



2019-
2020

ANNUAL OPERATING BUDGET & PERFORMANCE PLAN

Concord
NORTH CAROLINA
High Performance Living
www.concordnc.gov

On May 16th, 2019, the streets of Concord hosted a parade in advance of the NASCAR Coca-Cola 600. More than 30 car haulers made their way down Union Street and towards the Charlotte Motor Speedway. Additional information about this event can be found at www.600festival.com/haulers-on-union.

Photo Credit: Brian Parsley





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, 2018

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, 2018. 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.

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Mayor & City Council

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



MAYOR

William C. "Bill" Dusch

Term Expires: 12/21

duschb@concordnc.gov

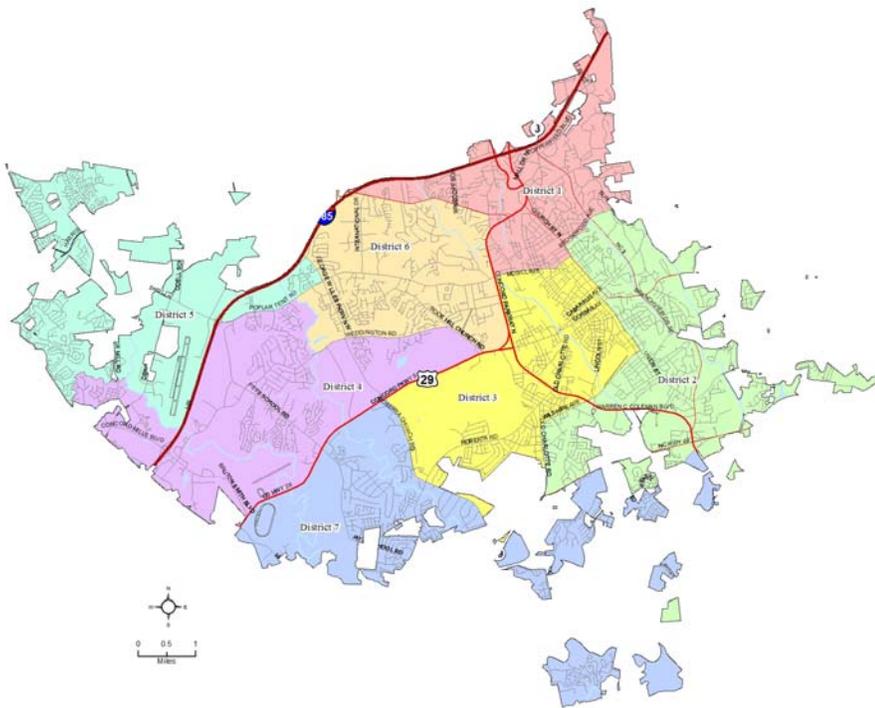


DISTRICT 7

John Sweat, Jr.

Term Expires: 12/19

sweatj@concordnc.gov



DISTRICT 1

David W. Phillips, filling unexpired term
of Samuel Leder

Term Expires: 12/19

dwphillips50@gmail.com



DISTRICT 6

Jennifer Parsley

Term Expires: 12/19

parsley@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



DISTRICT 2

W. Brian King

Term Expires: 12/19

kingb@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

Ian Crane
704-920-5211



FIRE

Jake Williams
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

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**

Robin Barham
704-920-5351



TRANSPORTATION

Phillip Graham
704-920-5362



WATER RESOURCES

Christie Putnam
704-920-5343



May 31, 2019

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 2019-2020 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 2019-2020. I want to offer a special thank you to Assistant City Managers Joshua Smith and LeDerick Blackburn; Finance Director Pam Hinson; Budget staff Robin Barham and Lesley Reder; and all Department Directors for their tireless efforts to provide the proposed budget documents.

The City-wide budget totals \$257,752,019 for all funds, including utilities and special revenue funds. This is an overall budget increase of 2.7% over the FY 19 adopted budget.

The recommended General Fund budget for FY 2019-20 totals \$94,483,872 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 \$11,687,479,000, an increase of 3% over the previous year. One cent on the property tax rate equates to \$1,145,375.

