<b>\$ 48,000</b>	<b>\$ 60,800</b>	<b>\$ 376,596</b>	<b>\$ 105,424</b>	<b>\$ 472,565</b>	<b>\$ 472,565</b>
% budget change		-52%		73%		25%
* as amended						
**as of August 6, 2018						
NOTE (1): CDBG budgets are "project" budgets and remain in use over multiple fiscal years.						

# HOME Consortium Revenues

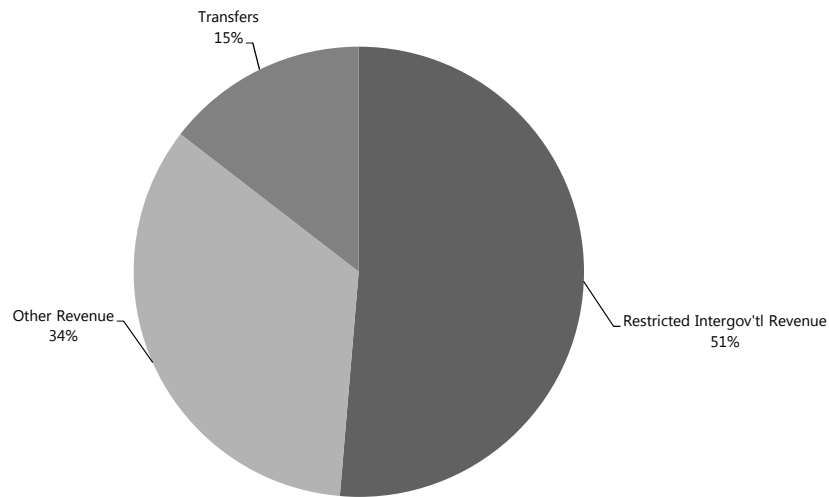
Fund 320

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Revenues	Actual Revenues	Council Approved	Actual Revenues*	Manager Recommended	Council Approved
Restricted Intergov'tl Revenue	\$ 91	\$ 100,984	\$ 809,317	\$ 859,232	\$ 294,519	\$ 294,519
Other Revenue	\$ 193,272	\$ 43,736	\$ 83,603	\$ 585,505	\$ 195,846	\$ 195,846
Transfers	\$ 54,517	\$ 53,687	\$ 151,215	\$ 151,087	\$ 83,425	\$ 83,425
<b>Total Revenue</b>	<b>\$ 247,880</b>	<b>\$ 198,407</b>	<b>\$ 1,044,135</b>	<b>\$ 1,595,824</b>	<b>\$ 573,790</b>	<b>\$ 573,790</b>
% budget change		-20%		704%		-45%

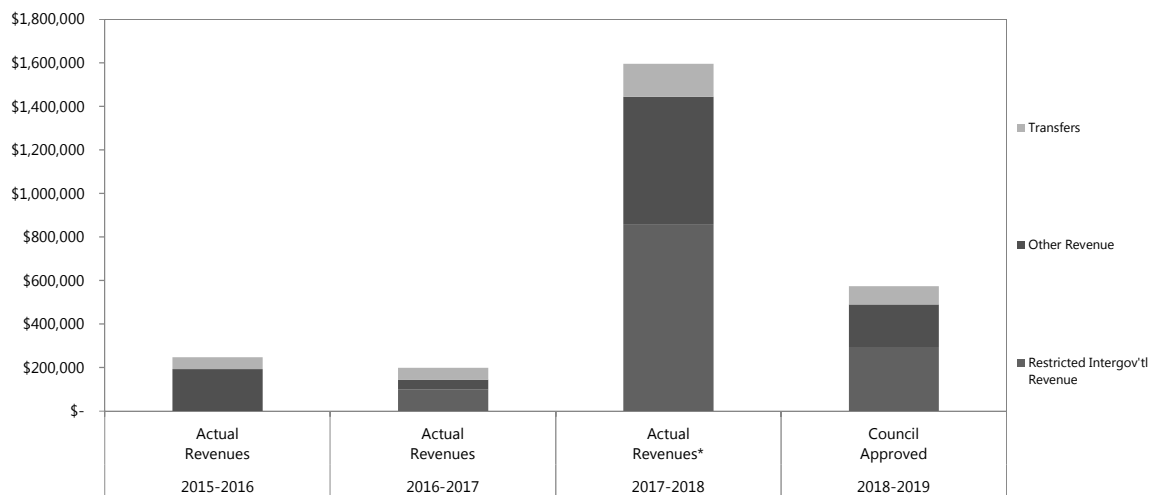
\* as amended

\*\*as of August 6,2018

## FY 18-19 HOME Consortium Revenues



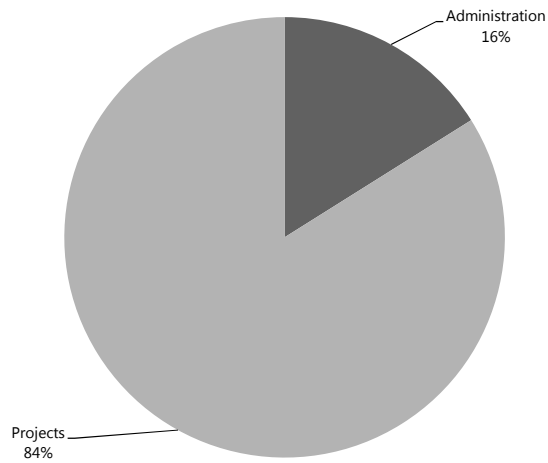
## HOME Revenue Trend



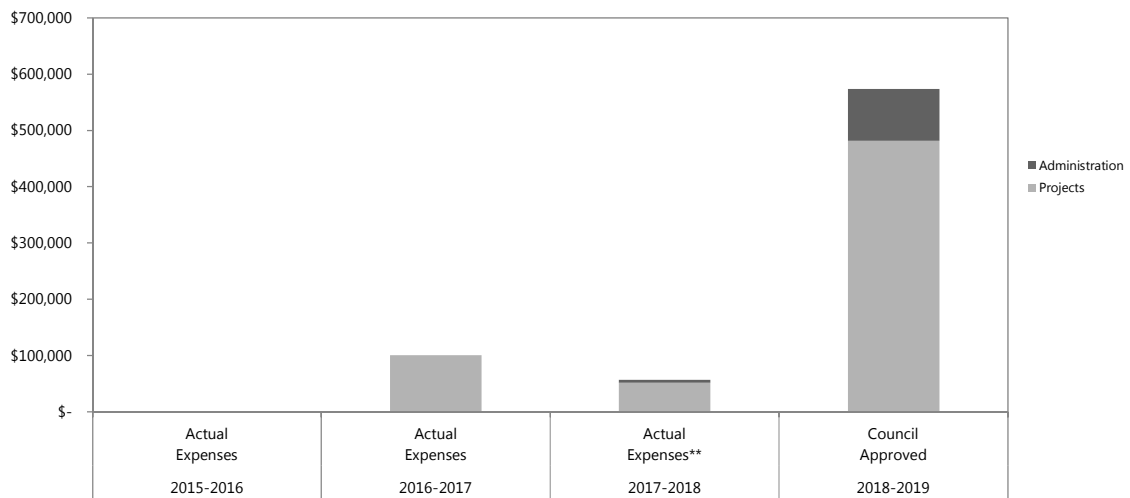
# HOME Consortium Expenditures

Budget Unit	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Administration	\$ 91	\$ -	\$ 100,679	\$ 4,947	\$ 92,238	\$ 92,238
Projects	\$ -	\$ 100,737	\$ 943,456	\$ 51,701	\$ 481,552	\$ 481,552
<b>Total Expenditures</b>	<b>\$ 91</b>	<b>\$ 100,737</b>	<b>\$ 1,044,135</b>	<b>\$ 56,648</b>	<b>\$ 573,790</b>	<b>\$ 573,790</b>
% budget change		110600%		-44%		-45%
* as amended						
**as of August 6,2018						

## FY 18-19 Home Consortium Expenditures



## HOME Expenditure Trends



# HOME CONSORTIUM

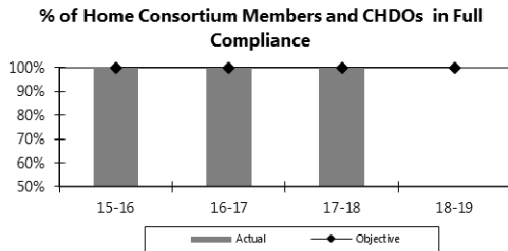
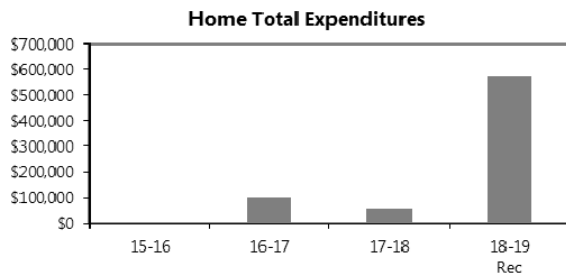
## ADMINISTRATION AND PROJECTS 2018

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

**PROGRAM LOCATOR:**

*Fund:* HOME Consortium 2018  
*Functional Area:* HOME 2018  
*Department:* Planning & Nbhd Services  
*Division:* **HOME Admin. & Projects 2018**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Successful submittal of automated HOME Consortium 5-Year Consolidation Action Plan and CAPER.
- Generated \$500k in program income for HOME program.
- Completed new construction of 3 homes in LMI neighborhoods.
- Established new in-house loan tracking service for program loans.
- Assisted 5 families with down payment assistance for new home purchases.
- Completed 2 whole-house rehabilitation projects.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

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

**STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Establish a consistent training schedule for HOME Consortium members to provide tools to administer HOME projects more efficiently and effectively.
- Work in partnership with the Housing Department to provide information about homeownership to residents who participate in the Family Self Sufficiency Program.
- Explore additional funding opportunities to help support the City's affordable housing construction efforts.
- Enhance monitoring efforts of City financed tax credit project in regards to HUD's Affirmatively Furthering Fair Housing (AFFH) regulations.

**PERFORMANCE GOALS:**

**Major Service Area: Lead Agency Administration**

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

**Major Service Area: Down Payment Assistance**

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

**Major Service Area: New Construction**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Lead Agency Admin.	% of HOME consortium members and participating CHDOs that are in full compliance	Effectiveness	100%	100%	100%	100%	100%	100%
HOME Admin.	% of allowable administrative funds expended	Effectiveness	80%	54%	70%	80%	75%	80%
Home Rehabilitation	# of households assisted with whole house rehabilitation	Workload	4	4	5	3	5	5
Down Payment Assistance	% of homebuyers receiving down payment assistance after completion of homebuyer education classes	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

**Home Administration**

<b>Cost Center #: 3206</b>						
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ -	\$ -	\$ 63,085	\$ -	\$ 63,614	\$ 63,614
Operations	\$ 91	\$ 308	\$ 37,594	\$ 4,947	\$ 28,624	\$ 28,624
<b>Total Expenditures</b>	<b>\$ 91</b>	<b>\$ 308</b>	<b>\$ 100,679</b>	<b>\$ 4,947</b>	<b>\$ 92,238</b>	<b>\$ 92,238</b>
% budget change		-97%		1505%		-8%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>0.90</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>

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

**Projects**

<b>Cost Center #: 3207</b>						
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Operations	\$ -	\$ 100,737	\$ 943,456	\$ 51,701	\$ 481,552	\$ 481,552
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 100,737</b>	<b>\$ 943,456</b>	<b>\$ 51,701</b>	<b>\$ 481,552</b>	<b>\$ 481,552</b>
% budget change				-49%		-49%
* as amended						
**as of August 6, 2018						

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

## Additional \$5 Vehicle Tax (Transit) Revenue

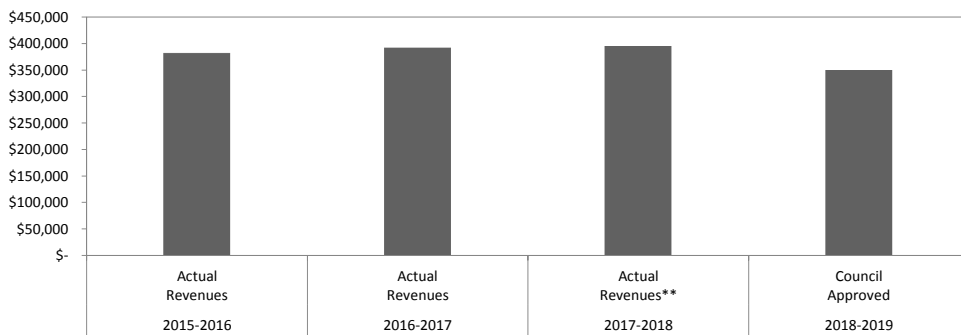
Fund 292

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Licenses	\$ 381,680	\$ 391,847	\$ 350,000	\$ 394,969	\$ 350,000	\$ 350,000
Investment Earnings	\$ 569	\$ 267	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 382,249</b>	<b>\$ 392,114</b>	<b>\$ 350,000</b>	<b>\$ 394,969</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>
% budget change		3%		1%		0%

\* as amended

\*\* as of August 6, 2018

### Additional \$5 Vehicle Tax - Transit Revenue



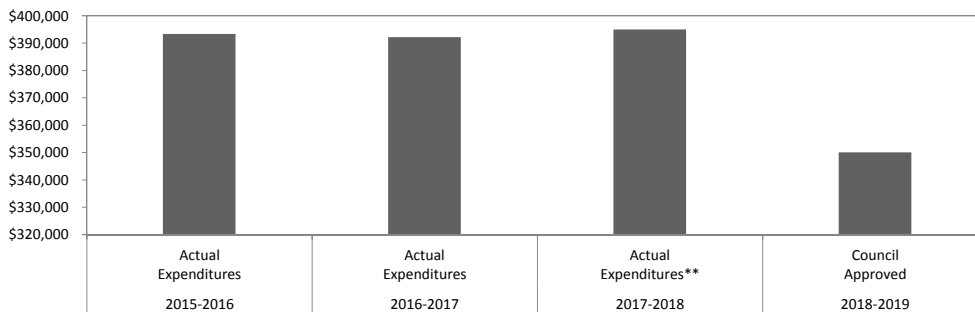
## Additional \$5 Vehicle Tax (Transit) Expenditures

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
By Department	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Transfer to Public Transit	\$ 393,292	\$ 392,114	\$ 350,000	\$ 394,969	\$ 350,000	\$ 350,000
<b>Total Expenditures</b>	<b>\$ 393,292</b>	<b>\$ 392,114</b>	<b>\$ 350,000</b>	<b>\$ 394,969</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>
% budget change		0%		1%		0%

\* as amended

\*\* as of August 6, 2018

### Additional \$5 Vehicle Tax - Transit Expenditures



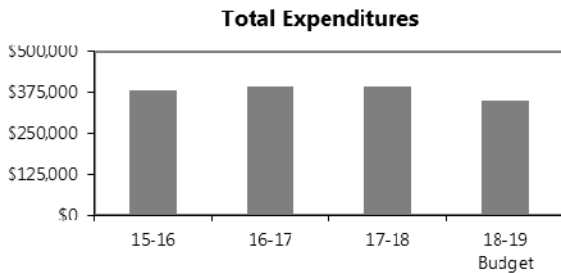
# ADDITIONAL \$5 VEHICLE TAX- TRANSIT

**MISSION:** N/A

**PROGRAM LOCATOR:**

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

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- N/A

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- N/A

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- N/A

**PERFORMANCE SUMMARY:**

- N/A

**PERFORMANCE GOALS:**

**Major Service Area:**           N/A          

**Goal:** N/A

**BUDGET SUMMARY:**

<b>Cost Center #: 8200</b>						
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Transfers	\$ 382,248	\$ 392,114	\$ 350,000	\$ 394,969	\$ 350,000	\$ 350,000
<b>Total Expenditures</b>	<b>\$ 382,248</b>	<b>\$ 392,114</b>	<b>\$ 350,000</b>	<b>\$ 394,969</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>
% budget change		3%		1%		0%
* as amended						
**as of August 6, 2018						



# ENTERPRISE FUNDS OVERVIEW

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

## **FUNDS & BUDGET UNITS:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Golf Course Fund:** The Dan Maples designed Rocky River Golf Course at Concord is a full-service 18-hole championship golf course open to all citizens. The City contracts course management to John Q. Hammonds. Additional information regarding Rocky River Golf Club at Concord may be obtained by contacting Peter Franzese, Public Affairs and Projects Manager, (704) 920-5210 or via email at [franzese@concordnc.gov](mailto:franzese@concordnc.gov).

**Aviation Fund:** The Aviation Department – Concord Regional Airport – is responsible for operating and maintaining the City's airport facilities for public use in accordance with federal, state, and local regulations, rules, policies, and ordinances. The airport also provides fuel and other aeronautical services and lease space on a long and short-term basis to tenants and transient individuals, firms, and agencies. Additional information regarding Concord Regional Airport may be obtained by contacting Dirk Vanderleest, Aviation Director, at (704) 920-5900 or via email at [vanderleestd@concordnc.gov](mailto:vanderleestd@concordnc.gov).

**Public Housing Fund:** Public Housing provides adequate, safe and sanitary housing for low-income residents of the City of Concord while promoting economic independence. Additional information regarding the Public Housing Department may be obtained by contacting Angela Graham at (704) 788-1139 or via email at [grahamaj@concordnc.gov](mailto:grahamaj@concordnc.gov).

# Stormwater Fund Revenues

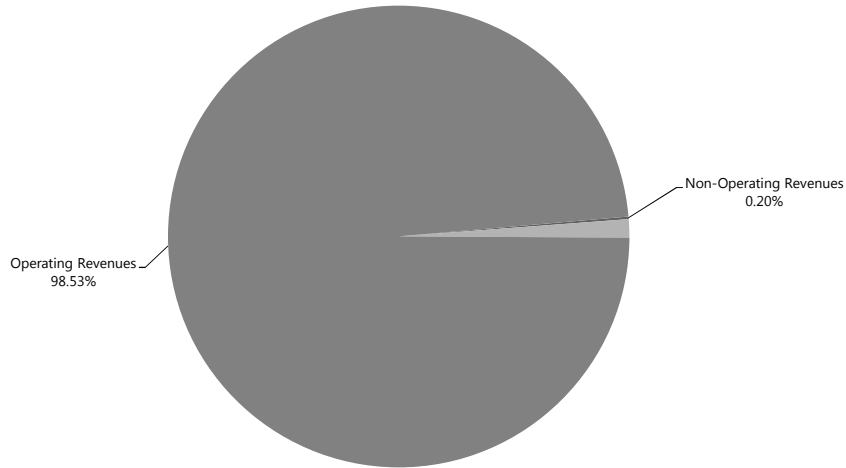
## Fund 600

	2015-2016 Actual Revenues	2016-2017 Actual Revenues	2017-2018 Council Approved*	2017-2018 Actual Revenues**	2018-2019 Manager Recommended	2018-2019 Council Approved
Non-Operating Revenues	\$ 21,812	\$ 96,432	\$ 3,000	\$ 66,218	\$ 10,000	\$ 10,000
Investment Earnings	\$ -	\$ -	\$ -	\$ 65,045	\$ 65,000	\$ 65,000
Operating Revenues	\$ 3,924,500	\$ 4,035,706	\$ 4,887,600	\$ 4,962,195	\$ 5,019,800	\$ 5,019,800
Retained Earnings Appropriated	\$ 2,803	\$ -	\$ 381,049	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 3,949,115</b>	<b>\$ 4,132,138</b>	<b>\$ 5,271,649</b>	<b>\$ 5,093,458</b>	<b>\$ 5,094,800</b>	<b>\$ 5,094,800</b>
% budget change		5%		23.3%		-3%

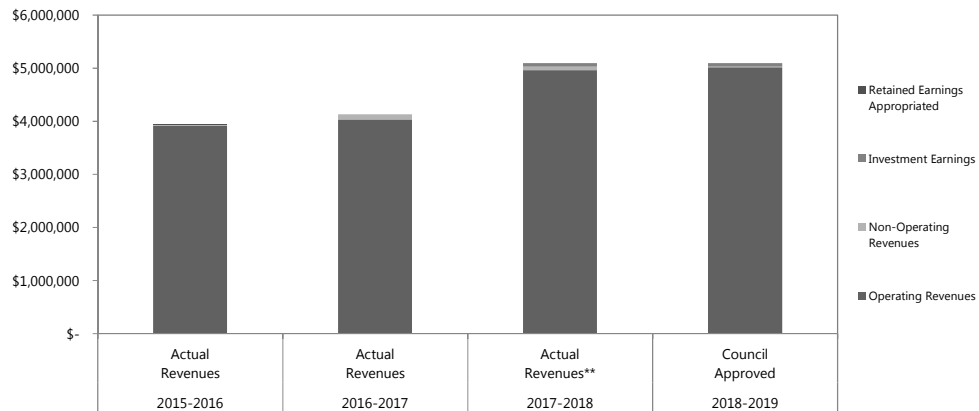
\* as amended

\*\*as of August 6, 2018

### FY 18-19 Stormwater Fund Revenue (By Source)



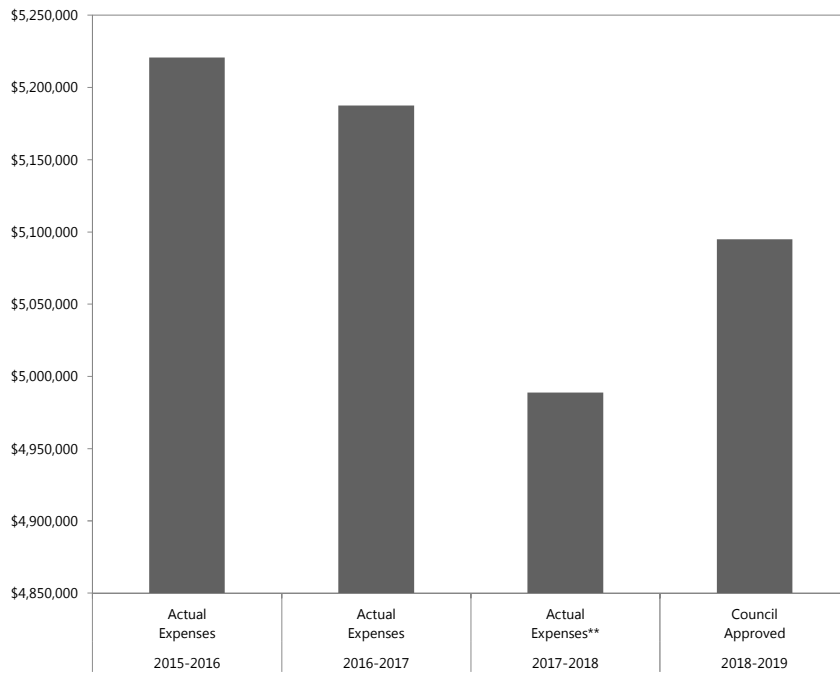
### Stormwater Revenue Trend



# Stormwater Fund Expenditures

	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2017-2018 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
Stormwater Operations	\$ 5,220,616	\$ 5,187,444	\$ 5,271,649	\$ 4,988,642	\$ 5,094,800	\$ 5,094,800
<b>Total Expenditures</b>	<b>\$ 5,220,616</b>	<b>\$ 5,187,444</b>	<b>\$ 5,271,649</b>	<b>\$ 4,988,642</b>	<b>\$ 5,094,800</b>	<b>\$ 5,094,800</b>
% budget change		-0.6%	1%			-3%
* as amended						
**as of August 6, 2018						

**Stormwater Expenditure Trend**



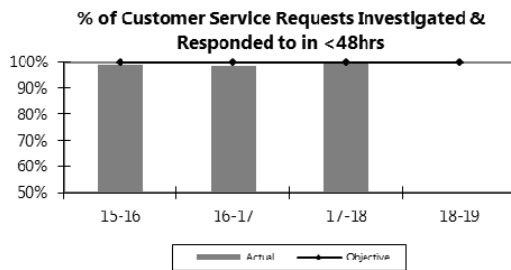
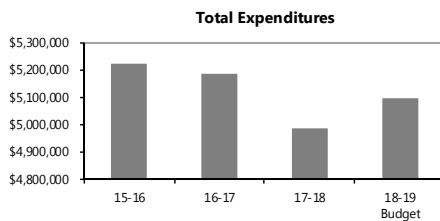
# STORMWATER OPERATIONS & MAINTENANCE

**MISSION:** Stormwater Operations and Maintenance exists to provide timely response to customer inquiries concerning drainage, water quality, and stormwater utility; maintain the existing stormwater infrastructure within City maintained rights-of-way and easements; implement the NPDES Phase II Stormwater Permit requirements; and ensure new development meets or exceeds development standards in an effort to reduce potential losses to property owners during flooding rains and to reduce pollutants entering the streams and lakes.

**PROGRAM LOCATOR:**

*Fund:* Stormwater Fund  
*Functional Area:* Utilities - Stormwater  
*Department:* **Stormwater Operations & Maint.**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Respond to customer inquiries related to drainage and stormwater quality in a timely manner.
- Maintain drainage system within City maintained street rights-of-way.
- Maintain compliance with the City of Concord’s NPDES Phase II stormwater permit.
- Assist in the review of development plans to ensure compliance with City ordinances that address floodplain protection, water quality, and water quantity from stormwater runoff.
- Provide scheduled street sweeping within City limits to enhance water quality.

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Continued to implement new technology for use by stormwater crews.
- Completed construction of two culvert replacements in Country Acres.
- Completed construction of three culvert replacements in Zemosa Acres.
- Started the construction of culvert replacement along Hanover Drive in Zemosa Acres.
- Continued tablet GIS data collection in the field using stormwater crews.
- Re-evaluated final project ranking analysis for all master plan projects including updated cost estimates for proposed stormwater CIP projects.
- Continued utilizing an electronic BMP inspection form for staff to conduct compliance inspection.
- All private BMP facilities were audited for permit compliance using new electronic reporting.
- Completed addendum to City’s Stormwater Utility Credit and Adjustment Manual for cart paths, trails and other pathways (approved by City Council).
- Developed an Adopt a Stream signage program.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue to deploy technology in the field to enhance customer service and efficiency.
- Complete construction of the Havencrest Court culvert replacement.
- Complete design and easement acquisition of the following FY18-19 CIP projects and start the construction phase: Culvert replacements along Glen Eagles Lane in Morris Glen Subdivision, and along Chadbourne Avenue and Chelwood Drive in Zemosa Acres Subdivision.
- Continue to enhance the existing stormwater GIS system by improving field/office procedures and adding new technology where it is needed.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue to monitor potential regulatory changes to NPDES stormwater permit.
- Leverage GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy.
- Continue to evaluate ditch maintenance program to maximize efficiencies.
- Continue to develop educational type programs that relate to the City’s Stormwater Utility Credit and Adjustment Manual.

**PERFORMANCE GOALS:****Major Service Area: Customer Service**

**Goal:** To respond to stormwater inquiries within 2 working days and schedule meetings with customers or initiate investigations to evaluate customer concerns and identify necessary corrective actions.

**Major Service Area: Safety**

**Goal:** Provide training and corrective actions to support a safe working environment for co-workers and the public.

**Major Service Area: Maintain NPDES Phase II Compliance**

**Goal:** To implement required NPDES Phase II Stormwater program elements in order to reduce pollution and erosion caused by stormwater runoff.

**Major Service Area: Development Plan Review**

**Goal:** To complete thorough review in a timely manner to support development while assuring compliance with City ordinances and required NPDES Phase II Stormwater program elements.

**Major Service Area: Provide Scheduled Street Sweeping within City Limits to Enhance Water Quality**

**Goal:** To complete established sweeping routes on schedule in order to reduce pollution from streets reaching streams and degrading water quality.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Street Sweeping	Total number of times streets swept per year	Workload	12	12	12	12	12	12
Customer Service	% service requests investigated & responded to within 2 working days	Effectiveness	98.5%	98.2%	100%	99.77%	100%	100%
NPDES Phase II	Total number of Phase II education events	Workload	34	31	30	30	30	30
NPDES Phase II	% of BMPs inspected per year	Workload	70%	100%	25%	100%	25%	25%
NPDES Phase II	% of City facilities inspected	Effectiveness	NA	NA	100%	33%	100%	100%
Safety	# of preventable accidents	Effectiveness	0	0	0	3	0	0

**BUDGET SUMMARY:**

<b>Cost Center #: 7100</b>	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2017-2018 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
Personnel Services	\$ 1,365,199	\$ 1,273,499	\$ 1,389,401	\$ 1,338,822	\$ 1,385,312	\$ 1,385,312
Operations	\$ 383,672	\$ 484,954	\$ 662,375	\$ 496,285	\$ 723,885	\$ 723,885
Capital Outlay	\$ -	\$ -	\$ 456,500	\$ 448,382	\$ 221,000	\$ 221,000
Depreciation	\$ 1,698,833	\$ 1,709,286	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 434,078	\$ 583,242	\$ 698,631	\$ 640,412	\$ 702,525	\$ 702,525
Transfers	\$ 1,338,834	\$ 1,136,463	\$ 2,064,742	\$ 2,064,741	\$ 2,062,078	\$ 2,062,078
<b>Total Expenditures</b>	<b>\$ 5,220,616</b>	<b>\$ 5,187,444</b>	<b>\$ 5,271,649</b>	<b>\$ 4,988,642</b>	<b>\$ 5,094,800</b>	<b>\$ 5,094,800</b>
% budget change		-1%		-4%		-3%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>22.09</b>	<b>19.73</b>	<b>21.09</b>	<b>21.09</b>	<b>20.58</b>	<b>20.58</b>

# Electric Systems Revenue

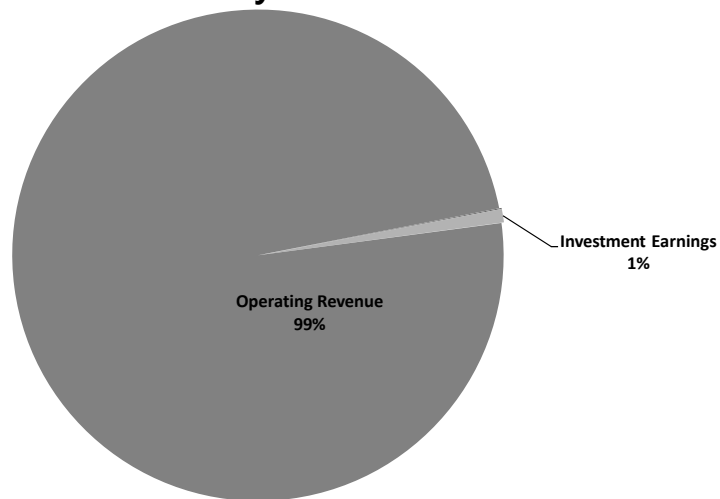
Fund 610

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 161	\$ 148,966	\$ 60,000	\$ 274,562	\$ 60,000	\$ 60,000
Investment Earnings	\$ 414,513	\$ 349,602	\$ 350,000	\$ 383,818	\$ 750,000	\$ 750,000
Operating Revenue	\$ 81,118,401	\$ 84,352,269	\$ 83,096,000	\$ 84,168,103	\$ 84,532,000	\$ 84,532,000
Retained Earnings Appropriated	\$ -	\$ -	\$ 9,702,830	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 81,533,075</b>	<b>\$ 84,850,837</b>	<b>\$ 93,208,830</b>	<b>\$ 84,826,483</b>	<b>\$ 85,342,000</b>	<b>\$ 85,342,000</b>
% budget change		4.07%		0%		-8.4%

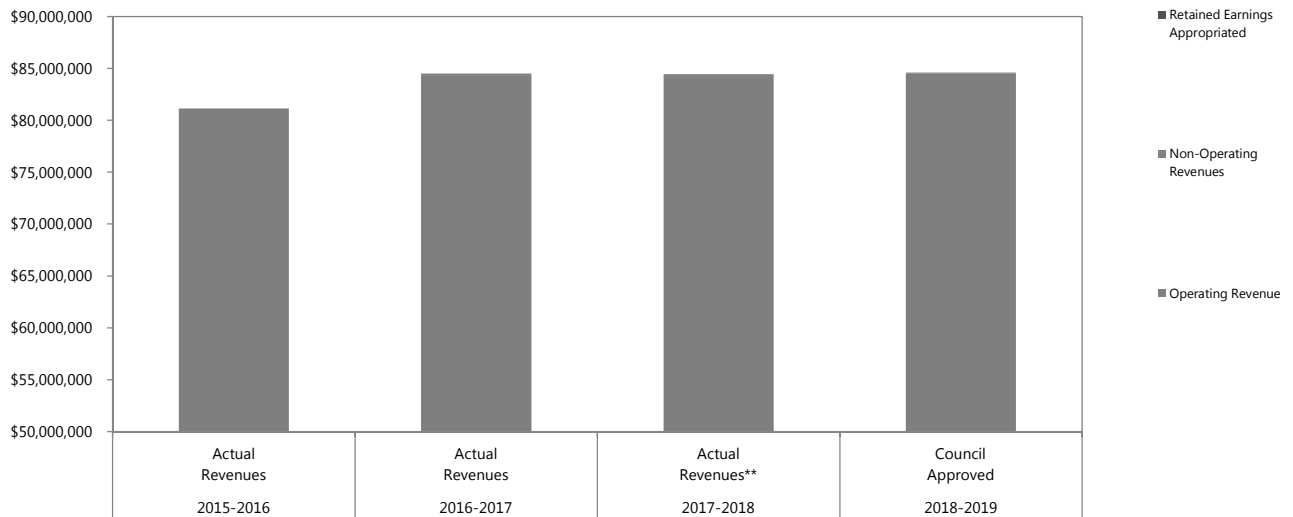
\* as amended

\*\*as of August 6, 2018

## FY18-19 Electric Systems Revenues



## Electric Systems Revenue Trend

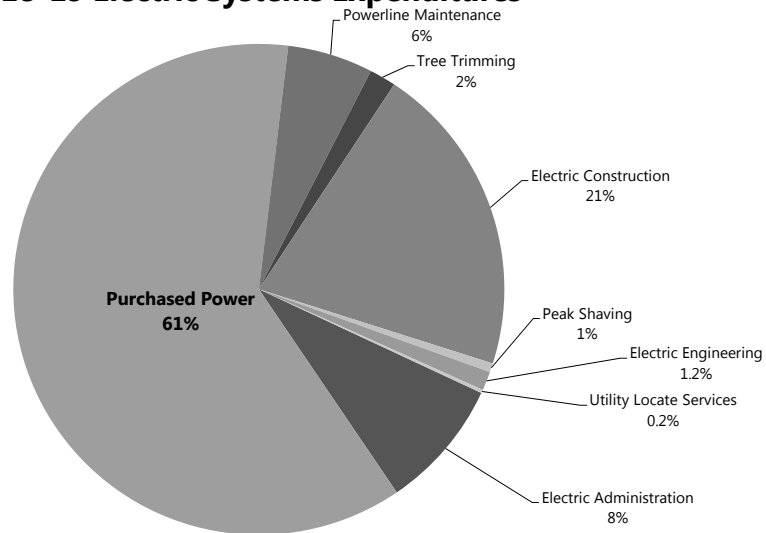


# Electric Systems Expenditures

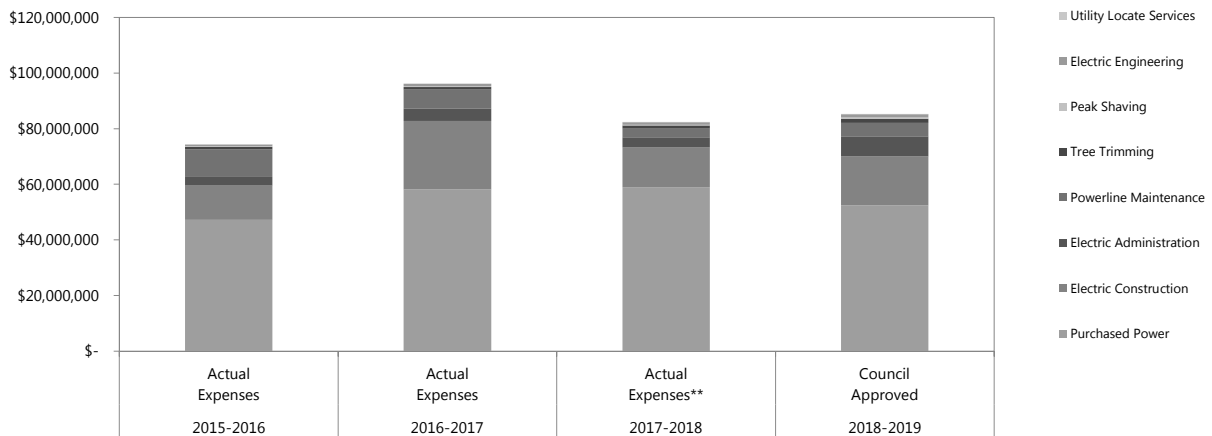
Budget Unit	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Electric Administration	\$ 3,088,038	\$ 4,382,350	\$ 5,190,817	\$ 3,659,995	\$ 7,307,986	\$ 7,307,986
Purchased Power	\$ 47,243,223	\$ 58,128,837	\$ 63,737,549	\$ 58,958,183	\$ 52,404,144	\$ 52,404,144
Powerline Maintenance	\$ 9,917,563	\$ 6,917,946	\$ 3,824,017	\$ 3,138,929	\$ 4,797,498	\$ 4,797,498
Tree Trimming	\$ 890,142	\$ 960,828	\$ 1,212,676	\$ 1,163,071	\$ 1,497,542	\$ 1,497,542
Electric Construction	\$ 12,290,606	\$ 24,591,023	\$ 17,263,617	\$ 14,253,109	\$ 17,579,281	\$ 17,579,281
Peak Shaving	\$ 219,554	\$ 288,629	\$ 692,774	\$ 277,571	\$ 497,699	\$ 497,699
Electric Engineering	\$ 656,598	\$ 832,779	\$ 1,088,046	\$ 844,975	\$ 1,066,374	\$ 1,066,374
Utility Locate Services	\$ 142,834	\$ 145,314	\$ 199,334	\$ 121,863	\$ 191,476	\$ 191,476
<b>Total Expenses</b>	<b>\$ 74,448,558</b>	<b>\$ 96,247,706</b>	<b>\$ 93,208,830</b>	<b>\$ 82,417,696</b>	<b>\$ 85,342,000</b>	<b>\$ 85,342,000</b>
% budget change		29%		-14%		-8.4%

\* as amended  
 \*\*as of August 6, 2018

## FY18-19 Electric Systems Expenditures



## Electric Systems Expenditure Trends





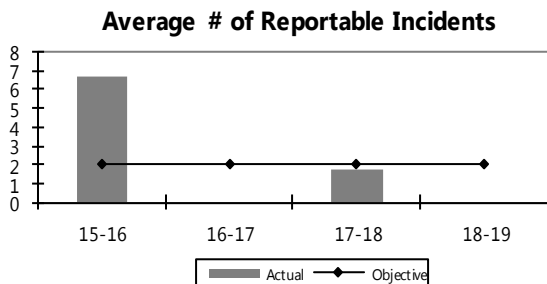
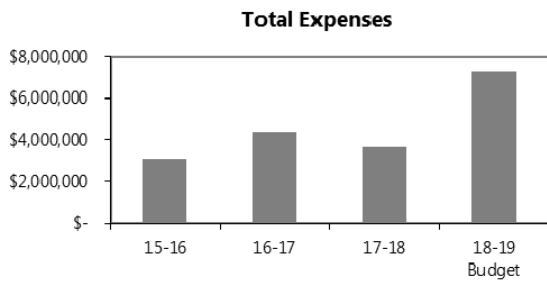
# ELECTRIC SYSTEMS ADMINISTRATION

**MISSION:** Electric Systems Administration exists to ensure that the City of Concord's electric system operates in a manner that provides a reliable source of electric power to the City's customers in a fiscally responsible manner that is safe for employees, customers, and the general public.

**PROGRAM LOCATOR:**

*Fund:* Electric Fund  
*Functional Area:* Utilities-Electric  
*Department:* Electric Systems  
*Division:* **Electric Administration**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Safety
- Electric System Management

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Continued the Peak Partner Program that notifies our customers of time of forecasted peak electric demand. This voluntary program can help the City control its wholesale power cost and help reduce rate increases to our customers.
- Continued the Key Accounts Program with our top 15 electric customers. Each account was visited to introduce the program and each account was assigned an electric staff member as

a main point of contact for their electric questions and concerns.

- Completed deployment of Advanced Metering Infrastructure (AMI) meters.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continuation of Legal and Engineering funding. These funds are required to support possible audits and review of wholesale power rates, annual adjustments, and system design as needed.
- Continuation of a payment in lieu of taxes to the General Fund.
- Continuation of a Rate Stabilization Fund and Reserves for future Electric needs.
- Continue strategic planning and management of Advanced Metering Infrastructure (AMI) deployment.
- Continue management of power supply contract and analysis for the most effective cost reduction options.
- Begin utilizing analysis tools through Advanced Metering Infrastructure (AMI) for system improvements.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Bi-monthly staff meetings ensure clear understanding of departmental objectives and individual roles.
- Regular departmental safety meetings are held to ensure personnel are adequately trained and understand expectations regarding safe working practices.
- Staff will monitor the power supply contract with NTE to make sure all the obligation are met and power takeoff is ensured for start of the initial term on January 1, 2019.

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

**Goal:** To provide a safe work environment for employees in order to minimize safety risks.

**BUDGET SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Safety	Average # of reportable incidents	Effectiveness	6.7	0	2	6.5	2	5

**BUDGET SUMMARY:**

<b>Cost Center #: 7200</b>							
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	
Personnel Services	\$ 318,885	\$ 321,722	\$ 318,449	\$ 333,033	\$ 329,766	\$ 329,766	
Operations	\$ 296,611	\$ 305,431	\$ 509,787	\$ 349,982	\$ 612,354	\$ 612,354	
Depreciation & Amortization	\$ -	\$ 773	\$ -	\$ -	\$ -	\$ -	
Other Appropriations	\$ (21,478)	\$ 153,628	\$ -	\$ -	\$ -	\$ -	
Cost Allocations	\$ 1,923,361	\$ 2,022,402	\$ 2,563,222	\$ 2,349,620	\$ 2,082,675	\$ 2,082,675	
Transfers	\$ 570,659	\$ 1,578,394	\$ 1,799,359	\$ 627,360	\$ 4,283,191	\$ 4,283,191	
<b>Total Expenses</b>	<b>\$ 3,088,038</b>	<b>\$ 4,382,350</b>	<b>\$ 5,190,817</b>	<b>\$ 3,659,995</b>	<b>\$ 7,307,986</b>	<b>\$ 7,307,986</b>	
% budget change		47%		-16%		41%	
* as amended							
**as of August 6, 2018							
<b>Authorized FTE</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

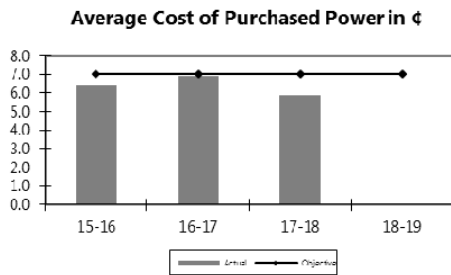
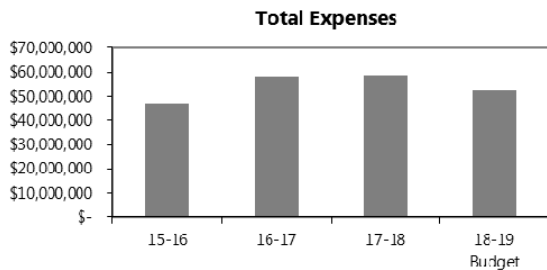
# PURCHASED POWER

**MISSION:** The Purchased Power Department exists to maintain a dependable, reliable and affordable source of electricity for resale to customers of the City of Concord's Electric System.

**PROGRAM LOCATOR:**

*Fund:* Electric Fund  
*Functional Area:* Utilities- Electric  
*Department:* Electric Systems  
*Division:* **Purchased Power**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Continued the offering of customer programs and a new rate to help reduce the City's wholesale demand cost.

- Staff has used available peak shaving resources and will reduce purchased power expense by approximately \$4 million during the current fiscal year.
- Continued analysis of the new purchased power agreement to ensure a seamless transition on the start date of January 1, 2019.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue analysis efforts on current rates schedules to ensure fair and prudent cost to each rate class.
- Continue to work with future power supplier NTE to enhance the City's position in the power markets and ensure the best power supply options are exercised.
- Continue to research programs designed to enhance peak demand reduction during heavy system loads.
- Initiate the transition phase to the new NTE power supply provider on January 1, 2019.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Staff will review all invoices for purchased power to ensure accuracy.
- Staff will formulate a plan, which responds to a change in the yearly billing demand determination format in order to maximize the efficiency of peak shaving resources and capitalize on opportunities to reduce wholesale power costs.

**PERFORMANCE GOALS:****Major Service Area: Purchase Wholesale Power**

**Goal:** Ensure the accuracy of all payments for purchased power by reviewing and comparing metering data and bill calculations.

**Goal:** Predict annual system peak and load ratio share calculations that will minimize end impact of end of year true up process.

**Major Service Area: Resource Management**

**Goal:** To provide efficient utilization of resources in order to limit or reduce costs of electric system operation.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Purchase Wholesale Power	Accuracy rate for purchased power payments	Workload	100%	100%	100%	100%	100%	100%
Resource Mgmt	Average cost of purchased power (in cents)	Effectiveness	6.4¢	6.9¢	7¢	5.9¢	7¢	7¢

**BUDGET SUMMARY:**

<b>Cost Center #: 7210</b>						
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Operations	\$ 47,243,223	\$ 58,128,837	\$ 63,737,549	\$ 58,958,183	\$ 52,404,144	\$ 52,404,144
<b>Total Expenses</b>	<b>\$47,243,223</b>	<b>\$ 58,128,837</b>	<b>\$ 63,737,549</b>	<b>\$58,958,183</b>	<b>\$ 52,404,144</b>	<b>\$ 52,404,144</b>
% budget change		23%		1%		-18%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

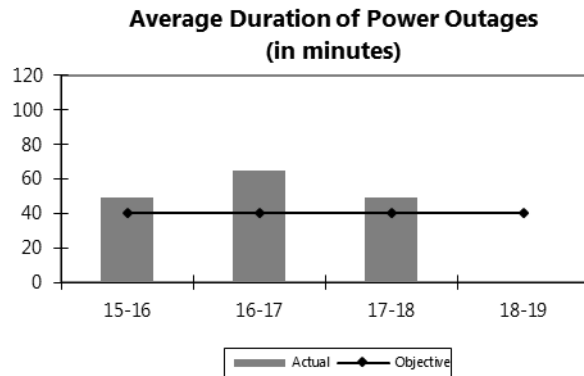
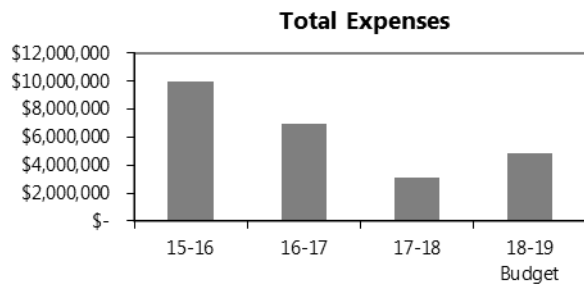
# MAINTENANCE POWER LINES

**MISSION:** The Maintenance Power lines Division exists to ensure that all of the City's electric customers receive safe and reliable electric service by maintaining, measuring, and monitoring the City's power supply.

**PROGRAM LOCATOR:**

Fund: Electric Fund  
 Functional Area: Utilities- Electric  
 Department: Electric Systems  
 Division: **Maintenance Power lines**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Maintenance Power lines coworkers successfully deployed to assist the Peak Shaving Division with operation of Generation facilities to reduce peak demand, thereby lowering the cost of purchase power.
- Completed installation of Substation C and D electronic relaying package.
- Completed Substation M electronic relaying package.

- Completed conversion of all remaining substations to a fiber optic communications platform.
- Completed conversion of residential and commercial meters to advanced metering technology.
- Successfully hired an Electric Systems Analyst to provide better analytics of data and operations.
- Completed installation of offsite SCADA server at City Hall to bolster back-up protection of data security.
- Completed implementation of wireless Ethernet SCADA communication lines for faster response times.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue to change out residential electric meters as part of the AMI change-out program.
- Continue research of video surveillance system at all substations.
- Begin implementation of fiber SCADA communication lines to reclosers for faster response times.
- Complete Substation E electronic relaying package.
- Secure property for construction of two retail power substations and one delivery station.
- Continue project to install animal protection fences at retail substation sites.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- A routine preventive maintenance and emergency repair program is maintained to ensure effectiveness of power lines, substations, power delivery stations, peak shaving generation plants, electric metering and SCADA operations.
- Staff will continue to evaluate outage data to improve system reliability.
- Staff is implementing the wireless Ethernet SCADA Communication Line Network. This will enable remote access of the SCADA servers and provide the ability to remotely monitor and control strategic system protective devices. This provides a more rapid response to power outages.
- Staff will continue career development training.
- The SCADA department will work with GIS to update and ensure a viable and reliable mapping database.

**PERFORMANCE GOALS:****Major Service Area: System Monitoring**

**Goal:** To provide timely response to power outages for business and residential customers in order to minimize power disruptions.

**Major Service Area: Electric Equipment Maintenance**

**Goal:** To provide system maintenance of electrical equipment in order to ensure constant flow of power.

**Major Service Area: Testing/Installation**

**Goal:** To ensure the accuracy and integrity of all electric meter systems in order to maintain compliance with State regulations and proper billing.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
System Monitoring	System Average Interruption Duration Index (SAIDI) (in minutes)	Effectiveness	49	64.52	40	49.38	40	110
System Monitoring	System Average Interruption Frequency Index (SAIFI) (# of events)	Effectiveness	1.03	1.11	1.1	0.74	0.61	1.1
System Monitoring	Customer Average Interruption Duration Index (CAIDI) (in minutes)	Effectiveness	47.5	58.31	80	66.48	66	80
Electric Equipment Maint.	% of outages caused by mechanical failure	Effectiveness	3.8%	7.36%	3%	5.53%	3%	3%
Meter Testing / Installation	# of watt-hr. meters tested/calibrated	Workload	3,993	22,400	3,000	3,802	3,000	NA

**BUDGET SUMMARY:**

Cost Center #: 7220	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,222,959	\$ 1,320,350	\$ 1,364,384	\$ 1,295,896	\$ 1,341,052	\$ 1,341,052
Operations	\$ 438,357	\$ 352,675	\$ 826,976	\$ 314,584	\$ 902,693	\$ 902,693
Capital Outlay	\$ -	\$ -	\$ 291,910	\$ 189,848	\$ 182,000	\$ 182,000
Depreciation & Amortization	\$ 1,229,060	\$ 1,273,050	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 27,187	\$ 41,871	\$ 25,747	\$ 23,601	\$ 21,753	\$ 21,753
Transfers	\$ 7,000,000	\$ 3,930,000	\$ 1,315,000	\$ 1,315,000	\$ 2,350,000	\$ 2,350,000
<b>Total Expenses</b>	<b>\$ 9,917,563</b>	<b>\$ 6,917,946</b>	<b>\$ 3,824,017</b>	<b>\$ 3,138,929</b>	<b>\$ 4,797,498</b>	<b>\$ 4,797,498</b>
% budget change	148%	73%		-55%		25%
* as amended						
**as of August 6, 2018						
	<b>17.00</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

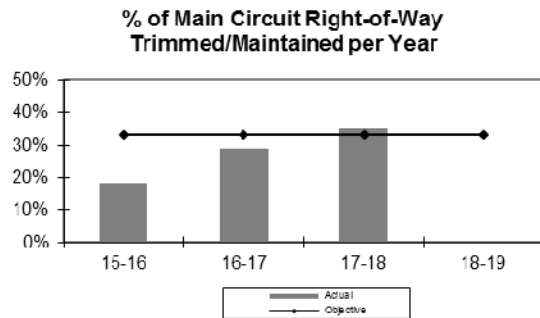
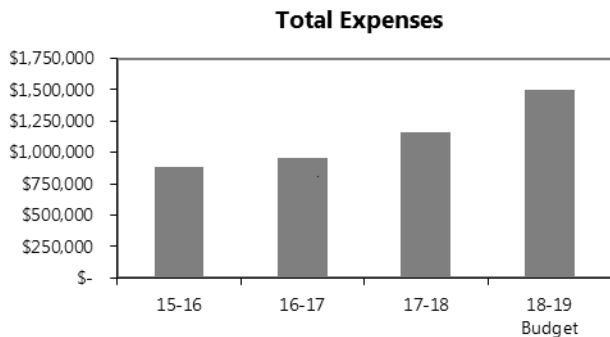
# TREE TRIMMING

**MISSION:** The City's Tree Trimming Department exists to maintain clearance of trees and plant growth in power line rights-of-way and easements in a manner that provides more reliable electric service to the City's electric customers.

**PROGRAM LOCATOR:**

*Fund:* Electric Fund  
*Functional Area:* Utilities- Electric  
*Department:* Electric Systems  
*Division:* **Tree Trimming**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Line Clearance Tree Trimming

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Reduced customer concerns with personal contact or by leaving a door hanger prior to performing removal and/or trimming of customers' trees.
- Continued career development training for tree trimming personnel to enhance level of service and proficiency for customers.
- Increased overall % of circuits trimmed with use of contract services and improved scheduling.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue tree replacement program, which encourages re-planting of low growing trees in order to minimize future maintenance of power line rights-of-way and improve reliability of electric service to customers.
- Continue utilization of contract labor to augment in-house personnel in clearing power line rights-of-way. This will enhance the reliability of service provided to customers.
- Continue to educate the public on the need for proper ROW clearance.
- Improve our low growth line clearance preventative maintenance programs.
- Addition of new Tree Trimmer 1 position to enhance crew make-up and continue quality service.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Contract labor will be utilized during peak growth times to enhance levels of service.
- Career development training enhances the level of service provided to customers by increasing the knowledge and proficiency of Tree Trimming personnel.

**PERFORMANCE GOALS:**

**Major Service Area: Tree Trimming**

**Goal:** To provide timely notification to customers of tree trimming services scheduled near or on their property in order to heighten awareness of work crew activity and customer service.

**Goal:** To provide thorough tree trimming and timely response to customer tree maintenance in order to minimize potential or further damage to electrical infrastructures and property.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Tree Trimming	% of customers receiving personal or door hanger notification of service on their property within 24 hrs. of scheduled tree trimming	Effectiveness	100%	100%	100%	100%	100%	100%
Tree Trimming	% of main circuit right-of-way trimmed/maintained per year	Effectiveness	18%	29%	33%	35%	33%	33%
Tree Trimming	% of power outages caused by trees and tree limbs	Effectiveness	16%	16%	10%	16%	10%	10%

**BUDGET SUMMARY:**

Cost Center #: 7230	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
	Personnel Services	\$ 456,931	\$ 456,142	\$ 479,149	\$ 492,438	\$ 536,133
Operations	\$ 407,728	\$ 472,984	\$ 516,893	\$ 454,333	\$ 568,070	\$ 568,070
Capital Outlay	\$ -	\$ -	\$ 212,598	\$ 212,600	\$ 390,000	\$ 390,000
Depreciation & Amortization	\$ 21,082	\$ 29,558	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 4,401	\$ 2,144	\$ 4,036	\$ 3,700	\$ 3,339	\$ 3,339
<b>Total Expenses</b>	<b>\$ 890,142</b>	<b>\$ 960,828</b>	<b>\$ 1,212,676</b>	<b>\$ 1,163,071</b>	<b>\$ 1,497,542</b>	<b>\$ 1,497,542</b>
% budget change	-7%	0%		21%		23%
* as amended						
**as of August 6, 2018						
	<b>9.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>



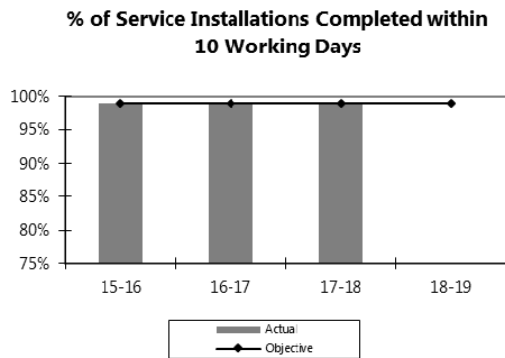
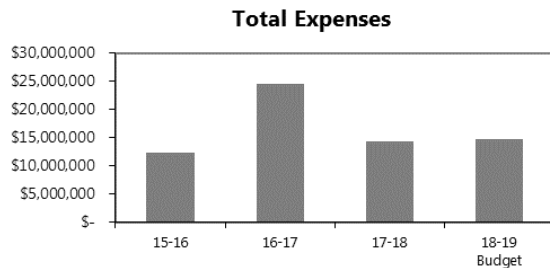
# ELECTRIC CONSTRUCTION

**MISSION:** The Electric Construction Department exists to extend, construct, and install major overhead and underground electric facilities for current and future City of Concord electric customers to meet the needs for electric system capacity.

**PROGRAM LOCATOR:**

*Fund:* Electric Fund  
*Functional Area:* Utilities- Electric  
*Department:* Electric Systems  
*Division:* **Electric Construction**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Electric Construction
  - Underground Utility Construction
  - Overhead Utility Construction

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Completed LED lighting conversion program across the entire service area.
- Inspected wooden pole lines; replaced and upgraded poles as required.
- Completed renovations to vaults in the Poplar Tent Corridor.
- Completed implementation of new crew members to handle sustained workloads.