No rate increases are anticipated for the Water, Stormwater, or Wastewater funds, despite a 2.5% 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 \$3,819,644 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 2019-2020 operations budget below:

GENERAL GOVERNMENT

City Manager's Office

- Biennial Citizen Customer Satisfaction Survey - \$16,000
- Updates to the City's website - \$10,000
- Neighborhood Matching Grant funds – allow neighborhoods to participate in our annual grant program to make qualified improvements in their community – \$30,000

Non-Departmental

- Worker's Comp pool – money set aside to pay for unanticipated claims which cannot be handled in individual operating budgets
- Election expenses – only occurs in the odd numbered years –\$72,936
- Merit – budgeting average of 2% compared to 3% in FY 19 – decrease of \$150,630
- Clearwater Artist Studios – Roof Replacement \$30,000
- City Street Lighting –the City is beginning to realize the cost savings associated with LED street lighting – decrease of \$170,00 from FY19 budget

PUBLIC SAFETY

Police

- Education Incentive pay – recruitment tool for hiring officers possessing degrees/credentials – \$89,000
- Executive Leadership Training for the next generation of Police command staff -- \$20,000
- Radio Replacements – 50 portable and 23 mobile – \$242,159
- SWAT Vest Replacements (25) -- \$75,000
- In-car laptops– \$94,000
- In-car cameras – Year 3 of 7 – \$207,736

Code Enforcement

- Radio Replacements (8) – \$25,192
- Reclass 2 Code Enforcement Officer positions to Senior Code Enforcement Officers -- \$16,000
- Relocation of the Code Enforcement work area to accommodate additional office space needed by the Police Department – \$81,447

Radio Shop

- Radio infrastructure upgrade – this the last phase of the upgrade of our regional radio system which is a partnership between us, Kannapolis, and Cabarrus County – \$88,887
- Transition Part-time Communications Technician to full-time due to increased workload -- \$24,206
- Fire
- 15 New Fire Fighter positions associated with Engine 11 – \$1,058,437
- Turnout Gear Sets (55) – \$155,870
- Radio Replacements – 14 portable and 20 mobile - \$105,993
- HVAC Remote Access Replacement – \$31,799
- Office 10 computer upgrades (70) – \$30,000

Emergency Management

- Medical Supplies for City facilities – \$3,560

PUBLIC WORKS

Streets & Traffic

- Street Resurfacing – changes in the vehicle fee will provide \$1,480,000; an increase over the \$725,000 budgeted in FY19
- Radio Replacements (6) - \$16,614

Powell Bill

- Street Resurfacing - \$1,129,169

Solid Waste

- 1,650 additional garbage and recycling carts for growth – \$198,000
- Recycling Processing Contract Cost Increase - \$243,000
- Household Waste Contract Cost increase - \$666,585

ECONOMIC DEVELOPMENT

Planning & Neighborhood Development

- Small Area Plan – this will allow us to develop additional site-specific plans in accordance with the adopted 2030 Land Use Plan – \$50,000. Funding had been included in FY19 budget but was removed.
- Historic Preservation Plan Implementation – \$10,000
- Modifications to Clear Water Artist Studio Sign on Kerr Street to advertise programming - \$25,000
- Interactive video and audio upgrades to Planning conference room - \$23,000

Economic Development

- Economic Incentives – funds for approved economic development incentives – \$808,210
- Union Street Streetscape Design – staff will continue the public process of redesigning the Union Street – \$200,000
- Affordable Housing Construction Revolving Account – will add additional monies to allow for additional affordable housing to be built in the coming year - \$50,000

CULTURE & RECREATION

Parks and Recreation

- With the adoption of the Connectivity Plan, efforts will focus on connecting the City through greenways, sidewalks, and multi-use paths.

GENERAL FUND EXPENDITURE HIGHLIGHTS (CAPITAL)

PARKS AND RECREATION

- Refinish Gym Floors at Academy Recreation Center - \$23,000
- Hartsell Park Playground Equipment Replacement - \$75,000
- Floor leveling & replacement at Academy and Logan Recreation Centers - \$90,830
- Repair Boardwalks on the McEachern Greenway Downtown Connector - \$27,240
- Resurface all Tennis Courts at City Facilities - \$113,235
- Installation of HVAC units at Gymnasiums - \$528,000
- Coddle Creek Greenway, design & land acquisition - \$566,800
- Connectivity Plan Projects - \$350,000
- Parking Improvements for Logan Multipurpose Center - \$47,000
- McEachern Greenway, Hospital Phase & Parking Lot - \$303,200

FIRE

- Fire Station #13, land acquisition - \$300,000
- Joint Police/Fire Training Facility, land and design - \$1,050,000
- Parking Lot Repair at Fire Station 7 - \$150,000
- Replacement Exhaust Removal System at all stations except #9 - \$46,000