- Continued deployment of new fusing schemes throughout the electric system.
- Completed initial phases of infrastructure upgrades at the Mills Mall site.
- Completed major transmission line re-location in support of NCDOT I-85 project.
- Completed major project installation for new industrial business park.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue to replace aging Bucket Trucks and equipment as budget allows.
- Continue career development training of electric maintenance and construction personnel in order to provide continuous improvement of employee proficiency and enhance their ability to provide the level of service our customers expect.
- Continue to install new LED lighting across the service area.
- Continue to inspect and remediate several wooden pole lines that comprise strategic distribution circuits. These pole lines exceed 30 years old and require documentation of their general condition and remediation of deterioration.
- Continue second phase of Infrastructure upgrades in the Mills Mall circuits.
- Continue to maintain capacitor banks across the entire service area.
- Continue to install fiber optic cable throughout the City for major and small projects.
- Addition of 2 Electric Systems Coordinator 1 positions to enhance administrative and field management efforts.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS:****Major Service Area: Electric Construction**

**Goal:** To provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable time period.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Electric Const.	% of service installations completed within 10 working days	Effectiveness	99%	99%	99%	99%	99%	99%
Electric Const.	% of outdoor lights installed within 5 working days	Effectiveness	97%	97%	99%	98%	99%	99%
Electric Const.	% of street lights repaired within 2 working days	Effectiveness	97%	97%	99%	98%	99%	99%

**BUDGET SUMMARY:**

<b>Cost Center #:7240</b>						
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 2,543,667	\$ 2,612,145	\$ 2,765,395	\$ 2,814,023	\$ 3,036,963	\$ 3,036,963
Operations	\$ 4,518,188	\$ 9,331,114	\$ 9,017,182	\$ 6,888,632	\$ 9,011,477	\$ 9,011,477
Capital Outlay	\$ 705,484	\$ -	\$ 872,000	\$ 83,270	\$ 613,000	\$ 613,000
Depreciation & Amortization	\$ 2,915,738	\$ 3,083,055	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 970,105	\$ 832,764	\$ 2,892,959	\$ 2,885,776	\$ 2,092,810	\$ 2,092,810
CIP Projects	\$ (753,157)	\$ (825,190)	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,457,655	\$ 1,558,350	\$ 1,616,081	\$ 1,481,408	\$ 1,625,031	\$ 1,625,031
Non-Operating	\$ (67,074)	\$ (1,215)	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ 8,000,000	\$ 100,000	\$ 100,000	\$ 1,200,000	\$ 1,200,000
<b>Total Expenses</b>	<b>\$ 12,290,606</b>	<b>\$ 24,591,023</b>	<b>\$ 17,263,617</b>	<b>\$ 14,253,109</b>	<b>\$ 17,579,281</b>	<b>\$ 17,579,281</b>
% budget change		109%		-42%		2%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>33.00</b>	<b>33.00</b>	<b>35.00</b>	<b>35.00</b>	<b>37.00</b>	<b>37.00</b>

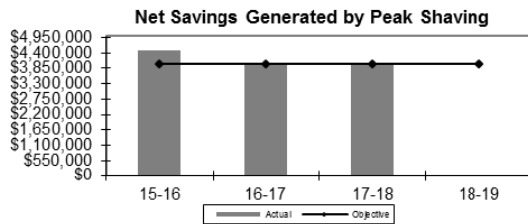
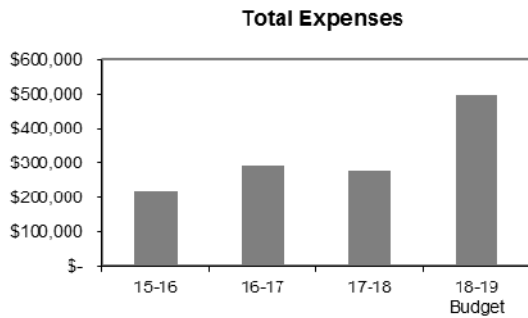
# PEAK SHAVING

**MISSION:** The Peak Shaving Department exists to ensure the availability of its Peak Shaving generation resources in a manner that will reduce the City's expense for purchased power.

**PROGRAM LOCATOR:**

*Fund:* Electric Fund  
*Functional Area:* Utilities- Electric  
*Department:* Electric Systems  
*Division:* **Peak Shaving**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Peak Shaving Generation

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Utilized peak shaving resources to reduce approximately \$4 million from the City's purchased power expense.
- Major preventative maintenance was performed to maintain peak shaving generator effectiveness.
- Met all ozone, emissions, monitoring and reporting requirements incurred by NC Department of Air Quality.
- Completed generator cooling system assessments and repaired faulty facilities.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue to utilize peak shaving resources to reduce the City's purchased power expense.
- Purchase critical replacement supplies to ensure quick response to mechanical failures.
- Continue required testing of all phases of mitigation equipment to reduce diesel exhaust emissions and to document compliance with Environmental Protection Agency standards.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue to perform engine maintenance as scheduled to ensure efficient operation.
- Continue to monitor system loading through SCADA.
- Continue to train generating personnel to handle peak shaving efforts.

**PERFORMANCE GOALS:****Major Service Area: Peak Shaving**

**Goal:** To provide efficient and reliable peak shaving units to the Purchased Power budget unit to reduce the City's need to purchase power during peak usage times.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Peak Shaving	Average KW output per unit	Efficiency	1,600	1,600	1,600	1,600	1,600	1,600
Peak Shaving	Amount of net savings peak shavings generates	Effectiveness	\$4.5M	\$4M	\$4M	\$4M	\$4M	\$4M

**BUDGET SUMMARY:**

	2015-2016		2016-2017		2017-2018		2018-2019	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
Operations	\$ 161,399	\$ 288,629	\$ 692,774	\$ 277,571	\$ 497,699	\$ 497,699		
Depreciation & Amortizatic	\$ 58,155	\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Total Expenses</b>	<b>\$ 219,554</b>	<b>\$ 288,629</b>	<b>\$ 692,774</b>	<b>\$ 277,571</b>	<b>\$ 497,699</b>	<b>\$ 497,699</b>		
% budget change		-69%		-4%				-28%
* amended								
**as of August 6, 2018								
	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

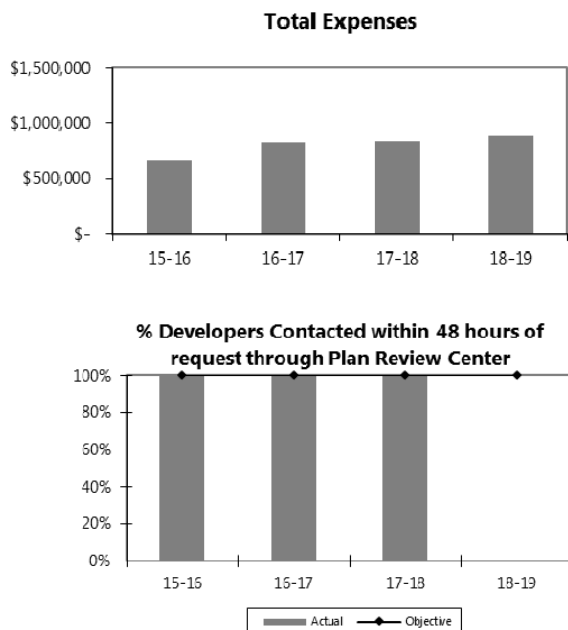
# ELECTRIC ENGINEERING SERVICES

**MISSION:** To provide the highest level of service to both internal and external customers of the City's electric service through engineering and design of new and existing services, along with electric systems data acquisition and use through sound engineering practices and GIS mapping technology.

**PROGRAM LOCATOR:**

*Fund:* Electric Fund  
*Functional Area:* Utilities- Electric  
*Department:* Electric Systems  
*Division:* **Electric Engineering Services**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Electric Engineering Planning and Design
- Electric Distribution System Protection (Safety)
- Compliance with NESC, NEC & other applicable codes
- GIS Application Services (Maps & data)
- Compliance with SERC and NERC (Reliability)

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Continued to provided maps and data to operation's crews for ongoing electric system's protection coordination (re-fusing) project. Acquire facility revisions, provided by operations crews, to update maps and database with actual changes and differences verified in field. Several different types of equipment are being verified.

- Supported electrical design solutions for commercial and industrial loads by interacting with the customers, as well as our planning department, in order to provide the best results for each project. Supported electrical design solutions for electric infrastructure improvements.
- Continued Implementation of a new mapping software and associated staking software which will enhance our ability to populate the engineering model.
- Continued improving a computer processed engineering analysis model, for the City's electric distribution system, using Milsoft's Engineering Analysis Software. This is currently being used for a capacitor evaluation.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue maintaining the accuracy and structure of the data in the electric system geo-database.
- Continue implementation of an ArcFM ESRI extension with the Milsoft WindMil Map. Incorporate new staking software with the interface capability within WindMil Map.
- Continue use of financial reporting aspect of staking software to carefully track installed assets.
- Continue researching the work-flow required for more accurate Work Order Management system.
- Continue training of new Engineering co-workers in proper staking techniques.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue training personnel by using cost effective training courses.
- Database maintenance techniques will continue to be refined as we strive to provide the highest integrity possible.
- Manage our Residential Energy Audit, Heat Pump Rebate and Peak Partners Programs.
- Manage our Key Accounts Program that provides a relationship between the Electric Systems and Key Accounts.
- Establish an electronic interface capable of connecting the software used for work orders associated with electric design to the warehouse and accounting/bookkeeping departments.

**PERFORMANCE GOALS:****Major Service Area: Planning and Design**

**Goal:** To provide prompt response to new customers to determine their needs and desires for electric service.

**Major Service Area: GIS Application Service**

**Goal:** To identify and address internal customer needs such as calculations and maps promptly in order to maintain construction and service schedules.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY16 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Planning and Design	% of Customers contacted within 24 hours of a request through the Call Center or Electric Dispatch	Effectiveness	24	24	24	24	24	24
Planning and Design	% of Developers Contacted within 48 hours of a request through the Plan Review Center	Effectiveness	48	48	48	48	48	48
GIS App. Service	% of Internal customer needs responded to within 24 hours.	Effectiveness	24	24	24	24	24	24
GIS App. Service	% of Provision of mapping needs handled within 1 working day	Effectiveness	1	1	1	1	1	1

**BUDGET SUMMARY:**

<b>Cost Center #:7250</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 426,915	\$ 565,631	\$ 640,773	\$ 550,583	\$ 626,951	\$ 626,951
Operations	\$ 153,195	\$ 140,353	\$ 270,911	\$ 122,205	\$ 326,527	\$ 326,527
Capital Outlay	\$ -	\$ 48,846	\$ 91,000	\$ 93,938	\$ 22,500	\$ 22,500
Depreciation & Amortizati	\$ 15,518	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 60,970	\$ 77,949	\$ 85,362	\$ 78,249	\$ 90,396	\$ 90,396
<b>Total Expenses</b>	<b>\$ 656,598</b>	<b>\$ 832,779</b>	<b>\$ 1,088,046</b>	<b>\$ 844,975</b>	<b>\$ 1,066,374</b>	<b>\$ 1,066,374</b>
% budget change		27%		1%		-2%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

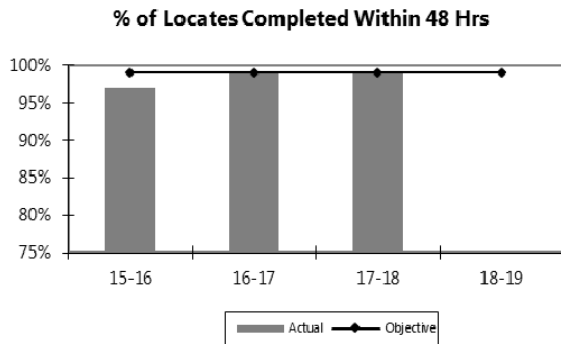
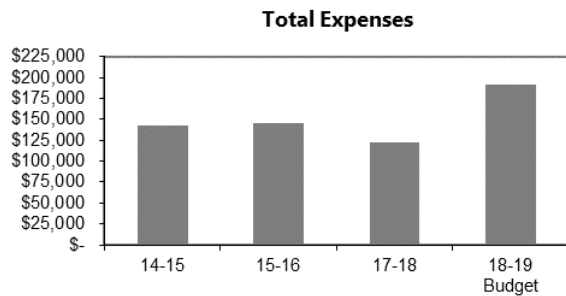
# UTILITY LOCATE SERVICES

**MISSION:** The Utility Locate Service Division exists to ensure that all City utilities are accurately located in adequate time to comply with the N.C. Underground Damage Prevention Act.

**PROGRAM LOCATOR:**

*Fund:* Electric Fund  
*Functional Area:* Utilities – Electric  
*Department:* Electric Systems  
*Division:* **Utility Locate Services**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Utility Location services provided for Electric, Water and Sewer infrastructure assets. All underground utilities are located upon request to prevent possible damage and service interruptions.
- Services are provided through joint funding by Electric, Water and Sewer Departments.

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Improved base GIS Map accuracy levels by field verification.
- Established a more productive system of assigned area cross-training.

- Updated locating equipment for better efficiency and accuracy.
- Updated locating equipment to GIS enabled technology.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Budget provides equipment and tools required to allow locators to locate all of the City's utilities.
- Focus will be on improved coordination between assigned areas to enhance response times.
- Investments will be made in new technologies to reduce overhead and improve production with fewer employees.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Utility Location**

**Goal:** To locate all utilities in compliance with the N.C. Underground Damage Prevention Act guidelines of accuracy and time requirements in order to prevent damage to underground water, wastewater, and electric infrastructure.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Utility Location	% of locates that are located within 24 inches	Effectiveness	99%	99%	99%	99%	99%	99%
Utility Location	% of locates that are located within 48 hours	Effectiveness	97%	99%	99%	99%	99%	99%

**BUDGET SUMMARY:**

<b>Cost Center #:7260</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 332,733	\$ 341,627	\$ 344,667	\$ 386,581	\$ 354,553	\$ 354,553
Operations	\$ 60,507	\$ 65,243	\$ 232,229	\$ 82,105	\$ 228,445	\$ 228,445
Capital Outlay	\$ -	\$ -	\$ 15,000	\$ 13,026	\$ 15,000	\$ 15,000
Depreciation & Amortization	\$ 18,992	\$ 25,963	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (269,398)	\$ (287,519)	\$ (392,562)	\$ (359,849)	\$ (406,522)	\$ (406,522)
<b>Total Expenses</b>	<b>\$ 142,834</b>	<b>\$ 145,314</b>	<b>\$ 199,334</b>	<b>\$ 121,863</b>	<b>\$ 191,476</b>	<b>\$ 191,476</b>
% budget change		2%		-16%		-4%
*as amended						
**as of August 6, 2018						
	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

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



# Water Resources Revenues

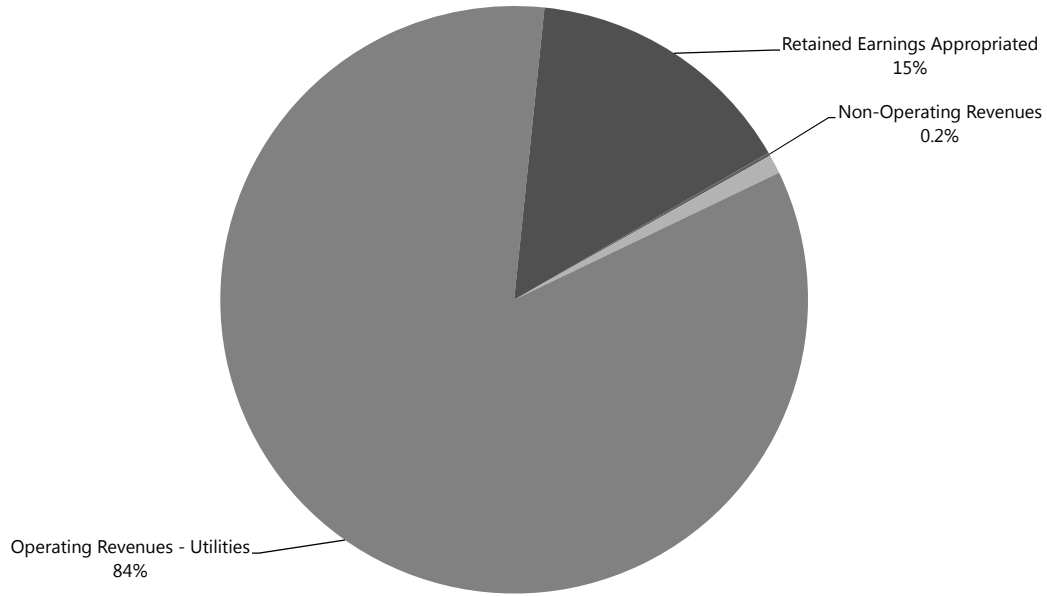
Fund 620

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 84,268	\$ 104,646	\$ 43,000	\$ 221,221	\$ 53,000	\$ 53,000
Investment Earnings	\$ 471,521	\$ 248,135	\$ -	\$ 346,375	\$ 300,000	\$ 300,000
Operating Revenues - Utilities	\$ 22,880,441	\$ 23,829,231	\$ 22,378,750	\$ 23,789,315	\$ 24,326,080	\$ 24,326,080
<u>Retained Earnings Appropriated</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,868,678</u>	<u>\$ -</u>	<u>\$ 4,362,662</u>	<u>\$ 4,362,662</u>
<b>Total Revenues</b>	<b>\$ 23,436,230</b>	<b>\$ 24,182,012</b>	<b>\$ 31,290,428</b>	<b>\$ 24,356,911</b>	<b>\$ 29,041,742</b>	<b>\$ 29,041,742</b>
% budget change		3%		1%		-7%

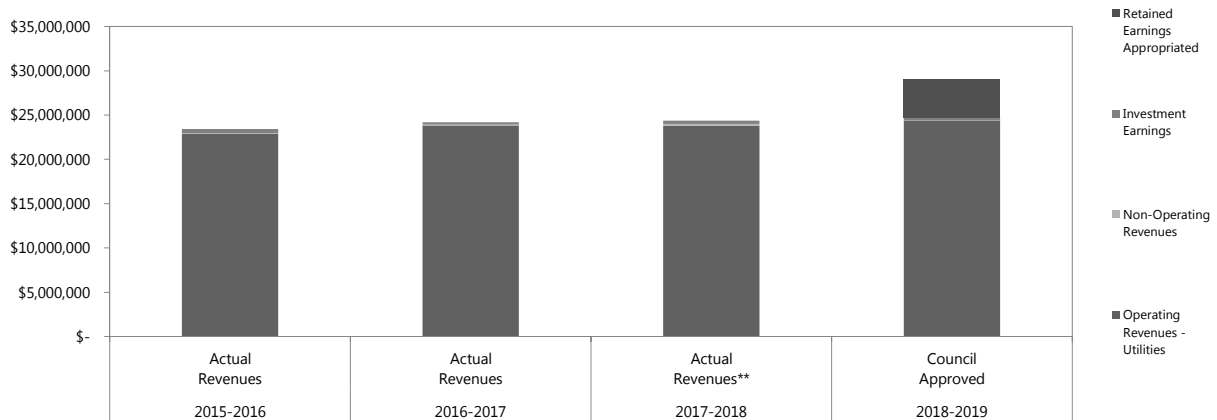
\* as amended

\*\*as of August 6, 2018

**FY 18-19 Water Resources Revenues  
(by Source)**



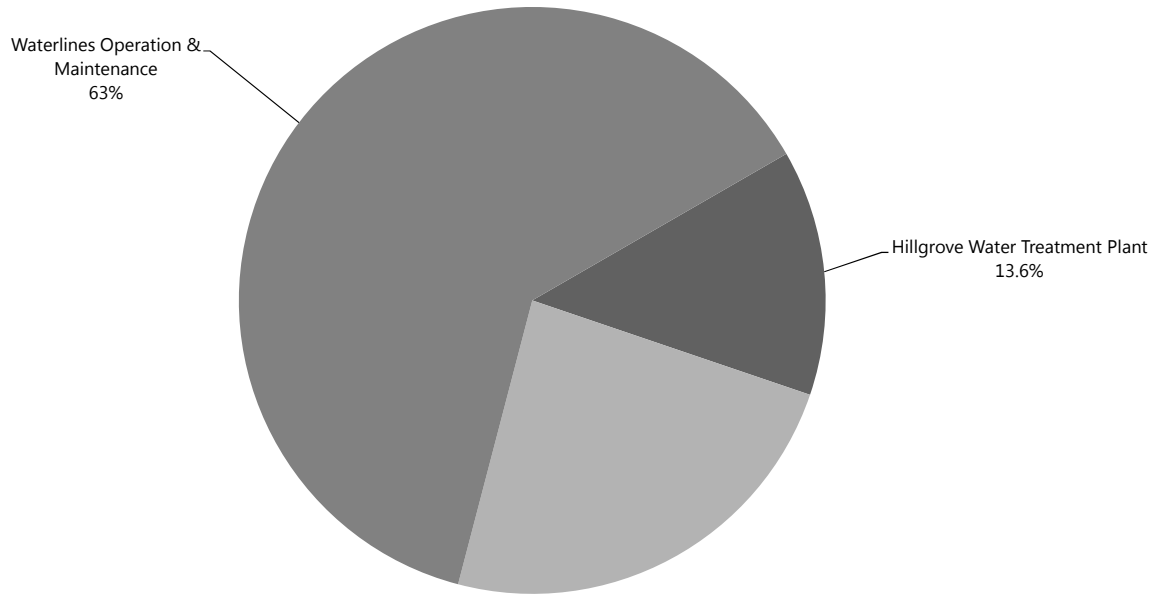
**Water Resources Revenue Trend**



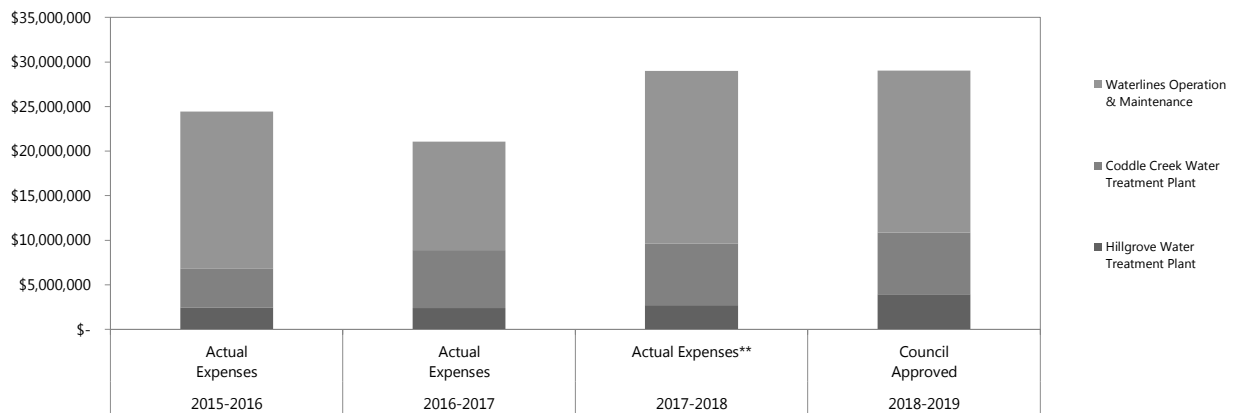
# Water Resources Expenditures

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
<b>Budget Unit</b>						
Hillgrove Water Treatment Plant	\$ 2,444,384	\$ 2,373,697	\$ 3,268,038	\$ 2,699,156	\$ 3,935,823	\$ 3,935,823
Coddle Creek Water Treatment Plant	\$ 4,412,488	\$ 6,505,602	\$ 7,645,486	\$ 6,909,856	\$ 6,925,249	\$ 6,925,249
Waterlines Operation & Maintenance	\$ 17,569,451	\$ 12,197,013	\$ 20,376,905	\$ 19,381,679	\$ 18,180,670	\$ 18,180,670
<b>Total Expenses</b>	<b>\$ 24,426,323</b>	<b>\$ 21,076,312</b>	<b>\$ 31,290,429</b>	<b>\$ 28,990,691</b>	<b>\$ 29,041,742</b>	<b>\$ 29,041,742</b>
% budget change		-14%		38%		0%
* as amended						
**as of August 6, 2018						

**FY 18-19 Water Resources Expenditures (by Source)**



**Water Resources Expenditure Trend**



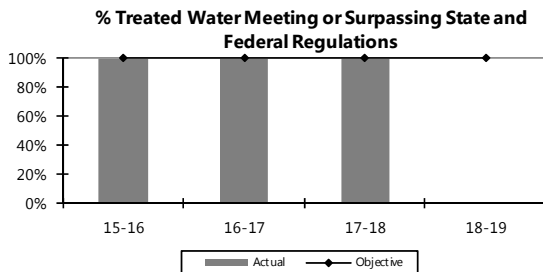
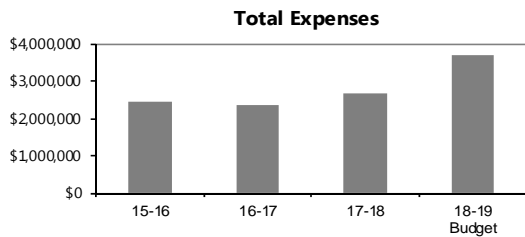
# HILLGROVE WATER PLANT

**MISSION:** The Hillgrove Water Plant provides safe, sufficient drinking water at the most economical rate, meeting all state and federal regulations for customers of the City of Concord, Cabarrus County, and our neighboring municipalities Harrisburg, Kannapolis and Midland.

**PROGRAM LOCATOR:**

*Fund:* Water Fund  
*Functional Area:* Utilities - Water  
*Department:* Water Resources  
*Division:* **Hillgrove Water Plant**

**BUDGET & PERFORMANCE HIGHLIGHTS**



**MAJOR SERVICE(S) PROVIDED:**

- Water Treatment and Analysis

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- All plants a remote sites updated with security improvements including cameras.
- Worked with Albemarle to resolve some of the DBP issues within the system.
- Installed additional components of the trihalomethane reduction systems at Midland and Mt. Pleasant tanks.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Enhance plant safety by installing toe boards on the basins.
- Enhance plant optimization by installing new basin waste valve.
- Complete evaluation of options for Disinfection By-Product (DBP) reduction.
- Complete installation of remaining components of trihalomethane reduction systems within Midland and Mt. Pleasant tanks.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Water Treatment and Analysis**

**Goal:** To comply with and exceed state and federal regulations in order to provide safe drinking water.

**Goal:** To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.

**Major Service Area: Safety**

**Goal:** To provide a safe work environment for coworkers.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	99%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	99%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	95%	95%	98%	99%	98%	87%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.01	1.01	1.03	1.01	1.03	1.03
Safety	# of preventable accidents	Effectiveness	0	0	0	1	0	0

\*State and Federal Regulation is 95%

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

**BUDGET SUMMARY:**

<b>Cost Center #: 7330</b>							
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	
	Actual	Actual	Council	Actual	Manager	Council	
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	
Personnel Services	\$ 865,672	\$ 888,292	\$ 935,745	\$ 942,205	\$ 960,976	\$ 960,976	
Operations	\$ 1,201,310	\$ 1,123,443	\$ 2,193,604	\$ 1,621,724	\$ 2,258,563	\$ 2,258,563	
Capital Outlay	\$ -	\$ -	\$ 128,574	\$ 125,955	\$ 108,000	\$ 108,000	
Depreciation & Amortization	\$ 362,663	\$ 357,369	\$ -	\$ -	\$ -	\$ -	
Transfers	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000	
Cost Allocations	\$ 14,739	\$ 4,593	\$ 10,115	\$ 9,272	\$ 8,284	\$ 8,284	
<b>Total Expenses</b>	<b>\$ 2,444,384</b>	<b>\$ 2,373,697</b>	<b>\$ 3,268,038</b>	<b>\$ 2,699,156</b>	<b>\$ 3,935,823</b>	<b>\$ 3,935,823</b>	
% budget change		-69%		102%		20%	
* as amended							
**as of August 6, 2018							
<b>Authorized FTE</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>

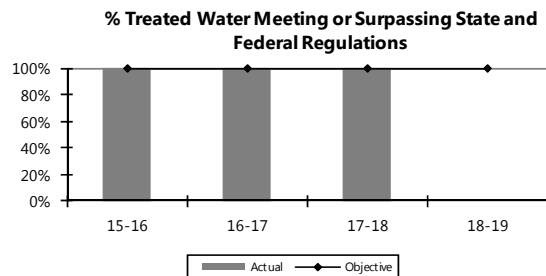
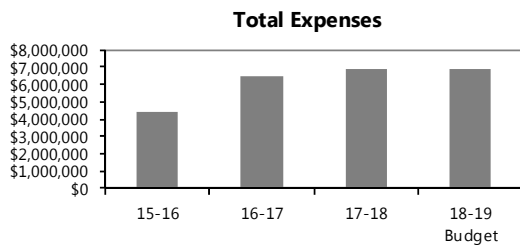
# CODDLE CREEK WATER PLANT

**MISSION:** The Coddle Creek Water Treatment Plant provides safe, sufficient drinking water at the most economical rate, meeting all state and federal regulations for customers of the City of Concord, Cabarrus County, and our neighboring municipalities Harrisburg, Kannapolis and Midland.

**PROGRAM LOCATOR:**

*Fund:* Water Fund  
*Functional Area:* Utilities - Water  
*Department:* Water Resources  
*Division:* **Coddle Creek Water Plant**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Water Treatment and Analysis

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Settling Basin Upgrade in design phase.
- Received proposals for hydraulic upgrade to permanganate contact basin.
- New cabinets, flooring, ceiling, and paint applied to main lab area.
- Purchased and completed start-up of new gas chromatograph for DBP analysis.
- Installed additional sample stations for improved sample quality and tap control. Over 100 locations currently installed.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Start construction phase for settling basin upgrades.
- Security and safety improvements at facility and remote sites by adding brighter, more efficient LED lighting on the basins.
- Conduct renovations of instrumentation rooms housing lab equipment.
- Add lean to shed to allow for protection of exposed equipment housed at the WTP.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

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

**PERFORMANCE GOALS:****Major Service Area: Water Treatment and Analysis**

**Goal:** To comply with and exceed State and Federal regulations in order to provide safe drinking water.

**Goal:** To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.

**Major Service Area: Safety**

**Goal:** To provide a safe work environment for coworkers.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal regulations.	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	97.3%	99.6%	98%	99%	98%	98%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.026	1.019	1.03	1.02	1.03	1.03
Safety	# of preventable accidents	Effectiveness	0	0	0	1	0	0

\*State and Federal regulation is 95%.

\*\*These are internally established limits that exceed State and Federal regulations.

**BUDGET SUMMARY:**

<b>Cost Center #: 7331</b>						
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 989,161	\$ 1,000,052	\$ 1,057,662	\$ 1,018,964	\$ 1,093,399	\$ 1,093,399
Operations	\$ 3,154,546	\$ 3,632,467	\$ 4,834,307	\$ 4,172,883	\$ 5,756,297	\$ 5,756,297
Capital Outlay	\$ -	\$ 98,540	\$ 240,580	\$ 206,150	\$ 61,000	\$ 61,000
Depreciation & Amortization	\$ 254,620	\$ 253,150	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 14,161	\$ 6,393	\$ 12,937	\$ 11,859	\$ 14,553	\$ 14,553
Transfers	\$ -	\$ 1,515,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 4,412,488</b>	<b>\$ 6,505,602</b>	<b>\$ 7,645,486</b>	<b>\$ 6,909,856</b>	<b>\$ 6,925,249</b>	<b>\$ 6,925,249</b>
% budget change		47%		6%		-9%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

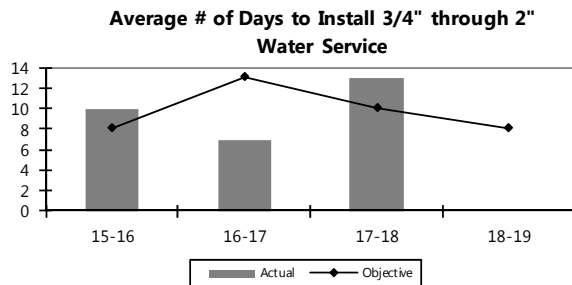
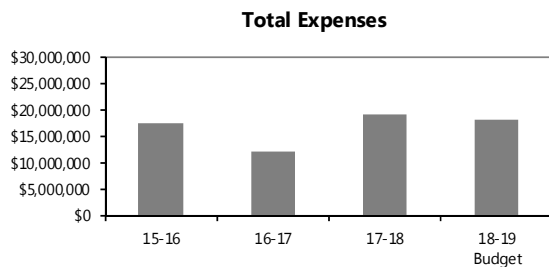
# WATERLINES OPERATIONS & MAINTENANCE

**MISSION:** The Water Resources Department exists to provide quality drinking water, accountability, respect, continuous improvement, and trust to our customers including the planning of long-range water needs to meet future growth and demands on our water distribution system.

**PROGRAM LOCATOR:**

*Fund:* Water Fund  
*Functional Area:* Utilities - Water  
*Department:* Water Resources  
*Division:* **Waterlines Operations & Maint.**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Maintenance
- New Construction
- Water Quality
- Water Meters

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Completed the construction of the water quality sampling stations project.
- Completed 10% leak detection project.
- Completed construction of the Downtown Water Line Phase 1 project.
- Continued conversion to Advancing Metering Infrastructure (AMI) system.
- Completed rehabilitation of the Todd Street elevated storage tank.

- Continued a tablet data collection process for water crews to collect GIS data using existing technology.
- Continued to develop and update the new database for the backflow prevention section and provided tester training.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue leak detection.
- Continue conversion to AMI.
- Continue programming system changes, and developing and designing projects recommended in the Water System Master Plan.
- Continue working with the Fire Department in looking at areas in the existing water system that have low pressures and/or low flows.
- Continue to deploy technology in the field to enhance customer service and efficiency.
- Complete design and easement acquisition of the following FY18-19 CIP projects that were identified in the completed Water System Master Plan, and then begin construction: Poplar Tent Road 24" Water Line, Pitts School 24" Water Line, NC 49 30" Water Line, US 29 Elevated Water Tank, and Corban Avenue Pump Station Rehabilitation.
- Continue to enhance the existing water GIS system by improving field/office procedures and adding new technology where it is needed.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue leak detection to facilitate repair of small leaks before they become major water main breaks in roadways and under sidewalks.
- Water quality complaints are continuing to be reduced due to replacement of older water mains and installation of automatic flushing devices on dead end mains.
- Continue to monitor potential regulatory changes to water distribution and treatment permits.
- Continue to enhance the current water quality procedures.
- Leverage GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy.
- Continue using the latest technology to enhance our performance to our customers.

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

**Goal:** To conduct leak detection surveys on the 10% of the water distribution system annually in order to reduce the number of leaks and reduce un-accounted water loss.

**Major Service Area: New Construction**

**Goal:** To provide more efficient water service installations for residential, commercial, and industrial customers in order to help expedite the construction of development projects.

**Major Service Area: Water Quality**

**Goal:** To provide the highest quality of water to customers by meeting and exceeding both state and EPA guidelines in order to ensure the safety and health of the water supply.

**Major Service Area: Water Meters**

**Goal:** To install AMI water meter technology to increase the efficiency and accuracy in reading water meters.

**Major Service Area: Safety**

**Goal:** To provide a safe work environment for coworkers.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
New Construction	Avg. # of days to install ¾" through 2" water service	Workload	10	7	8	8	8	8
Water Quality	# of customer complaints per 1,000 accounts	Effectiveness	6.3	6.91	1	6.54	1	1
Water Meters	% AMI Conversion	Workload	Revised for FY17	Revised for FY17	90%	NA	100%	NA
Maint.	% of System leak detection surveys completed	Effectiveness	10%	5%	10%	10%	10%	10%
Safety	# of preventable accidents	Effectiveness	2	0	0	3	0	0

**BUDGET SUMMARY:**

Cost Center #: 7340	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 2,238,631	\$ 2,296,152	\$ 2,351,098	\$ 2,386,079	\$ 2,343,198	\$ 2,343,198
Operations	\$ 1,264,931	\$ 1,671,171	\$ 2,151,089	\$ 1,471,901	\$ 2,097,238	\$ 2,097,238
Capital Outlay	\$ 217,523	\$ 255,961	\$ 716,286	\$ 627,950	\$ 744,700	\$ 744,700
Depreciation & Amortizati	\$ 3,244,090	\$ 3,495,799	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 1,473,612	\$ 1,282,263	\$ 4,353,993	\$ 4,342,860	\$ 3,016,605	\$ 3,016,605
Cost Allocations	\$ 2,312,261	\$ 2,527,361	\$ 3,018,589	\$ 2,767,039	\$ 3,274,112	\$ 3,274,112
Non Operating Expense	\$ (19,844)	\$ 137,278	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 6,838,247	\$ 531,028	\$ 7,785,850	\$ 7,785,850	\$ 6,704,817	\$ 6,704,817
<b>Total Expenses</b>	<b>\$17,569,451</b>	<b>\$12,197,013</b>	<b>\$20,376,905</b>	<b>\$19,381,679</b>	<b>\$ 18,180,670</b>	<b>\$18,180,670</b>
% budget change		-31%		59%		-11%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>34.59</b>	<b>36.29</b>	<b>35.60</b>	<b>36.29</b>	<b>35.60</b>	<b>35.60</b>



# Transit System Revenue

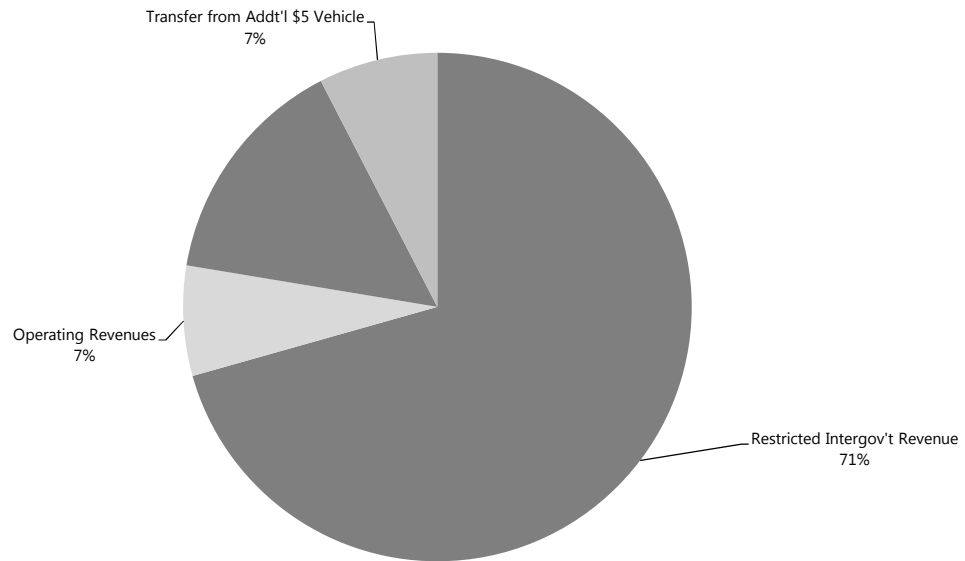
Fund 630

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Restricted Intergov't Revenue	\$ 2,166,919	\$ 2,938,205	\$ 3,524,780	\$ (265,954)	\$ 3,263,409	\$ 3,263,409
Operating Revenues	\$ 268,081	\$ 284,071	\$ 300,000	\$ 20,547	\$ 323,000	\$ 323,000
Non-Operating Revenue	\$ 20,409	\$ 9,546	\$ 35,305	\$ 7,879	\$ -	\$ -
Transfer from Gen Fund	\$ 145,159	\$ 516,328	\$ 405,053	\$ 405,053	\$ 683,848	\$ 683,848
Transfer from Addt'l \$5 Vehicle	\$ 382,248	\$ 288,982	\$ 350,000	\$ 12,720	\$ 350,000	\$ 350,000
<b>Total Revenues</b>	<b>\$ 2,982,817</b>	<b>\$ 4,037,132</b>	<b>\$ 4,615,138</b>	<b>\$ 180,245</b>	<b>\$ 4,620,257</b>	<b>\$ 4,620,257</b>
% budget change		35%		-96%		0.1%

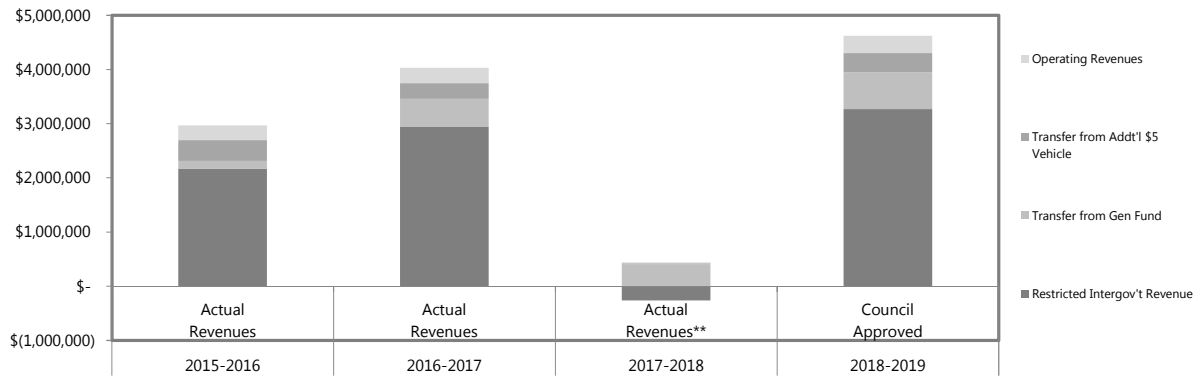
\* as amended

\*\*as of August 6, 2018

## FY 18-19 Transit System Revenues (by Source)



## Transit Revenue Trend



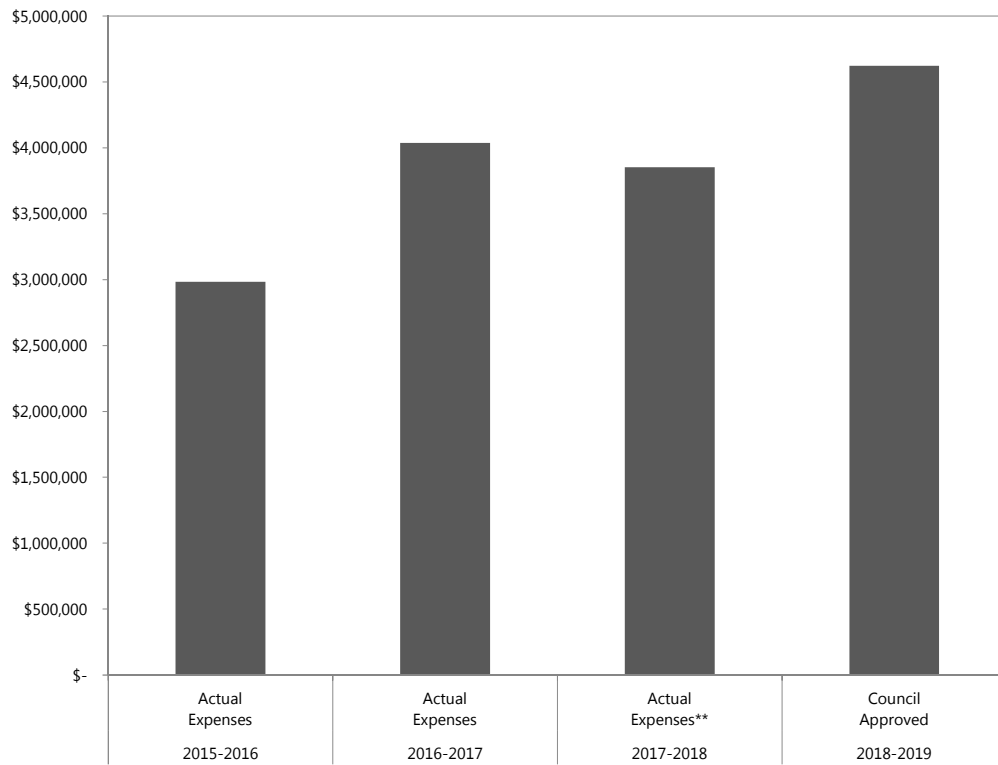
# Transit System Expenditure

	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Transit - Rider	\$ 2,982,817	\$ 4,037,132	\$ 4,615,138	\$ 3,851,664	\$ 4,620,257	\$ 4,620,257
<b>Total Expenses</b>	<b>\$ 2,982,817</b>	<b>\$ 4,037,132</b>	<b>\$ 4,615,138</b>	<b>\$ 3,851,664</b>	<b>\$ 4,620,257</b>	<b>\$ 4,620,257</b>
% budget change		35%		-5%		0.1%

\* as amended

\*\*as of August 6, 2018

## Transit Expenditure Trend



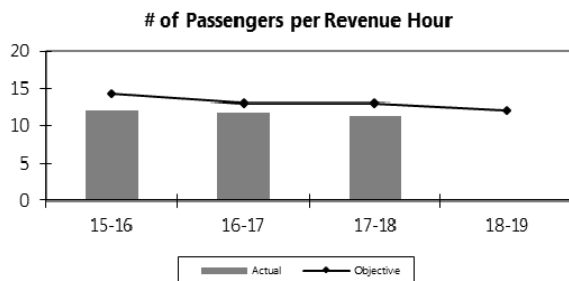
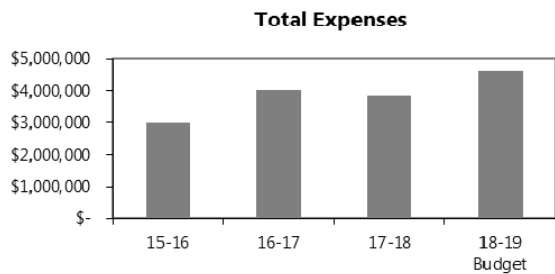
# PUBLIC TRANSIT SYSTEM

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

**PROGRAM LOCATOR:**

Fund: Transit System  
 Functional Area: Transit System  
 Department: **Transit FY19 – CK Rider**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Fixed-route and paratransit transit service to Concord and Kannapolis

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Successfully developed regional partnership to allow launch of the Concord Charlotte Regional Express Service to connect to CATS Light Rail on 3/19/18.
- Completed renovation and upfitting of Rider Transit Center.
- Finalized multi-year FTA grant program funding split agreement between the four public transit systems in the Concord UZA.
- Received two new buses - completing transition to 100% hybrid bus fleet.
- Replaced two new Light Transit Vehicles for Fixed Route (Bus) use; purchased two new Light Transit Vehicles to support growth of ADA Paratransit Service.

- New Grants Compliance Coordinator to enhance compliance with Federal and State grant requirements
- Completed survey and assessment of all bus stops and developed an ADA transition plan to improve accessibility across the system.
- Led implementation Remix Transit Planning software rollout for all transit systems in the Concord UZA.
- Added Google Transit based trip planner to Rider web site.
- Successfully completed third year of a multi-year partnership with Cabarrus Health Alliance and their REACH grant program.
- Successfully hosted 3rd consecutive North Carolina Public Transportation Association Conference.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Addition of Concord Charlotte Express route service.
- ADA Paratransit services continues ridership and cost growth as service matures.
- Cabarrus County Public Transportation Master Plan (Joint Rider Transit/CCTS project).
- Continue to participate in and monitor CATS/CCOG regional transit project.
- Revisit advertising program options to generate additional program income for Rider.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Investigate options for online pass sales, as well as digital pass technology options to help expedite boarding and improve ease of access.
- Ongoing monitoring of development and growth utilization of the ADA Paratransit program and seek to control costs where possible.
- Continue implementation of Transit Development Plan recommendations, specifically infrastructure & amenity improvement projects.
- Work with new marketing partner to continue improving Rider Transit's marketing program and impact.
- Continue to develop understanding of new FTA FAST legislation while seeking new ways and means to fund transit operations and projects.
- Continue efforts to improve communication & coordination between Rider & neighboring transit systems & services.

**PERFORMANCE GOALS:****Major Service Area: Fixed-route and ADA Paratransit Transit Service**

**Goal:** To provide safe, quality service to riders in order to attract new and retain existing riders, prevent roadway injuries and property damage, keep costs low, and maintain bus trip and ADA Paratransit schedules.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Fixed-route Transit	# of Riders	Workload	426,622	412,914	440,000	405,423	410,000	500,000
Fixed-route Transit	# of Paratransit Riders	Workload	New for FY17	8,934	10,000	10,892	10,000	7,500
Fixed-route Transit	# of passengers per revenue hour	Efficiency	12.06	11.7	13	11.27	12	15
Fixed-route Transit	# of preventable accidents per 100,000 bus miles	Effectiveness	0	0.57	.60	.58	.6	.60
Fixed-route Transit	# of rider complaints per 100,000 riders/trips	Effectiveness	7.16	8.23	10	12.7	10	10
Fixed-route Transit	Average satisfaction rating of overall service	Effectiveness	94.62%	96.7%	95%	95.02%	95%	95%
Fixed-route Transit	On-time Performance	Effectiveness	86.49%	82.17%	85%	74.05%	85%	75%

**BUDGET SUMMARY:**

Cost Center #: 7615	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 233,384	\$ 329,717	\$ 423,241	\$ 357,642	\$ 430,837	\$ 430,837
Operations	\$ 2,616,328	\$ 3,151,097	\$ 3,403,546	\$ 3,399,211	\$ 3,930,439	\$ 3,930,439
Capital Outlay		\$ 466,129	\$ 30,000	\$ -	\$ -	\$ -
Grant Expenditures	\$ 12,667	\$ 56,426	\$ 346,319	\$ 35,134	\$ 183,568	\$ 183,568
Cost Allocations	\$ 120,439	\$ 33,763	\$ 68,845	\$ 59,677	\$ 75,413	\$ 75,413
<b>Total Expenses</b>	<b>\$ 2,982,817</b>	<b>\$ 4,037,132</b>	<b>\$ 4,271,951</b>	<b>\$ 3,851,664</b>	<b>\$ 4,620,257</b>	<b>\$ 4,620,257</b>
% budget change		35%		-5%		8%
* as amended						
** as of August 6, 2018						
<b>Authorized FTE</b>	<b>4.70</b>	<b>5.00</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>

# Wastewater Resources Revenues

Fund 640

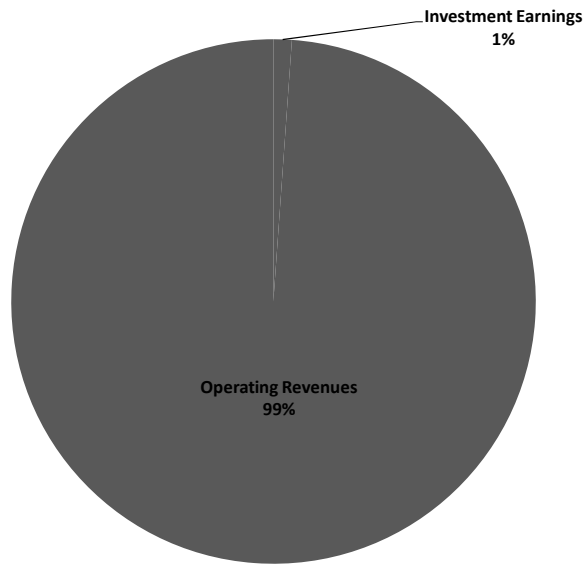
	2015-2016 Actual Revenues	2016-2017 Actual Revenues	2017-2018 Council Approved	2017-2018 Actual Revenues**	2018-2019 Manager Recommended	2018-2019 Council Approved
Non-Operating Revenues	\$ 35,099	\$ 60,250	\$ -	\$ 42,402	\$ 1,000	\$ 1,000
Investment Earnings	\$ 250,612	\$ 136,020	\$ -	\$ 180,953	\$ 200,000	\$ 200,000
Operating Revenues	\$ 17,651,021	\$ 16,645,161	\$ 17,116,711	\$ 16,999,755	\$ 17,532,000	\$ 17,532,000
Retained Earnings Appropriated	\$ -	\$ -	\$ 931,877	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 17,936,732</b>	<b>\$ 16,841,431</b>	<b>\$ 18,048,588</b>	<b>\$ 17,223,110</b>	<b>\$ 17,733,000</b>	<b>\$ 17,733,000</b>
% budget change		-6%		2%		-2%

% budget change

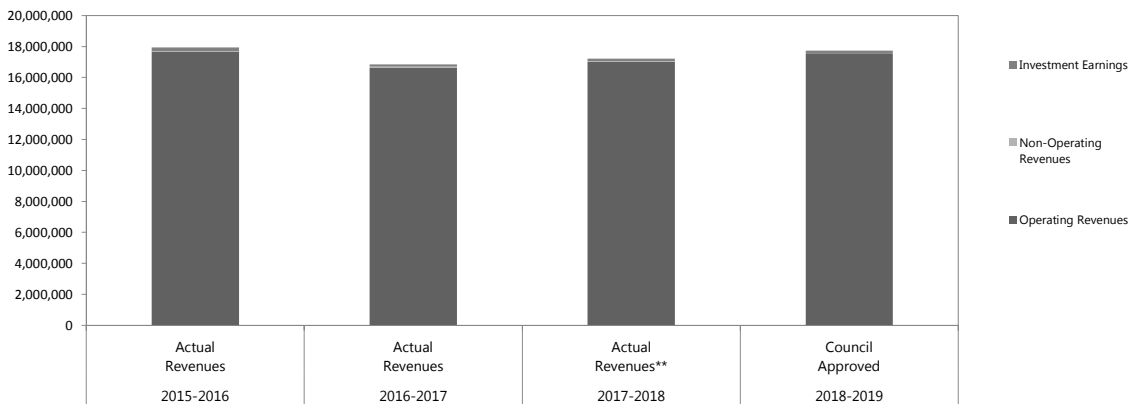
\* as amended

\*\*as of August 6, 2018

**FY 18-19 Wastewater Resources Revenue  
(by Source)**



**Wastewater Revenue Trend**



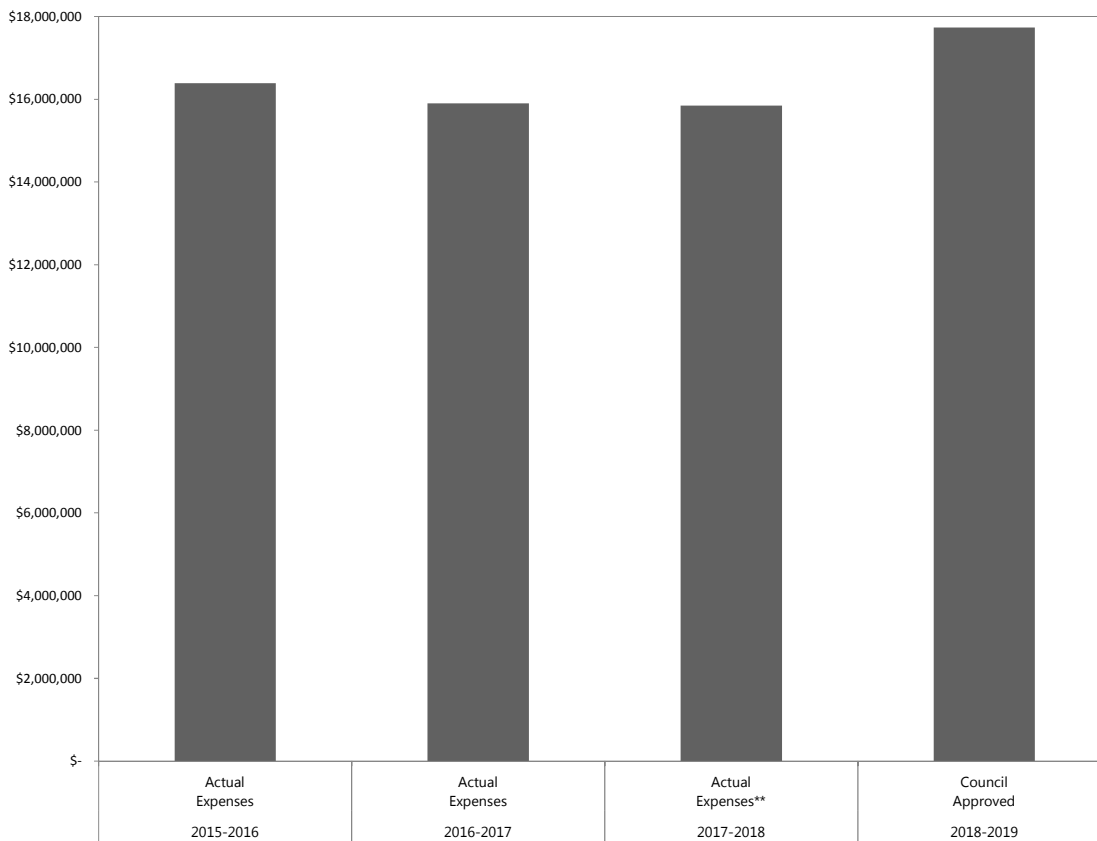
# Wastewater Resources Expenditures

By Cost Center	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Wastewaterlines Operations & Maint.	\$ 16,380,866	\$ 15,895,572	\$ 18,048,588	\$ 15,841,295	\$ 17,733,000	\$ 17,733,000
<b>Total Expenditures</b>	<b>\$ 16,380,866</b>	<b>\$ 15,895,572</b>	<b>\$ 18,048,588</b>	<b>\$ 15,841,295</b>	<b>\$ 17,733,000</b>	<b>\$ 17,733,000</b>
% budget change		-3%		0%		-2%

\* as amended

\*\*as of August 6, 2018

## Wastewater Expenditure Trend



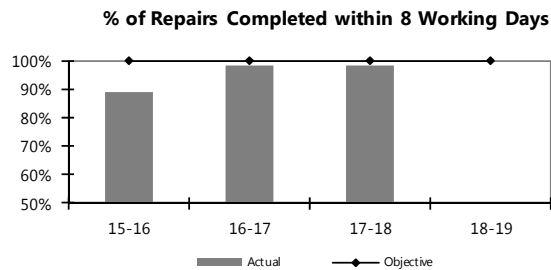
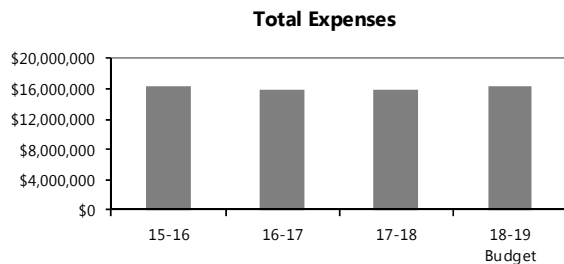
# WASTEWATERLINES OPERATIONS & MAINTENANCE

**MISSION:** The Wastewater Resources Department exists to provide efficient and timely sanitary sewer collection service to residential, commercial, and industrial customers, while building the integrity of our system to enhance water quality and protect the environment for future generations.

**PROGRAM LOCATOR:**

*Fund:* Wastewater Fund  
*Functional Area:* Utilities - Wastewater  
*Department:* **Wastewaterlines Oper. & Maint.**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Management and maintenance of a wastewater collection system with 540 miles of gravity sewer, 24 pump stations, and 14 miles of force main that serves over 31,000 customers, including:
  - Rapid response to calls concerning potential blockages and overflows
  - Pipe and pump station wet well jetting/cleaning
  - Routine pump station inspection
  - Pipe inspection using closed circuit t.v. cameras
  - Installation and repair of sewer service connections
  - Installation and repair of system pipes/manholes
  - Smoke testing
  - Location of system components and defects using GPS units
  - Right-of-way maintenance
  - Fats, oils, and grease control education program
  - Flow monitoring

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Completed construction of the Accent Avenue Sewer Outfall project.
- Received approval from the NCDEQ on the City's 2017 System-Wide Wastewater Collection System Permit Renewal.
- Expanded internet based flow monitoring program to better assist flow monitoring program.
- Completed the sewer master plan and included future sewer projects specified in the final report in the FY19-23 Wastewater CIP.
- Continued a tablet data collection process for field crews to collect GIS data using existing technology.
- Continued aggressively inspecting grease traps as part of the City's Fats, Oils, and Grease (FOG) program including remote inspection logging system.
- Continued the established working relationship with the Cabarrus Health Alliance on FOG issues.
- Continued to aggressively identify and resolve inflow and infiltration issues.
- Purchased replacement JET-VAC truck with hydro excavating kit to facilitate trenchless underground utility locating as needed.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue developing and designing projects developed from the sewer master planning project.
- Continue to deploy technology in the field to enhance customer service and efficiency.
- Complete construction of the Havencrest Court sewer outfall extension.
- Complete design and easement acquisition of the following FY18-19 CIP projects that were identified in the completed sewer master planning project: Lincoln Street Sewer Outfall Replacement, Wilshire Avenue Sewer Replacement.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Continue lining and manhole rehab programs to address the oldest/most defective system areas.
- Continue using the latest technology to enhance our performance to our customers.
- Continue to monitor potential regulatory changes to sewer permit.
- Enhance right-of-way maintenance program through new equipment and procedures, including utilizing updated GIS mapping.