- Replacement of FD115 and Equipment - \$775,000
- Replacement of FD510 - \$140,000
- Digital Fire Extinguisher Trainer for citizen training - \$25,000

GENERAL CAPITAL PROJECTS

- Grounds Shed Expansion at Brown Operations Complex - \$545,000
- Parking & Access Road at Brown Operations Complex - \$458,000
- City fiber expansion to City facilities - \$250,000

GOLF COURSE

- Bunker Restoration Project - \$129,800

TRANSPORTATION

- Pedestrian Improvement Plan for Sidewalks - \$500,000 (increase due to dedicated vehicle fees)
- US 601 at Flowes Store Road - \$1,951,469 (\$410,000 in previous years; \$1,708,403 in future years)
- Spring/Chestnut/Broad Intersection Improvements - \$695,000 (\$5,000 in previous years)
- Virginia Street \$450,000 (\$1,050,00 in previous years)

PUBLIC SERVICES ADMINISTRATION

- BOC Shed Roof Replacement - \$45,000

EMERGENCY COMMUNICATIONS

- New MCC7500 Radio Console to accommodate growth – \$75,000

SOLID WASTE

- 1-Person Leaf Vacuum Truck to replace a dump truck for more efficient leaf collection- \$210,000

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 \$96,830 for FY 2019-2020.

ENTERPRISE FUND EXPENDITURE HIGHLIGHTS (OPERATIONS)

STORMWATER FUND

- Stormwater
 - Replacement SW321 Camera Truck - \$320,000

WATER FUND

- Water Operations & Maintenance
 - Replacement W130 Crane Truck - \$110,000
 - Update to Water System Master Plan - \$200,000

WASTEWATER FUND

- WSACC 2.5% rate increase - \$180,740

ELECTRIC FUND

- 100KV Buss Cleaning - \$65,000
- Decrease in Materials Budget from FY19 - \$1,231,000
- Fuel Oil decrease related to NTE Contract - \$172,000

- Overhead Construction contract – increase of \$50,000
- Underground Construction contract – decrease of \$600,000
- Construction Materials – decrease of \$1,231,000

AVIATION

- AVGAS fuel costs – increase of \$108,520
- JET A fuel costs – increase of \$700,929
- LED Lighting Installation for ramps, parking lots, entrance, hangars, etc - \$119,025
- Replacement Foam for Fire Suppression System - \$100,000
- General Aviation Terminal, 2nd floor renovations - \$90,000

TRANSIT

- TransDev contract – increase of \$12,129
 - Projected Fuel increase - \$46,000

PUBLIC HOUSING

- Construction of Maintenance Building - \$375,000

ENTERPRISE FUND EXPENDITURE HIGHLIGHTS (CAPITAL)

WATER FUND

- Hillgrove Water Treatment Plant Bulk Storage Fluoride Tank –\$300,000
- Hillgrove Water Treatment Plant, Clearwell Resurfacing - \$130,000
- Hillgrove Water Treatment Plant, Filter & Waste Value - \$250,000
- Hillgrove Water Treatment Plant, GAC Contactors - \$775,000 (\$5,000,000 in future years)
- Hillgrove Water Treatment Plant, Settling Basin Improvements- \$300,000 (\$2,300,000 in future years)
- TRS for Midland and Mt. Pleasant Water Tanks - \$100,000 (\$100,000 in prior years)
- US Highway 29/601 Bridge Waterline - \$20,000 (\$200,000 in future year)
- Union Cemetery Road Realignment - \$30,000 (\$300,000 in future years)
- NC Highway 49 Waterline Extension - \$900,000 (\$6,288,000 in future years)
- Spring, Chestnut, and Broad Waterline - \$280,000
- Coddle Creek Water Treatment Plant Switchgear - \$1,485,000
- Coddle Creek Water Treatment Plant Settling Basin - \$500,000 (\$1,725,000 in prior years)
- Virginia Street Waterline - \$537,000
- Poplar Tent Road Waterline - \$413,000 (\$3,475,000 in prior years)
- US 29 Water Tank - \$300,000 (\$5,550,000 in prior years)

WASTEWATER FUND

- Irish Buffalo Creek to Central Drive Outfall Replacement - \$100,000 (\$340,000 in future years)
- Irish Buffalo Creek to Aaron Place Outfall Replacement - \$155,000 (\$654,000 in future years)
- Lincoln Street to Broad Drive Outfall Replacement - \$1,348,000 (\$365,000 in prior years)

STORMWATER FUND

- Glen Eagles Lane Culvert Replacement - \$936,000 (\$36,700 in previous years)

ELECTRIC FUND

- Electric Substation N, Copperfield Blvd area - \$500,000 (\$350,000 in prior years, \$3,160,000 in future years)

- New Delivery #4, Phase I, 100 kV - \$5,109,912 (\$1,370,000 in previous years, \$5,000,000 in future years)
- New Delivery #4, Substation Q - \$3,195,254 (\$1,000,000 in prior years)
- New Delivery #6, Substation P - \$2,090,000
- 100 kV Tie-lines to Substation O - \$1,000,000 (\$3,465,000 in future years)
- Electric Substation R, Poplar Tent Rd area - \$500,000 (\$3,510,00 in future years)
- Electric Substation S, Hwy 601 area - \$510,000 (\$3,510,000 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 2019-2020, personnel expenditures account for \$79,349,127 or 31% of the total budget.

This year, I am proposing funds for reasonable performance-based merit increases. An overall average increase of 2% is recommended with merit increases to range from 1% to 3%, depending upon performance. A 1.5% market adjustment will be provided to all employees effective July 1, 2019. I am proposing a continuation of our career development program in the coming year to allow staff to enhance their skills sets – benefiting themselves and the City. As employees complete their career development, I am proposing they receive a 2% salary increase.

I am also strongly recommending we implement a living wage for all of our permanent full-time and part-time positions. If adopted, this would take our minimum hourly rate to \$15 for an annual salary of \$31,200. As housing and living costs increase, we need to take care of our employees and their families. A living wage is needed to attract and retain valuable employees, ensure they have the ability to live in our community, and can provide for their families. Other counties and cities in North Carolina have taken this step in recent years. We have approximately 120 employees whose hourly rate falls below the \$15/hour wage across multiple departments. An additional 60 employees are paid just above the \$15/hour wage and will receive a slight adjustment to alleviate salary compression. The impacted employees are split evenly between the General Fund and our Enterprise Funds.

This budget includes funding for 1 PT and 31 FT additional staff positions for FY 2019-20. The recommended positions are as follows:

General Fund (25 FT, 1 PT)

- Fire: Staffing for Engine 11 – Firefighter I (9), Fire Lieutenant (3), Fire Captain (3)
- Police: School Resource Officer (2) for Beverly Hills Elementary and the Performance Learning Center
- Police: Police Officer
- Finance: Budget Analyst
- Solid Waste & Recycling: Compliance Inspector
- Transportation/Streets: Assistant Streets Superintendent
- Transportation/Signals: Traffic Management Center Operator
- Cemeteries: Cemetery Maintenance Worker
- Parks & Recreation: Facility Manager, Administrative Assistant (Dave Phillips Activity Center), PT Recreation Center Leader (Dave Phillips Activity Center)

Other Funds

- Aviation: Airport Maintenance Mechanic, Administrative Assistant, Aviation Supervisor
- Water Resources: AMI Project Manager
- Building & Grounds: Custodian, Grounds Maintenance Worker (to start January 2020)

A total of 1,079 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 higher level of benefits at an increased cost for coverage. 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 premium increases in employee cost are recommended for both the PPO and the HRA plans.

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

Coworkers are offered an incentive again this year for managing their health. Employees who complete a Health Risk Assessment and certify 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 until they are Medicare eligible. This benefit will cost the City more as baby boomers continue to retire.

The City's required contribution levels to the North Carolina Local Government Employees Retirement System will increase with FY 2019-2020. The contribution per general employee increased to 8.95%, while contributions for law enforcement officers are 9.70%. 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

We are extremely fortunate to have an economy which continues to flourish. Staff are working hard each day to develop and redevelop our City into a continued desirable place for businesses and our citizens. We value our partnership with Cabarrus County and Cabarrus Economic Development Corporation as we work closely together to attract and retain quality, high-paying jobs for our residents.

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

Providing excellent customer service has and will remain a priority for our staff. Additional growth leads to an increase in service demands for City residents. While we focus on providing efficient service, adding personnel to meet these demands must occur. As previously described, I am proposing to add 31 full-time and 1 part-time staff members in the FY 2019-2020 budget.