**PERFORMANCE GOALS:**

**Major Service Area: Manage and Maintain Sewer System**

**Goal:** To provide quality and cost efficient management and maintenance of the City's sewer system in order to maximize resources and ensure the health and safety of the community.

**Major Service Area: Safety**

**Goal:** To provide training and corrective actions to support a safe working environment for co-workers and the public.

**Major Service Area: Emergency Response Calls**

**Goal:** To provide timely response to all emergency calls (line or service blockages) in order to quickly correct system disruptions and potential damage to the system and personal property.

**Major Service Area: Jetting and Cleaning**

**Goal:** To provide comprehensive jetting and cleaning of collection mains in order to prevent main blockage and main breaks.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj	FY18 Year-End	FY19 Obj.	Benchmark Target
Manage & Maintain Sewer System	% of repairs completed within 8 working days	Workload	89%	98%	100%	98%	100%	80%
Manage & Maintain Sewer System	Miles of high priority lines inspected	Efficiency	10	12	20	20	20	NA
Manage & Maintain Sewer System	% of food service facilities inspected annually	Workload	80%	100%	100%	100%	100%	NA
Safety	# of preventable accidents	Effectiveness	2	1	0	1	0	0
Manage & Maintain Sewer System	# of reportable SSOs	Effectiveness	5	8	0	3	0	0
Jetting & Cleaning	Miles of sewer main cleaned	Workload	88	52	100	46	100	NA
Manage & Maintain Sewer System	Miles of right-of-way mowed annually	Efficiency	107	101	100	147	100	82
Emergency Response Calls	% of emergency call on-site evaluations within 120 minutes	Efficiency	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY**

Cost Center #: 7420	2015-2016		2016-2017		2017-2018		2017-2018		2018-2019	
	Actual		Actual		Council		Actual		Manager	
	Expenses		Expenses		Approved*		Expenses**		Recommended	
Personnel Services	\$ 1,613,025	\$ 1,795,042	\$ 1,994,618	\$ 1,842,901	\$ 2,045,162	\$ 2,045,162				
Operations	\$ 7,674,241	\$ 7,464,133	\$ 8,253,557	\$ 7,160,096	\$ 8,360,102	\$ 8,360,102				
Capital Outlay	\$ 543,735	\$ 187,884	\$ 2,369,168	\$ 1,592,784	\$ 1,451,500	\$ 1,451,500				
Depreciation & Amortization	\$ 3,150,045	\$ 3,234,289	\$ -	\$ -	\$ -	\$ -				
Non-Operating	\$ (9,260)	\$ 54,184	\$ -	\$ -	\$ -	\$ -				
Debt Service	\$ 762,045	\$ 665,447	\$ 2,746,375	\$ 2,739,514	\$ 2,360,920	\$ 2,360,920				
CIP Projects	\$ 80,302	\$ 63,917	\$ 939	\$ -	\$ -	\$ -				
Cost Allocations	\$ 1,719,371	\$ 1,833,820	\$ 2,135,183	\$ 1,957,252	\$ 1,983,553	\$ 1,983,553				
Transfers	\$ 847,362	\$ 596,856	\$ 548,748	\$ 548,748	\$ 1,531,763	\$ 1,531,763				
<b>Total Expenses</b>	<b>\$ 16,380,866</b>	<b>\$ 15,895,572</b>	<b>\$ 18,048,588</b>	<b>\$ 15,841,295</b>	<b>\$ 17,733,000</b>	<b>\$ 17,733,000</b>				
% budget change		-20%		0%						-2%
* as amended										
**as of August 6, 2018										
<b>Authorized FTE</b>	<b>30.32</b>	<b>31.98</b>	<b>31.31</b>	<b>31.98</b>	<b>31.31</b>	<b>31.31</b>				



# Rocky River Golf Course Revenues

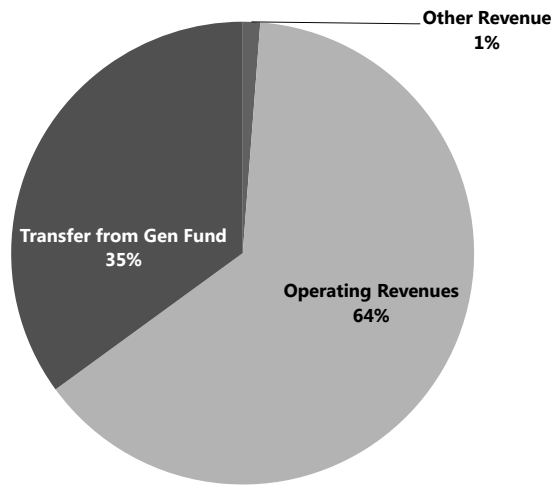
Fund 650

	2015-2016 Actual Revenues	2016-2017 Actual Revenues	2017-2018 Council Approved*	2017-2018 Actual Revenues**	2018-2019 Manager Recommended	2018-2019 Council Approved
Other Revenue	\$ -	\$ 13,618	\$ 20,316	\$ 12,125	\$ 33,782	\$ 33,782
Operating Revenues	\$ 1,631,667	\$ 1,790,762	\$ 1,774,862	\$ 1,820,735	\$ 1,761,073	\$ 1,761,073
Transfer from Retained Earnings	\$ -	\$ -	\$ 8,983	\$ -	\$ -	\$ -
Transfer from Gen Fund	\$ 883,107	\$ 742,594	\$ 1,049,373	\$ 911,724	\$ 967,273	\$ 967,273
<b>Total Revenues</b>	<b>\$ 2,514,774</b>	<b>\$ 2,546,974</b>	<b>\$ 2,853,534</b>	<b>\$ 2,744,584</b>	<b>\$ 2,762,128</b>	<b>\$ 2,762,128</b>
% budget change		7%		1%		-3%

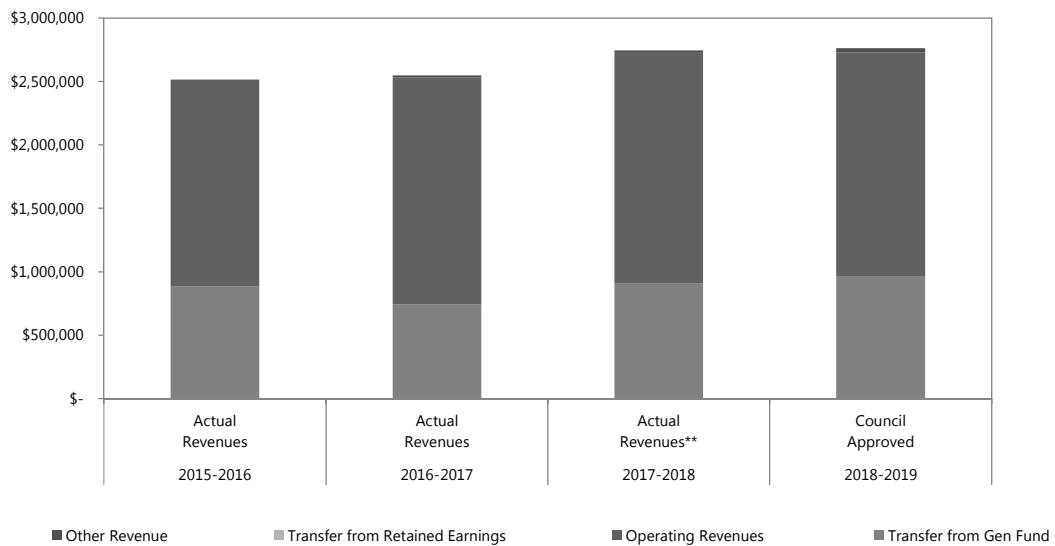
\* as amended

\*\*as of August 6, 2018

## FY 18-19 Golf Course Revenues (by source)



## Golf Course Revenue Trend



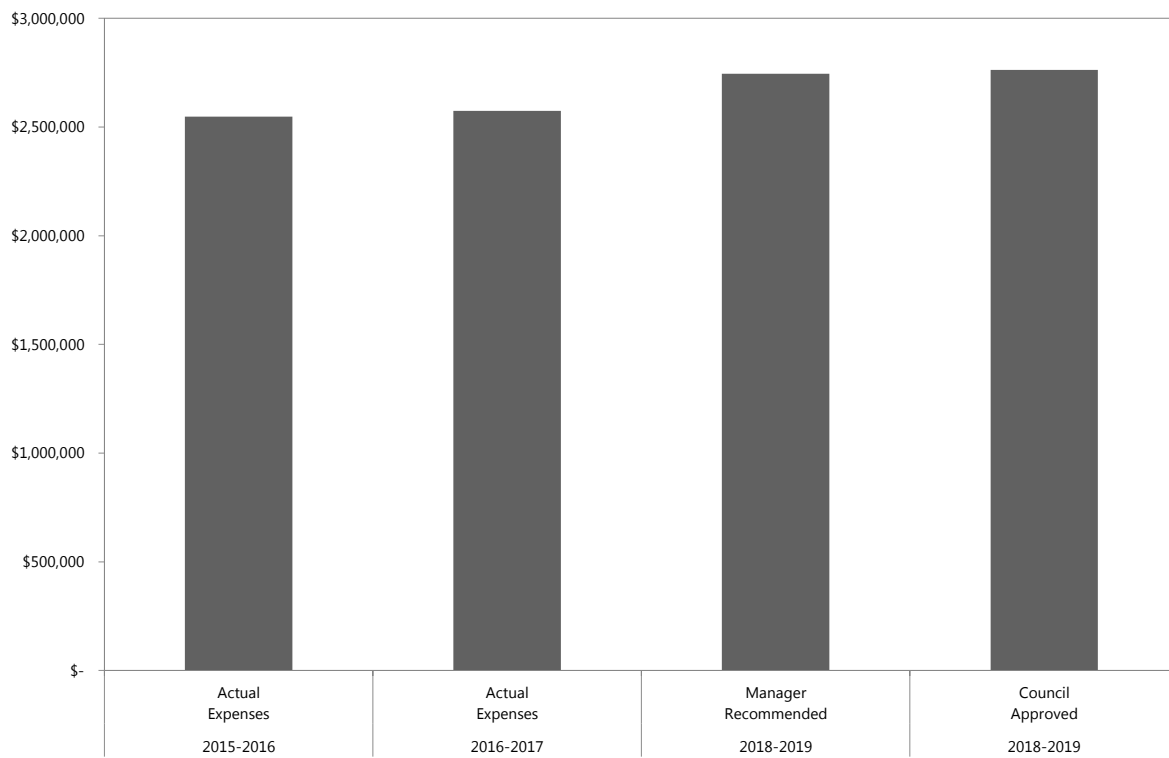
# Rocky River Golf Course Expenses

	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2016-2017 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
Rocky River Golf Club at Concord	\$ 2,547,227	\$ 2,575,057	\$ 2,853,534	\$ 2,744,584	\$ 2,762,128	\$ 2,762,128
<b>Total Expenses</b>	<b>\$ 2,547,227</b>	<b>\$ 2,575,057</b>	<b>\$ 2,853,534</b>	<b>\$ 2,744,584</b>	<b>\$ 2,762,128</b>	<b>\$ 2,762,128</b>
% budget change		1%		7%		-3%

\* as amended

\*\*as of August 6, 2018

## Rocky River Golf Club at Concord Expenditure Trend



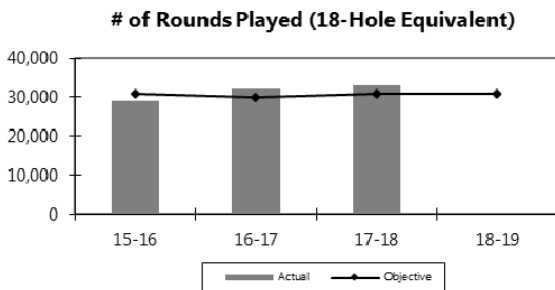
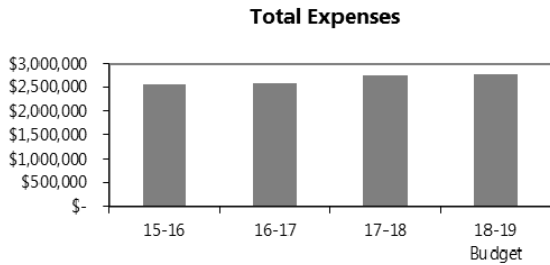
# GOLF COURSE

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

**PROGRAM LOCATOR:**

*Fund:* Golf Course  
*Functional Area:* Golf Course  
*Department:* **Rocky River Golf Course**  
*Division:* N/A

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Hosted Annual Mayor’s Tournament, Doug Herbert BRAKES foundation and Habitat for Humanity outings with great results.
- Increased ranking to #80 in NC Golf Panel’s “Top 100 courses” for 2016, continuing as one of very few public courses with that distinction.
- Highest ranked public course in the entire Charlotte/Concord metro region.
- Updated and repaired irrigation electronics and replacement of main intake point for water.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Revenue driven by local play, and group events.
- Hosting bigger special events (weddings, etc).
- Building on-course restroom facility is main capital improvement request.
- Repair and check structural integrity of bridges on course needed for safety.
- Continue to host large corporate and charity outings to increase golf revenues.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Continued teaching and lesson programs promoted through social media.
- Promote youth golf and grow the game through instructional programs.
- Promote golf to Cabarrus County Schools by hosting high school golf teams, and working with middle schools to introduce the game.
- Continue to encourage participation of corporate leagues on weekday evenings. Currently Wells Fargo and 2 other local companies host leagues.

**PERFORMANCE GOALS:****Major Service Area: Full Service Golf Facility**

**Goal:** To consistently provide a quality golf facility at an affordable rate with superlative customer service to both residents and non-residents of the City of Concord in order to provide the best possible golf experience and maximize both recreational use and revenue.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Full Service Golf Facility	# of rounds played (18-hole equivalent)	Workload	28,998	30,028	31,000	32,982	32,500	34,000
Full Service Golf Facility	# of pass-holder rounds played (18-hole equivalent)	Workload	3,794	3,453	4,500	4,116	4,000	5,000
Full Service Golf Facility	Average golf and food/beverage revenue per 18-hole round	Efficiency	\$56.27	\$55.00	\$56.00	\$55.02	\$56	N/A
Full Service Golf Facility	Average operating cost per 18-hole round	Efficiency	\$50.62	\$50.00	\$48.50	\$46.15	\$48	N/A

**BUDGET SUMMARY:**

<b>Cost Center #: 7500, 7501</b>	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Operations	\$ 1,574,859	\$ 1,609,229	\$ 1,694,195	\$ 1,651,937	\$ 1,763,834	\$ 1,763,834
Capital	\$ -	\$ -	\$ 164,000	\$ 151,274	\$ 26,380	\$ 26,380
Depreciation & Amortization	\$ 32,452	\$ 28,083	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 939,916	\$ 937,745	\$ 941,373	\$ 941,373	\$ 940,893	\$ 940,893
Transfers	\$ -	\$ -	\$ 53,966	\$ -	\$ 31,021	\$ 31,021
<b>Total Expenses</b>	<b>\$2,547,227</b>	<b>\$2,575,057</b>	<b>\$ 2,853,534</b>	<b>\$2,744,584</b>	<b>\$ 2,762,128</b>	<b>\$ 2,762,128</b>
% budget change		1%		7%		-3%
* as amended						
**as of August 6, 2018						

# Aviation Revenue

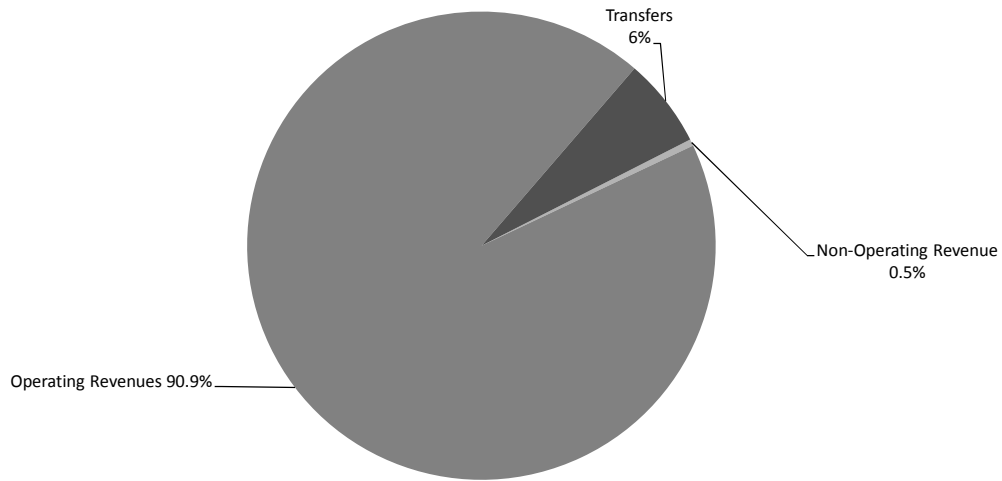
Fund 680

	2015-2016	2016-2017	2017-2018	2017-2018	2017-2018	2018-2019
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Licenses	\$ -	\$ -	\$ -	\$ 9,009	\$ 8,300	\$ 8,300
Restricted Intergovt Revenue	\$ 114,175	\$ -	\$ 414,495	\$ -	\$ -	\$ -
Non-Operating Revenue	\$ 465,649	\$ 13,881	\$ 56,399	\$ 72,788	\$ 50,000	\$ 50,000
Investment Earnings	\$ -	\$ 38,368	\$ -	\$ 39,059	\$ 100,000	\$ 100,000
Operating Revenue	\$ 7,656,139	\$ 8,580,690	\$ 9,483,247	\$ 9,816,852	\$ 10,056,385	\$ 10,056,385
Financing Proceeds	\$ -	\$ -	\$ 3,809,040	\$ -	\$ -	\$ -
Transfers	\$ 756,641	\$ 777,175	\$ 785,287	\$ 785,287	\$ 663,540	\$ 663,540
<b>Total Revenue</b>	<b>\$ 8,992,604</b>	<b>\$ 9,410,114</b>	<b>\$ 14,548,468</b>	<b>\$ 10,722,995</b>	<b>\$ 10,869,925</b>	<b>\$ 10,869,925</b>
% budget change		-10%		5%		-25%

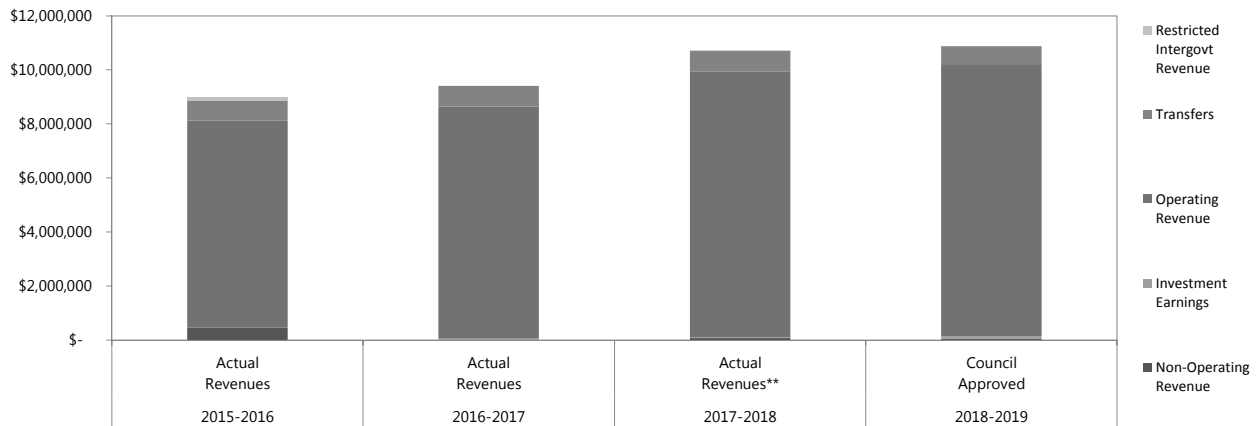
\* as amended

\*\*as of August 6, 2018

**FY 18-19 Aviation Revenues (by source)**



**Aviation Revenue Trend (by Source)**



# Aviation Expenditures

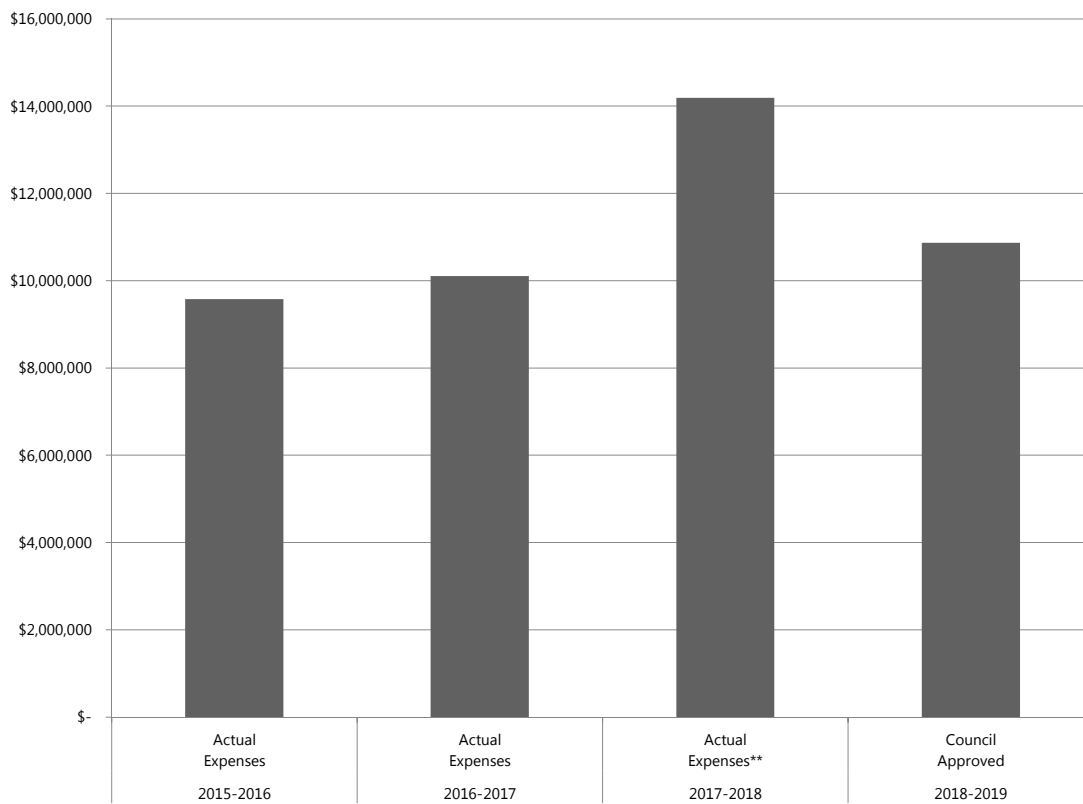
	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2017-2018 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
Aviation Operations	\$ 9,576,096	\$ 10,107,389	\$ 14,548,468	\$ 14,191,988	\$ 10,869,925	\$ 10,869,925
<b>Total Expenses</b>	<b>\$ 9,576,096</b>	<b>\$ 10,107,389</b>	<b>\$ 14,548,468</b>	<b>\$ 14,191,988</b>	<b>\$ 10,869,925</b>	<b>\$ 10,869,925</b>

% budget change

\* as amended

\*\*as of August 6, 2018

## Aviation Expenditure Trend



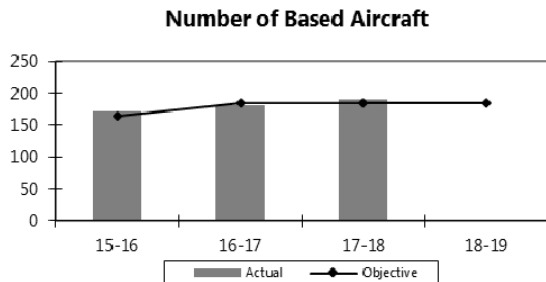
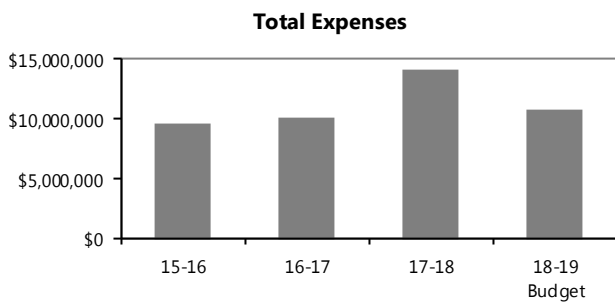
# AVIATION

**MISSION** The Aviation Department's mission is to provide services in a safe and secure manner, that exceed expectations for the corporate, business, and general aviation community with the desire to increase & support economic development for the City of Concord and the region.

**PROGRAM LOCATOR:**

Fund: Aviation  
 Functional Area: Transportation  
 Department: **Aviation Operations**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Airport Management, Operation, Development, Community Outreach & Marketing
- Airport Facility Maintenance, Safety, & Security
- Aviation Fixed Base Operation (Aircraft Fueling & Line Services, Hangar Rental, etc.)
- Continued working with Federal Aviation Administration to identify projects eligible under the Non-Primary Entitlement grant program.

**FY 2018-19 MAJOR ACCOMPLISHMENTS:**

- Allegiant Airlines expanded the commercial service by adding additional daily service to select destinations.
- Master Plan Study has started and should be completed in FY2019.

- Continued to enhance security badging and the security camera system to meet TSA requirements.
- Processed over 233,000 passengers through the new commercial service building in calendar year 2017 (56% increase from 2016).
- General Aviation Operations have increased to 71,647 (15.5% from 2016).
- Promoted Concord Regional Airport at the National Business Aviation Association (NBAA) aviation trade show.

**FY 2019 -20 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue to market Concord Regional Airport for additional destinations to increase airline service.
- Replacement of aging equipment in order to increase efficiency.
- Complete Master Plan.
- Upgrade security cameras where needed.
- Replacement of large tug to continue providing towing for aircraft.
- 2 new positions to improve customer service.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Major focus on providing outstanding customer service.
- Aviation Management with continue to work with the FAA on airport improvement projects that are eligible for federal grant funds.
- Aviation Department will continue comparing itself to surrounding airports to be a benchmark with fuel prices and other services offered to keep our competitive edge.
- Airport Administration maintains relationships with FAA, TSA, and other federal, state and local officials in order to strengthen General Aviation ties to the area.
- Airport Administration continues to maintain the 139 Certification for Concord Regional Airport.
- Maintain 100% compliance with Safety First PLST training for line personnel (FAA Requirement).
- Maintain TSA security regulations for commercial operations.
- Review details of IS-BAH program for future implementation and certification.
- Complete Corporate Aviation Analysis to determine the need for future hangar development

**PERFORMANCE GOALS:**

**Major Service Area: Airport Management and Development**

**Goal:** To operate and develop the City's Airport in the most fiscally responsible way to ensure aeronautical and facility needs are met to support growth and the related economic development of the City, County, and region.

**Major Service Area: Airport Facility Maintenance, Safety, & Security**

**Goal:** To protect life and property at the airport by being proactive in maintaining the safest possible facilities, equipment, and staff that complies or exceeds federal, state and local safety and security regulations.

**Major Service Area: Fixed Base Operations and Customer Service**

**Goal:** To provide outstanding aviation services, amenities, customer service, to the visiting aviation users and based customers, realizing that the Concord Regional Airport is the first and last impression many people get of our City and community.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Airport Mgmt. & Dev.	Number of based aircraft	Workload	172	180	175	190	185	200
Airport Mgmt. & Dev.	% of office space leased	Effectiveness	93%	97%	95%	97%	100	100%
Maint., Safety, & Security	# of 139 Inspection Discrepancies	Effectiveness	0	0	0	0	0	0
FBO	% of airfield inspections completed	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

<b>Cost Center #: 4530</b>						
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,792,000	\$ 1,911,909	\$ 2,210,533	\$ 2,146,706	2,387,734	\$ 2,387,734
Operations	\$ 4,182,456	\$ 4,976,935	\$ 6,447,271	\$ 6,205,706	5,918,079	\$ 5,918,079
Capital Outlay	\$ (81,298)	\$ 233,033	\$ 191,374	\$ 192,937	646,000	\$ 646,000
Depreciation	\$ 2,047,833	\$ 2,270,422	\$ -	\$ -	-	\$ -
Debt Service	\$ 373,179	\$ 145,506	\$ 5,327,569	\$ 5,305,260	1,484,351	\$ 1,484,351
Non Operating Exp	\$ 30,975	\$ (1,815)	\$ -	-	-	\$ -
Cost Allocations	\$ 336,731	\$ 425,893	\$ 364,104	\$ 333,762	430,021	\$ 430,021
Transfers	\$ 894,220	\$ 145,506	\$ 7,617	\$ 7,617	3,740	\$ 3,740
<b>Total Expenses</b>	<b>\$ 9,576,096</b>	<b>\$ 10,107,389</b>	<b>\$ 14,548,468</b>	<b>\$ 14,191,988</b>	<b>\$ 10,869,925</b>	<b>\$ 10,869,925</b>
% budget change		6%		40%		-25%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>34.00</b>	<b>40.00</b>	<b>41.50</b>	<b>41.50</b>	<b>43.50</b>	<b>43.50</b>



# Public Housing Revenue

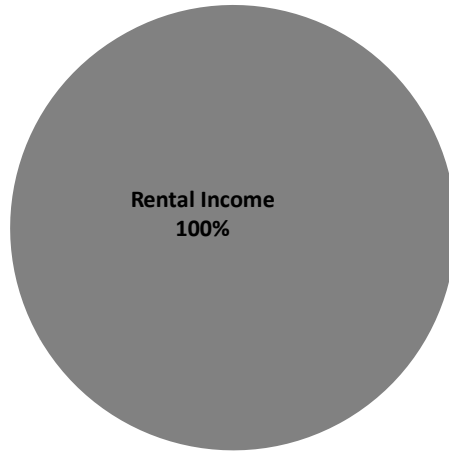
## Fund 690

	2015-2016 Actual Revenues	2016-2017 Actual Revenues	2017-2018 Council Approved*	2017-2018 Actual Revenues**	2018-2019 Manager Recommended	2018-2019 Council Approved
Other Revenue	\$ (70,897)	\$ (26,962)	\$ -	\$ -	\$ -	\$ -
Retained Earnings	\$ -	\$ -	\$ 15,112	\$ -	\$ -	\$ -
Rental Income	\$ 1,258,548	\$ 374,557	\$ 414,126	\$ 408,109	\$ 1,270,089	\$ 1,270,089
Non-Rental Income	\$ -	\$ 94,717	\$ 97,983	\$ 91,657	\$ -	\$ -
HUD Contributions	\$ -	\$ 765,728	\$ 772,993	\$ 763,560	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ 1,187,651</b>	<b>\$ 1,208,040</b>	<b>\$ 1,300,214</b>	<b>\$ 1,263,326</b>	<b>\$ 1,270,089</b>	<b>\$ 1,270,089</b>
% budget change		2%		5%		-2%

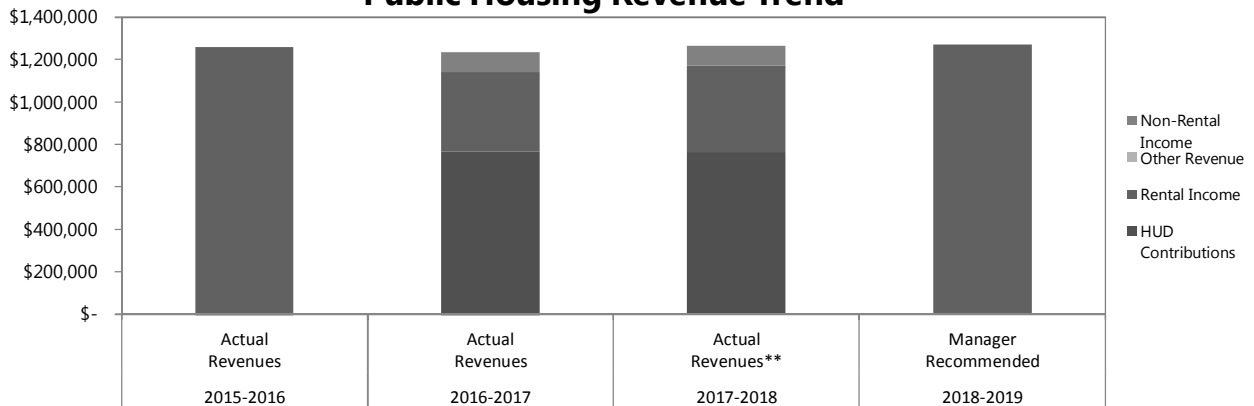
\* as amended

\*\* as of August 6, 2018

## FY 18-19 Public Housing Revenue (by source)



## Public Housing Revenue Trend



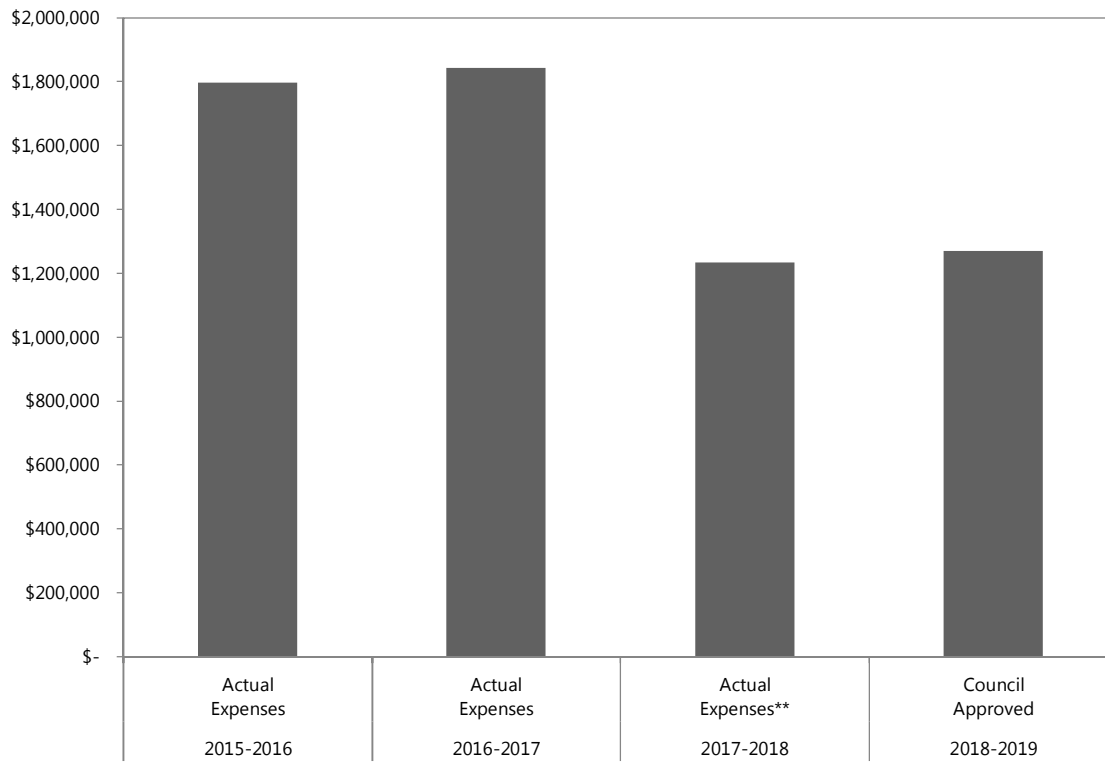
# Public Housing Expenditures

	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2017-2018 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
Public Housing Operations:	\$ 1,796,680	\$ 1,842,531	\$ 1,300,214	\$ 1,233,891	\$ 1,270,089	\$ 1,270,089
<b>Total Expense</b>	<b>\$ 1,796,680</b>	<b>\$ 1,842,531</b>	<b>\$ 1,300,214</b>	<b>\$ 1,233,891</b>	<b>\$ 1,270,089</b>	<b>\$ 1,270,089</b>
% budget change		3%		-33%		-2%

\* as amended

\*\* as of August 6, 2018

## Public Housing Expenditure Trend



# PUBLIC HOUSING OPERATIONS

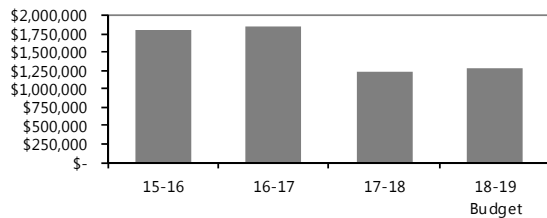
**MISSION:** The City of Concord's Housing Department serves low-income families for whom conventional housing is unaffordable. Our mission is to provide these families with decent, safe, and sanitary housing while supporting their efforts to achieve economic independence and self-sufficiency.

**PROGRAM LOCATOR:**

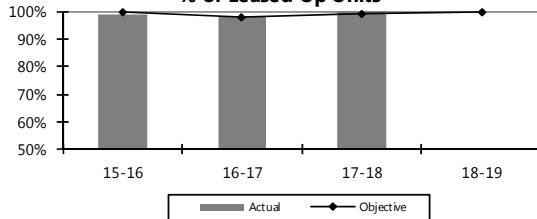
Fund: Public Housing  
 Functional Area: Public Housing  
 Department: **Public Housing Operations**

**BUDGET & PERFORMANCE HIGHLIGHTS**

**Total Expenditures**



**% of Leased Up Units**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Three Public Housing residents graduated from the Family Self-Sufficiency program with two participants obtaining Homeownership.
- The Moving Up and Moving Out Program has expanded. There are one-on-one life skills, financial literacy and budgeting classes provided by Fifth Third Bank. Programs also include career fairs, computer classes and FSS Orientations. A majority of our FSS participants are working and escrowing towards Home ownership.
- National Night Out was a success, over 400 residents, police, fire, councilmen, city officials, partners and many more participated at the annual event.

- The 2015 Resident Opportunities and Self-Sufficiency Grant started providing Life Skill Empowerment one on one, providing support and tools to teenagers to build on the individual's strengths and promote levels of self-sufficiency. The Grant also helps cultivate a partnership with Cabarrus County Department of Human Services LINKS Programs, to provide mental health, self-sufficiency, career opportunities and independent living.
- A Job Fair was hosted at the Neighborhood Networks Technology Center with over eighteen agencies participating.
- Six residents will graduate from advanced computer classes in Excel, Word, and Power Point taught at the Technology Center.
- Twenty-seven participants went thru the E-Bus program sponsored thru Fifth Third Bank. This program helps with credit repair.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Maintain housing stock above quality requirements.
- Continue to promote the self-sufficiency of our participant families through programs assisting them with credit repair, educational and socio-economic needs.
- Begin new roofing for the Logan Homes community.
- Continue to explore new funding through grant opportunities being made available both locally, state, and nationally.
- Work closely with community partners to research, identify and align resources to assist families on the path to a life of economic independence.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

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

**PERFORMANCE GOALS:**

**Major Service Area: Decent, Safe, and Sanitary Housing**

**Goal:** Provide high quality housing to residents/clients to obtain a safe and enjoyable living environment.

**Major Service Area: Family Self-Sufficiency**

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

**Major Service Area: Accounting**

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

**Major Service Area: Task Tracking**

**Goal:** Continue and improve Task Tracking/Management by objectives which incorporates appropriate elements of PHAS, SEMAP, MASS, and similar existing measures.

**Major Service Area: Staff Training**

**Goal:** Encourage staff to complete training/certification programs relevant to their areas of responsibility.

**Major Service Area: Public Image**

**Goal:** Continue to improve our public image through enhanced communication, coordination and accountability with outside agencies, among the staff, and with our residents.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Decent, Safe/ Sanitary Housing	% of leased up units	Effectiveness	99%	98%	98%	99%	98%	100%
Family Self-Sufficiency	# of participants in the FSS program	Effectiveness	17	41	25	76	80	30
Task Tracking	% of participants recertified under program	Effectiveness	100%	100%	100%	100%	100%	100%
Staff Training	% of Staff Maintaining Training/Certification	Effectiveness	100%	100%	100%	100%	100%	100%
Public Image	# of Participants Using Tech Center Monthly	Workload/ Demand	165	119	180	118	130	130
Decent, Safe, and Sanitary Housing	# of Days to Turnover Unit for Move-In	Effectiveness	49	27	15	30	15	15
Accounting	% Tenant Accounts Collected	Effectiveness	87%	84%	95%	90%	95%	98%

**BUDGET SUMMARY:**

Cost Center #: 1000	2015-2016		2016-2017		2017-2018		2018-2019	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
Personnel	\$ 151,989	\$ 152,121	\$ 162,210	\$ 147,774	\$ 159,538	\$ 159,538		
Operations	\$ 43,538	\$ 37,771	\$ 52,129	\$ 34,609	\$ 62,207	\$ 62,207		
Operating Expense-Control	\$ 1,060,502	\$ 1,104,934	\$ 1,085,386	\$ 1,051,020	\$ 1,048,344	\$ 1,048,344		
Depreciation	\$ 517,048	\$ 516,844	\$ -	\$ -	\$ -	\$ -		
Non-Operating Expense	\$ (3,185)	\$ 29,889	\$ -	\$ -	\$ -	\$ -		
Interest Expense	\$ 26,788	\$ 972	\$ 489	\$ 488	\$ -	\$ -		
<b>Total Expenditures</b>	<b>\$ 1,796,680</b>	<b>\$ 1,842,531</b>	<b>\$ 1,300,214</b>	<b>\$ 1,233,891</b>	<b>\$ 1,270,089</b>	<b>\$ 1,270,089</b>		
% budget change		-96%		-50%				-2%
* as amended								
**as of August 6, 2018								
	<b>9.30</b>	<b>8.60</b>	<b>8.60</b>	<b>8.60</b>	<b>8.60</b>	<b>8.60</b>		<b>8.60</b>

# INTERNAL SERVICES FUND

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**OVERVIEW:** Internal Services serves as a support function, assisting all City departments in their daily operations. Internal Services is comprised of Utilities Collections, Data Services, Billing, Customer Care, Engineering, Purchasing, and Buildings & Grounds Maintenance.

## **BUDGET UNITS:**

**Utilities Collections:** The Utilities Collections Department is responsible for the collection of all electric, water, sewer, and commercial solid waste payments made to the City. The Collection of utility deposits, reconnect fees, returned checks, and other miscellaneous revenues are also transacted in this department. Additional information regarding Utilities Collections may be obtained by contacting Rita Ellison, Revenue Manager, at (704) 920-5265 or via email at [ellisonr@concordnc.gov](mailto:ellisonr@concordnc.gov).

**Data Services:** Data Services is responsible for the network design, engineering, procurement, installation, and servicing of the computer infrastructure, hardware, and software for the City. The City contracts Data Services with Technologies Edge, Inc. Additional information regarding Data Services may be obtained by contacting Charlie Bridges, at (704) 920-5290 or via email at [bridgesc@concordnc.gov](mailto:bridgesc@concordnc.gov).

**Billing:** Billing is responsible for all meter reading services, which includes electric, water, and wastewater. The Department processes the readings and the billing of more than 44,000 customers. Additional information regarding Billing may be obtained by contacting Rita Ellison, Revenue Manager, at (704) 920-5265 or via email at [ellisonr@concordnc.gov](mailto:ellisonr@concordnc.gov).

**Customer Care:** Customer Care is responsible for creating new customer utility accounts and answering customer inquiries regarding their utility accounts. Additional information regarding Customer Service may be obtained by contacting Tammy Linn, Customer Service Manager, at (704) 920-5240 or via email at [linnt@concordnc.gov](mailto:linnt@concordnc.gov).

**Engineering:** The Engineering Department provides engineering, technical, and contract management assistance to all City departments. Department's responsibility to schedule, design, prepare specifications, acquire permits, secure rights-of-way, advertise, bid, and manage all capital improvement projects as directed and approved by the City Council and the City Manager. Other engineering responsibilities include plan review, obtaining and holding application permits and encroachment agreements, and observing the construction of new public infrastructure to ensure compliance with local, state, and federal regulations. Additional information regarding Engineering may be obtained by contacting Sue Hyde, Engineering Director, at (704) 920-5425 or via email at [hydes@concordnc.gov](mailto:hydes@concordnc.gov).

**Purchasing:** Purchasing is responsible for the procurement and storage of goods and equipment for all City departments. Additional information regarding Purchasing may be obtained by contacting Ryan LeClear, Purchasing Manager, at (704) 920-5441 or via email at [leclearr@concordnc.gov](mailto:leclearr@concordnc.gov).

**Building & Grounds Maintenance:** Buildings & Grounds Maintenance supports the maintenance operations of City departments. Primary responsibilities include ground maintenance, building maintenance, HVAC/Electrical, custodial, vacant lot mowing, street rights-of-way mowing, and Public Housing grounds maintenance. Additional information regarding Buildings & Grounds Maintenance may be obtained by contacting Susan Sessler, Building and Grounds Director, at (704) 920-5380 or via email at [sesslers@concordnc.gov](mailto:sesslers@concordnc.gov).

# Internal Services Fund Allocated Costs

## Fund 800

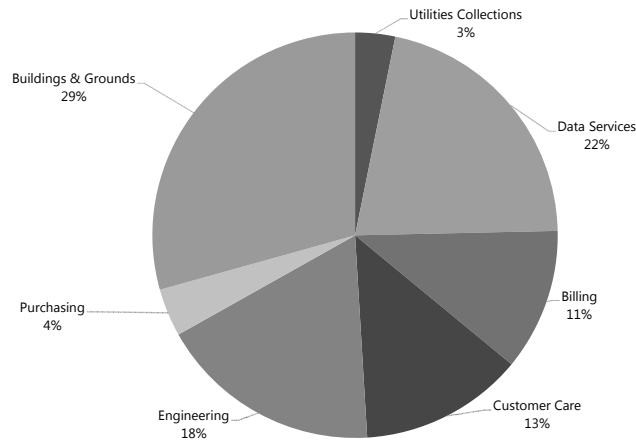
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Allocation	Actual Allocation	Council Approved*	Actual Allocation**	Manager Recommended	Council Approved
<b>Budget Unit</b>						
Utilities Collections	\$ 315,674	\$ 351,931	\$ 444,324	\$ 405,358	\$ 412,684	\$ 412,684
Data Services	\$ 2,092,400	\$ 2,249,077	\$ 2,975,098	\$ 2,348,008	\$ 2,775,813	\$ 2,775,813
Billing	\$ 1,041,096	\$ 1,151,692	\$ 1,151,403	\$ 1,055,737	\$ 1,465,930	\$ 1,465,930.00
Customer Care	\$ 1,609,736	\$ 1,763,242	\$ 1,841,269	\$ 1,687,829	\$ 1,692,039	\$ 1,692,039
Engineering	\$ 1,565,305	\$ 1,717,842	\$ 2,337,326	\$ 2,143,089	\$ 2,302,160	\$ 2,302,160
Purchasing	\$ 491,476	\$ 502,593	\$ 507,444	\$ 465,349	\$ 493,039	\$ 493,039
Buildings & Grounds	\$ 2,695,229	\$ 3,153,235	\$ 3,520,177	\$ 3,169,546	\$ 3,796,122	\$ 3,796,122
<b>Total Allocated Costs to other City Departments</b>	<b>\$ 9,810,916</b>	<b>\$ 10,889,612</b>	<b>\$ 12,777,041</b>	<b>\$ 11,274,916</b>	<b>\$ 12,937,787</b>	<b>\$ 12,937,787</b>
% budget change		11%		-12%		1%

\* as amended

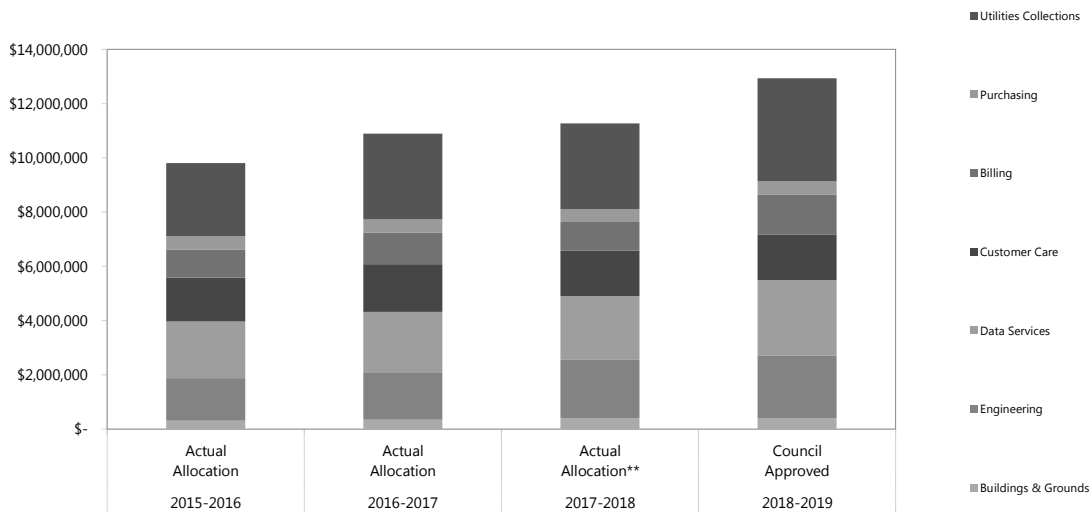
\*\*as of August 6, 2018

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

## FY 18-19 Internal Services Fund (Allocated Costs)



## Internal Services Expenditure Trend



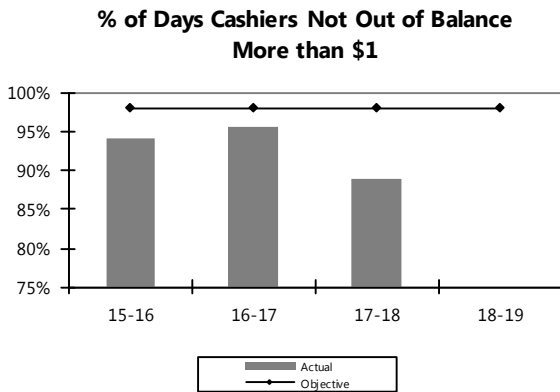
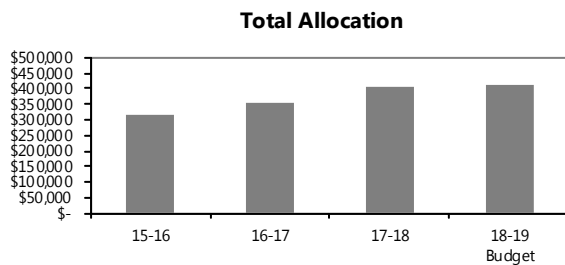
# UTILITIES COLLECTIONS

**MISSION:** The Collections Department exists to provide timely and accurate posting of utility payments for the citizens of Concord with the desire to uphold the highest level of customer service.

**PROGRAM LOCATOR:**

*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* Finance  
*Division:* **Utilities Collections**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Collected \$56,892.37 in delinquent utility revenue via Debt Set Off and the Collection Agency as of January 31, 2018.
- Changed Credit Card service provider to offer customers a more advanced online payment solution.
- Trained employees on Beer & Wine License process and cemetery transactions.
- Implemented a new procedure that allows for automatic refunding of utility deposits when customers become eligible.
- Implemented new remittance processing system to expedite payment processing, reduce keying errors and to allow for faster deposit of funds.

- Accepted responsibility for Bank Draft process and created an online fillable form that encrypts banking information to lessen security concerns.
- Transitioned Bad Debt Collections to our Dept. where a review process is being performed to reduce the number of accounts being sent to the Collection Agency.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Encourage and promote eBill for utility customers who are enrolled in eCARE.
- Promote new online payment portal for utility customers.
- Install outward facing self-service kiosk so customers have ability to pay anytime.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Coworkers continue to research and correct their own errors in an effort to identify problem areas.
- Coworkers will attend training classes and teambuilding events as funding allows.

**PERFORMANCE GOALS:****Major Service Area: Utility Payment Processing**

**Goal:** To provide timely processing of utility payments in order to optimize cash flow position.

**Goal:** To provide accurate posting of utility payments in order to maintain customer satisfaction and reduce corrections.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Utility Payment Processing	% of days cashiers not out of balance more than \$1	Effectiveness	92%	94%	98%	89%	98%	98%
Utility Payment Processing	# of monthly adjustments for incorrect postings	Effectiveness	4	5	5	7	5	5

**BUDGET SUMMARY:**

Cost Center #: 4200	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 193,347	\$ 222,936	\$ 267,243	\$ 275,732	\$ 265,991	\$ 265,991
Operations	\$ 93,776	\$ 93,549	\$ 149,458	\$ 120,267	\$ 119,016	\$ 119,016
Depreciation	\$ 1,542	\$ 1,542	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 28,408	\$ 27,593	\$ 27,623	\$ 27,601	\$ 27,677	\$ 27,677
Non-Operating Exp	\$ (1,399)	\$ 6,311	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (315,674)	\$ (351,931)	\$ (444,324)	\$ (405,358)	\$ (412,684)	\$ (412,684)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,242</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change		11%		15%		-7%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>5.00</b>	<b>5.00</b>



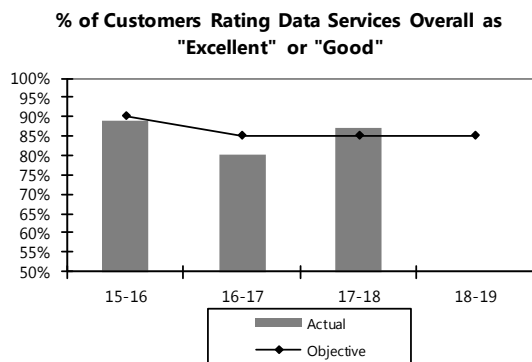
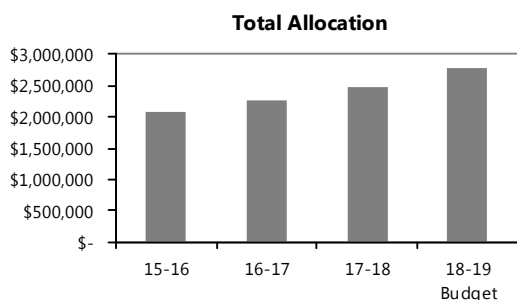
# DATA SERVICES

**MISSION:** The Data Services Department exists to provide technology solutions and support to all City departments and employees in a timely and cost-effective manner with the desire to provide access to appropriate information and data required for conducting public business and communicating with citizens.

**PROGRAM LOCATOR:**

*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* **Data Services**  
*Division:* N/A

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Completed Phase V of Network Infrastructure upgrade.
- Installed GIS1 Server.
- Installed Northstar Automation Platform Phase 1.
- Continued support for AMI Project with Electric and Water, Billing and Customer Service.

- Continued with process review of Northstar for Collections, Billing, and Customer Service.
- Supported Accela Customer Access portal.
- Supported Finance Plus to Questica Budget software interface.
- Provided Fiber infrastructure support.
- Continued enhancing Email Protection system (spam, virus, phishing and attack prevention).
- Created on-line Utility Application interface.
- Installed Utility Billing Disaster Recovery Server.
- Installed VPN Concentrator replacement.
- Replaced Laserfiche Servers.
- Replaced NetMotion Servers.
- Developed new Seamless Docs (web forms).
- Began GIS Strategic Review.
- New Antivirus System (Carbon Black)

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue working with Billing, Electric and Water on the AMI Project.
- Complete process review of Northstar for Collections, Billing and Customer Service.
- Install Northstar Automation Platform Phase 2.
- Install Wifi Network for Fire, Parks & Rec, Airport and Transit Departments.
- Broaden tablet-based solutions in the field.
- Expand report-writing/data retrieval capabilities.
- Replace GIS3 Server.
- Complete GIS Strategic Review.
- Create additional Web-based Intranet and Internet forms using Seamless Docs.
- Install Northstar Report Writing server.
- Provide Fiber Infrastructure support.
- Upgrade Websense Servers.
- Upgrade Police Dept in-car Laptops (Phase 2).
- Replace and upgrade Cityworks Servers.
- Replace and upgrade Finance Plus Servers.
- Replace Intranet Server.
- Upgrade Security Patching system.
- Begin Utility Billing Multispeak upgrade Phase 1.

**STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Preventive maintenance programs to provide for high network availability.
- Allocate staff resources to meet increasing demand for service requests.
- Customer satisfaction survey to provide direct customer feedback.
- Certify additional staff in GIS and Cityworks.
- Technology Project Management and Consulting.

**PERFORMANCE GOALS:****Major Service Area: Network Infrastructure Support**

**Goal:** To provide maximum system uptime for internal and external users during normal operating hours in order to ensure access to City information and data.

**Major Service Area: Computer Hardware and Software Support**

**Goal:** To provide the highest level of computer services to City computer users in order to minimize downtime and disruptions and maximize employee productivity.

**Major Service Area: Technical Project Management**

**Goal:** To provide the highest level of technical project management and consulting services to the City in order to ensure the City obtains the correct products for its needs within the desired timeframe and budget.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Network Infrastructure	% of Server and Network Availability	Effectiveness	99%	99%	99%	99%	99%	100%
Computer Hardware and Software	% of Customers rating response times to service requests as "Excellent" or "Good"	Effectiveness	89%	84%	85%	81%	85%	90%
Customer Service	% of customers rating overall Technology Services as "Excellent" or "Good"	Effectiveness	92%	80%	90%	87%	90%	95%

**BUDGET SUMMARY:**

<b>Cost Center #: 4210</b>	2015-2016		2016-2017		2017-2018		2017-2018		2018-2019		2018-2019	
	Actual Expenses		Actual Expenses		Council Approved*		Actual Expenses**		Manager Recommended		Council Approved	
	Personnel Services	\$ 92,608	\$ 94,974	\$ 95,832	\$ 99,921	\$ 98,441	\$ 98,441	\$ 98,441	\$ 98,441	\$ 98,441	\$ 98,441	\$ 98,441
Operations	\$ 1,730,409	\$ 2,025,856	\$ 2,258,457	\$ 2,097,843	\$ 2,360,674	\$ 2,360,674	\$ 2,360,674	\$ 2,360,674	\$ 2,360,674	\$ 2,360,674	\$ 2,360,674	\$ 2,360,674
Capital Outlay	\$ -	\$ -	\$ 490,366	\$ 136,322	\$ 186,000	\$ 186,000	\$ 186,000	\$ 186,000	\$ 186,000	\$ 186,000	\$ 186,000	\$ 186,000
Depreciation	\$ 135,526	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 133,857	\$ 128,247	\$ 130,443	\$ 130,339	\$ 130,698	\$ 130,698	\$ 130,698	\$ 130,698	\$ 130,698	\$ 130,698	\$ 130,698	\$ 130,698
Cost Allocation	\$ (2,092,400)	\$ (2,249,077)	\$ (2,975,098)	\$ (2,348,008)	\$ (2,775,813)	\$ (2,775,813)	\$ (2,775,813)	\$ (2,775,813)	\$ (2,775,813)	\$ (2,775,813)	\$ (2,775,813)	\$ (2,775,813)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 116,417</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>% budget change</i>		7%		4%								-7%
* as amended												
**as of August 6, 2018												
<b>Authorized FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

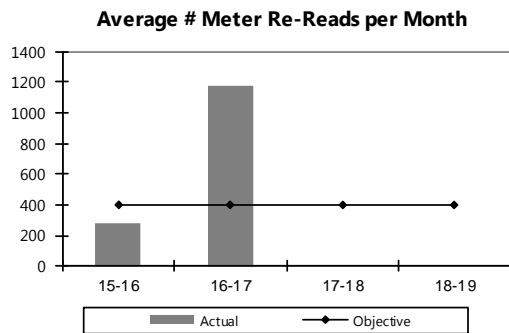
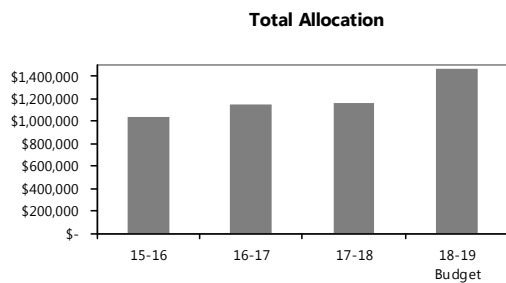
# BILLING

**MISSION:** The mission of the Billing Department is to provide accurate and on-time monthly meter readings and utility billing statements for all Residential, Commercial, Industrial, Institutional, and Municipal Utility Customers of the City of Concord. The Billing Department exemplifies the highest level of customer service to both our external and internal customers.