DOWNTOWN DEVELOPMENT

The public process is underway to determine what our downtown streetscape will look like in the future. Staff will gather this input and present the options to Council in the coming year. Development (new and infill) continues to be strong in Downtown Concord. Hotel Concord has been completed and is accepting tenants. The County's new parking deck was completed this past year and provides 614 much needed additional parking for visitors, residents, and business owners. The surface parking lot behind City Hall/Police Station (between Market Street and Spring Street) will be developed in the coming year adding 166 multi-family residential units, 2,600 square feet of retail space, and a parking garage. Seventeen of these units will be for affordable housing, implementing a Council priority. Downtown Concord continues to thrive and attract investors to our City.

WATER, WASTEWATER, AND STORMWATER NEEDS

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

I am proposing a Water Protection Plan fee to be implemented in the coming year. Unexpected water leaks are a challenge for customers and the City. Leaks can lead to high bills. Our current policy allows customers with leaks to receive a partial adjustment to their bill. The remaining portion of water is "written off" by the City and shows as lost revenue (hundreds of thousands of dollars each year). With the proposed Plan, all residential and commercial customers (not irrigation meters or industrial customers) will be charged a monthly fee (based on meter size). If a leak occurs, the customer would be allowed one 100% leak adjustment over a 24-month period. Customers can "opt out" of this Plan, but if they do so and have a leak, no leak adjustment would be made to their bill.

ELECTRIC SYSTEMS

Concord entered into a 20-year agreement with NTE effective January 1, 2019 to purchase power. The contract also provides for access to power produced from other types of generation if it is more cost effective to buy on the market. Though early in the contract, NTE's performance has been exceptional. Our cost of purchasing power has dropped resulting in a savings to the City. As you will see in the proposed budget to include future years of CIP, we have a great deal of projects to construct to account for the growth of our City – both retrofitting existing stations and planning to build new, additional stations. These investments in our electric system will continue our pursuit for reliable public power now and into the future.

TRANSPORTATION

Surface Transportation

This budget maintains the Transportation Improvement Fund created by the City Council to fund transportation projects. These funds come from 2 cents of the property tax rate and are supplemented by dollars generated from local vehicle license fees.

Staff continue to work closely with NC DOT on projects in our City to reduce traffic and congestion concerns. The City maintains over 254 miles of sidewalk and over 354 miles of roads. With cost increases, we can and should improve the maintenance of these assets. In addition, we have areas across the City where sidewalks could be placed to enhance the aesthetics and walkability of our community. Our current motor vehicle tax is \$15. State Statutes allows us to go up to \$30, which I am proposing in this budget. State Statutes also

dictate how the tax is used. Currently, the \$15 is broken up accordingly: \$5 to Transit, \$5 to resurfacing, and \$5 to General Fund (used for transportation projects). With the increase to \$30, \$5 will remain with Transit, \$5 will go towards sidewalks, and \$20 will go towards resurfacing. This increase will allow our sidewalk budget to increase from \$150,000 to \$540,000. Our resurfacing budget will increase by \$1.17 million. This will be impactful as we continue to maintain and enhance our roads and sidewalks.

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 Public Transit Master Plan was completed this past year and shared with Cabarrus County and its municipal elected/appointed officials as well as the Charlotte Area Transit System (CATS). The Plan details a variety of suggestions for enhancing our current systems (Rider and the County) internally (consolidation) and externally (continued partnership with CATS). Transit staff along with County transit staff will be working together in the coming year to determine which of the recommendations we can feasibly accomplish in the near future.

PUBLIC SAFETY

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

SOLID WASTE

Over 32,500 customers receive weekly solid waste services (garbage, recycling, bulky waste, and yard waste) from a combination of in-house (City) and contracted staff. Development trends indicate that 1,800 new weekly collection points could be added between now and June 2020, accompanied by increased operational costs. Although City's collection cost per customer has not changed significantly since 2011 due to contract safeguards; costs in fuel, vehicles, labor, and recyclable processing have risen considerably since that time. With new collection and processing agreements taking effect July 1, 2019, the upcoming budget must account for about \$900,000 in increased expenses.

In addition, communities across the United States are dealing with a changing global recycling market greatly impacted by policy changes in China. Stricter contamination standards and rejection of materials by the shipload, along with reduced or eliminated marketability of materials, have put pressure on local recycling waste streams and increased the processing cost for municipalities across the nation. This is a major change from a time when recycling offered a source of revenue for local solid waste operations. These cost increases and dwindling market revenues are having major impacts on local budgets and have caused many municipalities to evaluate whether they should continue recycling services or eliminate it all together; eliminating recycling is not being proposed in Concord at this time.