**PROGRAM LOCATOR:**

*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* Finance  
*Division:* **Billing**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Utility Billing

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Mailed 47,500 utility bills per month.
- Read 70,000 meters per month.
- The Department utilizes 4 Mobile Data Collectors to our read technicians. This helps to ensure our utility customers meters are read as close to 30 days as possible.
- The department is also still operating in a parallel phase of the AMI implementation in which will allow our billing team the ability to read on

demand and implement those readings into our CIS system for on-time billing.

- Currently, over 8,000 e-Bill Customers are enrolled.
- We currently have approximately 95% of our Electric Meter Inventory replaced with AMI meters. We are at about 56% of the Water Inventory replaced.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- The Billing staff has continued to work diligently with both Electric and Water Departments to implement our AMI program for Smart Metering System.
- Budget Billing processes remain in place to maintain lower settlement amounts at year-end. Our plan is to utilize Pre-Authorized Payments to ease the settlement process for our customers.
- Three Meter Technicians will transfer from Customer Care in an effort to realign the dispatching process to a method that better supports the AMI program.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- The process to exchange meters with both the Water and Electric Departments is still in progress. We have made this a more automated process to begin with the Water Department. We are working to include this in the Electric Department as well.
- Users have continued to attend conferences or meetings pertaining to all of our utility software in order to gain current updates which will help us better serve our utility customers.
- Some billing cycles still remain delayed due to the AMI project implementation. However, we continue to stay focused on the integrity and quality of the information delivered in the bills. We have managed to stay within a two-day delay. It is anticipated that these issues will no longer exist once software communications have improved.
- We continue to place an emphasis on the products offered by the City such as e-Billing, Pre-Authorized Payments and the Budget Billing Programs.
- We hope to be able to transition to daily billing once we have completed the full AMI implementation.

**PERFORMANCE GOALS:****Major Service Area: Meter Reading**

**Goal:** To provide timely and accurate meter readings to all utility customers in order to ensure accurate billing with minimal re-reads, no reads or errors.

**Major Service Area: Billing**

**Goal:** To provide on-time and accurate billing statements to our utility customers thus encourage on-time remittance of payments.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Meter Reading	Average number of meter re-reads per month	Effectiveness	280	1,178	400	Pending	300	320
Meter Reading	Average number of monthly missed reads	Effectiveness	1	2,267	1,300	Pending	500	0
Billing	% of utility bills mailed within 24hrs of due date	Effectiveness	100%	75%	85%	Pending	95%	100%

**BUDGET SUMMARY:**

<b>Cost Center #: 4215</b>						
	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2017-2018 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
Personnel Services	\$ 590,969	\$ 610,645	\$ 698,478	\$ 699,428	\$ 862,924	\$ 862,924
Operations	\$ 290,588	\$ 365,576	\$ 327,086	\$ 334,005	\$ 400,921	\$ 400,921
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 76,000	\$ 76,000
Depreciation	\$ 33,229	\$ 29,936	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 129,413	\$ 125,706	\$ 125,839	\$ 125,739	\$ 126,085	\$ 126,085
Non-Operating Exp	\$ (3,103)	\$ 19,829	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,041,096)	\$ (1,151,692)	\$ (1,151,403)	\$ (1,055,737)	\$ (1,465,930)	\$ (1,465,930)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 103,435</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change		11%		-8%		27%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>11.25</b>	<b>11.25</b>	<b>14.25</b>	<b>14.25</b>

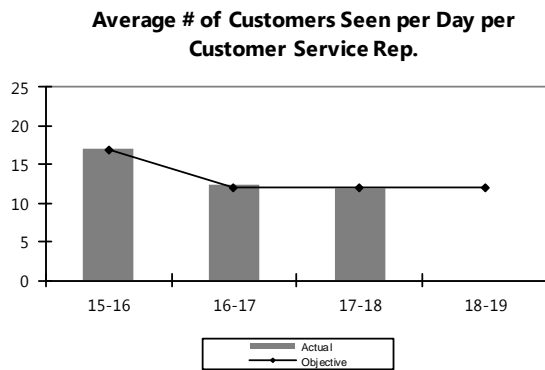
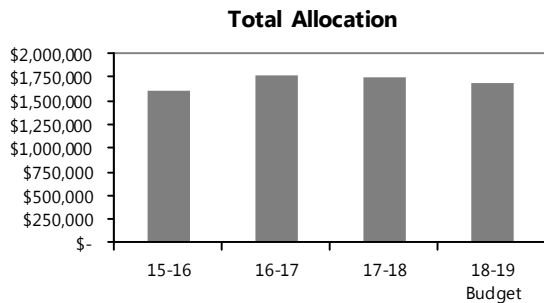
# CUSTOMER CARE

**MISSION:** Customer Care exists to provide quality service to City Departments and Utility Customers. By providing timely and accurate information on existing and new accounts, we will continue to establish quality work, good communication, and trusting relationships.

**PROGRAM LOCATOR:**

*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* Finance  
*Division:* **Customer Care**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Introduced Electronic Application for Residential Customers requesting to establish or transfer utility services online.
- Documented departmental processes and procedures to improve cross training on individual duties for Senior Reps and Senior CS Meter Tech.
- Created the formal Call Monitoring Program and implemented the standard requirements required for the call Check List used for the program.
- Added additional position to the Call Center to assist in answering the increased amount of calls due to demands of AMI project and overall growth within the City.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Implement integration process with Online Applications and Northstar to reduce the amount of time and steps required to establish new service.
- Submit plan to change the Payment Agreement Policy, reducing the amount of time for process and increasing amount of utility revenue collected.
- Develop benchmarking to score the Customer Care Reps on their calls for the Call Monitoring program to coincide with Performance Evaluation Measures.
- Relocate 3 existing CS Meter Tech positions to the Billing Department, leaving a Sr. CS Meter Tech in Customer Care to dispatch, investigate and assist with technical daily functions in the office as well as in the field.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue to incorporate Customer Service training, including additional training for new AMI meters.
- Run weekly reports on Call Center staff to provide individual call stats to monitor and improve the performance of each Customer Service specialist.
- Develop a new payment agreement process to eliminate the ability to over-extend customer account balances and allow collection of revenue in a timely manner.
- Continue to train Call Center Staff to work in the Walk-In area, including leak adjustment and payment agreement process.
- Review and update the Customer Service Policy to align with growth and changes occurring.

**PERFORMANCE GOALS:****Major Service Area: Timeliness**

**Goal:** To provide the timely processing of requests for service, answer customer questions and set up new service for customers in order to maintain the high level of service.

**Major Service Area: Customer Service**

**Goal:** To provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Walk-in Customers	Average # of customers seen per day by each Customer Service Representative	Workload	17	12.5	12	12	12	>17
Illegal Meter Usage	% of Meter Tampering Charges Recovered	Effectiveness	41.6%	44%	35%	65%	35%	50%
Customer Service	Percentage of total calls abandoned	Effectiveness	13.5%	11.6%	15%	17%	15%	10%
Customer Service	Percentage of total calls answered	Effectiveness	86.5%	88.4%	85%	83%	85%	90%
Customer Service	Average number of re-queued calls	Effectiveness	52	43	50	36	50	>50

**BUDGET SUMMARY:**

	<b>Cost Center #: 4220</b>					
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,292,252	\$ 1,409,558	\$ 1,468,878	\$ 1,389,849	\$ 1,295,686	\$ 1,295,686
Operations	\$ 101,984	\$ 114,751	\$ 172,891	\$ 154,348	\$ 196,463	\$ 196,463
Capital Outlay	\$ -		\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 17,466	\$ 17,466	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 205,167	\$ 201,347	\$ 199,500	\$ 199,342	\$ 199,890	\$ 199,890
Non Operating Exp	\$ (7,133)	\$ 20,120	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,609,736)	\$ (1,763,242)	\$ (1,841,269)	\$ (1,687,829)	\$ (1,692,039)	\$ (1,692,039)
<b>Total Expenses</b>	\$ -	\$ -	\$ -	\$ 55,710	\$ -	\$ -
<i>% budget change</i>		10%		-4%		-8%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>25.00</b>	<b>26.00</b>	<b>27.00</b>	<b>27.00</b>	<b>25.00</b>	<b>25.00</b>

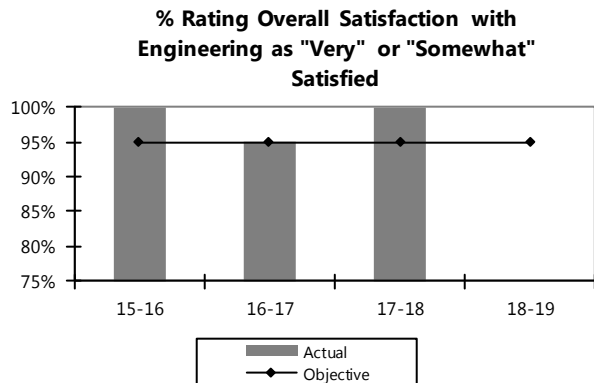
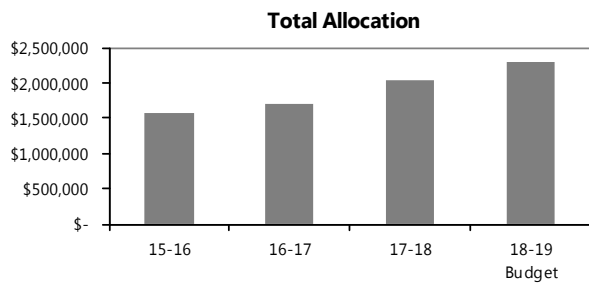
# ENGINEERING

**MISSION:** The Engineering Department provides quality, innovative, and cost-effective consulting engineering services in a timely manner to the various departments of the City of Concord for the preservation and continuous enhancement of the safety, health, and quality of life of our citizens, businesses, and guests.

**PROGRAM LOCATOR:**

*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* **Engineering**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Design
- Construction Inspection
- Surveying

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Designed and/or monitored the construction of 50,403 feet of wastewater collection system extension for an estimated value of \$6.1 million.
- Designed and/or monitored the construction of 45,199 feet of water distribution system extension for an estimated value of \$4.0 million.
- Monitored the construction of 5.28 miles of new roads, for an estimated value of \$18.2 million.

- Completed the Harold B. McEachern Greenway Extension of 1.3 additional miles.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Administration and inspection of the construction of the \$3.3 million Traffic Management Center Building.
- Design of the Hector H. Henry Greenway-River Run Phase.
- Design of the Harold B. McEachern Greenway-Hospital Phase.
- Design, construction administration, and inspections of the Havencrest Ct. N.W. Culvert replacement.
- Design, construction administration, and inspections of the Chelwood Dr. N.W. Culvert replacement.
- Design, construction administration, and inspections of the upper laydown yard of the BOC.
- Design, construction administration, and inspections of the HWY 49 30 inch water line upsizing.
- Design, construction administration, and inspections of the Pitts School Rd. 24 inch water line upsizing.
- Administration and inspection of the construction of the Daniel Pharr Building at Caldwell Park.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue making improvements to the template of Civil 3D so the Design and Survey branch of the department can use the software more efficiently.
- Continue using the time tracking software to monitor effective use of staff time.
- Construction inspectors continue using portable computer tablets to file reports and update as-built drawings to improve accuracy and reduce cost.
- Developing software to track project bonds that can be access on-line by City staff.
- Developing software to manage construction projects on-line so City staff can monitor progress.

**PERFORMANCE GOALS:**

**Major Service Area: Design**

**Goal:** To provide design services to City Departments and technical plan review services to developers in order to ensure that development and infrastructure meet City standards, adhere to good engineering practices, and are consistent with the goals of the City.

**Major Service Area: Construction Inspection**

**Goal:** To provide the best possible construction inspection service to City administration and City departments so projects can be executed according to City standards, in a timely manner, within budget, and technically correct.

**Major Service Area: Surveying**

**Goal:** To provide accurate and timely surveying information to all City departments in order to produce sound designs, comply with local, state, and federal laws, and optimize the use of City resources.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Construction Inspection	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	97%	92%	95%	100%	95%	95%
Design	Average # of days to turnaround review of engineering drawings	Effectiveness	2	3	3	2	3	5
Design	% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	Effectiveness	97%	95%	95%	100%	95%	95%
Surveying	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	97%	85%	95%	100%	95%	95%
Surveying / Design / Construction Inspection	% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	100%	95%	95%	100%	95%	95%

**BUDGET SUMMARY:**

<b>Cost Center #: 4230</b>	2015-2016 Actual Expenses	2016-2017 Actual Expenses	2016-2017 Council Approved*	2017-2018 Actual Expenses**	2018-2019 Manager Recommended	2018-2019 Council Approved
Personnel Services	\$ 1,435,623	\$ 1,505,268	\$ 1,973,540	\$ 1,721,490	\$ 2,020,607	\$ 2,020,607
Operations	\$ 117,511	\$ 149,144	\$ 203,786	\$ 153,686	\$ 281,553	\$ 281,553
Capital Outlay	\$ -		\$ 160,000	\$ 171,479	\$ -	\$ -
Depreciation	\$ 18,202	\$ 23,399	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ (6,030)	\$ 40,031	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,565,305)	\$ (1,717,842)	\$ (2,337,326)	\$ (2,143,089)	\$ (2,302,160)	\$ (2,302,160)
<b>Total Expenses</b>	<b>\$ 1 -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (96,434)</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change		10%		25%		-2%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>23.00</b>	<b>23.00</b>	<b>25.00</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>



# PURCHASING

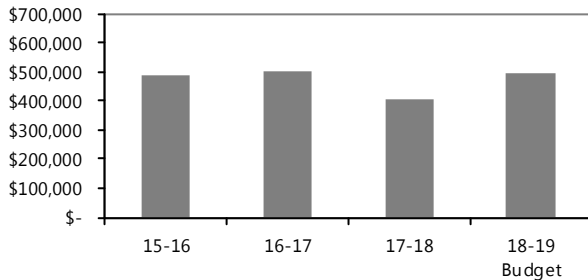
**MISSION:** The Purchasing Department exists to provide timely and accurate procurement and sound warehouse management for City departments with the desire to ensure that the goods and services required to deliver public services are available when needed and that the best possible prices for these goods and services are obtained.

**PROGRAM LOCATOR:**

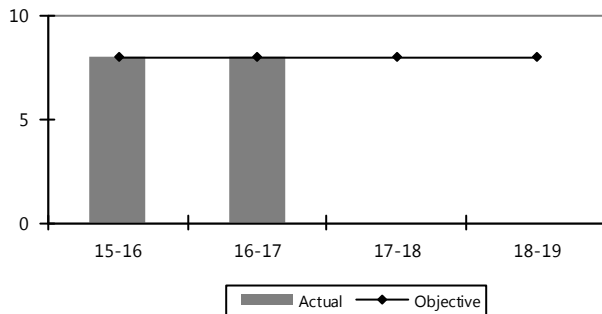
*Fund:* Internal Service  
*Functional Area:* Internal Services  
*Department:* Finance  
*Division:* **Purchasing**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Allocation**



**Average Number of Hours Required to Process a Purchase Order**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Audited year end physical inventory with acceptable results.
- Non-wheeled surplus City property sold on Govdeals.com.
- Assisted Electric Department in the NexGen Water and Electric meter project.

- Continued reorganization of inventory to meet the needs of the departments in more efficient manner.
- Warehouse Clerks trained and currently processing receipt of non-inventory and inventory material.
- Hired and trained new Warehouse Clerk on receiving inventory and processing order transactions.
- Trained with Diversified Data on the WIN inventory system to increase efficiency and accuracy.

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Requesting a new server for warehouse inventory system, due to the age of the existing machine.
- Requesting new handheld barcode scanners for warehouse employees to replace the currently old and outdated units.
- Considering the addition of a warehouse transaction counter to help with control, efficiency, accuracy and safety.
- Monitor inventory levels and dollars on hand.
- Continue to work with Electric and Water Departments on the NexGen meter project.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Continue to identify surplus property and stagnant inventory.
- Continue to monitor purchase orders processing and turnaround time.
- Monitor the uniform and copier service contracts for improving internal customer service.
- Assist the various departments of the City in complying with Purchasing Policy and N.C. General Statutes.
- Identify non-moving or outdated inventory and receive approval to sale.
- Use of Docuware software to better monitor inventory received and accuracy of vendor invoicing.

**PERFORMANCE GOALS:**

**Major Service Area: Procurement**

**Goal:** To provide timely processing of purchase orders and formal bids for departments in order to expedite procurement of needed supplies.

**Major Service Area: Warehouse Management**

**Goal:** To reduce the total wait time to fill an inventory order for the various City departments in order to expedite receipt of requested inventory.

**Goal:** To accurately account for the physical inventory stored in the warehouse and yard areas in order to adhere to all accounting standards and requirements.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY18 Obj.	Benchmark Target
Procurement	Average number of hours required to process a purchase order	Effectiveness	8	<8	8	Pending	8	8
Warehouse Mgmt.	Order fill time in minutes for inventory items requested by departments	Effectiveness	8	<8	7	Pending	7	<8
Warehouse Mgmt.	% variance of actual inventory dollars versus reported accounting system value	Effectiveness	0.12%	0.15%	0.10%	Pending	.10%	0.25%
Purchasing/ Warehouse Mgmt.	% of departments rating Purchasing services as "Excellent" or "Good"	Effectiveness	95.8%	95.8%	100%	Pending	100%	100%

**BUDGET SUMMARY:**

Cost Center #: 4250	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 433,683	\$ 408,242	\$ 416,145	\$ 353,915	\$ 389,615	\$ 389,615
Operations	\$ 42,155	\$ 64,897	\$ 71,299	\$ 45,125	\$ 76,424	\$ 76,424
Capital Outlay	\$ -	\$ -	\$ 20,000	\$ 5,446	\$ 27,000	\$ 27,000
Depreciation	\$ 17,851	\$ 15,776	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ (2,213)	\$ 13,678	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (491,476)	\$ (502,593)	\$ (507,444)	\$ (465,349)	\$ (493,039)	\$ (493,039)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (60,863)</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change		2%		-7%		-3%
* as amended						
**as of August 6, 2018						
<b>Authorized FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

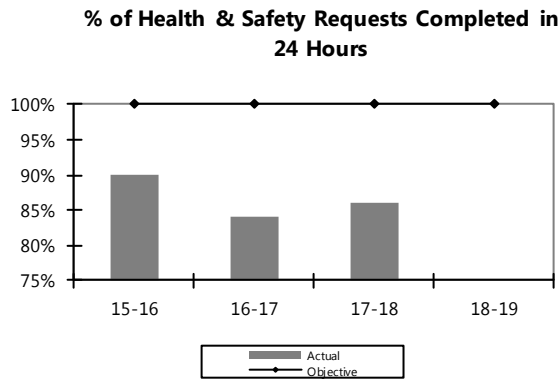
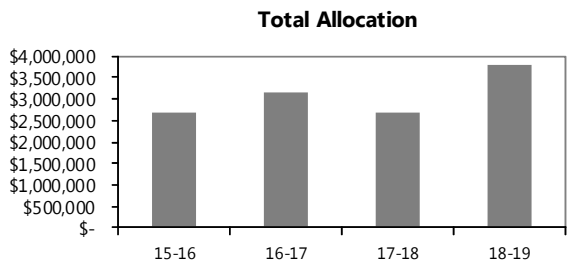
# BUILDINGS AND GROUNDS

**MISSION:** The Buildings and Grounds Department is dedicated in maintaining City owned buildings, parks and greenways to the highest standards with the goal of delivering the best possible facilities for use by the Public and City employees.

**PROGRAM LOCATOR:**

Fund: Internal Services  
 Functional Area: Internal Services  
 Department: **Buildings & Grounds**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Buildings Maintenance
- Grounds Maintenance

**FY 2017-18 MAJOR ACCOMPLISHMENTS:**

- Improved landscaped areas throughout the City
- Installed plant material that requires minimal maintenance and is drought tolerant
- Continued tree banding to combat cankerworms
- Identified and mitigate hazardous trees in the City's parks and on City owned properties
- Developed a tree inventory
- Began Assessment of the City's tree canopy
- Convert current part time custodial position to full time position to accommodate expanded Hartsell Recreation Center

- Addition of a full-time grounds maintenance position in January 2018 to coincide with the expansion of the McEachern Greenway
- Created electronic work order system with easy to use request format. Technicians have mobile devices for use in the field

**FY 2018-19 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Begin replanting of trees that died or required removal across City. This will become scheduled, annual work of the Grounds Division
- Continue to improve landscaped areas across the City using drought tolerant, low maintenance plant material
- Continue developing a tree inventory & improving the health of City's tree canopy
- Work with DOT to improve landscaping on I-85 interchanges, Hwy 49, Hwy 73, Poplar Tent & Kannapolis Parkway
- Requested (1) additional full time building maintenance technician. Work order system shows that work orders are consistently back logged due to number of work orders
- Requested (2) additional grounds maintenance workers due to expansion of greenways & increased median maintenance

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue collaborating with Parks and Recreation concerning ongoing issues and projects
- Continue monthly internal department staff meetings
- Review safety procedures at monthly staff meetings

**PERFORMANCE GOALS:**

**Major Service Area: Buildings Maintenance**

**Goal:** To provide timely response to and completion (i.e. changing light bulbs, HVAC maintenance, electrical, and general repairs of buildings) of routine and emergency maintenance calls in order to ensure safe and productive working environments.

**Goal:** To provide quality custodial services to City employees/customers in order to provide a clean and safe working environment.

**Major Service Area: Grounds Maintenance**

**Goal:** To provide professional turf care and timely mowing service to the various departments and citizens in order to meet aesthetic and performance expectations of recreational turf areas.

**Goal:** To provide the highest level of public park facility maintenance in order to meet and/or exceed expectations of visitors.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY16 Actual	FY17 Actual	FY18 Obj.	FY18 Year-End	FY19 Obj.	Benchmark Target
Buildings	% of HVAC requests completed within 24 hours	Effectiveness	94%	89%	96%	91%	96%	96%
Buildings	% of electrical maintenance requests completed within two days	Effectiveness	95%	94%	98%	85%	98%	98%
Buildings	% of routine building maintenance requests completed within two days	Effectiveness	93%	90%	96%	pending	96%	99%
Grounds	% of park/facility mowing schedules completed on-time	Effectiveness	79%	82%	90%	82%	95%	90%
Grounds	% of graffiti/vandalism responded to within 24 hours	Efficiency	100%	100%	100%	100%	100%	100%
Grounds	% of landscaped medians & assigned facilities maintained/mowed according to schedule & on-time	Effectiveness	100%	75%	90%	75%	85%	90%
Urban Forest	# of tree added to inventory database	Workload	New for FY17	130	200	49	200	500
Urban Forest	# of trees planted	Workload	New for FY17	16	25	64	30	>25
Urban Forest	# of hazard trees removed/or abated	Workload	New for FY17	43	<25	50	<25	N/A
Urban Forest	% of removed trees replaced	Effectiveness	New for FY17	37%	100%	124%	100%	100%

**BUDGET SUMMARY:**

Cost Center #: 4270	2015-2016		2016-2017		2017-2018		2017-2018		2018-2019		2018-2019	
	Actual		Actual		Council		Actual		Manager		Council	
	Expenses		Expenses		Approved*		Expenses**		Recommended		Approved	
Personnel Services	\$ 2,141,987	\$ 2,299,623	\$ 2,412,941	\$ 2,312,578	\$ 2,592,054	\$ 2,592,054	\$ 2,592,054	\$ 2,592,054	\$ 2,592,054	\$ 2,592,054	\$ 2,592,054	\$ 2,592,054
Operations	\$ 480,342	\$ 653,442	\$ 795,456	\$ 671,037	\$ 890,868	\$ 890,868	\$ 890,868	\$ 890,868	\$ 890,868	\$ 890,868	\$ 890,868	\$ 890,868
Capital Outlay	\$ -	\$ -	\$ 253,000	\$ 201,618	\$ 313,200	\$ 313,200	\$ 313,200	\$ 313,200	\$ 313,200	\$ 313,200	\$ 313,200	\$ 313,200
Depreciation	\$ 54,213	\$ 80,791	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ (40,093)	\$ 60,479	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer	\$ 58,780	\$ 58,900	\$ 58,780	\$ 58,780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (2,695,229)	\$ (3,153,235)	\$ (3,520,177)	\$ (3,169,546)	\$ (3,796,122)	\$ (3,796,122)	\$ (3,796,122)	\$ (3,796,122)	\$ (3,796,122)	\$ (3,796,122)	\$ (3,796,122)	\$ (3,796,122)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 74,467</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change		17%		1%								8%
* as amended												
**as of August 6, 2018												
<b>Authorized FTE</b>	<b>41.30</b>	<b>42.30</b>	<b>44.60</b>	<b>44.60</b>	<b>46.60</b>	<b>46.60</b>	<b>46.60</b>	<b>46.60</b>	<b>46.60</b>	<b>46.60</b>	<b>46.60</b>	<b>46.60</b>

# Debt Service

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## BACKGROUND

In North Carolina, the Local Government Commission in the State Treasurer’s Office oversees local government bonded debt and assists cities and counties in all areas of fiscal management. This agency conducts bond sales and ensures that local units have sufficient fiscal capacity to repay debt. The City is subject to the Local Government Bond Act of North Carolina, which limits the amount of net bonded debt the City may have outstanding to 8% of the appraised value of property subject to taxation.

Like most municipalities, the City of Concord uses debt as a means to finance long-term capital projects and it is our policy that the financing period shall not exceed the useful life of the project. General obligation bonds are collateralized by the full faith, credit, and taxing power of the City. The revenues generated by the debt-financed asset or by the operating system of which that asset is a part are used to secure Revenue Bonds. Installment purchase contracts and Certificates of Participation (COPS) are secured by a security interest in the asset. Principal and interest requirements are provided by appropriation in the year in which they are due.

## **DEBT SUMMARY**

The City of Concord holds GO Bond ratings of Aa1 from Moody’s Investor Service, AAA from Fitch IBCA, and AAA from Standard & Pools. All debt ratings indicate a strong financial position with moderate debt levels and above average amortization.

Debt Service payments on General Obligation Bonds comprise **0%** of all debt service requirements. Funds received from this method of financing were originally borrowed for public utility projects, new fire facilities, parks and recreation projects and the terminal building at the Concord Regional Airport.

Debt Service payments on Revenue Bonds comprise **66%** of all debt service requirements. Funds received from this method of financing were originally borrowed for public utility projects and the construction of the Alfred M. Brown Operations Center. The City of Concord holds Revenue Bond ratings of Aa2 from Moody’s Investor Service, AA from Fitch IBCA, and A+ from Standard & Pools. All debt ratings indicate a strong financial position with moderate debt levels and above average amortization.

Debt Service payments on installment notes/purchase contracts, Limited Obligation Bonds and Certificates of Participation comprise **34%** of debt service payments for FY18. Funds received from this method of financing were originally borrowed for city hall construction, transportation projects, parks and recreations projects, fire facilities, a downtown parking facility, aviation projects and a municipal golf course.

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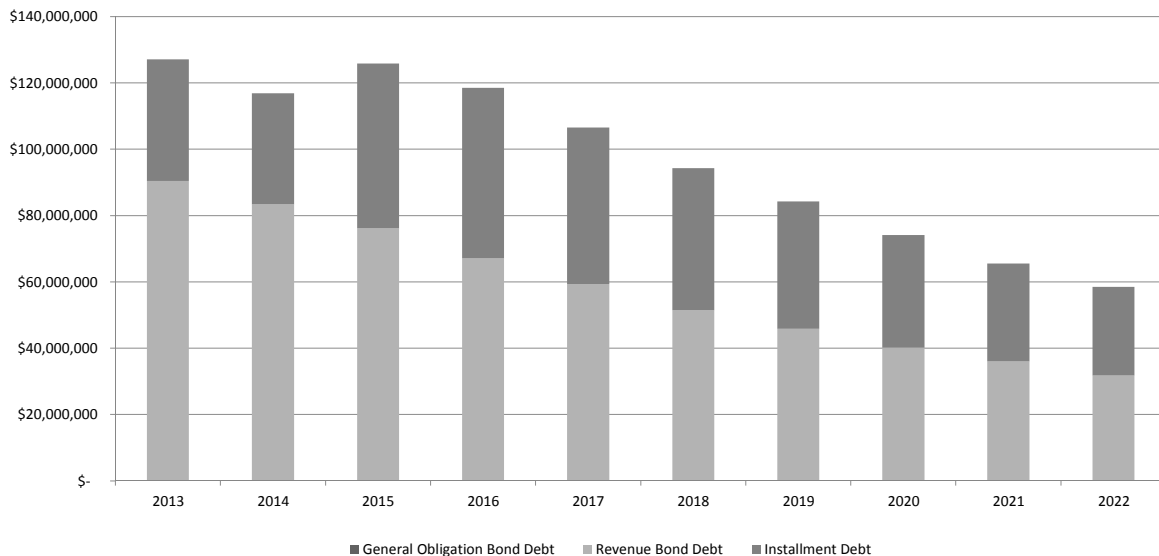
### Computation of Legal Debt Margin (June 30, 2018)

Total Assessed Value	\$	<b>10,200,859,777</b>
Debt Limit: 8% of total assessed value (Mandated by N.C.G.S. 159-55 (c))	\$	<b>816,068,782</b>
Gross Debt:		
Outstanding G.O. Bonds	\$	-
Notes Payable/Installment Notes	\$	42,846,215
	\$	42,846,215
Amount of bonded debt incurred:		
For Electric, Water and/or Wastewater Purposes	\$	50,223,138
<b>Legal Debt Margin:</b>	<b>\$</b>	<b>722,999,429</b>
<b>Debt Percentage of Assessed Value:</b>		<b>0.91%</b>

## Outstanding Bonded Debt - Fiscal Year 2018-19

Issue Year	Series	Amount Issued	Principal as of 7/1/2018	Amount Retiring in FY 19	Interest Expense in FY 19	Outstanding 6/30/19
<b>Revenue Bonds</b>						
2016	Utilities Bonds Refunding, Series 2016	23,146,037	19,085,000	-	894,000	19,085,000
2012	Utilities Bonds Refunding, Series 2012	17,635,000	12,780,000	930,000	490,956	11,850,000
2009	Utilities Systems Refunding, Series 2009B	40,925,000	18,825,000	3,875,000	789,369	14,950,000
2009	Utilities Systems Refunding Series 2009	23,935,000	0	0	0	0
2008	Utilities System, Series 2008	27,365,000	785,000	785,000	16,191	0
<b>Total Revenue Bond Debt</b>		<b>133,006,037</b>	<b>51,475,000</b>	<b>5,590,000</b>	<b>2,190,516</b>	<b>45,885,000</b>
<b>Limited Obligation Bonds &amp; Certificates of Participation</b>						
2014	LOB Series 2014	34,130,000	27,600,000	2,260,000	1,141,674	25,340,000
2010	LOB Series 2010	9,235,000	2,570,000	870,000	102,800	1,700,000
<b>Sub-Total LOBS &amp; COPS</b>		<b>\$ 43,365,000</b>	<b>\$ 30,170,000</b>	<b>\$ 3,130,000</b>	<b>\$ 1,244,474</b>	<b>\$ 27,040,000</b>
<b>Capital Lease Debt</b>						
2015	Installment Note/Purchase (BNC, Airport)	5,759,000	5,050,000	368,000	122,210	4,682,000
2017	Installment Note/Purchase (Fire, Airport)	6,533,517	6,182,465	714,532	122,449	5,467,933
2005	Installment Note/Purchase (BOA)	4,500,000	1,443,750	225,000	67,165	1,218,750
<b>Sub-Total Capital Lease Debt</b>		<b>\$ 16,792,517</b>	<b>\$ 12,676,215</b>	<b>\$ 1,307,532</b>	<b>\$ 311,824</b>	<b>\$ 11,368,683</b>
<b>Total Loans &amp; Installment Notes/Purchases</b>		<b>\$ 60,157,517</b>	<b>\$ 42,846,215</b>	<b>\$ 4,437,532</b>	<b>\$ 1,556,298</b>	<b>\$ 38,408,683</b>
<b>ALL DEBT</b>		<b>\$ 193,163,554</b>	<b>\$ 94,321,215</b>	<b>\$ 10,027,532</b>	<b>\$ 3,746,814</b>	<b>\$ 84,293,683</b>
<b>Total Principal Plus Interest to be Serviced in FY 2018-19</b>						<b>\$ 13,774,346</b>

### Total City Debt Principal by Financing Method

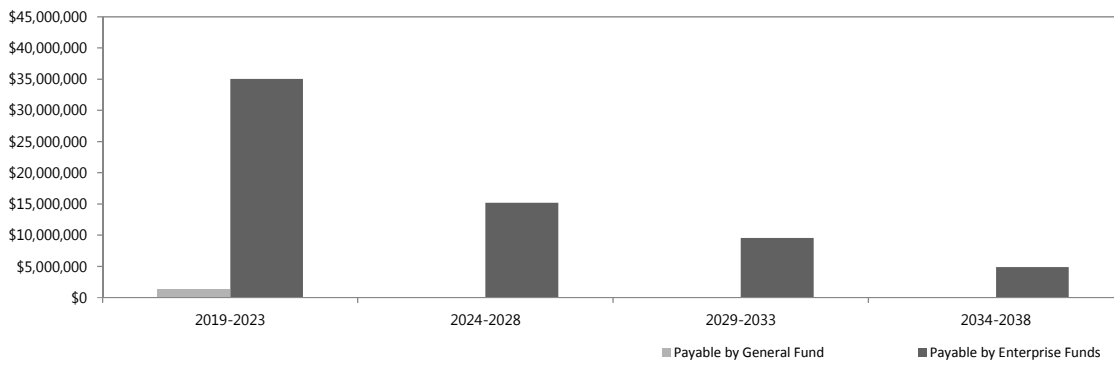


# Schedule of Total Debt Requirements by Type

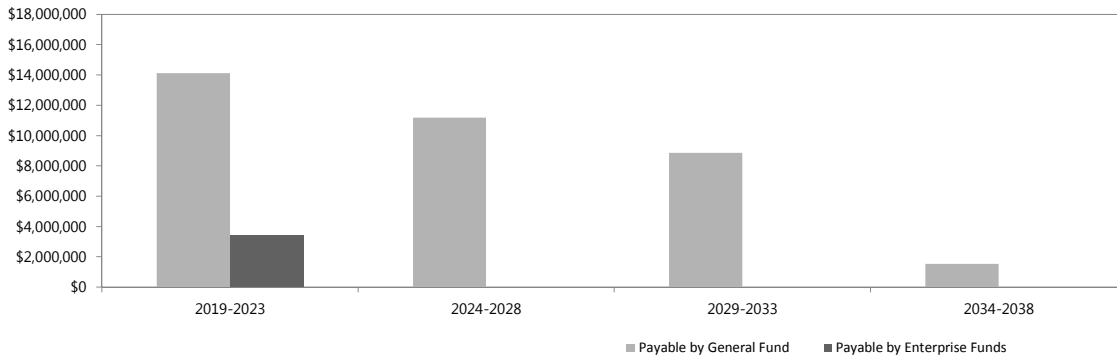
Please note, in the tables that follow, Governmental types are those payable by General Fund and Business types are those payable by Enterprise Funds.  
The City retired all remaining General Obligation Bond debt in fiscal year 2011, so no General Obligation debt is listed in the charts below.

	Revenue Bonds				Limited Obligation Bonds & Certificates of Participation				Other Lease Purchase & Installment Contracts (Principal & Interest)		Totals
	Governmental		Business		Governmental		Business		Governmental	Business	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
2019-2023	1,251,863	156,348	26,658,138	8,372,802	9,279,600	4,830,745	3,250,400	182,710	1,625,231	6,071,124	61,678,961
2024-2028	0	0	11,280,000	3,912,340	8,415,000	2,776,205	0	0	1,206,471	4,466,190	32,056,206
2029-2033	0	0	7,695,000	1,865,263	7,740,000	1,127,913	0	0	0	979,437	19,407,613
2034-2038	0	0	4,590,000	299,775	1,485,000	51,975	0	0	0	0	6,426,750
<b>Total</b>	<b>1,251,863</b>	<b>156,348</b>	<b>50,223,138</b>	<b>14,450,180</b>	<b>26,919,600</b>	<b>8,786,838</b>	<b>3,250,400</b>	<b>182,710</b>	<b>2,831,702</b>	<b>11,516,751</b>	<b>119,569,530</b>

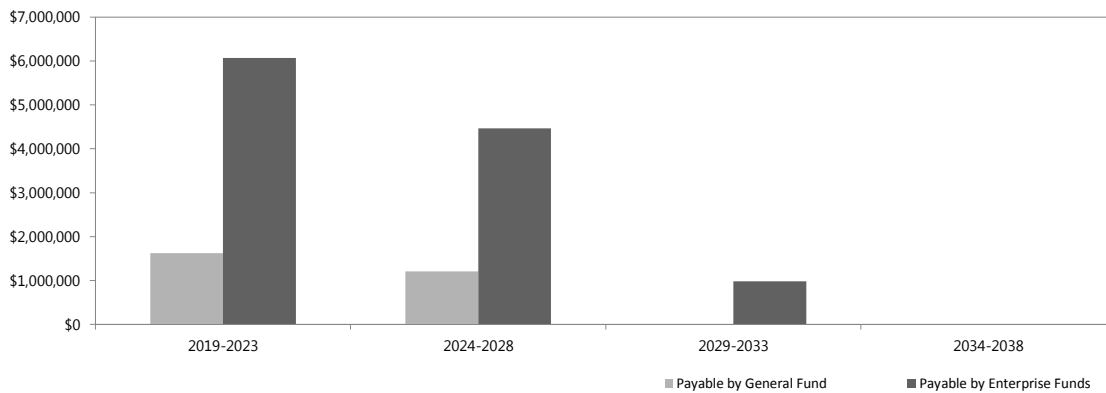
Revenue Bond Debt Principal



Limited Obligation Bonds & Certificates of Participation



Other Lease Purchase & Installment Contracts



# **FY 2018-22 Capital Improvement Plan (CIP) Guide**

## **Purpose and Definitions**

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

The City defines a CIP as any expenditure of major value that recurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than one (1) year. Items included in the CIP include those which involve (1) acquisition, renovation, and/or construction of a single fixed asset greater than \$100,000; excluding vehicles/equipment, (2) any land purchases not associated with or included in another CIP project, and (3) capital road maintenance or construction greater than \$100,000 – excluding recurring or routine maintenance projects.

## **How is the CIP developed?**

The CIP is updated annually as part of the City's budget process. After departments submit their CIP requests to the Budget Office, the City's capital project recommendation committee reviews and evaluates the proposed projects based on Mayor and City Council goals, city infrastructure needs, the financial capacity of the city, and the impacts on the City's operating budget.

Once the projects are evaluated, the committee recommends to the City Manager the selection and timing of capital projects in future fiscal years. First-year projects are incorporated into the City Manager's recommended annual operating budget. Projects for which funding and expenditures cross multiple fiscal years are included in a separate Capital Project ordinance, which is approved by City Council when the budget is adopted in June. The Mayor and City Council are also presented the future, unappropriated, planning years for their consideration, review, and endorsement so that staff can proceed with planning and evaluation of potential capital projects.

## **Capital Improvement Plan**

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

## **Operating Budget Impacts**

Departmental budgets may be impacted by capital projects once they are completed and require maintenance/upkeep. Examples of these impacts include additional or reduced utilities, fuel costs, or staffing changes, which may not be realized until after projects are completed. When available, the impacts of capital projects on the annual operating budget are estimated and included in Section 4 for each project's CIP. For many projects, the operating costs are captured in the department's annual operating budget and no additional operating costs are listed. Most projects will not have an operating impact in the initial funding year, since this is typically the construction/installation phase and operating budgets are not impacted.

## **Contact Information**

For any questions regarding this document, please contact the Finance Department at (704) 920-5261 or (704) 920-5263 or visit the City's budget website:

*<http://www.concordnc.gov/Departments/Finance/Budget/Capital-Improvement-Plan>*



# Operating Impacts Related to First-Year Projects

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All expenses for capital improvement projects are budgeted in capital project budget units and all revenues for capital improvement projects are budgeted in capital project funds. Not all projects have operating budget impacts, but those that will are outlined below. Capital equipment and vehicle purchases are directly budgeted in individual operating budgets and no longer included in the CIP.

## Transfers from Operating Budgets

The majority of the funding for FY19 capital improvement projects comes from transfers from operating budgets. Revenues are generated through sources such as sales & property tax collections, user fees, and/or utility rates. The following amounts will be transferred from Operating funds to Capital Project funds:

General Fund:	\$ 1,076,108
Water Fund:	\$ 7,304,817
Electric Fund:	\$ 3,559,141
Stormwater Fund:	\$ 2,062,078
Wastewater Fund:	\$ 653,116

## Additional Operating Impacts related to CIPs

### Fire:

**Fire Stations #10 and #12:** Construction will begin on a permanent station #10 and design is funded for station #12. It is anticipated that completion of station #10 will impact the fire department's utility and maintenance budgets. Construction of a new station #12 will result in additional personnel costs due to increased staffing; as well as utility and maintenance costs, to be determined after designs are completed.

### Parks & Recreation:

**Open Air Learning Center:** Once constructed, the Center will have a small impact on Parks & Recreation utility and maintenance costs.

### Building & Grounds:

**Hector H. Henry II Greenway, Cannon Crossing Phase:** With completion of additional 1.75 greenway miles, Building & Grounds will need add grounds keeping staff in FY20. The cost for this position and related supplies is estimated to cost \$52,000.

**Northwest Park Development:** Once a site is identified and the park is constructed additional Building & Grounds staff will be needed in FY21. Costs related to this position are estimated to be \$37,000.

### Electric:

**Large Truck/Equipment Shed:** Shed design and construction is funded in FY19. The design will inform future estimates for utility cost increases for heating, cooling, and lighting the building that will impact the Electric operating budget.

### Capital Improvement Plan Listing (CIP)

Functional Area / Budget Unit	CIP Title	Funding Source(s)	Total Appropriations to Date	FY 2019 Budget	FY 2019 Operating Budget Impact	FY 2020 Budget	FY 2020 Operating Budget Impact	FY 2021 Budget	FY 2021 Operating Budget Impact	FY 2022 Budget	FY 2022 Operating Budget Impact	FY 2023 Budget	FY 2023 Operating Budget Impact	Future (remainder of project)	Total Budget Impact
<b>Parks &amp; Recreation Capital Projects Fund - 420</b>															
P&R - Capital Projects 8300	Three Mile Branch Stream Restoration - McGee Park Playground	Transfer from General Fund	30,000	180,000											180,000
	Coddle Creek Greenway, Phase One & Two Development	Transfer from General Fund	25,000	88,000		2,100,000	37,000								2,225,000
	Northwest Park Development	Transfer from Capital Reserve	5,031	1,700,000		7,000,000			37,000						8,737,000
	McEachern Greenway, Hospital Phase Development	Transfer from General Fund	90,000	20,000											20,000
	Frank Liske - Soccer Lights	Transfer from General Fund				1,100,000									1,100,000
	Open-Air Learning Center	Transfer from General Fund		110,000											110,000
	Hector H Henry II Greenway, Cannon Crossing Phase	Transfer from General Fund		60,000		2,400,000	52,000								2,512,000
	Hector H Henry II Greenway, Golf Course Phase Development	Transfer from General Fund				840,000									840,000
	Webb Field Renovations	Transfer From General Fund				50,000		500,000							550,000
Hector H. Henry II Greenway 8311	Hector H Henry II Greenway, Riverwalk Phase Development	Parks and Recreation Trust Fund Grant, Transfer from General Fund	2,026,585				37,000								37,000
	Hector H Henry II Greenway, Airport Phase	Grant, Transfer from General Fund	80,500					1,911,000			103,110				2,014,110
P&R - Capital Projects 8300	Logan Optimist Shelter	Transfer from General Fund						120,000							120,000
	WW Flowe Park Phase Two	Transfer from General Fund						300,000		6,000,000					6,300,000
	Park Lighting Project	Transfer from the General Fund						250,000		250,000					500,000
	McEachern Greenway Parking Lot	Transfer from General Fund						300,000							300,000
<b>Parks &amp; Recreation Capital ProjectsFund CIP Total - Expense</b>			<b>2,257,116</b>	<b>2,158,000</b>		<b>13,490,000</b>	<b>126,000</b>	<b>3,381,000</b>	<b>37,000</b>	<b>6,250,000</b>	<b>103,110</b>				<b>25,545,110</b>
<b>Parks &amp; Recreation Capital Projects Fund - Revenue Sources &amp; Grant Proceeds</b>								400,000							400,000
<b>Operating Revenue (for CIP)</b>						126,000			37,000		103,110				266,110
<b>Transfer From Gen Fund</b>				458,000		6,949,000		1,470,000		6,250,000					23,368,000
<b>Transfer Fr Gen Cap Reserve</b>				1,700,000		7,000,000		1,511,000							1,511,000
<b>Parks &amp; Recreation Capital ProjectsFund CIP Total - Revenue</b>				<b>2,158,000</b>		<b>13,949,000</b>	<b>126,000</b>	<b>3,381,000</b>	<b>37,000</b>	<b>6,250,000</b>	<b>103,110</b>				<b>25,545,110</b>
<b>Wastewater Capital Projects Fund - 421</b>															
Wastewater Projects 8402	Lincoln Street Sewer Outfall Replacement To Broad Drive	Transfer From Sewer		365,000		1,348,000									1,713,000
	Wilshire Avenue Sewer Replacement To Sedgfield Street	Transfer From Sewer		285,000		1,130,000									1,415,000
	Irish Buffalo Creek Sewer Outfall Replacement To Central Drive	Transfer From Sewer				100,000		340,000							440,000
	Irish Buffalo Creek Sewer Outfall Replacement To Aaron Place	Transfer From Sewer				155,000		654,000							809,000
	Irish Buffalo Creek Sewer Outfall Replacement To Bost Avenue	Transfer From Sewer						205,000		753,000					958,000
	Three Mile Branch Sewer Outfall Replacement To Shamrock Street	Transfer From Sewer						225,000		923,000					1,148,000
	Cold Water Creek Tributary Outfall To NC Highway 49	Transfer From Sewer								1,535,000		6,930,000			8,465,000
	Coddle Creek Tributary Outfall To Sunberry Lane	Transfer From Sewer								675,000		2,860,000			3,535,000
<b>Wastewater Capital ProjectsFund CIP Total - Expense</b>				<b>650,000</b>		<b>2,733,000</b>		<b>1,424,000</b>		<b>3,886,000</b>		<b>9,790,000</b>			<b>18,483,000</b>
<b>Wastewater Capital Projects Fund - Revenue Sources &amp; Totals</b>															
<b>Transfer From Sewer</b>				650,000		2,733,000		1,424,000		3,886,000		9,790,000			18,483,000
<b>Wastewater Capital ProjectsFund CIP Total - Revenue</b>				<b>650,000</b>		<b>2,733,000</b>		<b>1,424,000</b>		<b>3,886,000</b>		<b>9,790,000</b>			<b>18,483,000</b>
<b>Transportation Capital Projects Fund - 423</b>															
Street Projects 8600	Downtown Signal Replacement	\$5 Vehicle Fees, 2c Transfer from General Fund		440,000											440,000
	Infrastructure Projects - Pedestrian Improvement Sidewalks	\$5 Vehicle Fees		150,000		150,000		150,000		150,000		150,000			750,000
	Concord Mills Blvd Flyover	2c Transfer from General Fund	1,500,000	63,330											63,330
	Brookwood Ave NE Corridor Enhancement	2c Transfer from General Fund	4,902,400	1,211,843		1,888,157									3,100,000
	Spring, Chestnut, Broad Intersection Improvements	\$5 Vehicle Fees, 2c Transfer from General Fund				695,000									695,000
	US 601 at Flowes Store Rd Improvements	CMAQ, 2c Transfer from General Fund	225,000	185,000		1,951,469									2,136,469

## Capital Improvement Plan Listing (CIP)

Functional Area / Budget Unit	CIP Title	Funding Source(s)	Total Appropriations to Date	FY 2019 Budget	FY 2019 Operating Budget Impact	FY 2020 Budget	FY 2020 Operating Budget Impact	FY 2021 Budget	FY 2021 Operating Budget Impact	FY 2022 Budget	FY 2022 Operating Budget Impact	FY 2023 Budget	FY 2023 Operating Budget Impact	Future (remainder of project)	Total Budget Impact
	Bruton Smith Blvd at Weddington Rd., NW Intersection Improvements	CMAQ, 2C Transfer from General Fund		182,099											182,099
	Union St., S Sidewalk Extension	2C Transfer from General Fund, Transportation Alternative Program (TAP)	10,000	400,000											400,000
	Downtown Pedestrian Signal Upgrade	2C Transfer from General Fund, Transportation Alternative Program (TAP)	70,000	242,000											242,000
	I-85 Branding Project	2C Transfer from General Fund		250,000											250,000
	Concord Farms Realignment	Golden Leaf Grant, 2C Transfer from General Fund										3,600,000			3,600,000
	Dorland Ave Realignment Phase II	2C Transfer from General Fund		200,000		775,000									975,000
<b>Transportation Capital ProjectsFund CIP Total - Expense</b>			<b>6,707,400</b>	<b>3,324,272</b>		<b>5,459,626</b>		<b>150,000</b>		<b>150,000</b>		<b>3,750,000</b>			<b>12,833,898</b>
<b>Transportation Capital Projects Fund - Revenue Sources &amp;</b>															
<b>Vehicle License-Addl \$5</b>				350,000		350,000		150,000		150,000		150,000			6,865,450
<b>CMAQ Grant</b>				293,672		1,561,176									1,854,848
<b>Federal Aid</b>				513,600											513,600
<b>Grant Proceeds</b>												1,000,000			1,000,000
<b>Transfer From Gen Fund</b>				2,167,000		3,548,450						2,600,000			2,600,000
<b>Transportation Capital ProjectsFund CIP Total - Revenue</b>				<b>3,324,272</b>		<b>5,459,626</b>		<b>150,000</b>		<b>150,000</b>		<b>3,750,000</b>			<b>12,833,898</b>
<b>Fire &amp; Life Safety Projects Fund - 426</b>															
Fire Station Projects 8670	Fire Station 10 Permanent Station	Capital Reserve	319,921	5,147,445											5,147,445
	Fire Station 12	Transfer from General Fund, Capital Reserve	240,000	350,000		4,550,000									4,900,000
	Training Facility	Capital Reserve				350,000		11,794,000							12,144,000
	Fire Station 13	Capital Reserve										400,000	5,270,000		5,670,000
<b>Fire &amp; Life Safety ProjectsFund CIP Total - Expense</b>			<b>559,921</b>	<b>5,497,445</b>		<b>4,900,000</b>		<b>11,794,000</b>				<b>400,000</b>	<b>5,270,000</b>		<b>27,861,445</b>
<b>Fire &amp; Life Safety Projects Fund - Revenue Sources &amp; Totals</b>															
<b>Transfer From Gen Fund</b>				350,000											5,147,445
<b>Transfer Fm Gen Cap Resrv</b>				5,147,445		4,900,000		12,144,000				400,000	5,270,000		23,064,000
<b>Fire &amp; Life Safety ProjectsFund CIP Total - Revenue</b>				<b>5,497,445</b>		<b>4,900,000</b>		<b>12,144,000</b>				<b>400,000</b>	<b>5,270,000</b>		<b>28,211,445</b>
<b>Water Capital Projects Fund - 429</b>															
Water Projects 8700	George Liles Boulevard 24" Water Line Phase 3	Transfer From Water	1,777,621	270,000											270,000
	Coddle Creek WTP Settling Basin Upgrades	Transfer From Water	1,725,000			3,000,000									3,000,000
	US Highway 29 Water Tank	Transfer from Water	5,000,000	550,000											550,000
	Poplar Tent Road 24" Water Line Extension	Transfer From Water	332,000	3,143,000											3,143,000
	Pitts School Road 24" Water Line Extension	Transfer From Water	137,000	1,189,000											1,189,000
	NC Highway 49 30" Water Line Extension	Transfer From Water, Capacity Fees	753,000	5,279,000											5,279,000
	Corban Avenue Pump Station Rehabilitation	Transfer From Water	137,000	133,000											133,000
	Hillgrove WTP Emergency Generator Replacement	Transfer From Water		600,000											600,000
	Roberta Road 8" Water Line Replacement	Transfer From Water		35,000		725,000									760,000
	TRS for Midland Tank and Mt. Pleasant Tank	Transfer From Water		100,000		100,000									200,000
	Coddle Creek WTP Switchgear Replacement	Transfer From Water				1,485,000									1,485,000
	Hillgrove WTP Settling Basin Improvements	Transfer From Water				300,000		2,300,000							2,600,000
	Resurface Clearwell #2 at Hillgrove WTP	Transfer From Water				130,000									130,000
	Virginia Street 6" Water Line Replacement	Transfer From Water				532,000									532,000
	Hillgrove WTP Bulk Storage Fluoride Tank	Transfer From Water				250,000									250,000
	Hillgrove WTP Filter to Waste Valve Rehab/Replacement	Transfer From Water				250,000									250,000
	NC Highway 73 24" Water Line (Kannapolis Parkway to Trinity Church Road)	Transfer From Water				196,000		1,108,000							1,304,000
	NC Highway 49 24" Water Line Extension	Transfer From Water				749,000		5,240,000							5,989,000
	General Services Drive 12" Parallel Water Line	Transfer From Water						32,000		218,000					250,000
	Zion Church Road 12" Parallel Water Line	Transfer From Water						37,000		259,000					296,000
	Coddle Creek WTP Dewatering Process Improvements	Transfer From Water								4,800,000					4,800,000
	George Liles Boulevard 24" Water Line Phase 4	Transfer From Water										2,875,000			2,875,000
	4 MGD Water Booster Pump Station	Transfer From Water										1,150,000			1,150,000
	NC Highway 601 24" Water Line Extension	Transfer From Water										1,402,000			1,402,000

### Capital Improvement Plan Listing (CIP)

Functional Area / Budget Unit	CIP Title	Funding Source(s)	Total Appropriations to Date	FY 2019 Budget	FY 2019 Operating Budget Impact	FY 2020 Budget	FY 2020 Operating Budget Impact	FY 2021 Budget	FY 2021 Operating Budget Impact	FY 2022 Budget	FY 2022 Operating Budget Impact	FY 2023 Budget	FY 2023 Operating Budget Impact	Future (remainder of project)	Total Budget Impact
	NC Highway 601 Control Vault	Transfer From Water										156,000			156,000
	NC Highway 601 16" Water Line Extension	Transfer From Water										4,414,000			4,414,000
	Poplar Tent Road 12" Water Line Extension at NC Highway 73	Transfer from Water												685,303	685,303
	NC Highway 73 Water Main Connection to Charlotte Water	Transfer from Water												544,000	544,000
<b>Water Capital ProjectsFund CIP Total - Expense</b>			<b>9,861,621</b>	<b>11,299,000</b>		<b>7,717,000</b>		<b>8,717,000</b>		<b>5,277,000</b>		<b>9,997,000</b>		<b>1,229,303</b>	<b>44,236,303</b>
<b>Water Capital Projects Fund - Revenue Sources &amp; Totals</b>															
<b>Capacity Fees</b>				4,000,000											
<b>Transfer From Water</b>				7,299,000		7,717,000		8,717,000		5,277,000		9,997,000		1,229,303	44,236,303
<b>Water Capital ProjectsFund CIP Total - Revenue</b>				<b>11,299,000</b>		<b>7,717,000</b>		<b>8,717,000</b>		<b>5,277,000</b>		<b>9,997,000</b>		<b>1,229,303</b>	<b>44,236,303</b>
<b>General Capital Projects Fund - 430</b>															
General Projects 8804	Rutherford & West Concord Cemetary Expansions	Transfer from General Fund	98,359	67,000		500,000									567,000
BOC Admin Projects 8800	Operations Center Improvements - Parking & Access Road	Capital Reserve						226,000				575,000			801,000
General Projects 8804	Fiber Network Extension	Transfers from Aviation, Electric, Gen Fund, Stormwater, Wastewater, & Water	695,453	150,000		150,000		150,000		150,000					600,000
BOC Admin Projects 8800	Operations Center Improvements - New Equipment Shelter	Capital Reserve				1,465,000	200,000								1,665,000
BOC Admin Projects 8800	Fleet Services Facility	Debt Financing												12,700,000	12,700,000
<b>General Capital ProjectsFund CIP Total - Expense</b>			<b>793,812</b>	<b>217,000</b>		<b>2,115,000</b>	<b>200,000</b>	<b>376,000</b>		<b>150,000</b>		<b>575,000</b>		<b>12,700,000</b>	<b>16,333,000</b>
<b>General Capital Projects Fund - Revenue Sources &amp; Totals</b>															
<b>Transfer From Gen Fund</b>				193,108		626,108		126,108		126,108					1,071,432
<b>Transfer Fr Gen Cap Resrv</b>						1,465,000		226,000				575,000			2,266,000
<b>Transfer Fr Stormwater</b>				2,078		2,078		2,078		2,078					8,312
<b>Transfer From Aviation</b>				3,740		3,740		3,740		3,740					14,960
<b>Transfer From Electric</b>				9,141		9,141		9,141		9,141					36,564
<b>Transfer From Sewer</b>				3,116		3,116		3,116		3,116					12,464
<b>Transfer From Water</b>				5,817		5,817		5,817		5,817					23,268
<b>Operating Revenue (for CIP)</b>							200,000								200,000
<b>Financing Proceeds</b>														12,700,000	12,700,000
<b>General Capital ProjectsFund CIP Total - Revenue</b>				<b>217,000</b>		<b>2,115,000</b>	<b>200,000</b>	<b>376,000</b>		<b>150,000</b>		<b>575,000</b>		<b>12,700,000</b>	<b>16,333,000</b>
<b>Airport Capital Projects Fund - 451</b>															
Airport Projects 6300	SDA Commercial Passenger Terminal Building Phase 2	Federal Grant, State Grant, Transfer from Aviation						7,382,000				8,000,000			15,382,000
	Runway 20 EMAS	Federal Grant, State Grant, Transfer from Aviation				938,675		3,754,700							4,693,375
	South Development Apron Expansion Phase 2	Federal Grant, State Grant, Transfer from Aviation				250,000		5,914,000							6,164,000
	Airport Fire Station and Security Center	Federal Grant, State Grant, Transfer from Aviation								100,000		1,643,000			1,743,000
	Airport Hangar Taxilane Rehabilitation & Taxilane Strengthening	Federal Grant, State Grant, Transfer from Aviation						100,000		5,060,000					5,160,000
	East Side Airport Land Acquisition Area	Federal Grant, State Grant, Transfer from Aviation								5,090,000					5,090,000
	North Apron Expansion Phase 3	Federal Grant, State Grant, Transfer from Aviation				250,000		1,750,000							2,000,000
	New Relocated Airport Control Tower	Federal Grant, State Grant, Transfer from Aviation												3,700,000	3,700,000
	FBO Terminal Building Rehabilitation	Capital Reserve, Public-Private Partnership												13,380,000	13,380,000
	Corporate Hangar Development	Grant, Grant Match				3,500,000									3,500,000
	Myint Lane Airport Access Road	Transfer from Aviation				700,000									700,000
	Myint Lane Airport Apron Development	Federal Grant, State Grant, Transfer from Aviation				150,000		1,200,000							1,350,000