Because the factors are outside of the City's control and the impacts are projected to last well into the future, the City must work now to ensure that core services are funded at appropriate levels. It costs the City about \$18 per collection point to provide the current menu of services each month, exceeding \$7 million of General Fund tax dollars each year. In an effort to maintain service levels and keep up with rising costs, the budget recommendation includes implementing a \$2.24 monthly Solid Waste Fee for each residential household. This fee would cover the projected increased costs for contracted residential garbage,

recycling, and bulky waste collection (\$560,000) and recycling processing (\$343,000) for FY20. The fee would appear on monthly City of Concord utility billing statements.

RECREATION AND OPEN SPACE

The Connectivity Study has been completed and adopted by City Council. It will drive additional park and recreational opportunities and guide us in how we connect neighborhoods, communities, schools, and other life centers across the City. In the coming year, staff will be focused on site control for the eventual building of greenways and other pedestrian friendly trails throughout the City. This effort is greater, of course, than what can be accomplished in the coming year and will continue into the future. Staff will be meeting with property owners, neighborhoods, and developers to share the City's interconnected vision with the goal of acquiring as much land as possible through donations to the City. This will allow us to place additional monies into greenway/trail development. City staff continue to seek land for the construction of a much-needed park in the northwest section of the City.

CUSTOMER SERVICE AND CITIZEN COMMUNICATIONS

Excellent customer service remains at the core of what the City and its staff strive for on a daily basis. 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. I am proposing an overhaul of the City's current website to make it more user-friendly and easier to navigate. Our social media outreach will greatly increase in the coming year as my focus to staff has been on "telling our story" more efficiently and effectively – and of course, more often. In conjunction with Cabarrus County and Kannapolis, we will be looking to change vendors (currently Blackboard) for mass telephone, email, and text notifications in the coming year to allow us yet another effective way to communicate with our citizens and the public.

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

EMPLOYEE COMPENSATION AND BENEFITS

Unemployment continues to hover around or below the 4% mark in our region. This continues to be a challenge for our City as we want to attract and retain the very best employees possible. Our ability to do this is vital to the City's success in addition to the level of customer service we are committed to providing to our citizens. We continue to compete, not only with other governmental entities, but also with the private sector for many of our positions. My proposal (aforementioned) concerning increasing our minimum wage to \$15/hour (or \$31,200 annual salary) is a big component of this goal. Much work has gone into our workplace culture with our efforts directed at making the City of Concord a preferred employer – a place where our employees are excited about coming to work each day, find value in the work they perform, and share their experiences with others to encourage them to likewise seek employment on Team Concord. Flexible scheduling, flexible work space, enhancing internal communication, continually seeking feedback throughout the organization, additional training opportunities (including across Departments), and providing additional information to employees about their benefits are just some examples of the initiatives our staff are taking to meet this goal.

EXTERNAL AGENCY FUNDING

Non-profits play an important role in ensuring a high quality of life in our community and, in some cases, providing a safety net for those in need. 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. \$101,500 is recommended from the General Fund. \$69,000 is recommended from Community Development Block Grant monies. \$24,000 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 2019-2020 budget proposal operationalizes the goals of the 2020-2023 Strategic Plan for the City of Concord established by the Mayor and City Council. I along with staff have been very deliberate in ensuring we first maintain the basic services to our citizens while looking for ways to build upon and enhance the quality of life for our City.

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

Respectfully submitted,



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

What's New Or Changed For FY 2019-20

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

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

City Council Changes to the Manager's Recommended Budget:

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

New Funds and/or Budget Units:

Home, Community Development Block Grant, and Rider Transit System accounts were assigned new expenditure budget unit numbers. The Market Rate Units fund and Market Rate Units budget unit were added to the City's organizational structure in FY18-19 and have been incorporated into the Budget Document for FY19-20.

Planning Year Budgets

Beginning with FY19-20, the City will include a second year Planning budget for departmental use in forecasting future expenditures. This document includes a Planning Year budget for all funds and budget units. Planning Year budgets will be reassessed and refined as the City moves forward with preparations for the FY 20-21 budget year.

Personnel Changes:

A total of 31.5 FTE in additional staffing is recommended for FY19-20. One new part-time and 31 full-time positions are recommended for funding. Additional detail regarding the full and part-time positions can be found below:

Finance: A new Budget Analyst is included, increasing the Budget Office's analytical capabilities and enhancing support of City departments. The cost of this position and related supplies is \$79,239.