## Capital Improvement Plan Listing (CIP)

Functional Area / Budget Unit	CIP Title	Funding Source(s)	Total Appropriations to Date	FY 2019 Budget	FY 2019 Operating Budget Impact	FY 2020 Budget	FY 2020 Operating Budget Impact	FY 2021 Budget	FY 2021 Operating Budget Impact	FY 2022 Budget	FY 2022 Operating Budget Impact	FY 2023 Budget	FY 2023 Operating Budget Impact	Future (remainder of project)	Total Budget Impact	
	Airport Helipads	Federal Grant, State Grant, Transfer from Aviation				410,000									410,000	
	North Internal Service Road	Federal Grant, State Grant, Transfer from Aviation				325,000		1,824,300							2,149,300	
	Runway Widening	Federal Grant, Local Grant Match				6,000,000									6,000,000	
<b>Airport Capital ProjectsFund CIP Total - Expense</b>						<b>12,523,675</b>		<b>21,925,000</b>		<b>10,250,000</b>		<b>9,643,000</b>		<b>17,080,000</b>	<b>71,421,675</b>	
<b>Airport Capital Projects Fund - Revenue Sources &amp; Totals</b>																
Grant Proceeds								2,238,366		21,024,707		9,868,750		8,851,925	3,520,000	45,503,748
Transfer From Aviation								1,735,309		900,293		381,250		791,075	180,000	3,987,927
Other Income														6,400,000	6,400,000	
Transfer From Cap Proj Financing Proceeds														6,980,000	6,980,000	
<b>Airport Capital ProjectsFund CIP Total - Revenue</b>						<b>8,550,000</b>		<b>12,523,675</b>		<b>21,925,000</b>		<b>10,250,000</b>		<b>9,643,000</b>	<b>17,080,000</b>	<b>71,421,675</b>
<b>Electric Capital Projects Fund - 473</b>																
Electric Projects 6949	New Delivery #4 & 100 kV Interconnected - Phase 1	Transfer From Electric	370,000	1,000,000		6,329,912									7,329,912	
	Construction of 100 kV Sub at Delivery #4 - Phase 2	Transfer From Electric		1,000,000		2,645,254									3,645,254	
	Delivery #1 Replacement	Revenue Bonds						2,000,000							2,000,000	
	Construction of New Electric Substation N in Copperfield Blvd Location	Transfer from Electric		350,000		3,360,000									3,710,000	
	100 kV Transmission System - Close Western Loop	Revenue Bonds								5,670,297					5,670,297	
	Large Truck/Equipment Shed	Transfer from Electric	100,000	1,200,000											1,200,000	
	Construction of New Electric Vehicle/Equipment/ Materials Shed	Revenue Bonds, Transfer from Electric								1,100,000					1,100,000	
<b>Electric Capital ProjectsFund CIP Total - Expense</b>			<b>470,000</b>	<b>3,550,000</b>		<b>12,335,166</b>		<b>2,000,000</b>		<b>6,770,297</b>					<b>24,655,463</b>	
<b>Electric Capital Projects Fund - Revenue Sources &amp; Totals</b>																
Bond Proceeds										2,000,000		6,770,297			8,770,297	
Transfer From Electric							3,550,000		12,335,166						15,885,166	
<b>Electric Capital ProjectsFund CIP Total - Revenue</b>						<b>3,550,000</b>		<b>12,335,166</b>		<b>2,000,000</b>		<b>6,770,297</b>			<b>24,655,463</b>	
<b>Stormwater Capital Projects Fund - 474</b>																
Stormwater Projects 7103	Havencrest Court Culvert Replacement	Transfer From Stormwater	849,000	274,000											274,000	
	Glen Eagles Lane Culvert Replacement	Transfer From Stormwater	36,700			632,000									632,000	
	Chadbourne Avenue Culvert Replacement	Transfer From Stormwater	690,500	882,000											882,000	
	Chelwood Drive Culvert Replacement	Transfer From Stormwater	1,443,488	904,000											904,000	
	Kerr Street Culvert Replacement	Transfer From Stormwater				885,000									885,000	
	Brookwood Avenue Roadway Improvements	Transfer From Stormwater				1,260,000									1,260,000	
	Dylan Place Culvert Replacement Upper & Lower	Transfer From Stormwater				131,000		1,292,000							1,423,000	
	Duval Street Culvert Replacement	Transfer From Stormwater				94,000		925,000							1,019,000	
	Farmwood Boulevard Culvert Replacement	Transfer From Stormwater						91,000		896,000					987,000	
	Bridlewood Drive Culvert Replacement	Transfer From Stormwater						102,200		919,800					1,022,000	
	Miramar Culvert Replacements	Transfer From Stormwater								112,400		1,011,600			1,124,000	
	Morris Glen Drive Culvert Replacement	Transfer From Stormwater								40,600		365,400			406,000	
	Yvonne Drive Culvert Replacements	Transfer From Stormwater								111,200		1,000,800			1,112,000	
	Spring Street Culvert Replacement	Transfer From Stormwater										41,100	369,900		411,000	
	Glenwood Drive Culvert Replacement	Transfer from Stormwater											718,000		718,000	
<b>Stormwater Capital ProjectsFund CIP Total - Expense</b>			<b>3,019,688</b>	<b>2,060,000</b>		<b>3,002,000</b>		<b>2,410,200</b>		<b>2,080,000</b>		<b>2,418,900</b>		<b>1,087,900</b>	<b>13,059,000</b>	
<b>Stormwater Capital Projects Fund - Revenue Sources &amp; Totals</b>																
Transfer Fr Stormwater							2,060,000		3,002,000		2,410,200		2,080,000		2,418,900	13,059,000
<b>Stormwater Capital ProjectsFund CIP Total - Revenue</b>						<b>2,060,000</b>		<b>3,002,000</b>		<b>2,410,200</b>		<b>2,080,000</b>		<b>2,418,900</b>	<b>13,059,000</b>	
<b>Rocky River Golf Course Projects Fund - 475</b>																
Golf Projects 7550	Range Netting	Transfer from General Fund				100,000									100,000	
	Golf Course Bridges	Transfer from General Fund		75,000		75,000									150,000	
	Fairway Bunkers	Transfer from General Fund						125,000							125,000	
	Restroom Facility Construction	Transfer from General Fund				155,000									155,000	
<b>Rocky River Golf Course ProjectsFund CIP Total - Expense</b>				<b>75,000</b>		<b>330,000</b>		<b>125,000</b>							<b>530,000</b>	
<b>Rocky River Golf Course Projects Fund - Revenue Sources &amp; Totals</b>																
Transfer From Gen Fund							75,000		330,000		125,000				530,000	
<b>Rocky River Golf Course ProjectsFund CIP Total - Revenue</b>						<b>75,000</b>		<b>330,000</b>		<b>125,000</b>					<b>530,000</b>	
<b>CITY OF CONCORD CIP PROJECT TOTAL</b>				<b>28,830,717</b>		<b>64,605,467</b>	<b>326,000</b>	<b>52,302,200</b>	<b>37,000</b>	<b>34,813,297</b>	<b>103,110</b>	<b>36,573,900</b>		<b>37,367,203</b>	<b>254,958,894</b>	

# First Year CIP Project Detail

The boxes below provide summary detail for CIP projects scheduled for funding in year 1, or FY 2019, of the CIP. For additional description and cost information, please see each project's individual page in the City's FY 2019-2023 Capital Improvement Plan.

Parks & Recreation Capital Projects	
<b>Three Mile Branch Stream Restoration</b>	<b>\$180,000</b>
Restoration and major repairs to Three Mile Branch near the playground area.	
<i>Total Capital Cost</i>	\$210,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

Parks & Recreation Capital Projects	
<b>Coddle Creek Greenway, Phases 1 &amp; 2</b>	<b>\$88,000</b>
Greenway development to eventually connect Weddington Rd to Highway 29.	
<i>Total Capital Cost</i>	\$2,250,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	General Fund Transfer, Operating Revenue

Parks & Recreation Capital Projects	
<b>McEachern Greenway - Hospital Phase</b>	<b>\$20,000</b>
A 1.5 mile natural surface trail loop connecting Burrage Road to CMC-NE.	
<i>Total Capital Cost</i>	\$110,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

Parks & Recreation Capital Projects	
<b>Hector H Henry II Greenway - Cannon Crossing Phase</b>	<b>\$60,000</b>
A 1.75 mile long section of greenway connecting the Moss Creek development to Poplar Tent Road.	
<i>Total Capital Cost</i>	\$2,460,000
<i>Total Operating Cost</i>	\$52,000
<i>Funding Source(s)</i>	Transfer from General Fund, Op Rev.

Wastewater Capital Projects	
<b>Wilshire Ave to Sedgfield St Sewer Replacement</b>	<b>\$285,000</b>
Replacement of 2,260 feet of existing 12" diameter gravity sewer line along Wilshire Ave with a 18" line.	
<i>Total Capital Cost</i>	\$1,415,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Wastewater

## How to read the summary information:

- ← Department
- ← Project title and FY19 cost
- ← Project description
- ← Total cost of capital project
- ← Total impact on operating budget
- ← Project's funding sources

Parks & Recreation Capital Projects	
<b>Northwest Park Development</b>	<b>\$1,700,000</b>
Development of a community park to address needs in the NW as identified in the Parks & Rec Master Plan	
<i>Total Capital Cost</i>	\$8,705,031
<i>Total Operating Cost</i>	\$37,000
<i>Funding Source(s)</i>	Capital Reserve, Operating Revenue

Parks & Recreation Capital Projects	
<b>Open Air Learning Center</b>	<b>\$110,000</b>
Construction of an outdoor learning center at the Burrage Road House to address needs identified in the Parks & Rec Master Plan.	
<i>Total Capital Cost</i>	\$110,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

Wastewater Capital Projects	
<b>Lincoln Street Sewer Outfall to Broad Drive</b>	<b>\$365,000</b>
Replacement of 3,170 feet of existing gravity sewer line with 15" line.	
<i>Total Capital Cost</i>	\$1,713,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Wastewater

Transportation Capital Projects	
<b>Downtown Signal Replacement</b>	<b>\$440,000</b>
Replace traffic signal mast arms at Union St and Cabarrus Ave/ Union St and Corban Ave.	
<i>Total Capital Cost</i>	\$440,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	\$5 Vehicle Fees Transfer from General Fund

Transportation Capital Projects	
<b>Infrastructure Projects - Pedestrian Impv. Sidewalks</b>	<b>\$150,000</b>
Construct new City sidewalks and associated infrastructure to expand the existing pedestrian system.	
<i>Total Capital Cost</i>	\$750,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	\$5 Vehicle Fees

Transportation Capital Projects	
<b>Brookwood Ave NE Corridor Enhancement</b>	<b>\$1,211,843</b>
Street improvements to Brookwood Ave NE between Burrage Rd NE and Church Street N, per 2006-2007 Brookwood Corridor Study.	
<i>Total Capital Cost</i>	\$8,002,400
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

Transportation Capital Projects	
<b>Bruton Smith Blvd at Weddington Rd NW</b>	<b>\$182,099</b>
Contract an additional eastbound right turn lane and extend the eastbound dual left turn lanes on Bruton Smith Boulevard at Weddington Road.	
<i>Total Capital Cost</i>	\$182,099
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund, CMAQ

Transportation Capital Projects	
<b>Downtown Pedestrian Signal Upgrade</b>	<b>\$242,000</b>
Retrofit the City of Concord's Downtown district Traffic Signals with Countdown Pedestrian Signals and Push Buttons.	
<i>Total Capital Cost</i>	\$312,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund, TAP Funds

Transportation Capital Projects	
<b>Dorland Ave Realignment Phase II</b>	<b>\$200,000</b>
To complete the realignment of Dorland Ave from Kerr St., NW to Crowell Dr., SW, adjacent to Baber-Scotia College.	
<i>Total Capital Cost</i>	\$975,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

Water Capital Projects	
<b>US29 Water Tank</b>	<b>\$550,000</b>
Design and construct a new elevated water storage tank along US Hwy 29 near the Cabarrus Ave intersection.	
<i>Total Capital Cost</i>	\$5,550,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Water

Transportation Capital Projects	
<b>Concord Mills Flyover</b>	<b>\$63,330</b>
20% Grant Match for the construction of a left-turn flyover from Concord Mills Blvd to Gate 5 of Concord Mills Mall.	
<i>Total Capital Cost</i>	\$1,563,330
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

Transportation Capital Projects	
<b>US 601 at Flowes Store Rd Improvements</b>	<b>\$185,000</b>
Construct an additional lane and sidewalk along US 601, traveling from the intersection at Flowes Store Rd/Miami Church Rd to east of the intersection at 7inn	
<i>Total Capital Cost</i>	\$2,361,469
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund, CMAQ

Transportation Capital Projects	
<b>Union St. South Sidewalk Extension</b>	<b>\$400,000</b>
Construct sidewalk along Union St., S from Tulip Ave SW to NC 3 (Union St S) and continue to Cumberland Ct SW.	
<i>Total Capital Cost</i>	\$410,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund, TAP Funds

Transportation Capital Projects	
<b>I-85 Branding Project</b>	<b>\$250,000</b>
Participate in the construction of gateway monuments at certain interchanges of I-85 and corridors into Concord.	
<i>Total Capital Cost</i>	\$250,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

Water Capital Projects	
<b>George Liles Blvd 24" Water Line Phase 3</b>	<b>\$270,000</b>
Provide a new 24" water line from Weddington Road to Roberta Road as part of the NCDOT Westside Bypass Project.	
<i>Total Capital Cost</i>	\$2,047,621
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Water

Water Capital Projects	
<b>Poplar Tent Road 24" Water Line Extension</b>	<b>\$3,143,000</b>
Design of a new 24" water line along Poplar Tent Rd from International Drive to Eva Drive.	
<i>Total Capital Cost</i>	\$3,475,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Water

Water Capital Projects	
<b>Pitts School Road 24" Water Line Extension</b>	<b>\$1,189,000</b>
vide a new 24" water line along Pitts School Road from Belt Road to Weddington Road as part of a water system improvement.	
Total Capital Cost	\$1,326,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
<b>NC Highway 49 30" Water Line Extension</b>	<b>\$5,279,000</b>
Design of new 30" water line along NC Highway 49 from Erickson Court to Atando Rd.	
Total Capital Cost	\$6,032,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
<b>Corban Avenue Pump Station Rehabilitation</b>	<b>\$133,000</b>
Design and replace existing water pumps at the Corban Ave pump station.	
Total Capital Cost	\$270,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
<b>Hillgrove WTP Emergency Generator</b>	<b>\$600,000</b>
This project will replace the current emergency generator at the Hillgrove WTP.	
Total Capital Cost	\$600,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
<b>Roberta Rd 8" Waterline Replacement</b>	<b>\$35,000</b>
Provide a new 8" water line along Roberta Road from Blackwelder Road to Pitts School Road as part of a water system improvement.	
Total Capital Cost	\$760,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
<b>TRS for Midland and Mt. Pleasant Tanks</b>	<b>\$100,000</b>
This project includes a Trihalomethane (THM) Reduction System (TRS) which is a spray system designed to reduce the amount of THMs in the finished water.	
Total Capital Cost	\$200,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

General Capital Projects	
<b>Rutherford &amp; West Concord Cemetery Expansion</b>	<b>\$67,000</b>
Develop remaining property at Rutherford and West Concord cemeteries to increase the number of available plots.	
Total Capital Cost	\$665,359
Total Operating Cost	\$0
Funding Source(s)	Transfer from the General Fund

General Capital Projects	
<b>Fiber Network Extension</b>	<b>\$150,000</b>
Fiber network extension providing high bandwidth connectivity for data, video, telephone and SCADA needs for various city departments.	
<i>Expected Completion: Ongoing</i>	
Total Capital Cost	-
Total Operating Cost	-
Funding Source(s)	Transfer from Various City Funds

Electric Capital Projects	
<b>New Delivery #4 &amp; 100 kV Phase 1</b>	<b>\$1,000,000</b>
A 3.5 mile a 100kV Interconnect line to integrate this Delivery Point with the existing 100 kV infrastructure. This project will also include a 100-44 kvstep down transformer to eliminate Duke's Delivery #2.	
Total Capital Cost	\$7,699,912
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

Electric Capital Projects	
<b>New Delivery #4 &amp; 100 kV Phase 2</b>	<b>\$1,000,000</b>
This project consists of construction of a 100 KV dual bay 6 circuit electric substation, on the same site that houses Delivery #4.	
Total Capital Cost	\$3,645,254
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

Electric Capital Projects	
<b>Construction of Sub N at Copperfield Blvd</b>	<b>\$350,000</b>
This project will provide additional 100KV/12.4KV distribution substation to handle growing capacity needs in the City's Northeast service area and enhance the integrity of our electric service.	
Total Capital Cost	\$3,710,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

Electric Capital Projects	
<b>Large Truck/Equipment Shed</b>	<b>\$1,200,000</b>
Additional Large truck/Equipment covered shed located at Brown Operations.	
Total Capital Cost	\$1,300,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric



<b>Stormwater Capital Projects</b>	
<b>Havencrest Court Culvert Replacement</b>	<b>\$849,000</b>
Replace and upsize culvert at Havencrest Court.	
<i>Total Capital Cost</i>	\$1,392,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

<b>Stormwater Capital Projects</b>	
<b>Chadbourne Ave Culvert</b>	<b>\$882,000</b>
Replacement and upsizing of culvert at Chadborne Avenue.	
<i>Total Capital Cost</i>	\$1,572,500
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

<b>Stormwater Capital Projects</b>	
<b>Chelwood Drive Culvert Replacement</b>	<b>\$904,000</b>
Replacement and upsizing of culvert at Chelwood Drive.	
<i>Total Capital Cost</i>	\$2,347,488
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

<b>Golf Course Capital Projects</b>	
<b>Golf Course Bridges</b>	<b>\$75,000</b>
Bridges on the golf course are in need of replacement.	
<i>Total Capital Cost</i>	\$150,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

<b>Fire Capital Projects</b>	
<b>Fire Station #10 Permanent Station</b>	<b>\$5,147,445</b>
Preliminary design, engineering, and architecture design for a permanent station to replace the temporary building currently on site.	
<i>Total Capital Cost</i>	\$5,467,366
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Capital Reserve

<b>Fire Capital Projects</b>	
<b>Fire Station #12</b>	<b>\$350,000</b>
Preliminary design, engineering, and architectural work for a new station in the Roberta Rd/Roberta Church Rd area.	
<i>Total Capital Cost</i>	\$6,090,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund, Capital Res.

# In-Progress CIP Project Detail

The boxes below provide summary detail of CIPs that were approved in prior fiscal years, did not receive additional funding in FY19, are currently in progress, and are not yet completed.

### How to read the summary information:

- ← Department or Project Fund
- ← Project title
- ← Project description
- ← Fiscal years of project approval and completion
- ← Total cost of capital project
- ← Total 5-yr impact on operating budget
- ← Project's funding sources

**Transportation Capital Projects**

**Derita Road Improvements**

Provide funding for roadway improvements on Derita Rd from Poplar Tent to Rocky River. Includes design, permitting, purchase of right-of-way, utility relocation, and construction of an improved roadway section with curb, gutter and sidewalks.

*Approved: FY13* *Expected Completion: FY21*

*Total Capital Cost* \$19,442,264

*Total Operating Cost* \$0

*Funding Source(s)* NCDOT, Transportation Rsvs

**Transportation Capital Projects**

**Derita Road Improvements**

Provide funding for roadway improvements on Derita Rd from Poplar Tent to Rocky River. Includes design, permitting, purchase of right-of-way, utility relocation, and construction of an improved roadway section with curb, gutter and sidewalks.

*Expected Completion: FY21*

*Total Capital Cost* \$19,442,264

*Total Operating Cost* \$0

*Funding Source(s)* NCDOT, Transportation Rsvs

**Transportation Capital Projects**

**NE Subset Sidewalk Extension**

Provide local funding match for CMAQ funds used to extend pedestrian facilities in the NE Quadrant of the City of Concord. This project will lessen congestion and mitigate current vehicle emission loading by providing an alternate to motor vehicle travel in the area.

*Expected Completion: FY19*

*Total Capital Cost* \$525,916

*Total Operating Cost* \$0

*Funding Source(s)* Trans Funds, CMAQ Grant

**Transportation Capital Projects**

**Poplar Tent/US 29**

Provide local match for roadway improvements at and near the intersection of Poplar Tent Rd. and US Highway 29 using a Modified Superstreet design that will lessen congestion.

*Expected Completion: FY19*

*Total Capital Cost* \$2,437,747

*Total Operating Cost* \$0

*Funding Source(s)* Transportation Fund, Grants

**Transportation Capital Projects**

**Traffic Management Center**

Construction and installation of City of Concord Traffic Management Center and associated extension of fiber optic communication network(s)

*Expected Completion: FY19*

*Total Capital Cost* \$3,152,532

*Total Operating Cost* \$0

*Funding Source(s)* Capital Reserve, Vehicle Fees

**Transportation Capital Projects**

**Virginia Street SE Segment Improvement**

Re-construct the surface of Virginia St., SE from Corban Ave., SE to Louise Ave., SE, inside the platted public R/W and upgrade / renovate the facility to meet minimum City of Concord street standards with a Complete Streets typical section.

*Expected Completion: FY19*

*Total Capital Cost* \$600,000

*Total Operating Cost* \$0

*Funding Source(s)* Transportation Funds

**Transportation Capital Projects**

**Sidewalk Improvements - Miramar Ph. 2**

Construct new City sidewalks and associated infrastructure to expand the existing pedestrian system. Constructed in conjunction with the NE Subset.

*Expected Completion: FY19*

*Total Capital Cost* \$150,000

*Total Operating Cost* \$0

*Funding Source(s)* Transportation Funds

**Transportation Capital Projects**

**Bruton Smith Blvd Pedestrian Improvements**

Participate monetarily for 20% of the actual cost to provide sidewalks and pedestrian crossings along Bruton Smith Blvd.

*Expected Completion: FY19*

*Total Capital Cost* \$800,000

*Total Operating Cost* \$0

*Funding Source(s)* \$5 Vehicle Fees, 2¢ Gen Fund Transfer

**Transportation Capital Projects**

**Spring/Chestnut/Broad Intersection Improvements**

Design/ROW of a single lane mini-roundabout at the Spring/Chestnut/Broad intersection.

*Expected Completion: FY20*

*Total Capital Cost* \$700,000

*Total Operating Cost* \$0

*Funding Source(s)* \$5 Vehicle Fees

<b>Parks &amp; Recreation Capital Projects</b>	
<b>Hector H Henry II Greenway, Riverwalk</b>	
1.1 mile segment from Weddington Road Bark Park to Riverwalk neighborhood.	
	<i>Expected Completion: FY20</i>
Total Capital Cost	\$2,026,585
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

<b>Parks &amp; Recreation Capital Projects</b>	
<b>Burrage Road House Renovations</b>	
Design & renovation of house at 946 Burrage Road to be used for programming space.	
	<i>Expected Completion: FY19</i>
Total Capital Cost	\$474,540
Total Operating Cost	\$16,044
Funding Source(s)	Transfer from General Fund

<b>Parks &amp; Recreation Capital Projects</b>	
<b>Hector H. Henry II Greenway - Airport Phase</b>	
1.3 mile segment from Derita Road to the Weddington Road Bark Park.	
<i>Approved: FY17</i>	<i>Expected Completion: On-Hold</i>
Total Capital Cost	\$2,205,000
Total Operating Cost	\$98,200
Funding Source(s)	Capital Reserve Grants, Op Rev

<b>Electric Capital Projects</b>	
<b>NCDOT Line Relocations</b>	
Relocation of electric lines as a result of work done by NCDOT.	
	<i>Expected Completion: FY20</i>
Total Capital Cost	\$1,673,000
Total Operating Cost	\$0
Funding Source(s)	NC DOT Reimbursement

<b>Electric Capital Projects</b>	
<b>Solid State Relay Conversion Delivery #3</b>	
Convert the current relay protection package at Delivery #3 to a solid state package.	
	<i>Expected Completion: FY20</i>
Total Capital Cost	\$350,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

<b>Electric Capital Projects</b>	
<b>Substation P Construction</b>	
Provide an additional 44 KV substation that will be required to address the load growth in the City's SE quadrant.	
<i>Approved: FY17</i>	<i>Expected Completion: FY20</i>
Total Capital Cost	\$2,500,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

<b>General Capital Projects</b>	
<b>Upper Laydown Yard - BOC</b>	
Development of a 3.5 acre laydown yard on City property at the Brown Operations Complex.	
	<i>Expected Completion: FY19</i>
Total Capital Cost	\$500,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from the General Fund

<b>General Capital Projects</b>	
<b>Traffic Calming on General Services Drive</b>	
Install a round-a-bout on General Services Drive before the entrant to the BOC facilities.	
	<i>Expected Completion: FY19</i>
Total Capital Cost	\$100,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

<b>Fire Capital Projects</b>	
<b>Generator Relocation</b>	
The generator located behind 26 Union Street South will be moved to Fire Station #3 to provide backup capabilities.	
	<i>Expected Completion: Fall FY19</i>
Total Capital Cost	\$151,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

<b>Stormwater Capital Projects</b>	
<b>Hanover Drive Culvert Replacement</b>	
Replace and upsize culvert at Hanover Drive.	
	<i>Expected Completion: FY19</i>
Total Capital Cost	\$586,620
Total Operating Cost	\$0
Funding Source(s)	Transfer from Stormwater

<b>Golf Course Capital Projects</b>	
<b>Irrigation Repairs</b>	
Complete the restoration of the course's irrigation system.	
	<i>Expected Completion: FY19</i>
Total Capital Cost	\$305,185
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

<b>Stormwater Capital Projects</b>	
<b>Stream Restoration</b>	
Construction of detention ponds and stream restoration work to improve water quality in Stricker Branch.	
	<i>Expected Completion: Ongoing</i>
Total Capital Cost	TBD
Total Operating Cost	\$0
Funding Source(s)	Transfer from Stormwater

**Stormwater Capital Projects****Glen Eagles Lane Culvert**

Replacing and upsizing of culvert at Glen Eagles Lane.

*Expected Completion: FY20*

<i>Total Capital Cost</i>	\$631,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

**Water Capital Projects****Coddle Creek Settling Basin Upgrades**

This project is to design and construct settling basin upgrades at the Coddle Creek Water Treatment Plant and includes a pilot study.

*Expected Completion: FY20*

<i>Total Capital Cost</i>	\$4,500,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Water

**Wastewater Capital Projects****Province Green Pump Station Elimination**

This project includes installation of approximately 2,900LF of gravity sewer main and abandonment of a pump station to eliminate the Province Green pump station..

*Expected Completion: FY22*

<i>Total Capital Cost</i>	\$1,900,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

**Water Capital Projects****Derita Road Waterline Replacement**

Realign the existing 16" waterline from Poplar Tent Road to Rocky River as part of the NCDOT TIP project.

*Approved: FY14*

*Expected Completion: FY19*

<i>Total Capital Cost</i>	\$1,250,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

**Water Capital Projects****US29 Bridge 16" Watermain Replacement**

The water main relocation is associated with the replacement of the bridge over US Highway 29 at Rocky River.

*Approved: FY16*

*Expected Completion: FY19*

<i>Total Capital Cost</i>	\$240,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

**Wastewater Capital Projects****Laurel Park Pump Station Elimination**

This project includes installation of approximately 1,200LF of gravity sewer and abandonment of a pump station to eliminate the Laurel Park pump station.

*Expected Completion: FY22*

<i>Total Capital Cost</i>	\$960,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

# **CITY OF CONCORD, NC**

## **DEBT MANAGEMENT POLICY**

### **Purpose**

The City of Concord (City) maintains conservative financial policies to assure strong financial health. One of the keys to sound financial management is the development of a debt policy, which includes methods for determining debt affordability. This need is recognized by bond rating agencies, and development of a debt policy is a recommended practice by the Government Finance Officers Association.

The objectives of a debt policy are as follows:

- establish conditions for the use of debt vs. pay-as-you-go, by providing guidelines for consistency in decision making;
- create policies that minimize the City's debt service and issuance costs;
- retain a high credit rating and maintaining full and complete financial disclosure and reporting,
- demonstrates a commitment to long term financial planning,
- aids in development of capital budgets, taking into account financial and economic resources as well as infrastructure needs.

### **Capital Improvement Plan (CIP)**

- A formal CIP is essential to intelligent planning of debt issuance and management, and therefore commits the City to developing and maintaining a long-term plan that identifies and prioritizes potential capital investments, their costs and benefits, and potential funding sources for each item. The City will prepare and update annually a five-year capital improvement program (CIP) for consideration and adoption by City Council as part of the City's budget process. First-year projects are incorporated in the City Manager's recommended annual budget that is presented to City Council for adoption. The CIP will include possible debt issuance to fund future projects. The Finance Department is responsible for coordinating and analyzing the debt requirements, including timing of debt, analysis of outstanding debt, debt limitations and compliance, forecast of future debt obligations, and current revenue requirements.
- The CIP is updated annually as part of the City's regular budget process. After departments submit their CIP requests to the Finance Department, the City's Capital Project Selection Committee reviews and evaluates the proposed projects based on Mayor and City Council service priorities, infrastructure needs, the financial capacity of the City and the impact the projects could have on the City's operating budget.
- Debt financing will be considered in conjunction with the approval by the City Council of the CIP. Additionally debt financing will be considered for large capital items that normally do not go through the CIP process but are included in departmental requests and not considered operating expenditures.

### **Legal and Regulatory Requirements**

Management responsibility for the City's debt program is hereby delegated to the Finance Director, who will establish procedures for the operation of the debt program consistent with the Debt Policy and in full compliance with the North Carolina General Statutes, Local Government Finance Act. It will be the sole responsibility of the Finance Director to issue debt on behalf of the City. The Finance Director may assign another employee to assist in the duties of debt issuance, debt payments and other debt-related activities. The City Manager will direct the Finance Director in all debt issuance and the City Council will approve all debt agreements. Where applicable, debt issuances will be approved by the North Carolina Local Government Commission.

The City will provide on-going disclosure information to established national information repositories and maintain compliance with disclosure standards.

When applicable, the City will receive an opinion acceptable to market from a law firm that any financing transactions complies with applicable law and all agreements in connection with any financing are legal, valid and binding obligation of the City.

### **Guidelines for Debt Issuance**

- Evaluation of Market Conditions: High interest rates increase total debt issuance costs, so the City may consider debt issuance rather than pay-as-you-go when interest rates are lower. It is important that all market conditions are considered before issuance of debt; therefore this policy allows for flexibility when recommendations are made to the City Manager. Low interest rates are not always the supporting factor for issuing debt.
- Debt should only be incurred for financing capital assets/projects that, because of their long-term nature or because of budgetary restraints, cannot be acquired from current budgeted resources.
- Limitations on Debt Issuance: The City will evaluate the financial ratios as explained in the section titled, *Debt Affordability - Limits on Debt Issued & Outstanding*. The legal debt margin will also be reviewed before any new debt is proposed.
- City Council Authority: Staff will follow all N.C. General Statutes regarding debt issuance. All debt issuance will be approved by City Council and all proceeds from debt issuance for the City of Concord shall be appropriated by City Council.
- Permissible Debt Instruments: The City will follow the N.C. General Statutes in regards to what type of debt a municipality is allowed to issue.
- Pay-As-You-Go Alternative: Staff will use an objective, analytical approach to determine if the City will benefit from pay-as-you-go vs. debt financing. This process involves comparisons of generally accepted standards of affordability to current City values.
- The City will follow all requirements set in the Fiscal Policy - Reserve Funds Policy when determining resources available for debt service and pay-as-you-go recommendations.
- When the North Carolina Local Government Commission (LGC) is required to approve the debt issuance, a complete application should be filed four weeks prior to the LGC meeting date (first Tuesday of every month). When applicable, a letter should be submitted to the LGC Joint Legislative Committee in advance to ensure the debt issuance will be supported by the committee.

### **Arbitrage Requirements and Bond Issuance**

Bond Issuance & Arbitrage Requirements: If a credit rating is necessary for an issuance, the purpose of the debt issuance will support an investment grade credit rating. The City will comply with all applicable U.S. Internal Revenue Service and U.S. Treasury arbitrage requirements for bonded indebtedness. The City will maintain a system of record keeping and reporting to meet arbitrage rebate compliance requirements. Bond issues should be planned to minimize the frequency of issuance, thereby ensuring the lowest possible costs of issuance. When determining the size of a bond issue, consideration should be given to the need for construction, debt service and capitalized interest funds. Construction fund draw schedules shall be prepared, and projection of conservative earnings on unspent bond funds should be made in conjunction with planning of the City's Capital Improvement Program. The decision to use bond proceeds to pay interest during construction for revenue-producing projects shall be made on a case by case basis and shall be based on an evaluation of the opportunity cost of funds and the availability of other sources of funds to pay interest costs. General obligation bonds will be amortized on a level principal basis to the extent practical, and revenue bonds will be amortized on a level debt service basis to the extent practical considering the forecasted available pledged revenues.

### **Restrictions on Debt Issuance**

- The City will not issue long-term debt for operations.
- Debt will not be issued with a longer amortization period than the life of the asset it is financing.
- The size of the issue will be analyzed but the City should not use long-term debt for small issues nor should large issues be financed with capital leases when unfavorable interest rates exist.
- Debt structures that result in significant principal payments at the back end of the debt life, instead of equalized over the life of the debt should be avoided.
- Variable rate debt will not be issued without proper analysis and evaluation to determine that the issuance is in the best interest of the City.
- Debt will not be issued when the limits on debt are exceeded or when the legal debt margin is not met.
- The City will not enter into any debt agreement that is not approved by the N.C. General Statutes.

### **Requirements for Pay-As-You-Go**

The use of current resources and accumulated reserves to purchase capital items or to fund capital projects/improvements is used to keep the debt burden of the City low and because the net benefits derived from the asset are likely to be greater in the early years of the asset's life. The City also maintains a reserve fund so that capital project items may be funded with cash upon recommendation of the City Manager and City Council approval. The City's conservative financial policies enable the City to minimize the use of debt by increasing the use of cash to fund projects over time. The following should be evaluated when a recommendation for Pay-As-You-Go is being considered.

- The City will strive to fund at least 10% of the project costs in the current year CIP with cash when the following apply:
  - The asset/project life is less than 10 years.
  - The amount of the asset/project is less than \$5,000,000.
  - The Fiscal Policy – Reserve Funds Policy is maintained.

### **Professional Services**

The City of Concord has authority, subject to review and approval by the Local Government Commission, to select and retain the financial consultants, underwriters and bond attorneys to be associated with the bond issue, and selection is made in accordance with G.S. 159-123(e).

- **Bond Counsel** – When applicable, debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the proposed debt. The opinion shall include confirmation that the City has met all city and state constitutional and statutory requirements necessary for issuance, a determination of the proposed debt's federal income tax status and any other components necessary for the proposed debt.
- **Financial Advisor** – A Financial Advisor(s) may be used to assist in the issuance of the City's debt. The Financial Advisor will provide the City with objective advice and analysis on debt issuance. This includes, but is not limited to, monitoring market opportunities, structuring and pricing debt, and preparing official statements of disclosure.
- **Underwriters** – An Underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The Underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.

### **Constitutional and Statutory Limitations:**

Debt financing can include general obligation bonds, revenue bonds, certificates of participation, limited obligation bonds, lease/purchase agreements special obligation bonds or any other financing instrument

allowed under North Carolina statutes. The N. C. General Statutes, Chapter 159, Article 4. Local Government Bond Act establishes the authority to borrow money. The Statutes further defines the types of debt allowable, the purpose and the limitations of each.

### **Debt Affordability - Limits on Debt Issued and Outstanding**

**Debt Capacity-General Fund & Governmental Fund Types-** the City considers the following factors:

- Annual debt service should not exceed 15% of operating expenditures.  
This ratio reflects the City's budgetary flexibility to change spending and respond to economic downturns.
- Net general obligation debt per capita will not exceed \$1000. All debt per capita will not exceed \$3000.  
This ratio measures the burden of debt placed on the size of the population supporting the debt. This ratio is used to measure an issuer's ability to repay the debt.
- Total net bonded debt should not exceed 2% of assessed value.  
This ratio measures debt levels against property tax base. The tax base generates the revenue that will be the main source to repay the debt. Although the legal debt margin has a statutory limit of 8%, the City's target is 2%.
- The City will compare the measures above with other units of government with an electric system and that are similar in size.
- No more than 60% of the five-year Capital Improvement Plan will be funded from long-term debt.
- Variable rate debt may not exceed 20% of the City's total debt portfolio (includes all debt).
- The City will include a review of direct and overlapping debt in analyzing the financial condition of the City in regards to debt issuance. This analysis is included in the City's Comprehensive Annual Report (Statistical Section) each year.

**Legal Debt Margin** - Per the N.C. General Statutes, the City's net bonded debt outstanding may not exceed 8% of the appraised value of property subject to taxation.

**Debt Capacity-Enterprise Funds** - There are no specific debt limits for the city's enterprise funds as utility rates are set as needed to fully cover total costs and debt service. The City will annually calculate debt coverage as required by the revenue bond rate covenant. Normal coverage is at least 1.2 but the revenue bond covenants should be reviewed to ensure coverage levels are satisfied. The standard ratio is calculated by dividing net available revenues by principal and interest requirements for the year. This measure shows the extent to which revenues are available to cover annual debt service requirements after operating costs have been paid.

### **Refunding of Debt**

The City will refund debt when it is in the best financial interest of the City to do so.

**Debt Service Savings**—When a refunding is undertaken to generate interest rate cost savings, the minimum aggregate present value savings will be 3% of the refunded bond principal amount. The present value savings will be net of all costs related to the financing.

**Restructuring**—Refundings for restructuring purposes will be limited to restructuring to alleviate debt service during difficult budgetary years, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

**Arbitrage**—The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refundings. Any resulting positive arbitrage will be rebated as necessary according to Federal guidelines.



### **Investor Relations, Disclosure and Communication**

- The debt ratios outlined above will be computed annually and reported in the Comprehensive Annual Financial Report, along with a computation of net tax-supported debt per capita.
- The City will maintain communication with bond rating agencies to keep them abreast of its financial condition by providing them the City's Comprehensive Annual Financial Report, Annual budget, and Capital Improvement Program. The City will seek to obtain the highest credit ratings on its debt issues.
- The City will comply with all of its undertakings in accordance with Securities and Exchange Commission Rule 15c2-21.

*NOTE: ALL NUMBERS FOR EVALUATION WILL BE OBTAINED FROM THE MOST CURRENT AUDITED FINANCIAL DOCUMENTS OF THE CITY.*

### **Glossary**

**Advance Refunding.** A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunding obligations are not considered a part of an issuer's debt.

**Arbitrage.** The difference between the interest paid on the tax-exempt securities and the interest earned by investing the security proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

**Bond Anticipation Notes (BANs).** Notes which are paid from the proceeds of the issuance of long-term bonds. Typically issued for capital projects.

**Call Provisions.** The terms of the bond giving the issuer the right to redeem all or a portion of a bond prior to its stated date of maturity at a specific price, usually at or above par.

**Capitalized Interest.** A portion of the proceeds of a bond issue which is set aside to pay interest on the same bond issue for a specific period of time. Interest is commonly capitalized for the construction period of the project.

**Capital Lease.** A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles. Capital leases are common in certain types of financing transactions involving the use of revenue bonds as opposed to general obligation bonds.

**Competitive Sale.** A sale/auction of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities. Contrast to a negotiated sale.

**Continuing Disclosure.** The principle that accurate and complete information material to the transaction which potential investors would be likely to consider material in making investment decisions with respect to the securities be made available on an ongoing basis.

**Debt.** Any obligations of the City for the payment of money issued pursuant to the North Carolina General Statutes, Local Government Bond Act.

**Debt Service Reserve Fund.** The fund in which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements.

**Escrow.** A fund established to hold moneys pledged and to be used to pay debt service on an outstanding issue.

**Expenses.** Compensates senior managers for out-of-pocket expenses including: underwriter's counsel, DTC charges, travel, syndicate expenses, dealer fees, overtime expenses, communication expenses, computer time and postage.

**General Obligations.** Bonds issued by the City secured by the City's pledge of its full faith and credit and unlimited taxing power.

**Legal Debt Margin.** The amount of federal obligation bonds and certain other interest bearing obligations (other than revenue bonds) that the City may have outstanding expressed as a percentage of the assessed value of real estate in the City as shown on the last preceding assessment for taxes.

**Negotiated Sale.** A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

**Option Value.** Option valuation is a methodology for evaluating the efficiency of a refunding. Option valuation calculates the maximum theoretical value of refunding a bond, then expresses the current refunding savings as a percentage of the maximum theoretical savings.

**Operating Expenditures.** Operating expenditures are the basic expenditures that are needed for operations. Capital, transfers, and other non-operating items are not included in operating expenditures.

**Overlapping Debt.** The percentage of county's assessed value that is located in the city limits is used to compute overlapping debt.

**Pay-As-You-Go.** An issuer elects to finance a project with existing cash flow as opposed to issuing debt obligations.

**Present Value.** The current value of a future cash flow.

**Private Placement.** The original placement of an issue with one or more investors as opposed to being publicly offered or sold.

**Rebate.** A requirement imposed by Tax Reform Act of 1986 whereby the issuer of tax-exempt bonds must pay the IRS an amount equal to its profit earned from investment of tax-exempt bond proceeds at rates exceeding the tax-exempt borrowing rate. The tax-exempt borrowing rate (or "bond yield") is calculated pursuant to the IRS code together with all income earned on the accumulated profit pending payment.

**Refunding.** A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

**Revenue Bonds.** Bonds issued by the City secured by a specific revenue pledge of rates, rents or fees.

**Tax -Supported Debt.** Debt that is expected to be repaid from the general fund tax revenues of the City. This includes general obligation bonds, appropriation-supported bonds, capital leases and in certain circumstances moral obligation bonds. For the purpose of this Debt Policy, net tax-supported debt includes general obligation debt for the City, certain bonded capital leases, and any moral obligation bonds for which the City has deposited funds to a debt service reserve fund as requested to replenish such reserve fund.

**Underwriter.** A dealer that purchases new issues of municipal securities from the Issuer and resells them to investors.

**Underwriter's Discount.** The difference between the price at which bonds are bought by the Underwriter from the Issuer and the price at which they are reoffered to investors.

*Policy approved 8/1/2014 by City Manager and submitted to City Council for approval on 9/11/2014. In the future the policy will be reviewed and approved as part of the City's budget document each year.*

## CITY OF CONCORD, NC

### FINANCIAL POLICY - RESERVE FUNDS

#### **Purpose:**

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

#### **General Fund Reserves:**

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

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

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

*The City recommends the following General Fund balance levels:*

- The City will maintain an *unassigned* General Fund balance minimum between 30% and 35% of General Fund expenditures, which includes transfers.
- Unrestricted fund balance in the General Fund should be at a minimum no less than 3 months of regular general fund operating expenditures. Operating expenditures would not include capital outlay or transfers.
- The City will maintain a five year forecast to monitor projected fund balance levels.

- Per the North Carolina Local Government Commission’s recommendations, the City will compare their unassigned General Fund Balance to the average unassigned General Fund Balance numbers for electric cities with our population average. This amount can be found on the annual Cash, Taxes and Fund Balance Available statistical reports published by the Department of State Treasurer’s office. The benchmark will be to not fall below 40% of our city group average.

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

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

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

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

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

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

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

*The City will maintain adequate reserves in Enterprise Funds to:*

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

*The City recommends the following Enterprise Fund reserve levels:*

- The City will maintain a liquidity ratio of more than one to one.
- The City will maintain 90-days' worth of annual operating expenses.
- The City will maintain rate models to adequately forecast financial condition.

*The City recommends the following uses of Enterprise Funds reserves:*

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

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

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

## **Capital Project Reserves:**

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

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

*The City will maintain adequate capital project reserves to:*

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

*The City recommends the following capital project reserve levels:*

- If a Capital Reserve Fund is funded, the City will set a goal to maintain capital reserves of at least 5% of the operating revenue in each operating fund that is associated with the capital project reserve fund. This will be calculated by using the most recent audited financial report.
- The City will maintain a five year operating forecast/rate models to monitor projected reserve levels and to project future capital project funding needs.
- Reserve levels may fall below the recommended target with City Manager recommendation. This situation could arise if the City has an unexpected project that will benefit the community. The project would require City Council approval.

*The City recommends the following uses of capital project reserves:*

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

- All reserve appropriations will be approved by City Council.
- These policies will be evaluated each year during the budget process to determine if amendments to the policy are needed.

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

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

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

# Capital Improvement Plan, Budget, and Financial Policy

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## **I. PREPARATION OF THE CAPITAL IMPROVEMENT PLAN (CIP):**

- A. The purpose of the capital improvement plan (CIP) is to forecast and match projected revenues and major capital needs over a five (5)-year period. Long-range capital planning is an important management tool, which strengthens the linkages between community infrastructure needs and the financial capacity of the City.
- B. All proposals for capital investment shall go through the capital planning process.
- C. Definition of appropriate capital items for inclusion on the CIP:
  - 1. Definition of a CIP capital expenditure – Expenditure of major value that recurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than one (1) year.
  - 2. As a rule of thumb, items to be included in the CIP include those which:
    - (a) Involve the acquisition, renovation, and/or construction of a single fixed asset greater than \$100,000 – excluding vehicle or equipment purchases
    - (b) involve any land purchases not associated with or included in another CIP project
    - (c) involve capital road maintenance or construction greater than \$100,000 – excluding recurring or routine maintenance projects
- D. Difference between departmental capital outlay items (in operating budget) and capital project outlay items (in CIP):
  - 1. Departmental capital items shall not be submitted as part of the CIP. Departmental capital items include:
    - (a) equipment/tools, furniture, office equipment such as computers and fax machines, minor remodeling, or other construction projects below \$100,000 (such items should be outlined in the “Capital Outlay” section of the operating budget request).
    - (b) all vehicles/rolling stock/machinery below \$100,000
  - 2. However, any upcoming, or 1<sup>st</sup> year costs associated with a CIP request shall be entered in the department’s operating budget request in order to ensure that 1<sup>st</sup> year CIP costs are noted and included in the Manager’s Recommended Budget.
- E. Inclusion of expenditures for maintenance and/or staffing in the CIP:
  - 1. All operating, maintenance, and personnel budget expenditures associated with the purchase of a CIP item shall be included and noted in the annual operating budget. However, for reporting and future expenditure forecasting purposes, the estimated additional expenditures on operating, maintenance, and personnel shall be included on all CIP requests.

## **II. ORGANIZATIONAL ISSUES:**

- A. Departments are responsible for identifying, documenting, and justifying CIP requests. Departments are also responsible for obtaining project cost estimates and identifying appropriate revenue sources for the project (the Finance Dept. shall assist in identifying costs and appropriate revenue sources).
- B. The City Manager, in conjunction with the Finance Director and Budget staff, shall be responsible for coordinating the CIP process and submission of the CIP to the Mayor and City Council.
- C. A capital project selection committee shall be used to evaluate and recommend a ranking of proposed projects to the City Manager. This committee shall be comprised of:



City Manager, Deputy City Manager, Assistant City Manager, Director of Planning & Neighborhood Development, Finance Director, Budget & Performance Manager, Budget Analyst, and Director of Engineering.

D. Council review, recommendation, and adoption of CIP:

1. The City Manager's Recommended CIP shall be submitted to the Mayor and City Council for their review and recommendation during the beginning stages of the annual budget process. **NOTE:** Governing Body recommendation of the CIP does not authorize money for any of the projects in the plan, but the recommendation by the Governing Body shall provide the City Manager direction to proceed with formulating the annual CIP and inclusion of first year CIP items in the City Manager's Recommended City Budget.
2. A Capital Projects Ordinance will be adopted by City Council with the City's Operating Budget establishing necessary project fund structures for CIP expenditures at the beginning of the fiscal year.

**III. EVALUATION OF PROJECT MERIT:**

- A. Proposed CIP items will be evaluated and ranked according to merit by requesting departments.
- B. Projects should generally be foreseen ahead of the time (preferably 2+ years) of need to allow time for planning long-term financing strategies or financing methods.

**IV. FUNDING SOURCES:**

- A. Debt will be considered for capital projects under the following circumstances:
  1. The capital item is a long-living (useful life greater than one (1) year) asset.
  2. The asset has a useful life expectancy that equals or exceeds the length of the debt financing period.
- B. The following types or combination of financing may be considered under the following circumstances:
  1. *Debt methods:*
    - (a) *General Obligation Bonds (G.O. Bonds)* – The capital item is used for a public facility or equipment that is a public good and that has no revenue-producing capability (e.g. streets and municipal buildings or structures). Generally, G.O. Bonds are only used for major General Fund projects.
    - (b) *2/3 General Obligation Bonds* – Without voter approval, G.O. Bonds may be issued annually on 2/3 of net G.O. debt reduction (principal retirement) in the prior year.
    - (c) *Revenue Bonds* -- The capital item is used for a non-public good in which a revenue stream is associated with the capital item (e.g. airport, water, wastewater, and electric system capital items).
    - (d) *Special Obligation Bonds (S.O. Bonds)* – S.O. Bonds may be used for solid waste management projects which can include equipment or facilities for construction of incinerators, land for recycling facilities, drainage collection and treatment systems for landfills, land and liners for landfills, monitoring wells, recycling equipment and facilities, and volume reduction equipment; can also be used for water/sewer projects
    - (e) *Special Assessments* – The capital item benefits only immediately adjacent property. Adjacent property owners pay the special assessments after the improvement is completed and its cost is known. Therefore, special assessments are not a method of capital financing, but rather a method of eventually paying for the improvements

for which they are levied. Other sources of funds are needed to finance the improvements for which the assessments are later levied.

(f) *Property Secured Debt* – The capital item can be secured as collateral itself. Includes lease or installment purchase transactions and certificates of participation (COPS) or limited obligation bonds (LOBS).

2. *Non-debt methods (Also referred to as Pay-as-you-go, or Pay-Go)*

(a) *Current revenues* – The capital item can be acquired through existing revenues.

(b) *Capital reserves* – The capital item can be funded from City Council designated taxes or revenue streams that are set aside in a separate fund.

(c) *Capital recovery, facility, or impact fees* – Capital items may be financed from charges to benefiting property owners for major infrastructure or facilities that benefit that property. Charges can be levied and collected before infrastructure is built.

(d) *Fund Balance* – The capital item can be funded with unassigned operating fund balances.

(e) *Grants* – Funding of the capital item was secured upon application of a governmental grant (examples might include CDBG or HOME grants, law enforcement grants, or EPA water quality grants.)

(f) *Gifts* – The capital item may be purchased or acquired with restricted or non-restricted donations by citizens or corporations.

C. *Debt Limits*

1. The City shall not exceed N.C.G.S. 159-55(c) limiting the amount of net bonded debt outstanding to 8% of appraised value of property subject to taxation, and
2. Annual G.O Bond debt service payments (principal and interest) shall not exceed 15% of the City's General Fund operating budget.

D. *Over or Underestimated Projects*

1. In the case of a capital project that is under or overestimated, projects will be evaluated on a case-by-case basis.

# Authorized Positions

Bolded FY19 figures represent **new position** or **other adjustments** to the City's organizational structure. Changes made during the fiscal year by the City Council are not bolded.

Position	Salary Grade	FY 2016-2017 Budget			FY 2017-2018 Budget			FY 2018-2019 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<b>General Government</b>										
<i>(Public Services Administration)</i>										
Assistant City Manager	IV	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		<b>1</b>		<b>1.00</b>	<b>1</b>		<b>1.00</b>		<b>1</b>	
<i>(City Manager's Office)</i>										
City Manager	S	1		1	1		1		1	
Deputy City Manager	V	1		1	1		1		-	
Assistant City Manager	IV	-		-	-		-		1	
Public Affairs & Project Manager	112	1		1	1		1		1	
City Clerk	109	1		1	1		1		1	
Community Outreach Coordinator	109	1		1	1		1		1	
Education Specialist (split with Water & Stormwater)	208	1		0.5	1		0.5		1	
Senior Executive Assistant	209	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		<b>7</b>		<b>6.50</b>	<b>7</b>		<b>6.50</b>		<b>7</b>	
<i>(Human Resources)</i>										
Human Resources Director	II	1		1	1		1		1	
Deputy Human Resources Director	114	-		-	-		-		1	
Assistant Human Resources Director	113	1		1	1		1		-	
	113	1		1	1		1		1	
HR Benefits Manager	111	-		-	-		-		1	
Human Resources Analyst (1 new position for FY19)	109	3		3	4		4		<b>5</b>	
Human Resources Supervisor	109	1		1	1		1		-	
HR Wellness Coordinator	208	1		1	1		1		1	
Safety, Health & Risk Coordinator	210	2		2	2		2		2	
Senior Executive Assistant	209	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		<b>11</b>		<b>11.00</b>	<b>12</b>		<b>12.00</b>		<b>13</b>	
<i>(Finance)</i>										
Finance Director	III	1		1	1		1		1	
Deputy Finance Director	114	1		1	1		1		1	
Finance Manager	113	1		1	1		1		1	
Budget & Performance Manager	113	1		1	1		1		1	
Grants Program Administrator	112	-		-	1		1		1	
Budget Analyst	110	1		1	1		1		1	
Senior Accountant	108	2		2	1		1		1	
Accounting Technician II	207	1		1	1		1		1	
Accounts Payable Technician	207	3		3	3		3		3	
Payroll Technician	207	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>		<u>2</u>	
		<b>13</b>		<b>13.00</b>	<b>13</b>		<b>13.00</b>		<b>13</b>	
<i>(Tax)</i>										
Revenue Manager (split with Utility Collections, Billing)	112	1		0.5	1		0.25		1	
Accounting Technician II	207	1		1	1		0.5		1	
Deputy Tax Collector	206	<u>2</u>		<u>2</u>	-		-		-	
		<b>4</b>		<b>3.5</b>	<b>2</b>		<b>0.75</b>		<b>2</b>	
<i>(Legal)</i>										
City Attorney	S	1		1	1		1		1	
Deputy City Attorney	114	1		1	1		1		1	
Assistant City Attorney	112	1		1	1		1		1	
Paralegal	210	2		2	2		2		2	
Legal Assistant	210	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		<b>6</b>		<b>6.00</b>	<b>6</b>		<b>6.00</b>		<b>6</b>	
<b>General Government Sub-total</b>		<b>42</b>	<b>0</b>	<b>41</b>	<b>41</b>	<b>0</b>	<b>39.25</b>		<b>42</b>	<b>0</b>
<b>Public Safety</b>										
<i>(Police*)</i>										
Police Chief	III	1		1	1		1		1	
Deputy Police Chief	P6	1		1	1		1		1	
Police Major	P5	2		2	2		2		2	
Police Captain	P4	8		8	8		8		8	

Position	Salary Grade	FY 2016-2017 Budget			FY 2017-2018 Budget			FY 2018-2019 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Police Sergeant	P3	30		30	30		30	28		28
Master Police Officer	P2	62		61.25	56		56	56		56
Police Officer (includes SRO positions)	P1	79		79	86		86	89		89
Senior Police Crime Analyst (non-sworn) <b>(new for FY19)</b>	210	-		-	-		-	<b>1</b>		<b>1</b>
Police Crime Analyst (non-sworn)	209	1		1	1		1	1		1
Senior Executive Assistant (non-sworn)	209	1		1	1		1	1		1
Police Video Technician (non-sworn)	207	-		-	-		-	1		1
Senior Administrative Assistant (non-sworn)	206	3		3	3		3	3		3
Senior Customer Service Representative (non-sworn)	207	2		2	2		2	2		2
Administrative Assistant (non-sworn)	205	2		2	2		2	2		2
Customer Service Representative (non-sworn)	204	10		10	10		10	9		9
Parking Enforcement Technician (non-sworn)	203	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
<i>*Note: 6.5 FTE of School Crossing Guards are not included in this count</i>										
<b>(Code Enforcement)</b>		<b>203</b>		<b>202.25</b>	<b>204</b>		<b>204.00</b>	<b>206</b>		<b>206.00</b>
Code Enforcement Manager	110	1		1	1		1	1		1
Senior Code Enforcement Officer	210	1		1	1		1	1		1
Code Enforcement Officer <b>(1 new for FY19)</b>	207	<u>6</u>		<u>6</u>	<u>6</u>		<u>6</u>	<b>7</b>		<b>7</b>
<b>(Emergency Communications)</b>		<b>8</b>		<b>8.00</b>	<b>8</b>		<b>8.00</b>	<b>9</b>		<b>9.00</b>
Communications Director (position split with Radio Shop)	I	1		0.5	1		0.5	1		0.5
911 Telecommunications Center Manager	111	1		1	1		1	1		1
911 Shift Supervisor	210	4		4	4		4	4		4
Senior Telecommunicator	207	4		4	4		4	4		4
Telecommunicator	206	12	4	13	14	4	15	14	4	15
Senior Administrative Assistant	206	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
<b>(Radio Shop)</b>		<b>23</b>	<b>4</b>	<b>23.50</b>	<b>25</b>	<b>4</b>	<b>25.50</b>	<b>25</b>	<b>4</b>	<b>25.50</b>
Communications Director (position split with Communications)	I	-		0.5	-		0.5	-		0.5
Communications Shop Manager	110	-		-	-		-	1		1
Senior Communications Technician	209	2		2	2		2	2		2
Communications Technician	206	<u>1</u>		<u>1</u>	<u>1</u>	<u>1</u>	<u>1.6</u>	-	<u>1</u>	<u>0.6</u>
<b>(Fire)</b>		<b>3</b>		<b>3.50</b>	<b>3</b>		<b>4.10</b>	<b>3</b>		<b>4.10</b>
Fire Chief	III	1		1	1		1	1		1
Deputy Fire Chief	F8	2		2	2		2	2		2
Battalion Chief	F7	6		6	6		6	6		6
Fire Captain	F6	42		42	42		42	42		42
Fire Lieutenant	F4	40		40	32		32	34		34
Logistics Officer	F4	1		1	2		2	2		2
Senior Firefighter	F3	10		10	7		7	5		5
Fire Engineer	F2	33		33	34		34	43		43
Firefighter <b>(6 new positions added for FY19)</b>	F1	49		49	65		65	<b>62</b>		<b>62</b>
Senior Executive Assistant	209	1		1	1		1	1		1
Administrative Assistant	205	2		2	2		2	2		2
<b>(Fire - Prevention)</b>		<b>187</b>		<b>187</b>	<b>194</b>		<b>194</b>	<b>200</b>		<b>200</b>
Division Chief	F7	1		1	1		1	1		1
Deputy Fire Marshal	F6	2		2	3		3	3		3
Assistant Fire Marshal	F5	<u>6</u>	1	<u>6.5</u>	<u>5</u>	3	<u>5.5</u>	<u>5</u>	3	<u>6.5</u>
<b>(Fire - Training)</b>		<b>9</b>		<b>9.50</b>	<b>9</b>		<b>9.50</b>	<b>9</b>		<b>10.50</b>
Division Chief	F7	1		1	1		1	1		1
Fire Captain	F6	<u>3</u>		<u>3</u>	<u>3</u>		<u>3</u>	<u>3</u>		<u>3</u>
<b>(Emergency Mgt. - reports to City Manager's Office)</b>		<b>4</b>		<b>4.00</b>	<b>4</b>		<b>4.00</b>	<b>4</b>		<b>4.00</b>
Emergency Management Coordinator	113	1		1	1		1	1		1
Assistant Emergency Management Coordinator	111	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
<b>Public Safety Sub-total</b>		<b>439</b>	<b>4</b>	<b>439.75</b>	<b>449</b>	<b>4</b>	<b>451.10</b>	<b>458</b>	<b>4</b>	<b>461.10</b>
<b>Public Works</b> <i>(Streets &amp; Traffic)</i>										
Transportation Director	III	1		1	1		1	1		1
Deputy Transportation Director	208	-		-	-		-	1		1

Position	Salary Grade	FY 2016-2017 Budget			FY 2017-2018 Budget			FY 2018-2019 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Engineering Manager	113	1		1	1		1		-	
Project Engineer	111	1		1	1		1		1	
Streets Superintendent	110	1		1	1		1		1	
Staff Engineer	109	1		1	1		1		1	
GIS Analyst (1 Position Reclassified to GIS Coordinator)	109	1		1	1		1		1	
Streets Crew Supervisor	210	4		4	5		5		5	
Construction Inspector	208	1		1	1		1		1	
CAD Technician	208	1		1	1		1		1	
Executive Assistant (split with Solid Waste)	208	-		-	-		-		-	0.5
Senior Equipment Operator	207	7		7	8		8		8	
Equipment Operator	205	6		6	6		6		6	
Streets Maintenance Worker	204	5		5	7		7		7	
		<b>30</b>		<b>30.00</b>	<b>34</b>		<b>34.00</b>		<b>34</b>	<b>34.50</b>
<i>(Traffic Signals)</i>										
Traffic Engineer	112	1		1	1		1		1	
Staff Engineer	109	1		1	1		1		1	
Traffic Signal Supervisor	211	1		1	1		1		1	
Signal Technician	209	3		3	3		3		3	
		<b>6</b>		<b>6.00</b>	<b>6</b>		<b>6.00</b>		<b>6</b>	<b>6.00</b>
<i>(Traffic Services)</i>										
Transportation Coordinator	109	1		1	1		1		1	
Sign Technician II	208	2		2	2		2		2	
Sign Technician I	206	2		2	2		2		2	
		<b>5</b>		<b>5.00</b>	<b>5</b>		<b>5.00</b>		<b>5</b>	<b>5.00</b>
<i>(Solid Waste &amp; Recycling)</i>										
Solid Waste Services Director	1	1		1	1		1		1	
Solid Waste Project Manager	109	1		1	1		1		1	
Solid Waste Superintendent	109	1		1	1		1		1	
Solid Waste Crew Supervisor	210	2		2	2		2		2	
Executive Assistant (position split with Transportation)	208	-		0.5	-		0.5		1	0.5
Senior Customer Service Specialist	208	1		1	1		1		1	
Senior Equipment Operator	207	8		8	8		8		8	
Solid Waste Compliance Inspector	205	1		1	1		1		1	
Equipment Operator (1 new for FY19)	205	7		7	9		9		10	10
Solid Waste Worker (1 new for FY19)	204	9		9	8		8		9	9
		<b>31</b>		<b>31.50</b>	<b>32</b>		<b>32.50</b>		<b>35</b>	<b>34.50</b>
<i>(Cemeteries - Buildings &amp; Grounds)</i>										
Cemetery Maintenance Manager	109	1		1	1		1		1	
Cemetery Crew Supervisor	208	2		2	2		2		2	
Cemetery Maintenance Worker	203	5		5	5		5		5	
		<b>8</b>		<b>8.00</b>	<b>8</b>		<b>8.00</b>		<b>8</b>	<b>8.00</b>
<i>(Fleet Services)</i>										
Fleet Services Director	1	1		1	1		1		1	
Fleet Services Manager	108	1		1	1		1		1	
Fleet Services Supervisor	210	1		1	1		1		1	
Master Mechanic	209	2		2	3		3		3	
Automotive Parts Supervisor	208	1		1	1		1		1	
Executive Assistant	208	1		1	1		1		1	
Fleet Mechanic	207	6		6	5		5		5	
Automotive Parts Clerk	204	1		1	1		1		1	
		<b>14</b>		<b>14.00</b>	<b>14</b>		<b>14.00</b>		<b>14</b>	<b>14.00</b>
<b>Public Works Sub-total</b>		<b>94</b>	<b>0</b>	<b>94.50</b>	<b>99</b>	<b>0</b>	<b>99.50</b>		<b>102</b>	<b>102.00</b>
<b>Economic Development</b>										
<i>(Planning &amp; Neighborhood Development)</i>										
Planning & Neighborhood Development Director	II	1		1	1		1		1	
Deputy Director of Planning & Neighborhood Development	114	1		1	1		1		1	
Development Review Administrator	112	1		1	1		1		1	
Planning & Development Manager	112	1		1	1		1		1	
Community Development Manager	112	1		1	1		1		1	
GIS Administrator	110	1		1	1		1		1	

Position	Salary Grade	FY 2016-2017 Budget			FY 2017-2018 Budget			FY 2018-2019 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Senior Planner (1 new for FY19)	110	4		4	4		4	5		5
Planner	107	2		2	2		2	2		2
Senior Executive Assistant	209	1		1	1		1	1		1
Clearwater Artist Studio Supervisor	207	1		1	1		1	1		1
Community Development Technician	206	1		1	1		1	1		1
Development Services Technician	204	1		1	2		2	2		2
		<b>16</b>		<b>16.00</b>	<b>17</b>		<b>17.00</b>	<b>18</b>		<b>18.00</b>
<i>(Economic Development)</i>										
Economic Development Coordinator	111	1		1	1		1	1		1
		<b>1</b>		<b>1.00</b>	<b>1</b>		<b>1.00</b>	<b>1</b>		<b>1.00</b>
<b>Economic Development Sub-total</b>		<b>17</b>	<b>0</b>	<b>17.00</b>	<b>18</b>	<b>0</b>	<b>18.00</b>	<b>19</b>	<b>0</b>	<b>19.00</b>
<b><i>Parks &amp; Recreation</i></b>										
Parks & Recreation Director	II	1		1	1		1	1		1
Deputy Parks & Recreation Director	114	1		1	1		1	1		1
Senior Planner	110	-		-	1		1	1		1
Parks & Recreation Coordinator	109	2		2	3		3	3		3
Master Police Officer/Park Ranger	P2	-		0.75	-		-	-		-
Parks & Recreation Supervisor	209	5		5	5		5	5		5
Senior Executive Assistant	209	1		1	1		1	1		1
Parks & Recreation Assistant Supervisor	208	3		3	2		2	2		2
Parks & Recreation Specialist	207	2		2	3		3	3		3
Senior Administrative Assistant	206	2		1.75	2		2	2		2
Fitness Instructor/Event Assistant	206	-	1	0.48	-	1	0.48	-	1	0.5
Programmer	205	-	2	0.95	-	2	0.95	-	2	1
Part-Time Rec Center Leader (3 positions added for FY19)	202	-	12	4.5	-	19	9.5	-	22	11
		<b>17</b>	<b>15</b>	<b>23.43</b>	<b>19</b>	<b>22</b>	<b>29.93</b>	<b>19</b>	<b>25</b>	<b>31.50</b>
<b>Parks &amp; Recreation Sub-total</b>		<b>17</b>	<b>15</b>	<b>23.43</b>	<b>19</b>	<b>22</b>	<b>29.93</b>	<b>19</b>	<b>25</b>	<b>31.50</b>
<b>General Fund Sub-Total</b>		<b>609.0</b>	<b>19</b>	<b>615.68</b>	<b>626.0</b>	<b>26</b>	<b>637.78</b>	<b>640.0</b>	<b>29</b>	<b>653.85</b>
<b><i>Community Development Block Grant</i></b>										
Federal Program Coordinator (split with Home)	110	-		0.2	-		0.2	-		0.2
Construction Coordinator	109	1		1	1		1	1		1
		<b>1</b>	<b>0</b>	<b>1.20</b>	<b>1</b>	<b>0</b>	<b>1.20</b>	<b>1</b>	<b>0</b>	<b>1.20</b>
<b>CDBG Sub-total</b>		<b>1</b>	<b>0</b>	<b>1.20</b>	<b>1</b>	<b>0</b>	<b>1.20</b>	<b>1</b>	<b>0</b>	<b>1.20</b>
<b><i>Home Consortium</i></b>										
Federal Program Coordinator (split with CDBG)	110	1		0.8	1		0.8	1		0.8
		<b>1</b>		<b>0.80</b>	<b>1</b>		<b>0.80</b>	<b>1</b>		<b>0.80</b>
<b>Home Consortium Sub-total</b>		<b>1</b>	<b>0</b>	<b>0.80</b>	<b>1</b>	<b>0</b>	<b>0.80</b>	<b>1</b>	<b>0</b>	<b>0.80</b>
<b><i>Electric Systems</i></b>										
<i>(Electric Administration)</i>										
Electric Systems Director	III	1		1	1		1	1		1
Deputy Electric Systems Director	114	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
		<b>3</b>		<b>3</b>	<b>3</b>		<b>3</b>	<b>3</b>		<b>3</b>
<i>(Powerline Maintenance)</i>										
Electric Systems Coordinator II	111	1		1	1		1	1		1
Electric Systems Special Project Manager	111	1		1	1		1	1		1
Electric Systems Coordinator I	110	3		3	3		3	3		3
Electric Systems Technician II	208	6		6	6		6	6		6
Electric Systems Analyst	208	-		-	1		1	1		1
Electric Systems Technician I	207	6		6	6		6	6		6
		<b>17</b>		<b>17.00</b>	<b>18</b>		<b>18.00</b>	<b>18</b>		<b>18.00</b>
<i>(Tree Trimming)</i>										
Electric Tree Trimming Supervisor	211	1		1	1		1	1		1
Electric Tree Trimming Crew Leader	209	2		2	2		2	2		2
Electric Tree Trimmer II	208	2		2	2		2	2		2
Electric Tree Trimmer I (1 new for FY19)	207	2		2	2		2	3		3
		<b>7</b>		<b>7.00</b>	<b>7</b>		<b>7.00</b>	<b>8</b>		<b>8.00</b>

Position	Salary Grade	FY 2016-2017 Budget			FY 2017-2018 Budget			FY 2018-2019 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<i>(Electric Construction)</i>										
Electric Systems Coordinator II	111	2		2	2		2		2	
Electric Safety Coordinator	107	1		1	1		1		1	
Electric Construction Supervisor	211	7		7	7		7		7	
Electric Systems Coordinator I (2 new for FY19)	110	-		-	-		2		2	
Electric Systems Line Technician III	209	12		12	12		12		12	
Electric Systems Line Technician II	208	5		5	5		5		5	
Electric Systems Line Technician I	207	6		6	8		8		8	
		<b>33</b>		<b>33.00</b>	<b>35</b>		<b>35.00</b>		<b>37</b>	
									<b>37.00</b>	
<i>(Electric Engineering)</i>										
Electrical Engineer	112	1		1	1		1		1	
Project Engineer	111	1		1	1		1		1	
GIS Supervisor	110	1		1	1		1		1	
GIS Analyst	211	2		2	2		2		2	
Electric Engineering Technician	209	3		3	3		3		3	
		<b>8</b>		<b>8.00</b>	<b>8</b>		<b>8.00</b>		<b>8</b>	
									<b>8.00</b>	
<i>(Utility Locate Services)</i>										
Electric Utility Locator Supervisor	211	1		1	1		1		1	
Utility Locator	207	4		4	4		4		4	
		<b>5</b>		<b>5.00</b>	<b>5</b>		<b>5.00</b>		<b>5</b>	
									<b>5.00</b>	
<b>Electric System Sub-total</b>		<b>73</b>	<b>0</b>	<b>73</b>	<b>76</b>	<b>0</b>	<b>76</b>	<b>79</b>	<b>0</b>	<b>79</b>
<b>Stormwater</b>										
Water Resources Director (split with Water & Wastewater)	III	-		0.33	-		0.33	-		0.33
Deputy Water Resources Director (split with Water & Wastewater)	114	1		0.34	1		0.34	1		0.34
Engineering Manager (split with Water & Wastewater)	113	-		0.33	-		0.33	-		0.33
Project Engineer (split with Water & Wastewater)	111	1		0.34	1		0.34	1		0.34
Senior GIS Coordinator (split with Water & Wastewater)	110	-		0.33	-		0.33	-		0.33
Water Resources Superintendent	110	1		1	1		1	1		1
Staff Engineer (split with Water & Wastewater)	109	1		0.34	1		0.34	1		0.33
Water Safety Coordinator (split with Water & Wastewater)	107	-		-	1		0.33	1		0.33
Education Specialist (split with City Manager's Office & Water)	106	-		0.25	-		0.25	-		0.25
Water Crew Supervisor	210	4		4	4		4	4		4
Executive Assistant	208	1		0.5	1		0.5	-		-
Technical Equipment Operator	208	3		3	3		3	3		3
Senior Equipment Operator	207	4		4	5		5	5		5
GIS Technician	207	-		-	-		-	-		-
Equipment Operator	205	2		2	2		2	2		2
Utility Services Worker	204	3		3	3		3	3		3
		<b>21</b>		<b>19.76</b>	<b>23</b>		<b>21.09</b>	<b>22</b>		<b>20.58</b>
<b>Stormwater Sub-total</b>		<b>21</b>	<b>0</b>	<b>19.76</b>	<b>23</b>	<b>0</b>	<b>21.09</b>	<b>22</b>	<b>0</b>	<b>20.58</b>
<b>Water Resources</b>										
<i>(Hillgrove Water Treatment Plant)</i>										
Laboratory Coordinator (position shared with Coddle Creek WTP)	110	1		0.5	1		0.5	1		0.5
Treatment Plant Supervisor	110	1		1	1		1	1		1
Water/Wastewater Systems Technician	208	2		2	2		2	2		2
Water Treatment Plant Operator	208	8		8	8		8	8		8
Utility Systems Technician	207	2		2	2		2	2		2
Custodian	202	1		1	1		1	1		1
		<b>15</b>		<b>14.50</b>	<b>15</b>		<b>14.50</b>	<b>15</b>		<b>14.50</b>
<i>(Coddle Creek Water Treatment Plant)</i>										
Laboratory Coordinator (position shared with Hillgrove WTP)	110	-		0.5	-		0.5	-		0.5
Treatment Plant Supervisor	110	1		1	1		1	1		1
Water Systems Supervisor	211	1		1	1		1	1		1
Water/Wastewater Systems Technician	208	3		3	3		3	3		3
Water Treatment Plant Operator	208	8		8	8		8	8		8
Utility Systems Technician (1 new for FY19)	207	1		1	1		1	2		2
Custodian	202	1		1	1		1	1		1
		<b>15</b>		<b>15.50</b>	<b>15</b>		<b>15.50</b>	<b>16</b>		<b>16.50</b>
<i>(Waterlines Operations &amp; Maintenance)</i>										
Water Resources Director (split with Stormwater & Wastewater)	III	1		0.34	1		0.34	1		0.34
Deputy Water Resources Director (split with Stormwater & Wastewater)	114	-		0.33	-		0.33	-		0.33
Engineering Manager (split with Stormwater & Wastewater)	113	1		0.34	1		0.34	1		0.34

Position	Salary Grade	FY 2016-2017 Budget			FY 2017-2018 Budget			FY 2018-2019 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Water Treatment Plant Superintendent	112	1		1	1		1		1	
Project Engineer (split with Stormwater & Wastewater)	111	-	0.33		-	0.33		-	0.33	
Water Resources Superintendent	110	2		2	2		2		2	
Senior GIS Coordinator (split with Stormwater & Wastewater)	110	1	0.34		1	0.34		1	0.34	
System Protection Superintendent	110	1		1	1		1		0.5	
Staff Engineer (split with Stormwater & Wastewater)	109	-	0.33		-	0.33		-	0.33	
Water Meter Services Supervisor	108	1		1	1		1		1	
Water Safety Coordinator (split with Stormwater & Wastewater)	107	-			-	0.34		-	0.34	
Education Specialist (split with City Manager's Office & Stormwater)	208	-	0.25		-	0.25		-	0.25	
Water Crew Supervisor	210	5		5	5		5		5	
System Protection Inspector	208	1		1	1		1		1	
Executive Assistant	208	1		1	1		1		1	
Senior Customer Service Specialist	208	1		1	1		1		1	
GIS Technician	207	1		1	1		1		1	
Senior Equipment Operator	207	4		4	4		4		4	
Utility Services Technician	207	3		3	3		3		3	
Administrative Assistant	205	1		1	1		1		1	
Equipment Operator	205	4		4	4		4		4	
Utility Services Worker	204	8		8	7		7		7	
		<b>37</b>		<b>36.26</b>	<b>36</b>		<b>35.60</b>		<b>35.10</b>	
<b>Water Resources Sub-total</b>		<b>67</b>	<b>0</b>	<b>66.26</b>	<b>66</b>	<b>0</b>	<b>65.60</b>	<b>67</b>	<b>0</b>	<b>66.10</b>
<b>Public Transit</b>										
Transit Manager	113	1		1	1		1		1	
Transit Planner and Technology Coordinator	109	1		1	1		1		1	
Transit ADA Coordinator	109	1		1	1		1		1	
Transit Grants Compliance Coordinator\	109	-			1		1		1	
Accounting Technician II (split with Aviation)	207	-			-	0.50		-	0.50	
Senior Customer Service Representative	207	-			-			2	2	
Customer Service Representative	204	2		2	2		2		2	
		<b>5</b>	<b>0</b>	<b>5.00</b>	<b>6</b>	<b>0</b>	<b>6.50</b>	<b>6</b>	<b>0</b>	<b>6.50</b>
<b>Transit Sub-total</b>		<b>5</b>	<b>0</b>	<b>5.00</b>	<b>6</b>	<b>0</b>	<b>6.50</b>	<b>6</b>	<b>0</b>	<b>6.50</b>
<b>Wastewater Resources</b>										
<i>(Wastewaterlines Operation &amp; Maintenance)</i>										
Water Resources Director (split with Water & Stormwater)	III	-	0.33		-	0.33		-	0.33	
Deputy Water Resources Director (split with Water & Stormwater)	114	-	0.33		-	0.33		-	0.33	
Engineering Manager (split with Water & Stormwater)	113	-	0.33		-	0.33		-	0.33	
Senior GIS Coordinator (split with Water & Stormwater)	110	-	0.33		-	0.33		-	0.33	
Project Engineer (split with Water & Stormwater)	111	-	0.33		-	0.33		-	0.33	
Staff Engineer (split with Stormwater & Water)	109	-	0.33		-	0.33		-	0.34	
System Protection Superintendent (split with Water)	110	-			-			-	0.5	
Water Resources Superintendent	110	2		2	2		2	1	1	
Water Safety Coordinator (split with Stormwater & Water)	107	-			-	0.33		-	0.33	
System Protection Inspector	208	1		1	1		1	1	1	
Water Crew Supervisor	210	5		5	6		6	6	6	
W/WW Systems Supervisor	211	1		1	1		1	2	2	
W/WW Systems Technician	208	1		1	1		1	1	1	
Technical Equipment Operator	208	8		8	8		8	8	8	
GIS Technician	207	1		1	1		1	1	1	
Senior Equipment Operator	207	3		3	3		3	3	3	
Equipment Operator	205	5		5	4		4	4	4	
Utility Services Worker	204	3		3	2		2	2	2	
		<b>30</b>		<b>31.98</b>	<b>29</b>		<b>31.31</b>	<b>29</b>		<b>31.82</b>
<b>Wastewater Resources Sub-total</b>		<b>30</b>	<b>0</b>	<b>31.98</b>	<b>29</b>	<b>0</b>	<b>31.31</b>	<b>29</b>	<b>0</b>	<b>31.82</b>
<b>Aviation (Concord Regional Airport)</b>										
Aviation Director	II	1		1	1		1	1	1	
Assistant Aviation Director	112	1		1	1		1	1	1	
Aviation Operations Manager	112	1		1	1		1	1	1	



Position	Salary Grade	FY 2016-2017 Budget			FY 2017-2018 Budget			FY 2018-2019 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Aviation Coordinator	210	1		1	1		1		1	
Building Maintenance Supervisor	210	-		-	1		1		1	
Customer Service Supervisor	210	-		-	-		-		-	
Aviation Supervisor	208	1		1	1		1		1	
Executive Assistant	208	1		1	1		1		1	
Airport Electrician (added back for FY19)	208	1		1	-		-		1	
Aviation Service Worker Lead	207	4		4	4		4		4	
Accounting Technician II (split with Transit)	207	1		1	1		0.5		0.5	
Senior Customer Service Representative	207	1		1	1		1		-	
Airport Maintenance Mechanic	206	1		1	1		1		1	
Aviation Service Worker	205	16		16	18		18		18	
Customer Service Representative	204	8		8	8		8		8	
Administrative Assistant (1 new for FY19)	205	-		-	-		-		1	
Custodian	202	2		2	2		2		2	
<b>Aviation Sub-total</b>		<b>40</b>	<b>0</b>	<b>40.00</b>	<b>42</b>	<b>0</b>	<b>41.50</b>	<b>44</b>	<b>0</b>	<b>43.50</b>
<b>Housing Department (HUD Funded)</b>										
Housing Director	I	1		1	1		1		1	
Housing Manager	111	1		1	1		1		1	
Housing Inspector/ Maintenance Supervisor	210	1		1	1		1		1	
Accountant	209	1		1	1		1		1	
Senior Executive Assistant	209	1		1	1		1		1	
Building Maintenance Mechanic II	208	3		3	3		3		3	
Public Housing Specialist	205	1		1	1		1		1	
Family Self-Sufficiency Specialist	205	1		1	-		-		1	
Section 8 Housing Specialist	205	2		2	2		2		2	
Resident Service Coordinator	204	1		1	1		1		1	
Customer Service Representative	204	1		1	1		1		1	
<b>Housing Department Sub-total</b>		<b>14</b>	<b>0</b>	<b>14.00</b>	<b>13</b>	<b>0</b>	<b>13.00</b>	<b>14</b>	<b>0</b>	<b>14.00</b>
<b>Internal Services</b>										
<i>(Utilities Collections)</i>										
Revenue Manager (split with Tax & Billing)	112	-		0.5	-		0.5		-	0.5
Accounting Technician II	207	-		-	-		0.5		-	0.5
Accounting Technician I	206	4		4	4		4		4	
		<b>4</b>		<b>4.50</b>	<b>4</b>		<b>5.00</b>		<b>4</b>	<b>5.00</b>
<i>(Data Services)</i>										
GIS Coordinator	109	1		1	1		1		1	
		<b>1</b>		<b>1.00</b>	<b>1</b>		<b>1.00</b>		<b>1</b>	<b>1.00</b>
<i>(Billing)</i>										
Revenue Manager (split with Tax & Utilities Collections)	112	-		-	-		0.25		-	0.25
Utility Billing Manager	109	1		1	1		1		1	
AMI Monitoring Lead	210	-		-	1		1		1	
Senior Meter Technician	209	1		1	1		1		1	
Meter Technician	206	3		3	3		3		6	
Utility Billing Specialist	206	5		5	5		5		5	
		<b>10</b>		<b>10.00</b>	<b>11</b>		<b>11.25</b>		<b>14</b>	<b>14.25</b>
<i>(Customer Care)</i>										
Customer Service Manager	112	1		1	1		1		1	
Customer Service Supervisor	210	2		2	2		2		2	
Senior Meter Technician	209	1		1	1		1		1	
Senior Customer Service Specialist	208	2		2	3		3		3	
Meter Technician	206	4		4	3		3		-	
Customer Service Specialist (1 new for FY19)	205	16		16	17		17		18	
		<b>26</b>		<b>26.00</b>	<b>27</b>		<b>27.00</b>		<b>25</b>	<b>25.00</b>
<i>(Engineering)</i>										
Engineering Director	III	1		1	1		1		1	
Deputy City Engineer	114	1		1	1		1		1	
Engineering Manager	113	1		1	1		1		1	

Position	Salary Grade	FY 2016-2017 Budget			FY 2017-2018 Budget			FY 2018-2019 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Project Engineer	111	2		2	2		2		2	
Engineering Construction Manager	111	1		1	1		1		1	
Surveyor / Real Estate Supervisor	111	1		1	1		1		1	
Engineer Coordinator	109	1		1	1		1		1	
Engineering Construction Supervisor	107	1		1	1		1		1	
Assistant Surveyor Supervisor	210	1		1	1		1		1	
Staff Engineer	209	1		1	1		-		-	
Senior Engineering Technician	209	1		1	1		2		2	
Building Construction Specialist	209	-		-	-		1		1	
Construction Inspector	208	4		4	6		6		6	
Right of Way Agent	208	1		1	1		1		1	
Executive Assistant	208	1		1	1		1		1	
CAD Technician	208	2		2	2		2		2	
Survey Technician II	207	2		2	2		2		2	
Senior Administrative Assistant	206	1		1	1		1		1	
Survey Technician I	205	<u>1</u>		<u>1</u>	<u>1</u>		-		-	
		<b>24</b>		<b>24.00</b>	<b>26</b>		<b>26.00</b>		<b>26</b>	
<i>(Purchasing)</i>										
Purchasing Manager	111	1		1	1		1		1	
Warehouse Supervisor	210	1		1	1		1		1	
Purchasing Technician	207	2		2	2		2		2	
Warehouse Clerk & Safety Representative	205	-		-	1		1		1	
Warehouse Clerk	203	<u>3</u>		<u>3</u>	<u>2</u>		<u>2</u>		<u>2</u>	
		<b>7</b>		<b>7.00</b>	<b>7</b>		<b>7.00</b>		<b>7</b>	
<i>(Buildings &amp; Grounds Maintenance)</i>										
Buildings and Grounds Director	1	1		1	1		1		1	
Deputy Buildings and Grounds Director (new for FY19, start Jan 2019)	114	-		-	-		1		1	
Building Maintenance Manager	109	1		1	1		1		1	
Grounds Maintenance Manager	109	1		1	1		1		1	
Urban Forester	109	1		1	1		1		1	
Building Maintenance Supervisor	210	2		2	3		3		3	
Custodian Supervisor	209	1		1	1		1		1	
Grounds Crew Supervisor	208	4		4	4		4		4	
Maintenance Mechanic II (1 new for FY19)	208	3		3	2		3		3	
Maintenance Mechanic I	206	1		1	1		1		1	
Grounds Maintenance Worker (1 new for FY19)	203	16		16	18		19		19	
Custodian	202	<u>8</u>	<u>7</u>	<u>11.3</u>	<u>9</u>	<u>7</u>	<u>11.6</u>	<u>9</u>	<u>7</u>	<u>12.5</u>
		<b>39</b>	<b>7</b>	<b>42.30</b>	<b>42</b>	<b>7</b>	<b>44.60</b>	<b>45</b>	<b>7</b>	<b>48.50</b>
<b>Internal Services Sub-total</b>		<b>111</b>	<b>7</b>	<b>114.8</b>	<b>118</b>	<b>7</b>	<b>121.85</b>	<b>122</b>	<b>7</b>	<b>126.75</b>
<b>TOTAL FULL-TIME EMPLOYEES</b>		<b>972</b>			<b>1001</b>			<b>1025</b>		
<b>TOTAL PERM. PART-TIME EMPLOYEES</b>		<b>26</b>			<b>33</b>			<b>36</b>		
<b>TOTAL FTE</b>		<b>982.5</b>			<b>1,016.6</b>			<b>1,044.1</b>		

**City of Concord, NC**  
**COMPENSATION PLAN GRADE ASSIGNMENTS - 7/1/2018**

Grade	Pay Structure - Annual			Pay Structure - Bi-Weekly			Pay Structure - Hourly		
	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
201	22,050.71	29,217.19	36,383.66	848.10	1,123.74	1,399.37	10.60	14.05	17.49
202	23,814.76	31,554.57	39,294.36	915.95	1,213.64	1,511.32	11.45	15.17	18.89
203	25,719.94	34,078.93	42,437.91	989.23	1,310.73	1,632.23	12.37	16.38	20.40
204	27,777.53	36,805.23	45,832.94	1,068.37	1,415.59	1,762.81	13.35	17.69	22.04
205	29,999.74	39,749.66	49,499.56	1,153.84	1,528.83	1,903.83	14.42	19.11	23.80
206	32,399.72	42,929.64	53,459.53	1,246.14	1,651.14	2,056.14	15.58	20.64	25.70
207	35,315.69	46,793.31	58,270.90	1,358.30	1,799.74	2,241.19	16.98	22.50	28.01
208	38,494.11	51,004.68	63,515.29	1,480.54	1,961.72	2,442.90	18.51	24.52	30.54
209	41,958.58	55,595.12	69,231.66	1,613.79	2,138.27	2,662.76	20.17	26.73	33.28
210	45,734.84	60,598.68	75,462.51	1,759.03	2,330.72	2,902.40	21.99	29.13	36.28
211	49,850.99	66,052.56	82,254.12	1,917.35	2,540.48	3,163.62	23.97	31.76	39.55
212	54,337.58	71,997.29	89,657.01	2,089.91	2,769.13	3,448.35	26.12	34.61	43.10
109	49,320.90	65,350.19	81,379.50	1,896.96	2,513.47	3,129.98	23.71	31.42	39.12
110	53,759.78	71,231.72	88,703.66	2,067.68	2,739.68	3,411.68	25.85	34.25	42.65
111	58,598.17	77,642.57	96,686.99	2,253.78	2,986.25	3,718.73	28.17	37.33	46.48
112	64,458.00	85,406.83	106,355.67	2,479.15	3,284.88	4,090.60	30.99	41.06	51.13
113	70,903.79	93,947.52	116,991.24	2,727.07	3,613.37	4,499.66	34.09	45.17	56.25
114	77,994.16	103,342.27	128,690.37	2,999.78	3,974.70	4,949.63	37.50	49.68	61.87
I	79,219.21	104,965.45	130,711.69	3,046.89	4,037.13	5,027.37	38.09	50.46	62.84
II	84,609.37	112,107.42	139,605.48	3,254.21	4,311.82	5,369.44	40.68	53.90	67.12
III	94,762.50	125,560.32	156,358.13	3,644.71	4,829.24	6,013.77	45.56	60.37	75.17
IV	106,134.00	140,627.56	175,121.10	4,082.08	5,408.75	6,735.43	51.03	67.61	84.19
V	113,563.38	150,471.48	187,379.59	4,367.82	5,787.36	7,206.91	54.60	72.34	90.09
F1	34,357.89	47,260.97	60,164.07	1,321.46	1,817.73	2,314.00	11.76	16.18	20.60
F2	39,639.51	50,248.96	60,858.40	1,524.60	1,932.65	2,340.71	13.57	17.20	20.84
F4	42,735.25	55,034.58	67,333.92	1,643.66	2,116.71	2,589.77	20.55	26.46	32.37
F5	47,090.63	61,168.95	75,247.26	1,811.18	2,352.65	2,894.13	22.64	29.41	36.18
F6	52,769.57	70,018.56	87,267.54	2,029.60	2,693.02	3,356.44	25.37	33.66	41.96
F7	61,097.23	81,542.91	101,988.59	2,349.89	3,136.27	3,922.64	29.37	39.20	49.03
F8	70,455.68	93,345.60	116,235.53	2,709.83	3,590.22	4,470.60	33.87	44.88	55.88
P1	37,857.97	50,729.25	63,600.53	1,456.08	1,951.13	2,446.17	16.98	22.75	28.52
P2	43,153.75	55,095.99	67,038.24	1,659.76	2,119.08	2,578.39	19.35	24.71	30.06
P3	50,889.71	69,078.63	87,267.54	1,957.30	2,656.87	3,356.44	22.82	30.98	39.14
P4	55,228.04	76,154.70	97,081.37	2,124.16	2,929.03	3,733.90	26.55	36.61	46.67
P5	67,732.66	87,314.24	106,895.83	2,605.10	3,358.24	4,111.38	32.56	41.98	51.39
P6	70,869.40	97,173.27	123,477.17	2,725.75	3,737.43	4,749.12	34.07	46.72	59.36

# FY 2018-19 ADOPTED FEES, RATES AND CHARGES SCHEDULE

(Effective July 1, 2018 unless otherwise noted, or first applicable billing cycle for Utilities;  
Fees subject to change by Council.)

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## ADMINISTRATIVE

City Code	\$100.00 Bound Copy \$ 75.00 Unbound Copy \$ 20.00 Renewal Subscription
Consideration of Utility, Solid Waste or Other Franchise Ordinance	\$500.00
Laser Printer Copies / Photocopies	
1-10 Copies	Free
11 or more Copies	\$ 0.25 photo copy or page printed

A special service charge may be required for extensive information technology or personnel required to respond to a public records request. Such charge shall be based on cost incurred by the City in generating the particular response in accordance with NCGS 132-6.2(b).

Child Support Payroll Administration Fee	\$ 2.00 each
Duplicate W-2's	\$ 5.00 each
Official Public Budget Document	\$ 50.00/book
Attorney's Fee	\$250.00/hr or reimbursement of contract actual cost
Paralegal Fee	\$ 95.00 per hour
Parking Deck Fee:	
Level 1.5	\$ 25.00/space/month
Level 3	\$ 15.00/space/month
Level 4	\$ 10.00/space/month
Discount	\$ 1.00/space/month on all singly-purchased blocks of 10 or more spaces <i>(\$5 late fee charged on all past due payments)</i>
Parking Deck Permit (City Employees only)	First parking permit free Replacement parking permit \$10.00
Encroachment/Permit for Sidewalk Dining	\$175.00
Encroachment/Banner Attachment	\$15.00 per banner
Payment by Credit Card	May be assessed by a third-party vendor a convenience fee for using this service.

Civil Penalty for Violating City Code, "(a)(1) Unless otherwise specifically provided, violation of any provision of this Code or any other city ordinance shall subject the offender to a civil penalty in the amount of \$500.00 or as specified in the then current Fees, Rates and Charges Schedule adopted as part of the City of Concord Annual Operating Budget; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated. (4) Except as otherwise specifically provided, each day's continuing violation of any provision of this Code or any other city ordinance shall be a separate and distinct offense. (f)(3) (3) Any willful failure to pay any civil penalty imposed within this Code is a misdemeanor under G.S. § 14-4 and punishable by a fine of \$500.00 or 30 days in jail, or both."

Excerpts from Sec 1.6, Code of Ordinances of the City of Concord.

## AVIATION

### DAILY RATES

Category I	Remain Over Night (RON): \$15.00; Hangar In Common (HIC): \$30.00; Landing: \$12.00 All Cessna 100/200 Series Models, Tripacer, Colt, Comanche, Cherokee, Pacer, Musketeer, Bonanza, Mooney, Rockwell Commander, Lance, Arrow, Cirrus. Fuel purchase of 10 gallons will waive the RON.
Category II	RON: \$20.00; HIC: \$40.00; Landing: \$20.00 Cessna 310, 335, 336, 337, 401, 402, 411, 414, 421, - All 300's/400's, Aztec, Apache, Navajo, Twin Comanche, Duke, Baron, Duchess, Seminole, Seneca, Aerostar, Saratoga, Malibu. Fuel purchase of 25 gallons will waive the RON.
Category III	RON: \$30.00; HIC: \$75.00; Landing: \$50.00 Kingair, Twin Beech (D-18), Queenair, Aero/Grand Commander, Cheyenne, Turbo-Commander, Conquest, MU-2, Metroliner, Merlin, Caravan, Jetstream, Avanti, Palatus. Fuel purchase of 50 gallons will waive the RON.

Category IV	RON: \$60.00; HIC: \$100.00; Landing: \$75.00; Ramp \$50.00. Lear, Citation, Jet-Commander, Sabreliner, Hansa, Lodestar, Westwind, Starship, Diamond, Beech Jet, Falcon 10, Astra, Premier, Beach 1900, Beachjet 400, Hawker 700, Hawker 800, Hawker 1000. Fuel purchase of 100 gallons will waive the RON/Ramp Fees.
Category V	RON: \$85.00; HIC: \$150.00; Landing: \$110.00; Ramp \$75.00. Falcon 20, 50, 200, 900, G-I, II, III, IV, V, Jetstar, DC-3, DH-8, Shorts 360, SAAB 340, Challenger, Twin Otter Challenger 601, Challenger 604, Regional Jet, EMB 120, ERJ 135, 145, Galaxy, ATR 42, Fokker 50. Fuel purchase of 200 gallons will waive the RON/Ramp Fees.
Category VI	RON: \$100.00; HIC: \$250.00; Ramp \$100.00. Landing: based on aircraft gross landing weight: (\$2 per 1,000 LBS) DC-8, DC-9, 727, 737, BAC1-11, Convair 440, 640, 580, MD80, Global Express, Saab 2000. Fuel purchase of 300 gallons will waive the RON/Ramp Fees.
Helicopters	RON: \$25.00; HIC: \$50.00; Landing: \$20.00. Fuel purchase of 10 gallons will waive the RON.

Aircraft Registered and paying tax in the City of Concord, but not based at CRA will receive based tenant landing/ ramp fees and fuel discount.

T-Hangar:

Single Engine	\$ 45.00/day
Twin Engine - piston	\$ 50.00/day
King Air 90 and 100 series	\$ 75.00/day

MONTHLY RATES

Open Tie-Down:

Category I	\$ 65.00/month
Category II	\$ 95.00/month
Category III	\$150.00/month
Category IV	\$200.00/month
Category V	\$250.00/month
Category VI	Negotiated

T-Hangars:

T-10	\$255.00/month
T-40	\$285.00/month
T-50	\$390.00/month

Hangar In Common Monthly Rate starting at \$200.00 for a small single engine up to \$1,500.00 for a Gulfstream V. All aircraft larger than a Gulfstream V will be at a negotiable rate.

HIC - Helicopter (Jet Ranger, Hughes 500, Astar)	\$300.00/month
HIC - Helicopter (S-76, Bell 222)	\$375.00/month
Terminal Office Space	\$1.55 month/sq foot
HIC Office Space	\$1.50 month/sq foot
Modular Building Office Space	\$1.50 month/sq foot
Terminal Counter Space	\$200.00/month plus % of gross
Terminal General Merchandise	Negotiated Rate plus % of gross
Mailbox Rental	\$ 20.00
Advertising Agency Fee	Negotiated
Lobby Advertising	Negotiated

PRIVILEGE / OPERATING FEES:

(ALL COMMERCIAL AERONAUTICAL OPERATORS MUST ALSO HAVE WRITTEN AGREEMENT WITH CITY)

Fixed Base Operation – Full service (excluding fueling)	\$2,000.00 /month
Fixed Base Operation – Aircraft Airframe / Engine Maintenance	\$350.00/month
Fixed Base Operation – Specialized Repair (ie Avionics)	\$350.00/month
Fixed Base Operation – Aircraft Charter & Air Taxi	\$350.00/month
Fixed Base Operation – Air Cargo	\$250.00/month
Fixed Base Operation – Flight Training	\$325.00/month
Fixed Base Operation – Ground Classroom or Sim. Training	\$325.00/month
Fixed Base Operation – Banner Tow / Aerial Advertising	\$100.00 /day or \$50 per banner
Fixed Base Operation – Aircraft Management / Fractional	\$300.00 /month
Fixed Base Operation – Pilot Check Ride	\$50.00 /month
Fixed Base Operation – Aircraft Sales	\$300.00 /month
Fixed Base Operation – Aircraft Cleaning	\$300.00/month
Fixed Base Operation – Medical Services (Physicals)	\$100.00/month
Fixed Base Operation – Pilot Services	\$300.00 /month
Fixed Base Operation – Aircraft Rental	\$300.00 /month
Fixed Base Operation – Aircraft Ground Services	\$300.00 /month
Fixed Base Operation – Aircraft Line Services	\$300.00 /month

Fixed Base Operation – Aerial Photography	\$225.00/month
Fixed Base Operation – Other	Negotiated
Non-Based Operations - (no based aircraft or office space lease)	\$400.00/ month minimum. Actual fee negotiated after review of proposed operations.
<u>MISCELLANEOUS FEES</u>	
Commercial Aircraft Terminal Fee	\$300.00/operation
Commercial Aircraft Ramp Fee	\$350.00/aircraft arrival
Baggage Handling Fee	\$ 4.00/passenger (\$200.00 Minimum Charge)
Aircraft Tow	\$ 10.00 (Category I, II); \$14.00 (Category III, IV); \$20.00 (Category V)
Exclusively Leased or Privately Owned Hangar Aircraft Tow	\$15.00 (Category I, II); \$20.00 (Category III, IV); \$25.00 (Category V)
Auxiliary Power Unit	\$15.00 Engine Start Only; \$10.00/ 15min. of Continuous Use
Wash Rack	\$10.00 single; \$15.00 twin
Self-Maintenance Hangar	\$5.00/hour (Reservations required-more than 24 continuous hours requires Aviation Director approval)
Potable Water	\$20.00
Lavatory Service	\$60.00
T-Hangar Cleaning	\$75.00
Defueling Cart	\$15.00/day (No charge for first day use)
Re-coring tenant locks on T-hangars	\$75.00 (when tenant loses keys)
Extra keys	\$ 5.00 each for tenants
Helicopter Platforms	\$75.00/month or \$10.00/day
Blimp Mooring	\$60.00/day
Commercial Helicopter Shuttle	\$50.00/trip or \$100.00/day per helicopter
Terminal Conference Room	<u>Full room</u> \$200/day or \$100/half day; includes coffee service (can accommodate 24) <u>Half room</u> \$100/day or \$50/half day; includes coffee service (can accommodate 12)
Training room (Hangar A)	\$200.00/day or \$100/half day (can accommodate 50)
Catering Delivery	10% surcharge added to retail price of catering order
Catering Pick-up	25% surcharge added to retail price of catering order
Set up fee and clean up fee	\$50.00 (set up); \$50.00 (clean up)
Hangar Rental Special Events	\$750.00/day
Special Event Site Fee	\$500.00/day
Video Conferencing	\$50.00/hour
Xerox Copies	\$ 0.25/page
Fax Service	Local \$1.00/page; long distance \$2.00/page
Notary Public	\$ 3.00
Audio/Visual	\$20.00/day
Off-site Rent-a-car pick-up / drop-off	Negotiated rate, plus % of gross
Limousine	\$10.00/load or \$50.00/car/month
Shuttle Bus	\$10.00/load or \$50.00/bus/month
Taxi Cab	\$10.00/load or \$50.00 car/month
Annual operating decal fee for all limousine taxicab shuttle companies (fee is for unscheduled carriers)	\$50.00
City Assistance	\$25.00/hr minimum (includes administrative research and document preparation)
Aircraft Debris Removal (Accident)	\$200.00 minimum fee + \$75.00/hour
Loss Revenue (Accident)	TBD
Outside Vendor	Per event (percentage of gross or set fee)
Office Janitorial Service	\$10.00/day or \$100.00/month (vacuum, dust, and trash disposal)
Vacuum Rental	\$20.00
Fuel & Oil	Per fuel policy of minimum margin as set in budget
Self-Fueling Flowage Fees	Determined by an accounting study of Airport expenses
Terminal Lots Parking	First 1 hour free, then \$6.00 per day/per vehicle in Uncovered Parking \$7.00 per day/per vehicle in Covered Parking
Rental Vehicle Facility Fee	\$3.00 per vehicle rental

BADGING/ SECURITY PROCESSING FEES

Initial Airport ID Badge fee	\$20.00
Airport ID Badge Renewal Fee	\$5.00
Lost or expired (beyond 60 day) Badge Replacement	\$25.00
Airport Proximity Access card fee	\$10.00
Security Threat Assessment (STA) & CHRC processing	\$50.00 initial
SIDA Card STA annual processing fee	\$5.00 (due on badge anniversary date)
AOA Vehicle Inspection / Decal fee	\$12.00 (Annually)
Penalties for non-return of ID CARD:	

- i) A \$250.00 fee will be charged per badge against any Employer / Sponsor who fails to collect a Concord Regional Airport SIDA card from employee or contractor that is no longer employed or working at the airport.
- ii) A \$25.00 fee will be charged per badge against any Employer / Sponsor who fails to collect a Concord Regional Airport ID (non-SIDA) card from an employee, aircraft owner, or contractor that is no longer employed or working at the airport

OTHER

- 1) Late Charge:
  - i) A late charge of 1 ½ percent is charged on all unpaid balances. A late fee applies if payment is not paid by the 26<sup>th</sup> day, in accordance with City of Concord Policy.
- 2) Security Deposits:
  - i) All hangar rentals are required to deposit an amount equal to one month's rental.
- 3) On Account (Monthly Fuel Billing):
  - i) All Customers wishing to bill fuel on account must sign a "Guarantee of Payment" and complete a "City of Concord Regional Airport Credit Application." Only those customers having a satisfactory credit rating are allowed to bill fuel on account.
- 4) Partial Payment Application:
  - i) Partial payments are applied first to the oldest invoices or any delinquent charges first, unless otherwise specified. Customer is responsible for remaining past due amounts and is subject to any liens or lease termination per Aircraft Storage Permit.
- 5) Check Cashing:
  - i) Checks are not accepted for accounts terminated due to non-payment and /or returned checks.
  - ii) No third party checks will be cashed.
- 6) Returned Check Charge:
  - i) There is a \$25.00 service charge for returned checks. It is the City of Concord's Policy to process Non-sufficient Funds (NSF) checks twice before being returned from the bank. If the City receives two NSF checks in a sixty-day (60) period, accounts are placed on and marked "CASH-ONLY" for a one (1) year period. "CASH-ONLY" status is reviewed after one year.
- 7) Credit Card Processing Fee for customers using a non-preferred card will be 3% charge on total credit card receipts.

**CEMETERIES**

BURIAL OPTIONS	Oakwood Cemetery	Rutherford Cemetery Single Lot 4' x 10'	West Concord Cemetery Single Lot 5' x 10'
Traditional In-Ground Burial Lots	Sold out	Resident \$350.00 Non Resident \$500.00	Resident \$450.00 Non Resident \$600.00 Increased cost due to larger lot size
In-Ground Burial Lots for Cremains	None available	None available	Resident \$300.00 Non Resident \$400.00
Columbarium Niche for Inurnment of Cremains	Resident \$ 1,500.00 Non Resident \$1,800.00	Not available	Not available

OPENING & CLOSING FEES All Cemeteries	Traditional In-Ground Burial	In-Ground Burial of Cremains	In-Ground Burial of Infant (Site preparation up to 3 ft.)	Inurnment of Cremains in Columbarium
Weekdays Before 3:30 pm	\$525.00	\$350.00	\$300.00	\$100.00
Weekdays After 3:30pm	\$625.00	\$450.00	\$400.00	\$100.00

Weekends/ Holidays Before 3:00pm	\$800.00	\$425.00	\$450.00	\$150.00
Weekends/Holidays After 3:00pm	\$900.00	\$500.00	\$750.00	\$150.00

**Additional Information:**

Oversized burial vaults containing oversized coffins require a minimum burial lot size of 5' x 10'. Burial lots measuring 4' x 10' will require the purchase of a second lot in order to accommodate an oversized vault containing an oversized coffin. An additional preparation fee of \$200.00 will also be required.

Burial or inurnment services are not available on Thanksgiving day, Christmas day, New Year's day or Easter Sunday as the Cemeteries will be closed in observance of the Holidays.

Graveside services can be scheduled up to 4:00pm weekdays and 3:30 pm on weekends and holidays.

All lots must be marked within a year from the date of burial.

**CLEARWATER ARTIST STUDIOS**

CLEARWATER GALLERY (2,249 SQ FT)

Hourly Event Rental Rates	
1 - 3 Hours	\$85.00/hour (2-hour minimum)
4 - 6 hours	\$80.00/hour
7 or more	\$75.00/hour
Refundable Cleaning Deposit	\$175.00
Refundable Security Deposit	\$100.00
Artwork Exhibit Takedown Fee (optional)	\$200.00

CLEARWATER MARKET AND/OR GREENSPACE

Half-Day (4-6 hours)	\$250.00
Full Day (8-10 hours)	\$500.00

DEFINITIONS:

Market = covered, outdoor "market" space + all paved parking areas.

Greenspace = green space between greenway and buildings for events; plus green lot on Cedar/Kerr Street for parking (if needed) and all paved parking areas. No access to indoor spaces or restrooms.

NOTE: If using BOTH the Market Space and Greenspace(s), fees double.  
Porta-Jon rental fee: \$100/per (1 minimum required); Clearwater/City arranges.

MULTI-PURPOSE ROOM (LOWER LEVEL)

Hourly Event Rental Rates	
1-3 Hours	\$85.00/hour (2-hour minimum)
4-6 Hours	\$80.00/hour
7 or more	\$75.00/hour
Refundable Cleaning Deposit	\$175.00
Refundable Security Deposit	\$100.00

STUDIO LEASE RATES

Up to 250 sq ft	\$5.50/sq ft per year
251-600 sq ft	\$5.25/sq ft per year
601-1,499 sq ft	\$5.00/sq ft per year
1,500+ sq ft	\$3.50/sq ft per year

**ELECTRIC**

This fee schedule contains all fee changes, revisions and additions that will become effective as of July 1, 2018. Please reference Chapter 59, Electric Systems and Services, Article II of the City's Code of Ordinances; Concord Technical Standards Manual, Chapter 6; and Customer Service Policies and Procedures for specific requirements, availability, and eligibility.



**REBATES OFFERED**

**RESIDENTIAL HIGH EFFICIENCY HEAT PUMP REBATE PROGRAM:**

The City is offering a \$400 rebate to residential customers who install new or replace an existing heating/air conditioning system with a high efficiency heat pump. For information on how to qualify for this rebate, contact the City's Electric Department at 704-920-5303.

**RIDERS TO THE ELECTRIC RATES**

The City Manager is authorized to approve periodic adjustments to the Purchase Power Adjustment, the Portfolio Standard Renewable Energy Rider, and the Renewable Energy Generation Rider when such adjustments are received from the City's wholesale energy provider(s).

**PURCHASE POWER ADJUSTMENT RIDER**

Availability:

The City reserves the right to charge a Purchase Power Adjustment at such time as the average cost of purchased power to the City deviates from the base cost of purchased power used in the design of the City's rate schedules and/or rider. This rider applies across all rate categories.

**PORTFOLIO STANDARD RENEWABLE ENERGY RIDER (REPS)**

Availability:

Service supplied to the City's retail customers is subject to a REPS monthly charge applied to each customer agreement for service on a residential, general service, or industrial service rate schedule. This charge is adjusted annually, pursuant to North Carolina General Statute 62-133.8 and North Carolina Utilities Commission Rate R8-67. This Rider is applicable to all rate categories with exception to agreements for the City's outdoor lighting rate schedules OL, PL, or FL, and also shall not apply to electric service(s) that are auxiliary to another contract between the City and the customer. An auxiliary service is defined as a non-demand metered non-residential service for the same customer at the same location.

The North Carolina Utilities Commission has ordered effective for service rendered on and after September 1, 2009 that a REPS Monthly Charge be included in the customers' bills. The current rates are as follows:

**RESIDENTIAL SERVICE AGREEMENTS**

REPS Monthly Charge     \$0.98

**GENERAL SERVICE AGREEMENTS**

REPS Monthly Charge     \$3.79

**INDUSTRIAL SERVICE AGREEMENTS**

REPS Monthly Charge     \$15.21

**EXTRA FACILITIES CHARGE RIDER:**

Availability:

This Rider is applicable to any electric service(s) requiring the installed cost of extra facilities necessary to provide electric services.

A monthly "Extra Facilities" charge equal to 1.7% of the installed cost of extra facilities necessary for service, but not less than \$25, shall be billed to the Customer in addition to the bill under the appropriate rate schedule and this Rider, when applicable.

**ECONOMIC DEVELOPMENT RIDER:**

Availability:

This Rider is available only at the option and approval by the City Manager to nonresidential establishments receiving service from the City under Schedules 5-G, 6-GA, 7-I or TOU (as stated below). Customers must create a minimum new load of 300 kW with a load factor of 55% or greater at one delivery point.

Application of Credit:

Beginning with the Operational Date, a credit based on the percentages below will be applied to the total bill for the New Load contracted for under this Rider, calculated on the applicable rate schedule, including the Basic Facilities, Demand Charge, Energy Charge, or Minimum Bill excluding other applicable Riders, and excluding extra Facilities Charges.

Months 01 – 12	20%
Months 13 – 24	15%
Months 25 – 36	10%
Months 37 – 48	5%
After Month 48	0%

**RENEWABLE ENERGY GENERATION RIDER**

Availability:

Residential or business customers who operate an approved renewable energy generating system, located and used at the Customer's primary residence or business. The rated capacity of the generating system shall not exceed 20 kilowatts for a residential system or 2 megawatts for a non-residential system. This fee is applicable to all electric service of the same available type supplied at Customer's premises at one point of delivery through a one kilowatt-hour meter. The types of services are alternating current, 60 hertz, single phase 2 or 3 wires, or three phase 3 or 4 wires, at City's standard voltages.

RATES <sup>1</sup> (One of the following two Rate options shall apply:

Option A

Administrative Charge \$19.91 per month  
Interconnected to the City's System:

Capacity Credit	Variable Rate
All On-Peak Energy per On-Peak Month per kWh	1.96 ¢
All On-Peak Energy per Off-Peak Month per kWh	0.98 ¢

Energy Credit	Variable Rate
All On-Peak Energy per Month per kWh	3.95 ¢
All Off-Peak Energy per Month per kWh	3.01 ¢

Option B

Administrative Charge \$19.91 per month  
Interconnected to the City's System:

Capacity Credit	Variable Rate
All On-Peak Energy per Summer Month per kWh	5.97 ¢
All On-Peak Energy per Non-Summer Month per kWh	2.31 ¢

Energy Credit	Variable Rate
All On-Peak Energy per Month per kWh	4.14 ¢
All Off-Peak Energy per Month per kWh	3.26 ¢

<sup>1</sup> Unless otherwise specified in the City's contract with the Customer, payment of credits under this Schedule do not convey to the City the right to renewable energy credits (REC's) associated with the energy delivered to the City by the Customer.

**Renewable Energy Generator Application Fees** – these fees are applicable for anyone who wishes to interconnect renewable energy generating facilities to the City of Concord's Electric System.

Small Inverter Process: a request to interconnect a certified inverter-based Generating Facility no larger than 20 kW for residential and no larger than 100kW for non-residential.

Residential	\$100.00
Non-residential	\$250.00

Fast Track Process – a request to interconnect a certified Generating Facility no larger than 2 MW, which meets the Fast Track Process criteria.

Generating Facilities larger than 20 kW but no larger than 100 kW	\$250.00
Generating Facilities larger than 100 kW but no larger than 2 MW	\$500.00

Study Process – a request to interconnect a certified Generating Facility that does not meet the criteria for the Fast Track Process or are larger than 2 MW. The City will provide an estimate of the Study Process fees once it receives and reviews a completed Interconnection Request form.

Study Deposit	\$1,000.00
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Change in Ownership of a Renewable Generator

Application Fee (non-refundable)	\$50.00
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**RESIDENTIAL RATES:**

RESIDENTIAL SERVICE RS

Availability:

This schedule is available only to customers dwelling in residences, condominiums, mobile homes, or individually-metered apartments which provide independent and permanent facilities complete for living, sleeping, eating, cooking, and sanitation.

Basic Charges	\$9.65
Energy Charges per kWh	
First 350*	9.7476¢
Over 350	9.7476¢

\*For customers receiving Supplemental Security Income (SSI) and who are blind, disabled, or 65 years of age or over, the rate for the first 350 kWh used per month shall be 8.3190¢ per kWh. The present maximum discount to customers being served under this provision is \$5.00 per month.

RESIDENTIAL SERVICE RE (ELECTRIC WATER HEATING AND SPACE CONDITIONING)

Availability:

This rate is available only to customers dwelling in residences, condominiums, mobile homes, or individually-metered apartments which provide independent and permanent facilities for living, sleeping, eating, cooking, and sanitation. In addition, all energy required for all water heating, cooking, clothes drying, and environmental space conditioning must be supplied electrically, and all electric energy used in such dwelling must be recorded through a single meter.

Basic Charges	\$9.65
Energy Charges per kWh (July-October)	
First 350*	9.7476¢
Over 350	9.7476¢
Energy Charges per kWh (November-June)	
First 350*	9.7476¢
Over 350	8.8476¢

\*For customers receiving Supplemental Security Income (SSI) and who are blind, disabled, or 65 years of age or over, the rate for the first 350 kWh used per month shall be 8.3190¢ per kWh. The present maximum discount to customers being served under this provision is \$5.00 per month.

RESIDENTIAL SERVICE ENERGY STAR (ES)

Availability:

Available only to customers dwelling in residences, condominiums, mobile homes, or individually-metered apartments which provide independent and permanent facilities complete for living, sleeping, eating, cooking, and sanitation, and which are certified to meet the standards of the Energy Star program of the United States Department of Energy and Environmental Protection Agency. To qualify for service under this Schedule, compliance with the Energy Star standards must be verified by a third party independent Home Energy Rating System (HERS) rater working for an approved HERS provider. See Chapter 59, Section 48 of the City's Code of Ordinance for qualification guidelines.