Police: One new Police Officer and 2 School Resource Officers (SROs) will be added with this budget. The City's salary, benefit, and equipment cost for these officers is \$263,111. This cost includes a reimbursement agreement with Cabarrus County for salaries/benefits associated with SROs.

Fire: Fifteen new Firefighter positions will provide staffing of a new Engine Company for Fire Station #11. The cost of these positions, their personal protective equipment, uniforms, and radios is \$909,768.

Solid Waste: A second Compliance Inspector will assist in remediating the growing number of solid waste violations across the City. The position, vehicle, and associated equipment is budgeted at a cost of \$81,138.

Transportation - Signals: To manage operation of the newly constructed Traffic Management Center, Transportation will add a Traffic Management Center Operator position at a cost of \$70,987.

Transportation – Streets: An Assistant Streets Superintendent is planned for the Streets Division. The position will provide increased supervision for five City crews. The salary, benefits, and supplies cost for this position is \$107,518.

Cemeteries: One new Cemetery Maintenance Worker will help alleviate scheduling difficulties and provide a higher level of service for City residents. The cost for this position and related equipment is \$92,692.

Parks and Recreation: Several new positions are necessary to keep up with the growth of Parks and Recreation. A Facility Manager will oversee the maintenance needs of the growing parks and properties. One Administrative Assistant and a part-time Recreation Center Leader position will increase customer service at the David Phillips Activity Center. These positions are approved at a salary, benefits, and supplies cost of \$160,609.

Water Resources: One Water Resources Project Manager will oversee the installation and maintenance of automated metering infrastructure for the Water department. The cost of this position, with benefits, is \$67,551.

Aviation: Aviation will add an Aviation Supervisor, an Airport Maintenance Mechanic, and an Administrative Assistant position in order to staff increased operations at the airport. The total cost of salary and benefits for these positions is \$150,168.

Building and Grounds: Growth in the City's Parks and Recreation and other municipal facilities has increased the Building and Grounds workload enough to add a Custodian and a Grounds Maintenance Worker (to start in January 2020). The cost of salary, benefits, and related equipment for both positions is \$144,531.

Changes to the Budget Document:

The FY19-20 Budget book contains several improvements to enhance the user-friendliness of the document. Included for the first time are the City Council's Strategic Goals for FY2020-2023. These Goals will guide budget development for the next four years. Budget unit informational pages were reformatted to remove the two-column structure and simplify the visual appearance of each page. Informational pages have been re-worked to include additional illustrative graphics. Other minor structure changes were made to improve the flow of the document.

Guide to the Components of the Budget Document

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

Introduction: The introduction's largest component 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, the City Profile, Mayor and Council Strategic Goals, and the budget ordinance.

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

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

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

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

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

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

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.

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

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 FY20 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 FY20 Fees and Charges Schedule, 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/budget>

Budget Process

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.

FY2019-20 OPERATING/CIP BUDGET & PERFORMANCE PLAN DEVELOPMENT CALENDAR

TASK	START DATE	END DATE(S)	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
Budget Process Trainings for Staff	11/1/18	1/8/19												
CIP Informational Meetings, CIPs due	10/22/18	11/16/18												
CIP & Budget software training	10/30/18	1/8/19												
Revenues estimated	12/1/2018	4/1/19												
Budget Kickoff: Packets distributed to Dept Directors	12/3/18	12/3/18												
Council goals and objectives established at Mayor & City Council Planning Session	2/1/19	2/1/19												
External agency budget requests accepted and hearing before Mayor & City Council	2/1/19	3/1/19; 4/9/19												
Budget Requests, Budget Document Pages, 5-Year Capital/Personnel Estimates due for Internal Service Depts. 2/11/19, for Operating Depts. 1/25/19	12/3/18	1/25/19												
Departmental budget reviews	1/25/19	2/26/19												
Fees & Charges Schedule emailed to Dept Directors; Updates due	3/5/19	3/22/19												
City Manager’s recommended budget compiled and presented to Mayor & City Council	1/25/19	4/10/19												
Budget available for public viewing at City Clerk’s Office	5/31/19	6/30/2020												
Mayor & City Council review budget and performance objectives, budget workshop held	5/31/19	6/13/19												
Public Hearing conducted; budget & Capital Improvement Plan adopted by City Council	6/13/19	6/13/19												
Evaluation of budget process	6/19	8/19												