	Standard*	All-Electric**
Basic Facilities Charge per month	9.65	9.65
Energy Charges (July-October)		
First 350 kWh used	9.7476¢ per kWh	9.7476¢ per kWh
Over 350 kWh used	9.2851¢ per kWh	9.2851¢ per kWh
Energy Charges (November – June)		
First 350 kWh used	9.7476¢ per kWh	9.7476¢ per kWh
Over 350 kWh used	9.2851¢ per kWh	8.4751¢ per kWh

\*Standard rate above is applicable to residences where the Energy Star standards are met, irrespective of the source of energy used for water heating or environmental space conditioning.

\*\* All-Electric rate above is applicable to residences where the Energy Star standards are met and all energy required for all water heating cooking, clothes drying and environmental space conditioning is supplied electrically, except that which may be supplied by non-fossil sources such as solar.

**OUTDOOR, STREET, AND TRAFFIC SIGNAL LIGHTING RATES:**

OUTDOOR LIGHTING SERVICE (OL) – RENTAL

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

HID Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
100 watts <sup>(1)</sup>	\$8.42	\$15.13	\$19.90
150 watts (HPSV) <sup>(1)</sup>	\$10.14	\$16.85	\$21.62
175 watts (metal halide) <sup>(1)</sup>	\$10.70	N/A	N/A
175 watts (Mercury Vapor) <sup>(1)</sup>	\$8.59 <sup>(1)</sup>	\$17.41	\$22.18
250 watts (HPSV) <sup>(1)</sup>	\$11.80	\$18.51	\$23.28
250 watts (mercury vapor) <sup>(1)</sup>	\$11.80 <sup>(1)</sup>	\$18.51	\$23.28
400 watts (HPSV) <sup>(1)</sup>	\$14.12	\$20.83	\$25.60
400 watts (mercury vapor) <sup>(1)</sup>	\$14.12 <sup>(1)</sup>	\$20.83	\$25.60
400 watts (metal halide) <sup>(1)</sup>	\$17.46	\$24.17	\$28.94
1000 watts (mercury vapor) <sup>(1)</sup>	\$27.39	\$34.10	\$38.87
1000 watts (HPSV) <sup>(1)</sup>	\$29.66	\$36.37	\$41.14
1000 watts (metal halide) <sup>(1)</sup>	\$33.07	\$39.78	\$44.55

<sup>(1)</sup> These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

LED Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
50 watts (Area)	\$7.58	\$14.29	\$19.06
65 watts (Area)	\$8.52	\$15.23	\$20.00
75 watts (Area)	\$9.13	\$15.84	\$20.61
100 watts (Area)	\$9.96	\$16.67	\$21.37
160 watts (Area)	\$10.62	\$17.33	\$22.10
215 watts (Area)	\$13.09	\$19.80	\$24.57
315 watts (Area)	\$18.90	\$25.67	\$30.44
530 watts (Area)	\$31.30	\$38.01	\$42.78

FLOOD LIGHTING (FL) SERVICE

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

<u>HID Lighting</u>	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
250w (HPSV) <sup>(1)</sup>	\$14.34	\$21.05	\$25.82
400w (HPSV) <sup>(1)</sup>	\$15.71	\$22.42	\$27.19
400w (Metal Halide) <sup>(1)</sup>	\$17.63	\$24.34	\$29.11

<sup>(1)</sup> These units are no longer available for repair, replacement, or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED lighting fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

<u>LED Lighting</u>	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
200w (LED)	\$15.71	\$22.42	\$27.19
240w (LED)	\$17.63	\$24.34	\$29.11

Special Conditions:

Rental fees include a 30-foot high Class 5 pole supplied by the City. Customers requesting a pole more than 30 feet high shall pay in advance the actual difference in cost between the 30-foot Class 5 pole and the pole requested. Luminaires installed remain the property of the City, which will maintain the luminaires.

Additional monthly charges for underground conductors (OL/FL Rate):

0-150 feet \$0.35  
 150-250 feet \$0.75

This fee will be added to the base rate.

Additional monthly charges pertaining to Outdoor Lighting Rates:

Additional monthly charge of \$5.70 for wooden pole without luminaire

PUBLIC LIGHTING (PL) SERVICE RATE SCHEDULE

Availability:

Available only for the purposes of lighting streets, highways, parks and other public places for municipal, county, state and federal governments at locations inside the municipal limits on the City's distribution system. This schedule is not available for service to non-governmental entities.

HID Lighting

	Rate (PL Base) Existing	Rate New Wooden Pole	Rate New Wooden Pole (underground)
100 watts <sup>(1)</sup>	\$7.47	N/A	N/A
150 watts (HPSV) <sup>(1)</sup>	\$9.20	N/A	N/A
175 watts (metal halide) <sup>(1)</sup>	\$9.64	N/A	N/A
175 watts <sup>(1)</sup>	\$7.63	N/A	N/A
250 watts (mercury vapor) <sup>(1)</sup>	\$9.76	N/A	N/A
250 watts (HPSV) <sup>(2)</sup>	\$10.86	\$18.51	\$23.28
400 watts (HPSV) <sup>(2)</sup>	\$13.20	\$20.83	\$25.60
400 watts (mercury vapor) <sup>(1)</sup>	\$10.09	N/A	N/A
400 watts (metal halide)	\$16.17	\$17.63	N/A
1000 watts (HPSV) <sup>(1)</sup>	\$26.40	N/A	N/A
1000 watts (metal halide) <sup>(1)</sup>	\$29.93	N/A	N/A

<sup>(1)</sup>These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

<sup>(2)</sup> Roadway use only

LED Lighting

	Rate Existing Wood Pole	Rate New Wooden Pole	Rate New Wooden Pole Served Underground
50 watts (Area)	\$6.72	\$13.43	\$18.20
65 watts (Area)	\$7.70	\$14.41	\$19.18
75 watts (Area)	\$8.44	\$15.15	\$19.92
100 watts (Area)	\$9.56	\$16.27	\$21.04
160 watts (Area)	\$10.13	\$16.84	\$21.61
215 watts (Area)	\$12.12	\$18.83	\$23.60
315 watts (Area)	\$17.75	\$24.46	\$29.23
530 watts (Area)	\$29.10	\$35.81	\$40.58

FLOOD LIGHTING (PL-FL) SERVICE

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

HID Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
250w (HPSV) <sup>(1)</sup>	\$14.34	\$21.05	\$25.82
400w (HPSV) <sup>(1)</sup>	\$15.71	\$22.42	\$27.19
400w (Metal Halide) <sup>(1)</sup>	\$17.63	\$24.34	\$29.11

<sup>(1)</sup>These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

<u>LED Lighting</u>	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
200w (LED)	\$15.71	\$22.42	\$27.19
240w (LED)	\$17.63	\$24.34	\$29.11

Special Conditions:

Rental fees include a 30-foot high Class 5 pole supplied by the City. Customers requesting a pole more than 30 feet high shall pay in advance the actual difference in cost between the 30-foot Class 5 pole and the pole requested. Luminaires installed remain the property of the City, which will maintain the luminaires.

Additional monthly charges for underground conductors (PL/FL Rate):

0-150 feet	\$0.35
150-250 feet	\$0.75
This fee will be added to the base rate.	

Additional monthly charges pertaining to Outdoor Lighting Rates:

Wooden Pole without luminaire	\$5.70
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Decorative Luminaires and/or poles:

The City has a defined selection of decorative luminaires and/or poles available. Decorative luminaires and/or poles can be installed upon customer request, at the City's option, at the basic rates plus an extra monthly decorative adder charge equal to 1.4% of the installed cost difference between the luminaire and pole requested and the equivalent standard base rate luminaire and pole. The calculated monthly rate will be in effect for the life of the service.

Contract period and terms for all luminaires/pole installations:

- a) Three years for all luminaires designated as standard by the City and bracket mounted on standard poles.
- b) Ten years for all luminaires designated as decorative by the City and for all standard luminaires mounted on supports other than standards wooden poles.
- c) All luminaires, poles, apparatus and associated wiring remain the property of the City during the lifetime of the contract and during any length of service after the contractual period. As defined in City ordinance, additional lights, cameras, wireless devices and other customer owned apparatus are not permitted on City owned poles. If lighting service is terminated either by the City or the customer, the City will remove all its facilities from the customer's property and return the items to City inventories. City installed luminaires and/or poles are not available for sale to any customer, either during or at the discontinuance of lighting service.

PERSONNEL AND EQUIPMENT CHARGES/FEES

Request for relocation of existing facilities or damage to existing facilities will be charged at the following rates:

- a. All personnel will be billed at salary cost including 32% benefits and overhead.
- b. All equipment will be billed at prevailing FEMA rates in effect at the time of the work order completion.
- c. Engineering/Project Management costs for all jobs will be billed as a flat 10% of the project cost.
- d. Warehousing costs will be billed as a flat fee of 10% of all materials used in the project.

TRAFFIC SIGNAL SERVICE (TS)

Availability:

Available only to municipalities in which the City owns and operates the electric distribution system, and to county, state and federal authorities in areas served by the City, for the energy requirements of traffic and safety signal systems.

Basic Facilities charge	\$6.50
First 50 kWh	18.8151¢ per kWh
Over 50	8.6328¢ per kWh

**NON-RESIDENTIAL RATES:**

Unless otherwise noted under each rate schedule, all categories under Non-Residential Rates are subject to a Billing Demand, a Minimum Bill requirement and a Power Factor Correction charge as outlined below:

**Billing Demand:** The Billing Demand each month shall be the largest of the following:

- The maximum integrated thirty-minute demand in the previous 12 months including the month for which the bill is rendered.
- Fifty percent (50%) of the contract demand
- 30 kilowatts (KW)

**Minimum Bill:** The minimum bill shall be the bill calculated on the applicable rate including the Basic Facilities Charge, Demand Charge and Energy Charge, but the bill shall not be less than the amount determined as shown below according to the type of minimum selected by the City. Some rate schedules have different Minimum Bills, as noted below.

- **Monthly - \$1.90 per KW per month of Contract Demand**  
If the customer's measured demand exceeds the contract demand, the City may, at any time establish the minimum based on the maximum integrated demand in the previous 12 months including the month for which the bill is rendered, instead of the Contract Demand.
- **Annual - \$38.00 per KW per year of Contract Demand**  
The City may choose the Annual Charge option if the customer's service is seasonal or erratic, or it may offer the customer a monthly minimum option. Unless otherwise specified in the contract, the billing procedure for annual minimums will be as follows:

For each month of the contract year when energy is used, a monthly bill will be calculated on the rate above. For each month of the contract year when no energy is used, no monthly amount will be billed. The bill for the last month of the contract year will be determined as follows:

- If the total of the charges for 12 months exceeds the annual minimum, the last bill of the contract year will include only the charge for that month.
- If the total of the charges for 12 months is less than the annual minimum, the last bill of the contract year will include an amount necessary to satisfy the annual minimum.

**Power Factor Correction:** When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

GENERAL SERVICE 5-G

Availability:

Available to the contracting Customer(s) in a single enterprise, located entirely on a single, contiguous premise. This Schedule is not available to the individual customer that qualifies for a residential or industrial schedule, nor for auxiliary or breakdown service.

Basic Facilities Charge	\$18.20
Plus Demand Charge	
First 30 kW of billing demand	No charge
For all over 30 kW of billing demand	\$3.77
Plus Energy Charge	
First 125 kWh per kW billing demand per month	
First 3000	12.0344¢ per kWh
Next 87,000	7.4726¢ per kWh
Over 90,000	7.2417¢ per kWh
Next 275 kWh per kW billing demand per month	
First 6000	7.1607¢ per kWh
Next 134,000	6.4328¢ per kWh
Over 140,000	6.2018¢ per kWh
All over 400 kWh per kW billing demand	
All kWh	6.0813¢ per kWh

Rates subject to Billing Demand, Minimum Bill requirement, and Power Factor Correction as outlined above.

GENERAL SERVICE 5\_GB (not available to new customers)

Basic facilities charge	\$19.28
Plus Energy Charge	
First 125 kWh per kW billing demand per month	<u>General Service</u>
First 3000	13.3265¢ per kWh
Next 87,000	11.9719¢ per kWh
Over 90,000	10.9120¢ per kWh

Next 275 kWh per kW billing demand per month	
First 6000	9.1415¢ per kWh
Next 134,000	7.7196¢ per kWh
Over 140,000	6.7271¢ per kWh
All over 400 kWh per kW billing demand	
All kWh	6.4722¢ per kWh

This rate is not subject to Billing Demand, however the Power Factor Correction applies as outlined above. The calculation of Minimum Bill for General Service 5-GB shall be the bill calculated on the applicable rate including the Basic Facilities Charge and Energy Charge, but the bill shall not be less than the Basic Facilities Charge.

GENERAL SERVICE, ALL ELECTRIC 6-GA

Availability:

Available only to establishments in which environmental space conditioning is required and all energy for all such conditioning (heating and cooling) is supplied electrically through the same meter as all other electric energy used in the establishment. However, if any such establishment contains residential housekeeping units, all energy for all water heating and cooking for such units is also supplied electrically.

Basic facilities charge	\$18.20
Plus demand charge	
First 30 kW of billing demand per month	No charge
All over 30 kW billing demand per month	\$3.77/kW

Plus energy charge		
First 125 kWh per kW billing demand per month	April-Nov	December-March
First 3,000	12.0344¢ per kWh	11.7112¢ per kWh
Next 87,000	7.4726¢ per kWh	7.2846¢ per kWh
Over 90,000	7.2417¢ per kWh	7.0607¢ per kWh
Next 275 kWh per kW billing demand per month		
First 6,000	7.1607¢ per kWh	6.9821¢ per kWh
Next 134,000	6.4328¢ per kWh	6.2758¢ per kWh
Over 140,000	6.2018¢ per kWh	6.0517¢ per kWh
Next 400 kWh per kW billing demand per month		
All kWh	6.0863¢ per kWh	5.9395¢ per kWh

This rate is subject to the Minimum Bill requirement and the Power Factor Correction as outlined above. The Billing Demand each month for this rate schedule shall be the largest of the following:

- The maximum integrated thirty-minute demand measured during the month for which the bill is rendered
- Fifty percent (50%) of the maximum integrated thirty-minute demand in the previous 12 months including the month for which the bill is rendered
- Fifty percent (50%) of the contract demand
- 15 Kilowatts (KW)

INDUSTRIAL SERVICE 7-I

Availability:

Available only to establishments classified as "Manufacturing Industries" by the North American Industrial Classification System (NAICS) Manual published by the Executive Office of the President, Office of Management and Budget, National Technical Information Service, U. S. Department of Commerce (most current edition).

Basic Facilities Charge	\$19.30
Plus demand charge	
First 30 kW of billing demand per month	No charge
Over 30 kW billing demand per month	\$3.80 per kW
Plus energy charge	
First 125 kWh per kW billing demand per month	
First 3,000	11.5251¢ per kWh
Next 87,000	7.0911¢ per kWh
Over 90,000	6.9151¢ per kWh
Next 275 kWh per kW billing demand per month	
First 140,000	6.0471¢ per kWh
Over 140,000	5.8651¢ per kWh
Over 400 kWh per kW billing demand per month	
All kWh	5.6751¢ per kWh



This rate is subject to the Minimum Bill requirement and the Power Factor Correction as outlined above. The Billing Demand each month for this rate schedule shall be as follows:

The Billing Demand each month shall be the largest of the following:

- The maximum integrated thirty-minute demand in the previous 12 months including the month for which the bill is rendered
- Fifty percent (50%) of the Contract Demand
- 30 kilowatts (KW)

**BUILDING CONSTRUCTION SERVICE 9-BC**

Availability:

Available only as temporary service to builders for use in construction of buildings or other establishments, which will receive, upon completion, permanent electric service from the City. This Schedule is not available for permanent service to any building or other establishment, or for service to construction projects of types other than those described above. This Schedule is not available to owner-occupied dwellings. This Schedule is not available to rock crushers, asphalt plants, carnivals, fairs, or other non-permanent connections. Such service will be provided on the City's General Service Schedule.

Basic Facilities Charge	\$18.54
First 50 kWh per month	9.3905¢ per kWh
Over 50 kWh per month	7.5070¢ per kWh

This rate is not subject to Billing Demand or Power Factor Correction. The Minimum Bill requirement is \$10.67 per month.

Other Charges:

There will be no charge for connection and disconnection of the temporary service if the builder accepts delivery at a point where the City deems such delivery feasible; otherwise, there will be a charge as follows: Overhead service conductors, transformers and line extensions necessary to serve such requirements will be erected and dismantled at actual cost subject to credit for facilities which may remain in permanent service. The actual cost shall include payroll, transportation, and miscellaneous expense for both erection and dismantling of the temporary facilities, plus cost of material used, less the salvage value of the material removed.

**TIME OF USE AND MISCELLANEOUS RATES:**

**GENERAL SERVICE TOU**

Availability:

This schedule is available only to non-residential Customers requiring electrical loads having a demand greater than or equal to 100kW during at least three months of a twelve-month period and an average annual load factor of at least 55%. Service under this Schedule should be used for a Customer with a single enterprise located entirely on a single, continuous premise.

Basic facilities charge	\$46.22	
Demand Charge	Summer Months <u>June-Sept.</u>	Winter Months <u>Oct.-May</u>
On-Peak Demand Charge per month	\$13.29 per KW	\$8.67 per KW
Economy Demand Charge	\$ 1.16 per KW	\$1.16 per KW
Energy Charge		
All On-Peak Energy per month	8.6719¢ per kWh	8.4153¢ per kWh
All Off-Peak Energy per month	5.2081¢ per kWh	4.9515¢ per kWh
On-Peak and Off-Peak Hours	Summer Months <u>June-Sept.</u>	Winter Months <u>Oct.-May</u>
On-Peak Period Hours	1:00 p.m. – 7:00 p.m. Monday-Friday	6:00 a.m.–9:00 a.m. Monday-Friday
Off-Peak Period Hours	All other weekday hours and all Sunday and Saturday hours.	

This rate is subject to Billing Demand, Minimum Bill and Power Factor Correction as outlined below. The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands, Economy and On-Peak:

The On- Peak Billing Demand each month shall be the largest of the following:

- The maximum integrated thirty-minute demand measured during the on peak period during the month for which the bill is rendered
- 15 kilowatts (KW)

The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero.

Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge and Energy Charge.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

INDUSTRIAL SERVICE TOU

Availability:

This schedule is available only to Industrial Customers requesting electric service having loads with a demand greater than or equal to 100kW during at least three months of a twelve-month period and an average annual load factor of at least 55%. Service under this Schedule should be used for a Customer with a single enterprise located entirely on a single, continuous premise.

Basic facilities charge	\$47.09	
Demand Charge	Summer Months <u>June-Sept.</u>	Winter Months <u>Oct.-May</u>
On-Peak Demand Charge per month	\$12.95 per KW	\$8.24 per KW
Economy Demand Charge	\$ 1.18 per KW	\$1.18 per KW
Energy Charge		
All On-Peak Energy per month	8.9654¢ per kWh	8.8235¢ per kWh
All Off-Peak Energy per month	5.1312¢ per kWh	4.9891¢ per kWh
On-Peak and Off-Peak Hours	Summer Months <u>June-Sept.</u>	Winter Months <u>Oct.-May</u>
On-Peak Period Hours	1:00 p.m.–7:00 p.m. Monday-Friday	6:00 a.m.–9:00 a.m. Monday-Friday
Off-Peak Period Hours	All other weekday hours and all Sunday and Saturday hours.	

This rate is subject to Billing Demand, Minimum Bill, and Power Factor Correction as outlined below.

The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands, Economy and On-peak:

The On- Peak Billing Demand each month shall be the largest of the following:

- The maximum integrated thirty-minute demand measured during the on peak period during the month for which the bill is rendered
- 15 kilowatts (KW)

The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero.

Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge and Energy Charge.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

LARGE GENERAL INDUSTRIAL SERVICE TOU

Availability:

Available only to non-residential loads with a demand greater than or equal to 2000 kW during at least four months of a twelve-month period. Service under this Schedule should be used for a Customer with a single enterprise located entirely on a single, contiguous premise.

Basic facilities charge	\$46.22	
Plus Demand Charge	Summer Months <u>June 1 -Sept.30</u>	Winter Months <u>Oct 1 –May 31</u>
On-Peak Demand Charge per month	\$52.81 per KW	\$0.00 per KW
Economy Demand Charge	\$ 5.00 per KW	\$5.00 per KW
Energy Charge		
All Energy per month	2.6401¢ per kWh	2.6401¢ per kWh

On-Peak and Off-Peak Hours

Summer Months  
June 1 -Sept.30  
2:00 p.m.–6:00 p.m.  
Monday-Friday

Winter Months  
Oct. 1 – May 31  
None

Off-Peak Period Hours

All hours except the hours of 2 p.m. to 6 p.m. during June 1 – September 30, Monday through Friday.

This rate is subject to Billing Demand, Minimum Bill, Power Factor Correction, Annual Demand Surcharge, and Rate Adjustment as outlined below.

The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands, Economy and On-peak:

The On- Peak Billing Demand each month shall be the largest of the following:

- The maximum integrated one hour demand measured during the on peak period during the month for which the bill is rendered
- 15 kilowatts (KW)

The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero. In the winter months where there is no peak demand charge, the charge for demand during these months will be at the economy demand rate.

Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge and Energy Charge.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

Annual Demand Surcharge - When the customer KW demand at the Duke peak is higher than the average KW demand billed during the on Peak period, the annual demand surcharge will be applied to the customer's bill.

Rate Adjustment - This rate will be adjusted every January 1 to include increases or decreases in the City of Concord wholesale purchase power cost.

#### RESERVE CAPACITY RATE

Availability:

Applicable for any Customer who wishes to sell energy produced by a qualifying renewable energy generator to a Utility other than the City of Concord. Customers who utilize any part of the City of Concord's delivery system to wheel the Customer's renewable energy must comply with the City of Concord's Interconnection Policy and shall pay this Rate for Reserved Capacity on the City's system. The Customer shall compensate the City of Concord each month for Reserved Capacity at the sum of the applicable charge set forth below.

Monthly Delivery: \$1.15/KW of Reserved Capacity per month

#### UNDERGROUND INSTALLATION FEES:

##### SECONDARY SERVICES (UP TO 480V)

Service to Mobile Home \$299.68

Underground Secondary installed to a second service on the same lot \$9.50 per ft.

Change of Service from overhead to underground \$9.50 per foot plus cost of early retirement of overhead facilities.

##### PRIMARY SERVICES (UP TO 12,470V)

Single phase primary service installed to a single residential customer \$12.10 per ft.

Three phase primary service installed to a single residential customer \$17.86 per ft.

#### COMMERCIAL AND INDUSTRIAL ENERGY ASSESSMENT PROGRAM

Through a partnership with ElectriCities, the City of Concord can provide an energy assessment program for our commercial and industrial customers. Fees for each assessment will vary depending on the scope of work. Please contact the Electric Systems Department at 704-920-5303 for more information.

#### ELECTRIC METER TEST

Test within 12-month period of any prior tests  
and no abnormality detected

\$50.00

#### ELECTRIC METER BASE FEE

The City of Concord will only connect to electric meter enclosures that are furnished by the City of Concord. All descriptions and fees that are affected are listed below. Payments for meter enclosure will be made at 35 Cabarrus Avenue West (Customer Service Department). All meter bases must be picked up from the Warehouse Department at the Alfred M. Brown Operations Center located at 850 Warren C. Coleman Blvd. (accompanied by a receipt).

200 amp single-phase overhead/underground	\$104.00
400 amp single-phase overhead/underground	\$201.00
200 amp poly-phase (3 phase) overhead/underground	\$134.00
400 amp poly-phase (3 phase) overhead/underground	\$254.00
200 amp single-phase underground mobile home pedestal	\$316.00

DOWNTOWN EVENT POWER SERVICE FEE

Organizations sponsoring events in the downtown area may use the electric service point(s) to power equipment. The fee covers the cost of power and labor to cut the service on and off. Payment should be submitted to the Chief of Police with the Parade/Demonstration/Assembly Permit Application.

Use fee for downtown event service point(s)	\$ 40.00
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For billing questions, contact Customer Service at 704-920-5200.  
For questions about rates, contact the Electric Department at 704-920-5320.

**ENGINEERING**

Water permit application review	\$200.00
Wastewater permit application review	\$480.00
Driveway Permit Application Fee (Commercial Applications and Residential Additional Driveway or Relocation)	\$50.00
Master Utility Permit Agreement	\$250.00

**FIRE DEPARTMENT**

REQUIRED CERTIFICATE OF COMPLIANCE

Certificate of Compliance	
1- 20,000 SF	\$ 50.00
20,000-50,000 SF	\$100.00
50,000-70,000 SF	\$200.00

\*\*\*\*\* Space greater than 70,000 SF is calculated by total SF x .0025

Certificate of Compliance Re-inspections	\$ 50.00
Plans Review	\$ 50.00 + .025/SF
Upfit review	\$ 50.00 + .025/SF
Site Plan	\$ 50.00
Re-review fee (applied on 3 <sup>rd</sup> submittal & each resubmittal thereafter)	\$ 50.00
Hydrant flow test (fee per hydrant)	\$150.00
Temporary Power Inspection	\$50.00
Load Merchandise Inspection	\$50.00

NOTES:

- (1) For multi-tenant building, fees are per tenant.
- (2) For multiple building owned by the same owner(s)/developers, fees are assessed per building.
- (3) Individuals or companies that have not secured permits or Certificates of Compliance prior to beginning work or occupying the structure shall be charged double the listed amount.
- (4) Re-inspections of the Sprinkler System, Fire Alarm System, or building for Certificate of Compliance will result in an additional fee per inspection.

REQUIRED CONSTRUCTION PERMITS

	<u>Permit Fee</u>	<u>Test Fee</u>
Automatic Fire Extinguishing Systems (Ansul/Sprinkler)	\$150.00	\$150.00 **
Compressed Gases	\$150.00	\$150.00
Fire Alarm & Detection Systems	\$150.00	\$150.00 **
Fire Pumps	\$150.00	\$150.00
Flammable & Combustible liquids	\$150.00	\$150.00
Hazardous Materials	\$150.00	\$150.00
Industrial Ovens	\$150.00	\$150.00
Private Fire Hydrants	\$150.00	\$150.00
Spraying or Dipping Operations	\$150.00	\$150.00
Standpipe Systems	\$150.00	\$150.00
Temporary Membrane Structures, Tents, Canopies	\$ 50.00 + .01/SF	\$ 0.00

NOTE: Any system installation prior to plan review and/or permit being issued will incur a double fee.

\*\* Any structure over 70,000 SF x .002 + \$150.00 (DOES NOT INCLUDE HOOD SYSTEM/ANSUL)

REQUIRED OPERATION PERMITS

Amusement Buildings	\$ 150.00
Carnivals, Fairs, and Outdoor Concerts	\$ 300.00
Covered Mall Buildings	\$ 150.00
Exhibits and Trade Shows	\$2,500.00/yr or \$150.00/event
Explosives (Blasting)	\$ 100.00/1-day or \$300.00/90-days
Liquids Use, Dispensing, Storage, Transportation	\$ 150.00
UGST/AGST Install, Alter, Remove, Abandon	\$ 250.00/site
Change in Liquid in Tanks	\$ 150.00
Manufacture or Process Liquids	\$ 150.00
Liquid Dispensing – AGST/UGST to Vehicles	\$ 150.00
Liquid Dispensing – Tanker to Vehicles	\$ 150.00
Fumigation and Insecticidal Fogging	\$ 300.00
Vehicles in Assembly Buildings	\$ 150.00
Private Fire Hydrants	\$ 150.00
Pyrotechnic Special Effects Material/Fireworks	\$ 300.00/day & site
Spraying or Dipping	\$ 150.00
Tents & Canopies	\$ 50.00 + .01/SF

REQUIRED OTHER CHARGES/FEEES

Dedicated Non-Emergency Services of Fire Personnel and Equipment:

Appropriate personnel and apparatus necessary for a requested or required service will be determined by the Fire Chief. A written agreement of the supplemental service will be in place prior to CFD providing any services.

Fire Personnel:

Rank/Band Required for Duty (Hourly rate or portion of any hour, two-hour minimum charge)	
Firefighter	\$ 19.76/ hr per person
Lieutenant/Engineer/Specialist	\$ 25.55/ hr per person
Fire Captain	\$ 35.04/ hr per person
Battalion Chief (Operations)	\$ 38.99/ hr per person
Battalion Chief (Prevention/Emergency Management/Training)	\$ 54.54/ hr per person
Assistant Fire Marshal	\$ 30.23/ hr per person
Assistant Deputy Fire Marshal	\$ 42.44/ hr per person
Deputy Chief	\$ 63.06/ hr per person
Fire Chief	\$ 81.27/ hr per person

Equipment:

Ladder Truck (Aerial or Platform)	\$125.00 per hour
Engine (Pumper)	\$ 95.00 per hour
Hazardous Material Unit	\$ 95.00 per hour
ARFF Unit	\$ 95.00 per hour
Heavy Rescue	\$ 95.00 per hour
Mobile Command Unit/Bus	\$ 30.00 per hour
USAR Unit	\$ 30.00 per hour
Light Vehicles (Cars/Pick-ups)	\$ 17.00/\$27.00 per hour
Trailers	\$ 10.25 per hour
Mules/ATV	\$ 8.00 per hour

Other Services:

Environmental Site Assessment Research	\$25.00 per hour (one hour minimum)
Fire Flow request/Special Request (fee per hydrant)	\$100.00/hydrant
After Hours Inspection Review – Special Request	\$ 35.00/hr (minimum of 2 hours)
After Hours Plan Review – Special Request	\$ 150.00/submittal
Other inspections by request – Special Request	\$100.00
Re-inspections (3 <sup>rd</sup> visit or additional inspections)	\$ 50.00
State License Inspection Fee	\$100.00
Daycare License Inspection Fee	\$ 75.00
Group Home License Inspection Fee (annually)	\$ 75.00
Foster License Inspection Fee (annually)	\$ 20.00 (2 <sup>nd</sup> visit \$50.00)
Fire Incident Report Copy (s)	\$ 1.00 (per report)
Complete Fire Incident Report Copy (s) on CD	\$ 25.00 (per CD)
Community Rooms (Fire Stations 7, 8, and 9) Rental fee	\$25.00/per hour City resident; \$30.00/per hour (Non-City resident)
Community Rooms (refundable deposit/clean-up fee)	\$ 50.00 deposit
Charitable, non-profit, governmental – exempt, deposit/clean up fee	\$ 50.00 deposit
Fire extinguisher recharge use for class	Current Market Rate per Extinguisher
Fire Extinguisher Program (Training Class)	\$ 50.00/On-site Class at Fire Station #3
Fire Extinguisher Program (Training Class)	\$ 75.00/Off-site Class at Requested Business

FINES BY VIOLATION

Knox Box	\$500.00/day (may be issued after 75 days and 3 written notices)
Burning without a Permit- Residential	\$50.00 (1 <sup>st</sup> offense); \$100.00 (2 <sup>nd</sup> offense) (may be issued after one written notice)
Burning without a Permit- Commercial	\$500.00/stack or pile (1 <sup>st</sup> offense); \$1,000.00/stack or pile (2 <sup>nd</sup> offense) (no notice required)
Code of Ordinances-Chapter 10 Violation	\$500.00/day (may be issued w/o notice, usual practice is after 75 days and three written notices)
Locked Exit / Exit Obstruction	\$500.00 (1 <sup>st</sup> offense); \$1,000.00 (2 <sup>nd</sup> offense) (may be issued w/o notice, in usual practice, verbal and written warnings precede citation)
Fire Detection / Protection	\$250.00 (1 <sup>st</sup> offense); \$500.00/day for any recurring violation (may be issued w/o notice, in usual practice, verbal and written warnings precede citation)

NOTE: Assembly, Hazardous, Institutional Systems must be in service at all times or immediate fire watch provided or shut down and fine; All others a fire watch must be provided in a reasonable period of time and maintained.

Access During Construction	\$1,000.00/day (May be issued w/o notice, in usual practice, verbal and written warnings precede citation.)
Occupancy without COC	\$1,000.00/day (May be issued w/o notice, in usual practice, verbal and written warnings precede citation.) (Issued immediately for new structures and after 45 days for existing, disconnection of utility service may be used in lieu of fines.)
General Violation	\$100.00 (Issued after 45 days and three written Notices - issued per item and not violation)
False Alarm > 3 per 90 days	\$250.00 (May be issued w/o notice, in usual practice, issued on fourth violation within 90 days after one written notice on the third violation. Alarms in rapid succession are considered an individual occurrence.)
Fire Lane Parking Violations	\$100.00 (May be issued w/o notice when vehicle is not occupied.)
Key Box Maintenance	\$100.00 (May be issued w/o notice when Knox box is found to contain no key or incorrect key. In usual practice one written warning precedes citation.)
Overcrowding	\$500.00 (1 <sup>st</sup> offense); \$1,000.00 (2 <sup>nd</sup> offense) (Issued at the time of violation after occupancy overcrowding conditions have been corrected. Third offense may constitute court proceedings. Offenses run calendar year.)
Permits	Double Permit Fee (Charged for any permit for which work was done prior to permit being issued.)
Assault on a Fire Official	The subjection of any authorized fire inspector to physical abuse during an inspection shall be fined \$1,000.00 and/or a criminal offense of assault of \$1,000.00 (If this charge is necessary leave the business/premises and notify Concord PD to respond to in initiate proceedings.)
Matters Not Provided For	Any other violation of the fire code not specifically codified in Ch. 34 shall be fined \$250.00 (the Bureau Chief shall be consulted prior to the levying of any fine using this as the reference.)

HAZARDOUS MATERIALS STORAGE FEES

Fee	Solids (lbs)	Liquids (gals)	Gases (SCF)
\$ 50.00	< 501	< 56	< 201
\$150.00	501-5,000	56-550	201-2000
\$200.00	5,001-25,000	551-2,750	2,001-10,000
\$250.00	25,001-50,000	2,751-5,500	10,001-20,000
\$300.00	50,001-75,000	5,501-10,000	20,001-40,000
\$300.00/lb plus \$0.01/addtl gal.or SCF	> 75,000	> 10,000	> 40,000

NOTE: Excludes LPG/medical gases

LPG (excluding LPG used only for heating and cooking)	\$150.00/tank
Medical Gases	\$150.00/tank
Radioactive Materials (any amount)	\$125.00

Hazardous Materials Reimbursement or Response fees are based on time and materials used per incident. Additional fees may be charged as recommended by the Emergency Management Coordinator.

FIRE INSPECTION PROGRAM TIME PERIODS AND PENALTIES

1 <sup>st</sup> Inspection (Initial)	\$0.00
2 <sup>nd</sup> Visit (After 30-days)	Potential Civil Penalties
3 <sup>rd</sup> Visit (After 30-days)	Potential Civil Penalties
4 <sup>th</sup> Visit (After 10-days)	Civil Penalties & Fines Issued
5 <sup>th</sup> Visit (After 10-days)	Civil Penalties & Fines, plus Civil Action, Misdemeanor Charges

NOTE: Imminent danger/life safety violation citation will be issued at the time of inspection.

**PARKS AND RECREATION**

RECREATION FEES

Adult:

Open League Basketball (8 games)	\$375.00/team
Other League Basketball (8 games)	\$375.00/team
Over 40 League Basketball (8 games)	\$375.00/team
Other League Softball (8 games)	\$375.00/team
Open League Softball (8 games)	\$375.00/team
Men's Fall League Softball (8 games)	\$375.00/team
Adult League Soccer (8 games)	\$375.00/team
Women's League Softball (8 games)	\$375.00/team
Women's League Basketball (8 games)	\$375.00/team
Flag Football Co-Ed	\$375.00/team
Couch to 5K	\$15.00/session
Road Races Registration - 5K	\$20.00; Early Registration \$15.00
Road Races Registration – 10K	\$30.00; Early Registration \$25.00
Volleyball	\$250.00/ team

Youth:

Youth Basketball	\$200.00/sponsor \$35.00/child (City); \$55.00/child (All others)
Youth Baseball/Softball (Spring/Fall)	\$225.00/sponsor \$35.00/child (City); \$55.00/child (All others)
Youth Soccer	\$200.00/sponsor \$35.00/child (City); \$55.00/child (All others)
Logan Karate (Ages 18 & Under)	Free instruction – parents purchase uniforms
Golf	Please contact Rocky River Golf Club for pricing details.
Tennis	\$20.00 - \$310.00

Various Programs:

Karate (monthly)	\$20.00/month (City); \$25.00/month (All others)
Fitness Classes-Variou levels-Youth to Adult	\$ 3.00 to \$90.00
Fitness - City Employees (any fitness class)	\$ 15.00/employee/session
Fitness - Personal Trainer (individual rate)	\$35.00/hour (City); \$40.00/hour (All Others)
Shag Lessons (4 weeks)	\$ 35.00 (City); \$40.00 (All others)
Pin Splitters	\$ 10.00 (City); \$15.00 (All Others)
Summer Playground	\$375.00/(City); \$530.00 (All others) per session
Trips	\$ 1.00 - \$100.00/person/trip
Identification Card	First Card Free Replacement Card \$3.00/each 13 Years and Older Replacement Card \$1.00/each 12 Years and Under

NOTE: Session = class period

AQUATICS CENTER

Admission fees – Adults (18 and up)	\$ 2.50
Youth (17 and under)	\$ 1.50
Groups (1½ Hours of Use)	\$ 2.00/person (NOTE change from \$1.00)
Swimming lessons	\$35.00 (City); \$40.00 (All others)
Individual Swimming Lessons (per ½ hour session)	\$15.00 (City); \$20.00 (All others)
Parent/Child (2 yr and under)	\$15.00 (City); \$20.00 (All others)
Season Pass Family	\$75.00/pass (City); \$100.00/pass (All others)

Season Pass Individual	\$45.00/pass (City); \$55.00/pass (All others)
Season Pass includes Privilege Pass and unlimited visits	
Privilege Badge- Individual (seasonal)	\$ 5.00/person (City); \$10.00 (All others)
Privilege Badge- Family (seasonal)	\$15.00/family (City); \$30.00/family (All others)
Water aerobics (6 weeks)	\$35.00 (City); \$40.00 (All others)
*Payment must be made at time of registration	

The John F. McInnis Aquatic Center can be rented for private parties and special events.

Option #1 Private Rentals (during closed hours), Fee is \$75.00 for one hour and includes two lifeguards, which safely covers up to 50 guests. Additional lifeguards for numbers over 50 are \$15.00 for each additional guard per hour; ratio of 1 guard to 25 patrons. Additional facility hours are \$25.00 per hour/\$50.00 Refundable Deposit.

Option #2 Open Rentals (during regular operating hours) Fee is \$25.00 and reserves tables and chairs for your party for one and a half hours (1½) in designated area only. Regular admissions apply for the party and are payable at the time of entry; Ages 18+ up - \$2.50/each; Ages 17 + under - \$1.50/each/\$50.00 Refundable Deposit.

#### RENTAL FEES

Hourly Rate:	City Residents	Non City Residents
Meeting Room	\$10.00	\$15.00
Gymnasium	\$50.00	\$60.00
Recreation Center	\$100.00	\$120.00
Community Buildings/Rooms	\$25.00	\$30.00
Fire Station Community Rooms	\$25.00	\$30.00
Picnic Shelters and Amphitheaters		
	\$10.00/half day or \$20.00/full day (City Residents)	
	\$25.00/half day or \$35.00/full day (Non Residents)	
	Half Day Time Periods are park opening to 2pm or 3pm to park closing	
	Full Day Time Periods are park opening to park closing	
	After Hours Staff Charge (All Facilities) is \$15.00/staff person per hour (All users)	

Fees are due in full when making reservation. Rentals will require a cleaning deposit of at least \$50-\$500.00 (as stated in policy). Police security could be required at some functions.

Tennis Court reservations are available on a first come, first serve basis. These are available at no charge. However, reservations are recommended and should be made through the Athletic Office. Two Courts must be available to the public at all times.

\$2.00/hr. for court reservations, for City residents, with or without lights.

\$3.00/hr. for court reservations for Non-city-residents, with or without lights.

Reservations for any league will be the same.

Outdoor Basketball Courts – use is available on a first come; first serve basis. These are available at no charge. However, reservations are recommended to secure court and should be made through the Athletic Office.

\$2.00/hr for court reservations for City residents, with or without lights.

\$3.00/hr for court reservations for Non-City residents, with or without lights.

Reservations for any league will be the same.

#### GREENWAY RENTAL FEE

6 Hour Rental Period for Road Races and Walks	\$350.00 plus \$500.00 deposit
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Event must be completed by 12 noon. Fee covers reservations of both McGee and Myers Park and all of their amenities. Also includes parking on the ball fields, mile markers, time clock and a Parks and Recreation Staff Liaison.

#### BALLFIELD RENTAL (Les Myers, McAllister, Gibson, WW Flowe, Hartsell, Caldwell & Webb)

	Weekdays/Weekends
Reserve field (No line-off/ No lights)	\$15.00/hour (City); \$20.00 (all others)
Reserve field (w/lights)	\$35.00 (City); \$55.00 (all others)
Line off Fee for Baseball/Softball	\$20.00 one-time charge
Line off Fee for Soccer/Football	\$50.00 one-time charge
Reserve for Tournaments**	\$150.00 per field
Reserve for Spectator Event**	\$200.00 per field

NOTE: Rates the same regardless of weekday or weekend

\*\* To reserve a field for either a Tournament or a Spectator Event requires a cleaning deposit ranging from \$50.00 to \$500.00, depending on the nature of the event and recommendation of the Parks & Recreation Director, and a 15% commission paid to the City of Concord from any revenues from the event.



SOCCER FIELD (Dorton, Caldwell Park, WW Flowe, Irvin Elementary)

Reserve Field 1 hour – not lined off	\$20.00/hour (City); \$25.00/hour (all others)
Reserve Field 1 hour – lined off	\$65.00 (City); \$70.00 (all others)
Reserve Field 2 hours – lined off	\$120.00 (City); \$140.00 (all others)

NOTE: We do not have lighted soccer fields.

LAKE FISHER

Boat rental Fees: all rates per person	
Children under 12 FREE with a licensed paying fisherman	
Adults	\$5.00 (City); \$10.00 (All others)
Sr. Citizens (60+)	\$5.00 (City); \$ 8.00 (All others)
Youth 12-16	\$5.00 (City); \$ 8.00 (All others)

**PLANNING AND NEIGHBORHOOD DEVELOPMENT**

APPLICATIONS FOR COMMISSIONS AND/OR COUNCIL REVIEW

Voluntary Annexation Petition	\$300.00
Text Amendment Fee	\$400.00
Vested rights certification	\$400.00
Appeal from a Final order, Decision or Interpretation	\$500.00
Certificate of Appropriateness	\$ 20.00
Variance and Appeals	\$500.00
Rezoning/Amendments to conditional district	\$600.00
Second Rezoning/Amendment in less than 12 months	\$800.00
Land use plan amendment	\$400.00
Conditional district	\$800.00
Special use permit	\$600.00
Historic District Map Amendment	\$350.00
Street, Alley or Right-of-way closing	\$300.00
Certification of Non-Conformity Adjustment	\$400.00
Re-advertisement Fee	\$300.00

PUBLICATIONS

Historic Handbook & Guidelines	\$ 10.00
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PERMITS

**NOTE – A 5% technology fee is added to each of the following permit fees:**

New Construction (Zoning Clearance Approval/Permit):	
Single Family	\$100.00
Multi-family (5 units or less)	\$100.00 + \$10.00/unit
Multi-family (more than 5 units)	\$300.00 or \$0.04/sf whichever is greater
Commercial	\$300.00 or \$0.04/sf whichever is greater
Industrial	\$75.00 for 1 <sup>st</sup> acre impervious \$500.00 for every additional impervious acre
Grading/Paving/Land Disturbing Approval Permit:	\$100.00 for every acre pervious
	\$200.00 less than 1 acre
	\$400.00 1-5 acres
	\$600.00 over 5 acres
Flood Study Review Permit:	\$500.00
Additions, Accessory, Up fits (Zoning Clearance Approval/Permit):	
Residential	\$ 40.00
Commercial Addition/Accessory	\$100.00 or \$0.03/sf whichever is greater
Commercial Up fit	\$100.00
Industrial Addition/Accessory	\$225.00 or \$0.03/sf whichever is greater
Industrial Up fit	\$100.00
Certificate of Compliance (final approval/acceptance for all non-residential projects)	\$100.00
Temporary Permits:	
Temporary Construction Trailer	\$100.00
Temporary Use Permit	\$100.00
Temporary Power Compliance	\$ 50.00 (fire fee may apply)
Sign Permits:	
Wall Mounted, Projecting, or Canopy	\$ 60.00
Temporary Sign/Banner	\$ 25.00
Ground Mounted	\$140.00
Outdoor Advertising	\$500.00
Change of Panel	\$ 40.00

Miscellaneous:		
Home Occupation Permit		\$ 50.00
Change of Use Permit		\$ 50.00
Architectural Review Permit (shopping centers)		\$ 50.00
Re-review (after 3 submittals)		\$ 50.00+\$0.01/sf of site
Zoning Verification Permit/ABC letter		\$ 50.00
Certificate of Non-Conformity Permit		\$100.00
Fine for Construction without a permit		Double permit fee
Permit Renewal		\$ 40.00

#### PLATS

Subdivisions:		
Preliminary Plat (new submittals)		
less than 2 acres		\$100.00
2-10 acres		\$200.00
10-25 acres		\$300.00
over 25 acres		\$400.00
Preliminary Plat Extensions		\$100.00
Construction Plans		
less than 2 acres		\$175.00
2-10 acres		\$400.00
10-25 acres		\$500.00
over 25 acres each additional acre		\$ 50.00
Final Plat Review		
less than 2 acres		\$ 80.00
2-10 acres		\$125.00

#### GIS FEES

Digital files:		
GIS Data on CD (ESRI format)		\$20.00
GIS layers (ESRI format)		\$ 5.00
Maps:		
GIS Map – 11" X 17" or "18" X 24"		\$ 1.00
GIS Map – 24" wide		\$ 5.00
GIS Map – 30" wide		\$10.00
GIS Map – 36" wide		\$15.00
GIS Map – 42" wide		\$20.00
Folded road map		\$ 3.00 each
Printing:		
Subdivision Listing		\$ 3.00 each
Street Listing		\$ 3.00 each
GIS Miscellaneous:		
Custom Request		\$40.00/hr
NOTE: Prices include sales tax.		

#### MISCELLANEOUS

House plans for homes constructed by the City		\$50.00/set
Land Use Plans		\$30.00

#### **POLICE**

Parking Fine		
Single Violation		\$10.00
1-5 Violations Annually		\$10.00 each
6-10 Violations Annually		\$20.00 each
Over 10 Violations Annually		\$40.00 each
Cruising Fine		\$50.00
Copy Fee		\$ 1.00
Fingerprinting fee (includes 1 card)		\$10.00
		\$ 5.00 each additional card
Application Processing Fee for City-Sponsored Festival, Private Alcohol Sales		\$50.00
Downtown Event Power Service Fee		Events requiring electric service subject to fee as published in Electric Department Miscellaneous Rates. Fee collected by Chief of Police at time of application for Parade/Demonstration/Assembly Permit.
Alarm Ordinance Fees		
Alarm Permit		\$ 10.00 per location
Penalty for Failure to Obtain Permit		\$200.00 for each False Alarm

Penalty for Prohibited Acts as defined by the Ordinance	\$200.00 per occurrence
Penalty for Operating an Alarm without Permit	\$200.00
Civil Penalties for False Alarms within Permit Year	
Third, fourth, and fifth False Alarm	\$ 50.00 per occurrence
Sixth and seventh False Alarm	\$100.00 per occurrence
Eighth and ninth False Alarm	\$250.00 per occurrence
Tenth and over False Alarm	\$500.00 per occurrence, revocation of Alarm Permit
Reinstatement of a revoked Permit	\$100.00
Precious Metal Dealer Permit	
SBI Processing prints	\$ 38.00
Concord Police Fingerprinting fee	\$ 10.00
Application/permit issuance fee	\$180.00
Employee Permit fee	\$ 3.00
Special Occasion Permit fee	\$180.00
Exemption Permit fee	\$ 5.00
Video Recording Public Record Request	\$15.00 per public/media request for video
Secondary Employment Application Processing	
Employer – single event	\$5.00 per application
Employer – continuous event*	\$50.00 each annual application

\*Requests off-duty officer(s) on an annual basis, continuous either daily, weekly, or monthly. Secondary Employment Coordinator may waive fee for charitable organizations, churches, and non-profits.

#### CODE ENFORCEMENT

Vacant lot cleaning	Actual Cost from Contractor
Civil Penalties:	
General code enforcement penalty	\$500.00
Code non-compliance penalty	\$175.00
Civil penalty for failure to respond or pay general code enforcement penalty within 15 days	\$100.00
Minimum Housing Fees:	
Inspection Fees:	
Each inspection after first inspection	\$100.00
Each inspection following failure to remedy a violation after the issuance of a citation	\$325.00
Each additional inspection disclosing any violations within the same 12 month period	\$625.00
Other Fees:	
Property owner shall be charged for any additional costs incurred in prosecuting an enforcement action on the property including but not limited to any publication costs for legal notices.	
Civil Penalty:	
Civil penalty, per violation per day, for each and every subsequent day that the dwelling unit remains in violation and until such time as the responsible party schedules an inspection resulting in a finding that the violations are corrected.	
	\$200.00
Taxicab Permit Fees	
New Driver Permit	\$25.00
Driver Permit Renewal	\$15.00
Driver Permit Transfer	\$5.00
Taxicab Violation Civil Penalty	
First Violation in 12 month period	\$50.00
Successive penalties in 12 month period	\$100.00

## ROCKY RIVER GOLF CLUB AT CONCORD\*

### IN-SEASON RATES (MARCH 19 – NOVEMBER 27)

DISCOUNTS NOT TO EXCEED \$20.00 FROM PUBLISHED RATES, NO PROMOTIONAL RATE IS TO BE LESS THAN CONCORD RESIDENT RATE.  
INCREASES NOT TO EXCEED \$5.00 FROM PUBLISHED RATES, AS MARKET CONDITIONS ALLOW.

	Mon-Thurs	Friday	Sat-Sun
Cart Fee, included in all rates (except Walking/Juniors)	\$18.00	\$18.00	\$18.00
Eighteen Hole (Includes Cart)	\$49.00	\$59.00	\$69.00
Nine Hole (A)	\$29.00	\$33.00	\$37.00
Eighteen Hole – Concord Resident	\$42.00	\$52.00	\$62.00
Nine Hole (A) – Concord Resident	\$24.00	\$27.00	\$32.00
Twilight (B)	\$36.00	\$44.00	\$47.00
Senior (C)/College (D)/Public Service (E)/Ladies Day (Tues)	\$35.00	\$39.00	N/A
Juniors (F)	\$27.00	\$30.00	\$32.00
Junior Nine Hole (on Availability)	\$15.00	\$16.00	\$17.00
Walking (G)	\$37.00	\$45.00	\$55.00
Corporate League Play (H)	\$30.00	N/A	N/A
Replay Round (on Availability)	\$28.00	\$28.00	\$28.00
Replay Round – Nine Hole (on Availability)	\$20.00	\$20.00	\$20.00

### WINTER RATES (NOVEMBER 28 – MARCH 17)

DISCOUNTS NOT TO EXCEED \$20.00 FROM PUBLISHED RATES, NO PROMOTIONAL RATE IS TO BE LESS THAN CONCORD RESIDENT RATE.  
INCREASES NOT TO EXCEED \$5.00 FROM PUBLISHED RATES, AS MARKET CONDITIONS ALLOW.

	Mon-Thurs	Friday	Sat-Sun
Cart Fee, included in all rates (except Walking/Juniors)	\$14.00	\$14.00	\$14.00
Eighteen Hole	\$44.00	\$47.00	\$52.00
Nine Hole (A)	\$25.00	\$28.00	\$33.00
Eighteen Hole – Concord Resident	\$34.00	\$37.00	\$42.00
Nine Hole (A) – Concord Resident	\$22.00	\$24.00	\$28.00
Twilight (B)	\$30.00	\$35.00	\$42.00
Senior (C)/College (D)/Public Service (E)/Ladies Day (Tues)	\$30.00	\$30.00	\$40.00
Juniors (F)	\$25.00	\$25.00	\$30.00
Junior Nine Hole (on Availability)	\$15.00	\$15.00	\$15.00
Walking (G)	\$32.00	\$35.00	\$40.00
Corporate League Play (H)	\$25.00	N/A	N/A
Replay Round (on Availability)	\$28.00	\$28.00	\$28.00
Replay Round – Nine Hole (on Availability)	\$18.00	\$18.00	\$18.00

- (A) On availability, 9 Holes riding must be after 1pm on weekends  
 (B) Twilight Rates apply: April through October after 2:00 PM. Concord residents receive \$5 off.  
 (C) Seniors ( 60+) Concord residents receive \$3 off.  
 (D) College (with current valid ID)  
 (E) Public Service (Active duty military, police, fire and ems personnel with proper ID)  
 (F) Juniors (17 years and under with proper ID, Parent/Guardian required before 2pm). Carts not offered without a current license.  
Concord residents receive \$3 off.  
 (G) Walking is permitted anytime Monday thru Thursday, and after 3:00 PM (In-Season) and after 1:30 PM (Winter) Fri thru Sun.  
 (H) Corporate League play is permitted Tuesday thru Thursday after 3:00 PM and includes riding for nine holes only.

#### GROUP / TOURNAMENT RATES

Group Tournament rate range of \$35 - \$85 applies to all seasons.  
 Golf Course staff will set rate dependent upon prime play times, tournament sponsor (e.g. Charity-501c, Non-Charity or Corporate) and contracted performance (e.g. food, beverages and merchandise)

### ANNUAL GOLF PLAN PROMOTIONS - (ANNUAL GOLF PLANS EXPIRE ONE YEAR FROM DATE OF PURCHASE AND ARE NON-REFUNDABLE)

#### Annual Plan:

Resident	\$2,750.00
Add spouse	\$1,000.00
Non-Resident	\$4,000.00
Add spouse	\$1,000.00

#### Benefits:

- Unlimited complimentary green fees any time.
- Complimentary range balls (up to 1 large bag per day).
- Priority accesses to tee-times. Plan participants may reserve tee times up to 10 days in advance.
- 10% discount on merchandise, except sale items.
- 10% discount on food purchases.
- Complimentary USGA Handicap Service.

**Weekday Plan:**

Non-Resident	\$2,850.00
Add spouse	\$ 800.00
Resident	\$1,900.00
Add spouse	\$ 800.00
Senior (60+) Resident	\$1,500.00
Add spouse	\$ 800.00

**Benefits:**

- Unlimited complimentary green fees Monday – Friday.
- Complimentary range balls (up to 1 large bag per day) Monday – Friday.
- Priority accesses to tee-times. Plan participants may reserve tee times up to 10 days in advance.
- 10% discount on merchandise, except sale items.
- 10% discount on food purchases.
- Complimentary USGA Handicap Service.

**Driving Range Plan:**

Individual:	\$800.00
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**Benefits:**

- Unlimited complimentary range balls any time.
- 10% discount on merchandise, except sale items.
- 10% discount on food purchases

**SOLID WASTE AND RECYCLING****RESIDENTIAL GARBAGE, RECYCLING, AND BULKY COLLECTION**

Yard Waste Removal (vacant lots zoned residential): < 2 cubic yards	No Charge
2-5 cubic yards	\$150.00 minimum
5+ cubic yards (limit of 10 cubic yards)	\$150.00 + \$30/CY if over 5CY
Residential Yard Waste Removal (As allowed by City Ordinance)	No Charge
Second Chance (Scheduled fee-based loose-leaf collection is available after loose-leaf season ends)	\$75.00 [See Note 1]
Bulky Waste Collection (Multi-family housing, business, and residential properties exceeding collection limits)	\$50.00 for 1 to 5 items, or any portion thereof
Residential Garbage Rollout Containers	No Charge (1 <sup>st</sup> container); \$9.00/month/container for each additional container (Residents with additional containers must recycle; maximum of 3 containers per residence) (1 Green and 2 Brown)
Residential Recycling Rollout Containers	No charge for 1 <sup>st</sup> or 2 <sup>nd</sup> container
Residential Rollout Container Left at Curb after Collection Day (See Note 4)	\$25.00 fee per 95 gallon rollout cart
Roll-off Container Service Fee (including disposal) NOTE – Available to Residential Customers Only (Limit of 2 collections per year/per address) (No Contractors)	
15 CY Container (2 Ton limit)	\$110.00 (includes pickup and delivery)
20 CY Container (3 Ton limit)	\$110.00 (includes pickup and delivery)
30 CY Container (5 Ton limit)	\$110.00 (includes pickup and delivery)
Rental charge	\$10.00 per day
Lost or damaged rollout container replacement (Beyond normal wear & tear)	\$70.00 / 95-gallon rollout cart
<b>CODE ENFORCEMENT REMOVAL FEES</b>	
Yard Waste Removal/ Code Enforcement Collection (where fees apply)	\$250 minimum ( $\leq$ 10CY), plus \$25.00/ CY if > 10 CY (See Note 2)
Special Load Collection/Code Enforcement Cleanup	\$350 minimum (< 10 CY),-plus \$35.00 / CY if > 10 CY [See Note 3]
Basketball Goal Removal from Public Right-Of-Way	\$225.00 first offense; \$450 each repeat offense

Discarded TV's and Computer Equipment, (as defined in Note 4 based on NCGS § 130A-309.91).	\$25.00 per item; \$150 minimum
White Goods & Scrap Metal removal (fee applies only when collection is not consistent with ordinance)	\$25.00 per item, \$150 minimum
Auto or truck tire removal (fee applies only when collection is not consistent with ordinance)	\$25.00 per tire

NOTE 1: Second Chance Loose-leaf Collection Program provides a limited number of scheduled appointments available to Customers for \$75.00 to collect loose-leaves placed at the curb after the end of loose-leaf season. These appointments are available on a first-come, first-served basis. Everyone else who places loose leaves to the curb will be required to bag their leaves or be subject to Code Enforcement action with removal fees beginning at \$150.

NOTE 2: Yard Waste Removal (where fees apply)/Code Enforcement Collection Fee applies to yard waste placed at the curb un-bagged (grass clippings, leaves after loose leaf season has ended, etc.), improperly bagged yard waste (black bags), or trees, tree limbs, brush and other materials cut or deposited by a commercial tree service, arborist or forester that are not to be collected by the City.

NOTE 3: Special Load Collection/Code Enforcement Cleanup Fee applies to bulky waste/building materials/large trash piles placed at the curb that do not follow City guidelines or that exceed established limits for curb placement and do not utilize a roll-off container. Examples are loose material (clothes, insulation or other building material, etc.) dropped at the curb, failure to bag material in clear bags, debris piles in excess of 4 CY or total volume of materials exceeding 10 CY size limit (10 rollout cart size-pile), and placing material at the curb without scheduling or without using a roll-off container. These situations are subject to Code Enforcement Action.

NOTE 4: Residents who place or leave their garbage containers and recycling containers on the street in violation of this policy shall receive a warning sticker for the first offense. Second or future violations will result in a \$25.00 civil penalty.

COMMERCIAL WASTE

Effective March 1, 2001, this ordinance applies to all business, commercial, office, multi-family housing, industrial and institutional segments including schools, churches, day care centers, and non-profit organizations.

CITY COMMERCIAL ROLL OUT CUSTOMERS

Commercial Rollout Service	\$20.00/cart/month
<ul style="list-style-type: none"> <li>a. Service performed by the City's contract collector.</li> <li>b. City to bill for carts on utility bills per city policy</li> <li>c. Roll out must be approved by Solid Waste Services Director</li> <li>d. Only City carts may be used</li> <li>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.</li> <li>f. Rollout Container left at curb after Collection Day      \$25.00 civil penalty per 95 gallon cart</li> </ul>	

Qualifications for Commercial Rollout Cart Service: Commercial generators operating out of houses or storefront buildings may request rollout container service where dumpster service is not available or practical as determined by the Solid Waste Services Director. Each building is limited to minimum number of rollout containers required to meet the waste generated by the commercial occupants in the building(s). Commercial generators in "strip malls" are required to use dumpster service and are encouraged to partner with adjacent commercial generators for the service. Other dumpster exceptions granted by the Director shall receive the number of rollout containers necessary for the waste stream generated. The City-established fee for Commercial Roll Out container service shall apply and commercial generators will be billed by the City monthly as a part of the City utility bill and will be billed for the number of carts in their possession, not the number collected. Billing shall be in accordance with the City utility billing and collection policy. Only "City of Concord" rollout containers are emptied. These containers remain the property of the City of Concord. City operated public-housing facilities may utilize rollout containers and per General Statute section 160A-314 (a2) a reduced Public Housing billed by the City for such low income customers shall apply and is adjusted annually according to the Consumer Price Index (CPI).

CORRUGATED CARDBOARD (OCC) RECYCLING SERVICE

- The City collects corrugated cardboard free of charge from commercial generators, irrespective of quantity generated. Small volume generators are required to flatten corrugated cardboard and store it in a location accessible to collection crews for weekly collection. Large volume generators (4 CY per week flattened or greater) will be provided an 8 CY container(s) specifically designed for corrugated collection and weekly collection service. Commercial generators generating in excess of 24 CY per week, flattened, may be required to purchase or rent compaction equipment to facilitate collection efficiency.
- It is the commercial generator's responsibility to ensure that contamination of the corrugated containers is kept to a minimum. Repeated contamination problems can result in removal of the container or termination of service. The City will communicate repeated contamination problems to the affected generators.
- Neither the City, nor its contract collector for corrugated cardboard are responsible for any damages to pavement, structures or obstructions encountered during such collection except due to gross negligence.

- All corrugated cardboard (OCC) collection service will be on a set schedule. Any additional containers or pick-ups needed by the generator will require the generator to call the City's OCC collection contractor at that time. The additional containers or pick-ups shall be paid by the generator.

DUMPSTER SERVICE

- Commercial generators may contract directly with any waste hauler for service
- Except as otherwise provided herein, all commercial generators shall utilize dumpster service for their waste.

DUMPSTER SERVICE EXCEPTIONS

- In the event a commercial generator cannot comply with dumpster service policies due to logistical items including but not limited to space or access limitations or other service-related factors, the Solid Waste Services Director or his delegate has the authority to grant exceptions for good cause shown. Such exceptions are subject to the limited rollout container policies below.

MULTI-FAMILY HOUSING SERVICE

- Multifamily residence is defined by any apartment or group of apartments, townhomes, or condominiums, having six dwelling units or more. Developments including duplexes and/or other multiple dwelling units that take indirect access from a public right-of-way and collectively exceed 5 dwelling units total are classified as a commercial multi-family development for waste disposal purposes regardless of the number of parcels occupied, the configuration of property or zoning lines, or the number of owners.
- Single-family residence is defined by any detached dwellings designed, permitted and built as a single-family dwelling unit, mobile home, or duplex, triplex, or quadplex, apartment or group of apartments, or townhomes having less than six dwelling units, or any number of condominiums will be residentially serviced at no charge by the city and may use rollout carts.
- Developments with 6 units (e.g. apartment complexes) are required to utilize dumpsters (unless an exception is granted) and pay for container rental and waste disposal. Complexes are required to provide one 8 CY container per 25 units emptied twice per week. Alternatively, the owner may provide a recycling program equal to city residential curb-side recycling program with sufficient tenant participation to reduce waste production to justify once per week servicing of each dumpster.
- Multi-family housing owners/managers may use any hauling firm. The Solid Waste Services Director or his/her delegate may grant dumpster exceptions in the event that logistical problems prevent dumpster service from occurring at any given multi-family housing location. Such exceptions shall be subject to the limited rollout container policy above.
- The City will provide information regarding the location of recycling drop off centers to multi-family housing complexes as well as technical assistance in implementing a multi-family recycling program at the complex. The cost to implement and maintain a Multi-Family Housing recycling program will be entirely the expense of the Multi-Family Housing Complex's owner/manager.
- Multi-Family Housing Complexes are considered commercial operations for the purpose of waste disposal, and are responsible to arrange for and pay for disposal of all waste generated from these facilities. The City of Concord does not provide yard waste, bulky waste, building materials, or garbage collection or disposal or recycling services to these facilities.
- Bulky item pick-up service may be requested at Multi-Family Housing who have large items, such as large household appliances (white goods) and old furniture that are too large to be placed in a commercial container. This service is provided for a fee for the collection of up to five items or any portion thereof. Collection of Bulky Items must be scheduled through the Customer Care Center and payment must be received in advance.

CONDOMINIUMS

- Condominium service shall be considered residential service provided at no cost by the City
- All new condominium complexes to be constructed in the City of Concord shall be designed and built to allow the use of dumpsters, providing one 8 CY container per the equivalent of 25 two bedroom units.
- Existing condominium complexes shall utilize dumpsters wherever logistically practical as determined by the Solid Waste Services Director or his/her delegate. Complexes designed and built in a "townhouse" style with detached units may be serviced using roll out carts if deemed practical to do so by the Solid Waste Services Director.
- The City of Concord will pay for residential rollout or dumpster waste removal at condominium complexes.

**CITY-PROVIDED DUMPSTER SERVICES IN DOWNTOWN BUSINESS DISTRICT**

DOWNTOWN BUSINESS DISTRICT MIXED-USE DUMPSTER SERVICE (ACCESSED VIA ALLEY WESTSIDE OF PARKING DECK)

<u>Category</u>	<u>Minimum Under 2,000 SF</u>	<u>Cost per 100 Sq Ft Over 2,000 SF</u>
Office	\$ 5.00	\$1.00
Retail	\$ 5.00	\$1.00
Arts, Entertainment & Recreation	\$ 5.00	\$1.00
Apartment	\$ 5.00	\$1.00

State/County Government	\$ 5.00	\$1.00
Unclassified & Other	\$ 5.00	\$1.00
Accommodation & Food Service	\$10.00	\$3.00
Accommodation & Food Service w/ABC Permit	\$25.00	\$3.00
Retail Home Improvement	\$10.00	\$3.00

*\*Maximum total cost for customers in non-Accommodation & Food Service categories shall be twice the minimum cost of the respective category.*

SPECIAL DUMPSTER FEES APPLICABLE TO CITY-MAINTAINED DUMPSTERS IN DOWNTOWN BUSINESS DISTRICT		
Cleanup fee, for failing to place garbage and corrugated into dumpsters provided		\$150.00 per event
Special event service fee when extra collections are required		\$50.00 per event

ADDITIONAL INFORMATION APPLICABLE TO DOWNTOWN BUSINESS DISTRICT

- Businesses are charged a minimum monthly fee for up to 2,000 SF of floor space plus an additional fee for every additional 100 SF of floor space over 2,000 SF, based on the rates listed in the business classification table for each City-managed dumpster location.
- Businesses that accommodate special events requiring extra collections are billed \$50.00 per event/collection.
- Anyone failing to place garbage into the dumpster(s) provided will be charged a \$150 cleanup fee.
- Security cameras have been installed to monitor activity at the dumpsters to assure the area remains clean and only those businesses subscribing to this service are using the dumpster facility.
- Use of the City dumpster facilities in the Downtown Business District is a fee-based service only. Unauthorized use of these facilities by non-paying businesses or illegal dumping by anyone will be prosecuted to the full extent allowed by law.
- The City establishes solid waste service fees for use of the City managed dumpster facilities located in the Downtown Business District. These solid waste fees shall apply according to the business category, and the subscribing business will be billed monthly on their City utility bill. Service fee rate calculate will be based on both the business category and the square feet of occupancy. Billing shall be in accordance with the City utility billing and collection policy.
- Where a property is not served by a dumpster facility maintained by the City of Concord, the Property Owner(s) must provide a screened dumpster location meeting established development standards and one or more dumpsters (a sufficient number to meet the waste generation of the property).
- Where a business does not generate sufficient waste to justify a dumpster or where structural or other physical barriers exist preventing installation and servicing of a dumpster, commercial rollout container may be used and charged at the monthly rate listed above. Prior approval by the Solid Waste Services Director is required.

**STORMWATER SERVICES**

One Equivalent Runoff Unit (ERU) is 3,120 square feet (sq. ft.)  
ERU Rate - \$5.16 per month

Single Family Residential – Including Mobile Homes		
With < 1,890 sq. ft. impervious area	0.6 * ERU Rate	\$3.10 per month
With 1,890 to 5,507 sq. ft. impervious area	1.0 * ERU Rate	\$5.16 per month
With > 5,507 sq. ft. impervious area	1.8 * ERU Rate	\$9.29 per month
Multi-Family Residential – Including Apartments, Condominiums, Townhomes		
1.0 * ERU Rate per unit.		

Other Properties –  
1 ERU rate per month for each 3,120 sq. ft. of impervious surface

STORMWATER SERVICES

Construction of Stormwater Structures	Time & Materials
Other Stormwater Services	See Water & Wastewater labor and equipment schedule for pricing
Street Debris Removal	\$400.00 + \$150.00/hr after first hour
Ditch Cleaning (applies to removal of yard waste or Other waste debris obstructing drainage; not for routine Ditch maintenance)	\$125.00 minimum + \$80/hr after first hour or portion thereof



MAINTENANCE ASSESSMENTS

Assessments for the maintenance of stormwater control facilities may periodically be made pursuant to the Code of Ordinances § 60-88 and Concord Development Ordinance Article 4 based on actual City costs.

**TAX**

TAX RATE

Ad Valorem Tax Rate	\$0.4800/\$100 Valuation
Municipal Service District Tax Rate	\$0.2300/\$100 Valuation

Both the Ad Valorem and Municipal Service District Tax Rate represent the Revenue Neutral rate resulting from the 2016 County-wide Revaluation.

MOTOR VEHICLES

A \$10.00 General Municipal Vehicle Tax \* is levied and a \$5.00 Municipal Vehicle Tax for Public Transportation\*\* is levied for a total license tax of \$15.00 on every motor vehicle resident within the City of Concord and licensed or required to be licensed by the State of North Carolina.

Source:

\*G.S. 20-97(b) General Municipal Vehicle Tax \$10.00

\*\*G.S. 20-97(c) Municipal Vehicle Tax for Public Transportation \$5.00

Note: These Municipal Vehicle Taxes are billed and collected by Cabarrus County.

Beer and Wine License

Businesses operating within the City of Concord that have obtained a North Carolina ABC permit to sell beer and/or wine are required to obtain a City Beer & Wine License annually. An annual Beer and Wine License is levied on each Business selling beer or wine for on-premises or off-premises consumption based on G.S 105-113.77 and G.S 105-113.79 and by the authority of N.C.G.S. 160A-211. Licenses expire on April 30 and must be renewed.

ABC Permit	Tax
On-premises malt beverage	\$15.00
Off-premises malt beverage	\$5.00
On-premises wine, fortified, unfortified, or both	\$15.00
Off-premises wine, fortified, unfortified, or both	\$10.00
Wholesale malt beverage	\$37.50
Wholesale wine (fortified and unfortified)	\$37.50
Wholesale malt beverage and wine (fortified and unfortified)	\$62.50

Tax on additional licenses:

The Tax stated above is the first license issued to a person. The tax for each additional license of the same type issued to that person for the same tax year is one hundred and ten percent (110%) of that base license tax; that increase will apply progressively for each additional license.

GARNISHMENT FEES

Fee	\$60.00
Source: N.C. General Statutes sections 105-368 and 7A-311	

**TRANSIT SYSTEM – Concord/Kannapolis Rider**

Local Service:

Regular Fare <sup>1</sup>	\$1.25/one-way trip
ADA Paratransit Fare	\$2.00/one-way trip
Senior Citizen Fare <sup>2</sup>	\$0.60/one-way trip
Disabled Fare <sup>2</sup>	\$0.60/one-way trip
Medicare Card Holders <sup>2</sup>	\$0.60/one-way trip
Student Fare <sup>2</sup>	\$0.60/one-way trip
Children (under 5)	Free
Transfers <sup>3</sup>	Free
1-Day Unlimited Ride Pass	\$4.00
1-Day Unlimited Ride Pass (Senior, Disabled, Student, Medicare) <sup>2</sup>	\$2.00
7-Day Unlimited Ride Pass	\$12.00
7-Day Unlimited Ride Pass (Senior, Disabled, Student, Medicare) <sup>2</sup>	\$6.00
10-Ride Electronic Fare Media	\$10.00

10-Ride Electronic Fare (Senior, Disabled, Medicare, Student) <sup>2</sup>	\$5.00
10 Tokens (Non-profit agencies)	\$8.00
31-Day Pass	\$40.00
31-Day Pass (Senior, Disabled, Student, Medicare) <sup>2</sup>	\$20.00
Smart Card (cashless version of Regular Fare) <sup>4</sup>	\$1.25 per ride
Smart Card (cashless fare for Senior, Disabled, Student, Medicare) <sup>2</sup>	\$0.60 per ride
1-Ride Pass <sup>5</sup>	\$1.00 (80% of Regular Fare rate per ride)

**Regional Service:**

Regional Express Service Regular Fare	\$2.20
Regional Express Service Reduced Fare	\$1.10
Local Service to Regional Service Transfer Rate – Regular Fare	\$0.95
Local Service to Regional Service Transfer Rate – Reduced Fare	\$0.45
10 Ride Express Service Pass - Regular Fare	\$20.00
10 Ride Express Service Pass – Reduced Fare	\$10.00
31 Day Unlimited Ride Express Service Pass – Regular Fare	\$40.00
31 Day Unlimited Ride Express Service Pass – Reduced Fare	\$20.00
31 Day Super Pass (local and regional) – Regular Fare	\$60.00
31 Day Super Pass (local and regional) – Reduced Fare	\$30.00

Credit/Debit Card Processing Fee	\$1.00
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<sup>1</sup>All riders shall pay this fare unless the rider qualifies under the fare policy for one of the reduced fares as listed.

<sup>2</sup>Discounted fares require a reduced-Fare ID.

<sup>3</sup>Transfers can only be used at the Rider Transit Center, Kannapolis Train Station, NCRC/NC State Bldg. and DSS.

<sup>4</sup>Smart Card – minimum purchase to receive card is \$25.00 (card may be reused with a minimum purchase of \$10.00).

<sup>5</sup>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**

SIGNAL DIVISION

Design Review and Inspection Fee	\$5,000.00
Emergency Mobilization	\$2,000.00
Fiber Optic Make Ready Fee	\$ 175.00
Fiber Optic Splice Fee per fiber	\$ 75.00
Interference and Damage to City Property	All cases will be judged on an individual basis and cost recovery based on Cityworks Work Order.

STREETS AND TRAFFIC

Blocking of City controlled parking spaces (by permit)	\$5 each per day or \$25 each per month
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Schedule of Street Cut Repair Charges:

Size of Street Cut	Est. Asphalt Required	Cost
4 sq ft (minimum)	0.2 ton	\$138.00
8 sq ft	0.4 ton	\$151.00
12 sq ft	0.6 ton	\$163.00
16 sq ft	0.8 ton	\$176.00
20 sq ft	1.0 ton	\$313.00
24 sq ft	1.2 tons	\$326.00
28 sq ft	1.4 tons	\$339.00
32 sq ft	1.6 tons	\$351.00
36 sq ft	1.8 tons	\$363.00
40 sq ft	2.0 tons	\$377.00
44 sq ft	2.2 tons	\$389.00
48 sq ft	2.4 tons	\$526.00
50 sq ft	2.6 tons	\$539.00
> 50 sq ft	N/A	Time and Materials
<b>*Crew Labor and Equipment Rate per hour</b>		<b>\$250.00</b>

Schedule of Sidewalk and Concrete Street Repair Charges:

Size of Sidewalk or Street Cut	Est. Concrete Required	Cost
16 sq ft (minimum)	1/4 cubic yard	\$226.00
20 sq ft	1/4 cubic yard	\$226.00
21 – 50 sq ft	1/2 cubic yard	\$256.00
51 – 64 sq ft	3/4 cubic yard	\$282.00

65 – 80 sq ft	1 cubic yard	\$310.00
> 80 sq ft	1 ¼ cubic yards	\$634.00
	1 ½ cubic yards	\$663.00
	1 ¾ cubic yards	\$690.00
	2 cubic yards	\$718.00
	2 ¼ cubic yards	\$745.00
	2 ½ cubic yards	\$773.00
	2 ¾ cubic yards	\$800.00
	3 cubic yards	\$1,126.00
	> 3 cubic yards	Time and Materials
<b>*Crew Labor and Equipment Rate per hour</b>		<b>\$250.00</b>

Schedule of Curb and Gutter Charges – per linear ft.  
 Installation of new curb and gutter including suitable base material \$ 25.00

Schedule of new 4 inch Thick Sidewalk – per linear ft.  
 Installation charges including grading and suitable base material \$ 35.00

Schedule for seeding and mulching – per sq ft.  
 Installation charges including preparing and raking area to be seeded \$ 5.00

NOTE: Fees are based on normal costs and operational estimates. In the event that the City's costs for materials increases by 33%, all repairs for private parties will be suspended until further action of the Council.

TRAFFIC SERVICES

Signs:

10 ft channel post with anchor	\$ 50.00
Delineator Post w/base	\$100.00
Stop sign 30"	\$ 50.00
Yield sign	\$ 50.00
No Parking sign	\$ 20.00
Speed limit sign	\$ 50.00
Street marker assembly	\$200.00
Street intersection marker blades	\$ 75.00
Crime watch signs including installation and maintenance on Private roads	\$150.00
Crime watch signs including installation and maintenance on Public roads	\$ 60.00
Regulatory signs, exc. Stop & Yield	\$ 50.00
Warning sign	\$ 50.00
Information sign	\$ 25.00
Labor for each item above	\$ 40.00
Street Sign Toppers (per sign)	\$ 40.00

Pavement Markings:

4 inch line (per linear foot)	\$ 2.08
8 inch line (per linear foot)	\$ 4.16
24 inch stop bar (per linear foot)	\$ 12.48
Cross Walk (per linear foot of 24" bar)	\$ 12.48
8' character (per letter)	\$190.00
10' character (per letter)	Cost of Special Order
Symbol Railroad Crossing	\$625.00
Parking Space (parking lot – per linear foot)	\$ 2.08
Parking Space (parallel roadway – per linear foot)	\$ 2.08
Turn Arrow, Standard (Right or Left)	\$400.00
Straight Arrow, Standard	\$300.00
Combination Arrow, Standard	\$400.00

Traffic control services for non-profit special events, parades, emergency operations, etc.  
 All cases will be judged on an individual basis and cost recovery based on Cityworks Work Order

Temporary traffic control (rental) for parades, block parties & special events:

Barricades, each per day	\$5.00
Detour signs, each per day	\$5.00
Traffic cones, each per day	\$0.50

Note: All City-owned vehicles and equipment used in a cost-reimbursement service not listed on this fee schedule will be charged to the customer at the current FEMA rate.

## UTILITY BILLING AND COLLECTION (Including commercial waste collection billings of the City)

### Late Fee

A Utility late fee of 1 ½ percent will be charged on all unpaid balances. A late fee will apply if payment is not paid by the 26<sup>th</sup> day. Effective 7/7/00, new payment arrangements are subject to late fee. Prior payment arrangements are not subject to late fee unless not current.

### Same Day Connection Fee

A connection fee will be charged for same day service as follows:

Monday – Friday 8:00am – 3:00pm	No Charge
Monday – Friday 3:01pm – 5:00pm	\$100.00

\*No regular connection after hours, on weekends or holidays.

NOTE: Same day service will only apply to residential customers applying for new service or transferring service. Same day service is not available for meter sets.

### Non-Payment Administration Fee

An Administration fee will be charged as follows:

Monday – Friday 8:00am – 4:00pm	\$50.00
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Once a customer has been placed on the cutoff list, administrative fees apply regardless of whether the customer has been disconnected.

Monday – Friday after 4:00pm, Weekends, and Holidays	\$100.00
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Administration charge for meter tampering, when service has been disconnected at the point of connection between the customer and the utility by an electric utility crew.	\$200.00 (anytime)
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### Security Deposits

Commercial and Industrial customers who provide a letter of credit at the initial application for service will not be required to pay a deposit. However, if a letter of credit is not provided, a deposit equal to one month's average bill is required. Disconnection for non-payment will require a deposit equal to two months average bill for reconnection of services.

Commercial customers whose past due balance is greater than \$500.00 will be subject to the following:

Past due > \$500.00	Add \$50.00 to above stated deposit schedule
Past due > \$1,000.00	Add \$75.00 to above stated deposit schedule
Past due > \$2,000.00	Add \$100.00 to above stated deposit schedule

Residential customers who meet a satisfactory credit rating are not required to have a security deposit at time of initial service. Disconnection for non-payment, returned checks, or bankruptcy will subject customer to deposit schedule for reconnection of service. A credit letter will be accepted in lieu of a deposit.

Residential customers who fail to meet a satisfactory credit rating will be required to deposit the following if the customer's past due balance is less than \$200.00:

Water and/or sewer service only	\$ 75.00
Water, sewer and electric	\$150.00

Residential customers whose past due balance is greater than \$200.00 will be subject to the following:

Past due > \$200.00	Add \$25.00 to above stated deposit schedule
Past due > \$500.00	Add \$50.00 to above stated deposit schedule
Past due > \$1,000.00	Add \$75.00 to above stated deposit schedule
Past due > \$2,000.00	Add \$100.00 to above stated deposit schedule

### Returned Check Charge

There will be a \$25.00 service charge for returned checks. Services are subject to disconnection for returned checks.

### Partial Payment Application

Partial payments will be applied to services in the order of Stormwater, Commercial waste collection, Sewer, Water and Electricity. Customer is responsible for remaining past due amounts and is subject to disconnection without further notice.

### Check Cashing:

Checks are not accepted for accounts disconnected due to non-payment and/or returned checks. No third party checks will be cashed.

#### Involuntary Discontinuance of Service – Water and Sewer

In order to protect the City's water distribution and wastewater collection systems, to protect the consuming public, to prevent the dangerous and destructive practice of tampering with any water distribution or wastewater collection facilities of the City, the following penalties are hereby established:

- (1) Penalty of \$500.00 for altering, tampering with or removing or replacing a City water meter. A fee of \$500.00 for the jumping or by-passing of water meter.
- (2) All cases not covered by the specific situations as noted above, will be judged on an individual basis and treated accordingly.
- (3) In addition to the fees set forth above, the offending party shall pay all costs incurred by the City by reason of damage to its equipment.
- (4) In addition to the fees and costs provided in the above, such conduct described shall be subject to immediate disconnection of City water and/or sewer service if the offending party is a water and/or sewer customer of the City.
- (5) The penalties and costs herein provided shall be imposed by the Customer Service Manager, department(s) involved, or their designated agent.
- (6) When it becomes necessary for the City to discontinue services for any of the reasons listed in Section 4, *Discontinuing Services* of the City's Customer Service Policies and Procedures Manual, service will be restored after payment of (1) all past due bills due the City, (2) any deposit as required, and (3) any material and labor cost incurred by the City, according to the current Fee Schedule. No meters will be set in subdivision until all penalties and charges are paid.
- (7) Any person upon whom penalty and/or cost is imposed shall have the right of appeal from the action taken by the Customer Service Manager directly to the Finance Director.
- (8) Any person upon whom any penalty and/or cost are imposed shall have the right of appeal from the action taken by the Finance Director to the City Manager.
- (9) If it is determined that a residential customer is a first time offender, the tampering charge may be reduced to \$100 plus the damages, usage and reconnection fee.

#### Involuntary Discontinuance of Service (Meter Tampering) – Electric

In order to protect the City's electric distribution systems, to protect the consuming public, to prevent the theft of electric energy, and to prevent the dangerous and destructive practice of tampering with electric facilities of the City, the following fees are hereby established:

- (1) A penalty of \$50.00 for breaking, removing or replacing a City electric meter seal or disconnecting or reconnecting City electric service for the purpose of working on the service without notice to and approval by the Customer Service Department. Any consumer who fails to have said service inspected by the County Electrical Inspector within a period of five (5) working days, or upon said inspection, such work as was done should fail electrical inspection, shall be subject to immediate disconnection from the City electric system, and shall be liable to the City for all costs incurred during disconnection and reconnection or said service.
- (2) A penalty of \$500.00 for altering, tampering with or removing or replacing a City electric meter for the purpose of obtaining service after service has been disconnected for non-payment of electric bills rendered.
- (3) A penalty of \$500.00 for straight wiring, jumping or by any other means obtaining electric service from an existing service pole or pedestal. A penalty of \$500.00 for altering the registration of an electric meter by use of any electronic or mechanical means or the obtaining of electric power by any means when said power is obtained by bypassing registration of the electric meter.
- (4) If metering equipment is damaged, it will be replaced or repaired according to the City's specifications. Any offending party whose electric service has been discontinued by the City pursuant to this section shall not be eligible for reconnection to the City's electric service either at the point of infringement or at any other locations on the City's electric system until the penalty imposed and all replacement or repair costs are paid in full.
- (5) If service has been disconnected from a power source for non-payment or meter tampering and the customer restores service on a non-protected circuit (i.e. mobile home pedestal, junction pedestal, transformer, etc), persons involved may face legal prosecution and penalties in the amount of \$500.00 will be required in addition to other tampering charges to reconnect service.
- (6) All cases not covered by the specific situations as noted above, will be judged on an individual basis and treated accordingly.
- (7) In addition to the penalties and cost provided in the above, such conduct described shall be subject to immediate disconnection of City electric service if the offending party is an electric customer of the City.
- (8) The penalties and costs herein provided shall be imposed by the Customer Service Manager or his/her designated agent.
- (9) Any person upon whom any penalties and/or costs are imposed shall have the right of appeal from the action taken by the Customer Service Manager directly to the Finance Director.
- (10) Any person upon whom any penalty and/or costs are imposed shall have the right of appeal from the action taken by the Finance Director to the City Manager.
- (11) If it is determined that a residential customer is a first time offender, the tampering charge may be reduced to \$100 plus the damages, usage and reconnection fee.

## WATER AND WASTEWATER UTILITIES

### WATER TREATMENT AND DISTRIBUTION USE FEES

**Base charge:** (Based on Water Meter Size):

	Inside City:	Outside City:
¾"	\$4.04	\$4.54
1"	\$5.76	\$6.61
1 ½"	\$9.71	\$11.35
2"	\$14.66	\$17.29
3"	\$26.28	\$31.23
4"	\$42.85	\$51.11
6"	\$83.89	\$100.36
8"	\$133.34	\$159.70
10"	\$191.20	\$229.13
12"	\$355.86	\$426.73

#### Fire Service Availability

4"	\$ 52.01
6"	\$ 94.44
8"	\$145.09
10"	\$217.72
12"	\$334.30

#### \*\*Volume Charges:

##### Residential volume charges inside city:

Residential service:	
Block 1 (0 - 6,000 gallons/month)	\$5.36/1,000 gallons
Block 2 (6,001 – 8,999 gallons/month)	\$6.97/1,000 gallons
Block 3 (9,000+ gallons) & Irrigation service:	\$8.58/1,000 gallons

##### Residential volume charges outside city:

Residential service:	
Block 1 (0 - 6,000 gallons/month)	\$6.44/1,000 gallons
Block 2 (6,001 – 8,999 gallons/month)	\$8.37/1,000 gallons
Block 3 (9,000+ gallons) & Irrigation service	\$10.30/1,000 gallons

##### Commercial and institutional volume charges inside city:

Commercial/institutional service	\$5.41/1,000 gallons
Commercial/institutional irrigation service	\$8.58/1,000 gallons

##### Commercial and institutional volume charges outside city:

Commercial/institutional service	\$6.50/1,000 gallons
Commercial/institutional irrigation service	\$10.30 /1,000 gallons

##### Industrial volume charge inside city:

Industrial service	\$4.00/1,000 gallons
Industrial irrigation service	\$8.58/1,000 gallons

##### Industrial volume charge outside city:

Industrial service	\$4.80/1,000 gallons
Industrial irrigation service	\$10.30/1,000 gallons

##### Other Industrial Rates set by contract:

Town of Harrisburg – Per Contract	
Monthly Reserved Capacity Charges	\$22,388.00
O&M Rate	\$3.30/1000 gallons (Required base amount purchased monthly is set per contract)
City of Kannapolis*	\$1.52/1,000 gallons (Base charges n/a)
Fire hydrant volume charges	\$8.36/1,000 gallons
Water tanker	\$8.36/1,000 gallons
Water use permit for tank/tankers	\$50.00 annually

#### IRRIGATION SERVICES:

ALL Irrigation Services and Meter Charges (residential, commercial, institutional, and industrial) shall be charged the same as listed under the non-residential charges.

#### DROUGHT SURCHARGE POLICY:

During periods of extended and extreme drought when mandatory water usage restrictions are necessary, an additional 10% surcharge will be applied to Blocks 2 and 3 of the current residential service rate.

FEES FOR VIOLATIONS OF MANDATORY WATER RESTRICTIONS

Residential	
First offense	\$ 100.00
Second and subsequent offense	\$ 300.00
Commercial/Institutional	
First offense	\$ 500.00
Second and subsequent offense	\$1,500.00
Industrial	
First offense	\$ 500.00
Second and subsequent offense	\$1,500.00

WATER CONNECTION CHARGES (Applicable to Residential, Commercial, Institutional and Industrial Customers).

**Residential Charges:** Residential charges are comprised of a capacity fee, installation fee, and meter fee. Residential charges do not apply to hotels, motels, resorts, and campgrounds; commercial charges shall apply to these facilities.

**Capacity Fee:** \$1,262 per residential unit  
 A residential unit includes each dwelling separately owned, sold, or leased, regardless if the unit is metered individually or if the residential development is master-metered. For example, a residential unit includes, and a residential capacity fee applies to, each and every apartment unit, both units of a duplex, each single-family home, each mobile home, etc.

**Installation and Meter Fee:**  
 Installed by Concord Utilities on existing City owned water mains\*  
 Meter Size:  
     ¾" \$1,327 (\$1,134 installation + \$193 meter)  
     1" \$1,656 (\$1,261 installation + \$395 meter)  
     2" \$2,639 (\$1,865 installation + \$774 meter)  
 Installed by others on water main extensions not yet owned by the City of Concord  
 Meter Size:  
     ¾" \$193 purchased from City of Concord  
     1" \$395 purchased from City of Concord  
     2" \$774 purchased from City of Concord  
     Greater than 2" At cost – must be provided by applicant according to City specifications

Irrigation Services ALL Irrigation Services and Meter Charges (residential, commercial, institutional, and industrial) shall be charged the same as listed under the non-residential charges below.

**Non-Residential Charges:**

*Installed by Concord Utilities on existing City owned water mains*  
 Meter Size\*: Connection Charge:  
     ¾" \$2,589 (\$1,262 capacity + \$1,134 installation + \$193 meter)  
     1" \$3,759 (\$2,103 capacity + \$1,261 installation + \$395 meter)  
     2" \$9,369 (\$6,730 capacity + \$1,865 installation + \$774 meter)

*Installed by others on existing City owned water mains*  
 Meter Size\*: Capacity Charge: (excludes installation and meter fee)  
     4" \$21,033.00  
     6" \$42,065.00  
     8" \$67,304.00  
     10" \$100,956.00  
     12" \$ 222,945.00

*Installed by others on water main extensions not yet owned by the City of Concord*  
 Meter Size\*: Connection Charge: (includes meter fee)  
     ¾" \$1,455 (\$1,262 capacity + \$193 meter)  
     1" \$2,498 (\$2,103 capacity + \$395 meter)  
     2" \$7,504 (\$6,730 capacity + \$774 meter)

*Installed by others on water main extensions not yet owned by the City of Concord*  
 Meter Size\*: Capacity Charge: (excludes meter fee)  
     4" \$21,033.00  
     6" \$42,065.00  
     8" \$67,304.00  
     10" \$100,956.00  
     12" \$ 222,945.00

**\*Notes:**

- Connections installed by others must be by licensed utility contractors approved by the Water Resources Director or designee.
- All meters greater than 2" must meet City of Concord specifications and should be provided by the applicant.
- Dedicated fire protection connections are exempt from water connection charges however potable service connections off the fire line are subject to connection charges.

WATER SENSE TOILET REBATE/CREDIT (RESIDENTIAL SERVICE)

\$50.00 credit on Utility Bill per qualifying toilet replacement (limit 3 per single family residential service). For more information, contact the Water Resources Dept. or visit their website.

NON-EMERGENCY, AFTER HOURS, WEEKEND/HOLIDAY CUT OFF/ON

\$100.00 (For Customers requesting service cut off/on for non-emergency plumbing repairs)

MOVE EXISTING SERVICE TO ANOTHER LOCATION ON SAME PROPERTY

At Cost (labor + equipment + materials)

PURCHASE OF REPLACEMENT WELL WATER USAGE SIGNS

\$ 10.00 each (for signs in excess of annual replacement)

WATER METER TESTING FEES

5/8" – 1"  
1 1/2"-2"

\$ 50.00  
\$ 125.00

PURCHASE OF RAIN BARREL FOR WATER CONSERVATION

Actual cost (set by Purchasing), plus sales tax

WASTEWATER COLLECTION SYSTEM USE FEES

**Base Charge: (Based on Water Meter Size):**

	Inside City	Outside City
3/4"	\$3.39	\$3.80
1"	\$4.80	\$5.49
1 1/2"	\$8.02	\$9.35
2"	\$12.05	\$14.18
3"	\$21.51	\$25.53
4"	\$34.99	\$41.71
6"	\$68.40	\$81.80
8"	\$108.65	\$130.10
10"	\$155.74	\$186.61

**Volume Charges:**

Inside City

Water Customers of Concord Utilities \$5.62/1000 gallons  
Flat-Rate Customers \$27.56/month

Outside City

Water Customers of Concord Utilities \$6.74/1000 gallons  
Flat-Rate Customers \$32.78/month

WASTEWATER CONNECTION CHARGES (Applicable to Residential, Commercial and Institutional, and Industrial Customers)

**Residential Charges:** Residential charges are comprised of a capacity fee and installation fee. Residential charges do not apply to hotels, motels, resorts, and campgrounds; commercial charges shall apply to these facilities.

**Capacity Fee:** \$1,135 per residential unit  
A residential unit includes each dwelling separately owned, sold, or leased, regardless if the unit is metered individually or if the residential development is master-metered. For example, a residential unit includes, and a residential capacity fee applies to, each and every apartment unit, both units of a duplex, each single-family home, each mobile home, etc.

**Installation Fee:**  
\$1,000 /4-inch service  
\$1,800 /6-inch service



**Non-Residential Charges:**

*Installed by Concord Utilities on existing City owned sewer mains*

**4 inch sewer service**

Water Meter Size*:	Connection Fee:
3/4"	\$2,135 (\$1,135 capacity + \$1,000 installation)
1"	\$2,892 (\$1,892 capacity + \$1,000 installation)
2"	\$7,054 (\$6,054 capacity + \$1,000 installation)
4"	\$19,920 (\$18,920 capacity + \$1,000 installation)
6"	\$38,839 (\$37,839 capacity + \$1,000 installation)
8"	\$61,543 (\$60,543 capacity + \$1,000 installation)
10"	\$91,814 (\$90,814 capacity + \$1,000 installation)
12"	\$201,549 (\$200,549 capacity + \$1,000 installation)

**6 inch sewer service**

Water Meter Size*:	Connection Fee:
3/4"	\$2,935 (\$1,135 capacity + \$1,800 installation)
1"	\$3,692 (\$1,892 capacity + \$1,800 installation)
2"	\$7,854 (\$6,054 capacity + \$1,800 installation)
4"	\$20,720 (\$18,920 capacity + \$1,800 installation)
6"	\$39,639 (\$37,839 capacity + \$1,800 installation)
8"	\$62,343 (\$60,543 capacity + \$1,800 installation)
10"	\$92,614 (\$90,814 capacity + \$1,800 installation)
12"	\$202,349 (\$200,549 capacity + \$1,800 installation)

*Installed by others on sewer mains not yet owned by the City of Concord*

Meter Size*:	Connection Fee (excludes installation fee):
3/4"	\$1,135.00
1"	\$1,892.00
2"	\$6,054.00
4"	\$18,920.00
6"	\$37,839.00
8"	\$60,543.00
10"	\$90,814.00
12"	\$200,549.00

Move Existing Service to Another Location on Same Property

At Cost (labor + equipment + materials)

**CONCORD UTILITIES EXTENSION AND MODIFICATION PERMIT FEES**

Water permit application review

(See "ENGINEERING")

Wastewater permit application review

(See "ENGINEERING")

**LABOR AND EQUIPMENT CHARGES**

T.V. Truck	\$150.00/hr, 2 hr. min. charge (incl. Operator)
Jet-Vac Truck	\$225.00/hr, 2 hr. min. charge (incl. Operator)
Flusher/Sweeper	\$ 75.00/hr 1 1/2 hr min
Motor-Grader	\$ 40.00/hr
Rapid Response Vehicle	\$100.00/hr, 2 hr. min. charge (incl. Operator)
Crew Truck	\$ 20.00/hr
Pick-up Truck	\$ 17.00/hr
Tandem Dump	\$ 30.00/hr
5-10 Ton Dump Truck	\$ 26.00/hr
1-Ton Dump Truck	\$ 20.00/hr
10-Ton Trailer	\$ 10 .00/hr
5-ton Trailer	\$ 10.00/hr
Landscape Trailer	\$ 10.00/hr
Emergency Response Trailer	\$ 10.00/hr
Shoring Trailer w/Shore Material	\$ 20.00/hr
50,000-Pound Class Track Hoe	\$ 88.00/hr
30,000-Pound Class Track Hoe	\$ 45.00/hr
Front End Loader	\$ 44.00/hr
Rubber Tire Backhoe	\$ 29.00/hr
Mini Excavator	\$ 25.00/hr
Drum Roller Trench Compactor	\$ 27.00/hr
185 Cubic Foot per Minute Air Compressor	\$ 60.00/hour
Concrete Mixer	\$ 47.00/hr
Argo All-Terrain Vehicle	\$ 12.00/hr, 2 hr. min. charge

Core Machine:		
4" to 6" core		\$175.00/each
8" to 10" core		\$250.00/each
Hand Whacker Tamp		\$ 5.00/hr
Small Centrifugal & Diaphragm Pumps		\$ 5.00/hr
Chainsaw		\$ 5.00/hr
By-Pass Pump:		
4" pump	\$ 15.00	\$25.00/hr, 2 hr. min. charge
6" pump	\$ 19.00	\$33.00/hr, 2 hr. min. charge
8" pump	\$ 25.00	\$50.00/hr, 2 hr. min. charge
Small Generator (>7,000 watts)		\$ 40.00/hr
Large Generator (<7,000 watts)		\$ 20.00/hr
Trip Charge		\$ 30.00*
Smoke Machine		\$ 5.00/hr
¾" water meter		\$193.00
1" water meter		\$395.00
2" water meter		\$774.00
Sewer Service Trailer		\$ 15.00/hr
Low-boy Tractor & Trailer		\$ 32.00/hr
Hydroseeder		\$ 10.00/hr
Straw Blower		\$ 6.00/hr
Skid Steer		\$ 18.00/hr

\*Applicable when more than two (2) trips are made to the same location to install water meters and applicable to all after hours calls for turning water services off or on to accommodate customer repairs.

All City owned vehicles and equipment used in a cost – reimbursement service not listed on this schedule will be charged to the customer at the current FEMA rate.

# City Profile

(as of June 30, 2018 unless otherwise noted)

**Date of Incorporation:** 1796  
**Date of City Charter:** 1798  
**Form of Government:** Council-Manager  
**Land Area:** 63.075 square miles  
**Elevation:** 704 feet above sea level  
**Population:** 90,827



## Climate

Average January Temperature  
 High 51°/Low 28°  
 Average July Temperature  
 High 90°/Low 68°  
 Record High: 107° (August 1983)  
 Record Low: -5° (January 1985)  
 Annual Precipitation: 47.3 inches



## Transportation

**Major Highways**  
 Interstate 85  
 U.S. Routes 29 and 601

**Rail**  
 Southern Railway Company

**Air**  
 Charlotte Douglas International Airport -  
 approximately 25 miles from the City Center  
 Concord Regional Airport

**Ground**  
 Concord-Kannapolis Rider bus service  
 Greyhound and Trailways bus services  
 Privately-owned taxicab service



## U.S. Census, 2015 ACS Survey

*Residents*

**Population by Gender**  
 Male 48.4%  
 Female 51.6%

**Population by Race**  
 White 70.2%  
 Black 19.6%  
 Hispanic 12.3%  
 Asian, AIAN, NHPI, Other, 2 or more Races 3.6%

**Age (Estimated)**  
 (Birth-19) 30.2%  
 (20-34) 18.7%  
 (35-64) 40.0%  
 (65+) 11.3%

**Median Income** \$ 53,587

**Number of Households**  
 1990 11,670  
 2000 22,485  
 2010 32,130  
 2015 33,137



## Registered Voters

July 1, 2018 59,781  
 July 1, 2017 56,852  
 July 1, 2016 54,582  
 July 1, 2015 51,738  
 July 1, 2014 52,244



## Economy (Citywide)

Civilian Labor Force 46,388  
 Employed Residents 48,214  
 Unemployed Residents 1,826  
 Unemployment Rate 3.8%



## Taxes

Sales Tax 7.00%  
 Property Tax Rate Per \$100 valuation 48¢  
 Cabarrus Co. Property Tax Rate per \$100 72¢



## City Bond Ratings

Fitch IBCA GO/Revenue AAA/AA  
 Standard and Poor's AAA/AA-  
 Moody's Aa1/Aa2



## Fire Protection (ISO Rating: 1)


Stations 11  
 Firefighters and Officers (Op., Prevention, & Training) 211  
 Administrative Support 3






## Police Protection

Main Station 1  
 District Stations 4  
 Sworn Police Officers 185  
 Non-Sworn Police Personnel 20  
 Code Enforcement 9

## Infrastructure





Miles of power lines  
 Overhead  732.87  
 Underground 693.48

Miles of water lines  717  
 Miles of wastewater lines  550

Lane Miles of City Streets  711.55  
 Paved (City maintained) 347.96  
 Paved (State Maintained) 91.5  
 Paved (Interstate) 18.55

## Media

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

 Twitter: @ConcordNCgov  
 Facebook: ConcordNC  
 YouTube: ConcordNC1  
 Flickr: concordnc

**City Profile (cont.)**



**Public Recreation**

Acreege	188
Facilities (City-Owned)	
Parks	8
Playgrounds	14
Gymnasiums	3
Basketball Courts	7
Tennis Courts	14
Playing Fields	22
Swimming Pools	1
Greenway/Trail Miles	7.5



**Utilities**

Telephone	
Windstream Communications	
Electric	
City of Concord	
Duke Energy Corporation	
Gas	
Public Service Company	
Water	
City of Concord	
Wastewater	
City of Concord	



**Housing**

Median Home Sales Price	\$225,000
Fair Market Rent of 1BR Apartment	\$830
Fair Market Rent of 2BR Apartment	\$950
Fair Market Rent of 3BR Apartment	\$1,280
Public Housing Units	176
Housing Choice Voucher Units	541



**Medical Facilities**

Hospitals	
CMC-NorthEast	457



**Education**

Public Schools in City limits	14
Long School Exceptional Children	1
Parochial and Private	5
Higher Education	
Rowan-Cabarrus Community College	
Cabarrus College of Health Sciences	



**Top Taxpayers**

Charlotte Motor Speedway	2.58%
Concord Mills	2.09%
Celgard, LLC	2.05%
Great Wolf Lodge	1.00%
Bootsmead Leaseco (ALEVO)	0.78%
JQH- Concord Development	0.69%
Windstream	0.55%
Alevo Energy Co	0.55%
HSREI LLC - Hendrick	0.53%
S&D Coffee and Tea	0.47%



**Top Water Customers**

Town Of Harrisburg-S/A	11.54%
City Of Kannapolis	4.20%
Perdue Farms, LLC	2.11%
Carolinas Healthcare System	1.16%
Great Wolf Lodge, LLC	1.09%
Bexley Concord Mills	0.92%
Cabarrus County Schools	0.90%
Concord Mills, LLC	0.65%
S&D Coffee and Tea	0.60%
Embassy Suites Hotel	0.48%



**Top Wastewater Customers**

Perdue Farms	2.16%
Great Wolf Lodge, LLC	1.41%
City of Kannapolis	1.17%
Cabarrus County Schools	1.11%
Bexley Concord Mills	1.10%
Gateway Surgery Center	1.08%
Town of Harrisburg	1.07%
Concord Mills LLC	0.84%
S&D Coffee and Tea	0.78%
Whitehurst/Countryview MHP	0.67%



**Top Electric Customers**

Celgard, LLC	3.09%
Perdue Farms	2.37%
S&D Coffee and Tea	2.33%
Concord Mills LLC	2.29%
Legrand	2.29%
WSACC	1.95%
City of Concord	1.89%
Wind Shear Inc	1.67%
Cabarrus County Schools	1.67%
DNO IMS America Corporation	1.58%



**Top Employers**

Atruim Health
Cabarrus County Schools
City of Concord
Cabarrus County Government
Amazon



S&D Coffee and Tea
United Heathcare Services
Shoe Show
Kannapolis City Schools
Speedway Motor Sports

# GLOSSARY OF BUDGET & PERFORMANCE MEASUREMENT TERMS & COMMON ACRONYMS

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**Accrual Basis of Accounting (or Full Accrual):** Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

**Ad Valorem Tax:** A tax levied in proportion to the value of real property.

**Amortization:** Paying the principal amount of a debt issue through periodic payments either directly to bondholders or to a sinking fund for later payment to bondholders. Amortization payments include interest and any payment on principal.

**Appropriation:** Expenditure authority created by the City Council.

**Assessed Value:** The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes. (Note: the County establishes Property values.)

**Assigned Fund Balance:** Monies over the years that remain unspent after all budgeted expenditures have been made, but which are reserved for specific purposes.

**Authorized Bond:** Bonds that have been legally approved but may or may not have been sold.

**Balanced Budget:** Occurs when planned expenditures equal anticipated revenues. North Carolina state law requires the annual operating budget to be balanced.

**Base Budget:** Those resources necessary to meet an established and existing service level.

**Basis of Accounting:** The accounting method that determines when, for accounting purposes, expenditures, expenses, and revenues are recognized. The two bases of governmental accounting include accrual (or full accrual) and modified accrual.

**Benchmarking:** The systematic process of searching for best practices, innovative ideas and highly effective operating procedures that lead to superior performance; The process of identifying the best-in-class and duplicating or surpassing their performance.

**Bond:** A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

**Bond Rating:** A grade indicating a governmental unit's investment qualities. Generally, the higher the bond rating, the less risk investors assume resulting in a more favorable interest rate and lower cost of financing capital projects for the governmental unit. The three main bond-rating agencies include: Standard and Poor's, Moody's, and Fitch.

**Budget:** The budget translates organizational intentions into actions, allocating resources in support of organizational goals, objectives, and desired service levels.

**Budget Amendment:** A legal procedure used by the City staff and the City Council to revise a budget appropriation.

**Budget Document:** A formal document outlining the City's financial plan for a fiscal year.

**Budget Message:** A written overview of the proposed budget from the City Manager to the Mayor and City Council that discusses the major budget items and changes and the City's present and future financial condition.

**Budget Ordinance:** The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Capital Improvement Program (CIP):** A multi-year plan (5 years for the City) for the construction or acquisition of major capital items (over \$100,000). The plan usually outlines spending needs, the financing source or sources expected, and the impact of the CIP on future annual operating budgets.

**Capital Outlay:** An expenditure expected to have a useful life greater than one year or a total value of \$5,000 or more resulting in the acquisition of or addition to a fixed asset. Examples of capital outlay expenditures include vehicles, mowing equipment, and buildings. The portion of the budget pertaining to the purchase of capital outlay items.

**Capital Project:** A capital improvement that usually requires a major initial investment, and a significant and continuing financial commitment in the form of operating costs.

**Certificates of Participation (COPS):** A security created as a part of a lease-purchase agreement. The lender, the holder of the certificate, owns a right to participate in periodic lease payments (interest and return of principal) as they are paid.

**City Council:** A seven member governing board elected within districts for four-year terms by the citizens of Concord.

**City Manager:** An individual appointed at the discretion of the Mayor and City Council to serve as the chief administrative officer of the City.

**Committed Fund Balance:** Used for specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision-making authority

**Community Development Block Grant (CDBG):** An entitlement grant from the U.S. Department of Housing and Urban Development (HUD) to assist low and moderate income persons of the City in targeted neighborhoods. This fund is required by federal regulations to account for the use of these funds.

**Cost Allocations:** Portion of the budget pertaining to payments made to other departments for costs involved in supporting a primary service.

**Cost Center:** An organizational budget / operating unit within each City department or division (e.g. Tree Trimming is a cost center within the Electric Systems department.).

**Debt Service:** The portion of the budget pertaining to payment of principal and interest requirements on outstanding debts.

**Debt Service Funds:** Funds used for the accumulation and disbursement of financial resources that will be used to make principal and interest payments on general long-term debt.

**Deficit:** The amount by which expenditures exceed revenues during an accounting period.

**Department:** A major administrative division of the City that has overall management responsibility for an operation within a function area.

**Depreciation:** The process of estimating and recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

**Effectiveness Measure:** A performance measure identifying quality or extent to which an organization is obtaining its objectives (ex. percentage of yard waste/leaf collection points serviced on time).

**Efficiency Measure:** A performance measure identifying inputs used per unit of output, or unit costs (ex. cost per ton of yard waste/leaves collected).

**Encumbrance:** A financial commitment or earmark for services, contracts, or goods that have not as yet been delivered by a specified time frame, usually the end of the fiscal year.

**Enterprise Fund:** A fund that accounts for a governmental activities supported wholly or partially with user fees or charges and operated using business principles.

**Expenditures:** The measurement focus of governmental fund accounting identifying financial resources expended during a period for operations, capital outlay, and long-term debt principal retirement and interest. With the exception of long-term debt principal retirement expenditures, expenditures reflect the cost incurred to acquire goods and services.

**Expenses:** The measurement focus of proprietary fund accounting identifying costs expired during a period, including depreciation and other allocations as in business accounting. Expenses reflect the cost of goods or services used.

**External Agency:** A non-governmental agency, usually of nonprofit legal status, which may request public funds for use on programs benefiting social, cultural, or economic needs of the City.

**Fiscal Policy:** The financial plan embracing the general goals and acceptable procedures for managing the City's financial resources.

**Fiscal Year:** A 12-month period of time, from July 1 through June 30, to which the annual budget applies.

**Fixed Asset:** An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing \$5,000 or more with an expected life of more than one year.

**Fringe Benefits:** For budgeting purposes fringe benefits include employer payments for social security, retirement, group health insurance, life insurance, dental insurance, workers compensation, and travel allowances.

**Fiduciary Funds:** Funds used to separate, control, and track financial resources in which the government oversees as a third party, or on behalf of, another public entity. The four fiduciary fund types include: 1) Agency Fund, 2) Pension Trust, 3) Expendable Trust, and 4) Non-Expendable Trust.

**Full Cost Accounting:** Type of accounting concerned with accumulating both direct and indirect costs for financial reporting and decision-making purposes. By using this accounting technique, the City is able to assess the complete total cost of providing a service and its associated benefits.

**Full-time Equivalent (FTE):** An FTE converts the hours worked by a position into a percentage of a full year's number of hours. Generally, one FTE equals 2080 hours per year per permanent position (based on a 40hr. work week and a 52 week work year; does not include temporary part-time staff).

**Function:** A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a similar broad goal or major service. Examples of functions within the City of Concord include Public Safety, Cultural and Recreational, and General Government.

**Fund:** A fiscal and accounting entity that has a self-balancing set of accounts recording cash and other financial resources, as well as related liabilities and residual equity. These are segregated to carry on specific activities or objectives in

accordance with special regulations, restrictions or limitations as established by State and Federal governments.

**Fund Balance:** Amounts shown as fund balance represent a running total of monies over the years that remain unspent after all budgeted expenditures have been made. Generally speaking, fund balance includes reserve or "rainy day" monies. North Carolina General Statutes require general fund balance reserves of at least 8% of General Fund expenditures at the end of the fiscal year. The City Council requires the City to maintain a minimum 35% General Fund fund balance reserve.

**Funding Sources:** Identifies fund(s) that will provide money for project expenditures.

**Goal:** A broad policy statement outlining the general direction or intent of an organizational unit's major activities within a medium-range time period, usually 3-5 years.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices.

**General Obligation Bonds (GO Bonds):** Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

**General Fund:** A governmental fund used to account for all financial resources of the City, except those required to be accounted for in another fund. Revenues to support the General Fund are derived from sources such as property tax, sales tax, franchise fees and service fees.

**Governmental Funds:** Funds used to separate, control, and track financial resources of general government operations. The four governmental fund types include: 1) General Fund, 2) Special Revenue Funds, 3) Capital Projects Funds, and 4) Debt Service Funds.

**Grant:** A contribution by a government or other organization to support a particular function.

**Indirect Cost:** The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

**Intergovernmental Revenues:** Revenues from other governments (State, Federal or local) that can be in the form of grants, shared revenues, or entitlements.

**Internal Service Fund:** This fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost-reimbursement, or cost allocation, basis.

**Lease/Installment-Purchase Financing:** A method of purchasing equipment in which payments are spread over a period of time, usually 3-7 years. The purchased equipment serves as collateral.

**Line-Item:** A budgetary account representing a specific object of expenditure.

**Mayor:** An individual elected at-large for four-year terms to serve as chair the City's governing body and the leader of the City.

**Mission:** A broad statement outlining a department's purpose for existing.

**Modified Accrual Basis of Accounting:** Accounting method for governmental funds that recognizes revenues in the accounting period in which they become available and measurable. Expenditures are recognized in the period the fund liability is incurred, if measurable, except for unmatured interest on (and principal of) general long-term debt, which should be recognized when due.

**Objective:** Outcome-based statements that specify - in measurable terms - what will be accomplished within the budget year.

**Operating Budget:** A financial plan for the provision of direct services and support functions.

**Operations:** The portion of the budget pertaining to the daily operations that provides basic governmental services. The operating portion of the budget contains appropriations for such expenditures as supplies, utilities, materials, and travel.

**Ordinance:** A formal legislative enactment by the City Council that has the full force and effect of law within the boundaries of local, State, and Federal law.

**Outcome Management:** A refinement of the Performance Management concept, Outcome Management is structured to place the focus on the end product, not the process. It is defined by high level, core outcomes that determine the service delivery components.

**Pay-As-You-Go (or Pay-Go):** Financial policy of a government unit that finances capital outlays from current revenues rather than from borrowing.

**Performance Based Budget:** A budget wherein expenditures, planning, and management decisions are based primarily upon measurable performance of activities.

**Performance Indicator:** A performance indicator is a measurement designed to determine whether or not a service objective has been met. It measures the effectiveness of achieving the objective or how well the objective has been accomplished.

**Performance Measurement:** The regular collection of quantifiable information regarding the results of city services. It includes the measurement of the kind of job we are doing and includes the effects our efforts are having in our community

**Personnel Services:** Salaries and wages paid to employees for full-time, part-time, and temporary work including

overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

**Policy:** A direction that must be followed to advance toward a goal. The direction can be a course of action or a guiding principle.

**Powell Bill Funds:** Funding from state-shared gasoline taxes that are restricted for use on maintenance of local streets and roads.

**Productivity Measure:** A performance measure combining efficiency and effectiveness measures into a single factor (ex. cost per ton of on-time yard waste/leaf collection)

**Program:** A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

**Proprietary Funds:** Funds used to separate, control, and track financial resources of business-type activities carried out by a government. The two proprietary fund types include: 1) Enterprise Funds and 2) Internal Service Fund.

**Public Safety:** A group of expenditure related to the provision and enforcement of law enforcement, fire, disaster protection, traffic safety, and communication.

**Reappraisal:** The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

**Reserve:** An account designated for a portion of the fund balance that is to be used for a specific purpose.

**Retained Earnings:** Amounts shown as retained earnings represent accumulated earnings of proprietary funds after all budgeted business expenses have been made.

**Revenue:** Funds the City receives as income. It includes tax payments, fees for services, grants, fines, forfeitures and interest income.

**Revenue Bonds:** Bonds issued by a government that are backed by a specific revenue source – such as special assessments, water/sewer fees, and electric fees.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments. This term, also, does not refer to user charges for enterprise type services (i.e. water, wastewater, electricity) or special or enhanced services or products benefiting a single party. See also "User Fees/Charges."

**Tax Levy:** The resultant product when the tax rate per one-hundred dollars valuation is multiplied by the total taxable valuation, or tax base.

**Special Revenue Fund:** A fund used to account for the proceeds from specific revenue sources that are restricted or

committed to expenditure for specified purposes other than debt service or capital projects.

**Surplus:** The amount by which revenues exceed expenditures.

**Unassigned Fund Balance/Undesignated Retained Earnings:** The portion of a fund's unspent monies, or reserves, that is not restricted for a specific purpose and is available for general appropriation.

**User Fee/Charge:** The payment for direct receipt of a service by the party benefiting from the service.

**Working Capital:** The result of Current Assets minus Current Liabilities which is considered a good measure of both an organization's efficiency and its financial health.

**Workload Measure:** A performance measure identifying how much or how many products or services were produced.

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#### COMMON BUDGET & PERFORMANCE MEASUREMENT ACRONYMS

**CDBG** = Community Development Block Grant

**CIP** = Capital Improvement Plan

**COPS** = Certificates of Participation

**FTE** = Full-time Equivalent

**FY** = Fiscal Year

**GAAP** = Generally Accepted Accounting Principles

**GASB** = Governmental Accounting Standards Board

**GFOA** = Government Finance Officers Association

**GO Bonds** = General Obligation Bonds

**NCGS** = North Carolina General Statute

**NCLGPMP** = North Carolina Local Government Performance Measurement Project

**PIP** = Pedestrian Improvement Plan

**PM** = Performance Measurement

**UDO** = Unified Development Ordinance

**WSACC** = Water & Sewer Authority of Cabarrus County