Legend:

	City Mgt., Budget Staff, Dept Directors & Staff
	Budget Staff, Department Directors
	Mayor, City Council, City Mgt., Dept. Directors, Budget Staff
	External Agencies, Budget Staff, City Manager, Mayor & City Council

	City Mgt. & Budget Staff
	Finance & Budget Staff

	Internal Service Depts.
	Budget Staff, Dept Dir. & Staff
	Mayor & City Council

CITY PROFILE

AS OF JUNE 30, 2019 UNLESS OTHERWISE NOTED

General Demographics

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



Climate

Average January Temperature: High 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: Concord-Padgett Regional Airport and Charlotte Douglas International Airport - approximately 25 miles from the City center
Ground: Concord-Kannapolis Rider bus service, Greyhound and Trailways bus services, and Privately-owned taxicab service



U.S. Census, 2017 ACS Survey

Residents

- **Population by Gender**
 - Male: 48.2% Female: 51.8%
- **Population by Race**
 - White: 67% Black: 20.8% Hispanic: 12.5%
 - Asian, AIAN, NHPI, Other, 2 or more Races: 11.9%
- **Age (Estimated)**
 - (Birth-19): 29.3%
 - (20-34): 19.4%
 - (35-64): 39.7%
 - (65+): 11.6%
- **Median Income:** \$60,238
- **Number of Households**
 - 1990: 11,670
 - 2000: 22,485
 - 2010: 32,130
 - 2017: 33,835



Registered Voters

- **July 1, 2019:** 58,866
- **July 1, 2018:** 59,781
- **July 1, 2017:** 56,852
- **July 1, 2016:** 54,582
- **July 1, 2015:** 51,738



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

Economy (Citywide)

Civilian Labor Force: 49,520
Employed Residents: 47,682
Unemployed Residents: 1,838
Unemployment Rate: 3.7%



Taxes

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



City Bond Ratings - GO/Revenue

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



Fire Protection (ISO Rating: 1)

Stations: 11
Firefighters and Officers*: 213
Administrative Support: 3
*(Operations, Prevention, & Training)



Police Protection

Main Station: 1
District Stations: 4
Sworn Police Officers: 185
Non-Sworn Police Personnel: 21
Code Enforcement: 9



Infrastructure

Miles of Power Lines

- Overhead: 722.23
- Underground: 737.95

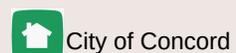
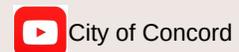
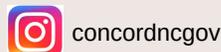
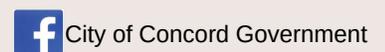
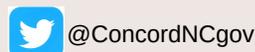
Miles of Water Lines: 744.61
Miles of Wastewater Lines: 573.68
Land Miles of City Streets: 712.32

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



Media

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



CITY PROFILE CONT.

AS OF JUNE 30, 2019 UNLESS OTHERWISE NOTED

Public Recreation

Acreage: 226

Facilities (City Owned):

- Parks: 8
- Playgrounds: 13
- Gymnasiums: 3
- Basketball Courts: 5
- Tennis Courts: 16
- Playing Fields: 23
- Swimming Pools: 1
- Greenway/Trail Miles: 9.8/3.35



Utilities

Telephone: Windstream Communications

Electric: City of Concord, NTE

Gas: Public Service Company

Water: City of Concord

Wastewater: City of Concord



Housing

Median Home Sales Price: \$240,000

Fair Market Rent of 1BR Apartment: \$855

Fair Market Rent of 2BR Apartment: \$980

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

Public Housing Units: 174

Housing Choice Voucher Units: 534



Medical Facilities

Hospitals: CMC-Northeast

- 457 Beds



Education

Public Schools in City Limits: 19

Long School Exceptional Children: 1

Parochial and Private: 7

Higher Education

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



Top Taxpayers

1. **Mall at Concord Mills, LP:** 2.58%
2. **Celgard, LLC:** 1.69%
3. **Charlotte Motor Speedway:** 1.59%
4. **Weinstein Properties:** 0.97%
5. **Hendrick Motorsports:** 0.96%
6. **Great Wolf Lodge:** 0.92%
7. **JQH-Concord Development, LLC:** 0.76%
8. **Bootsmead, LLC:** 0.73%
9. **S&D Coffee & Tea:** 0.70%
10. **DNP IMS Americ Corporation:** 0.68%



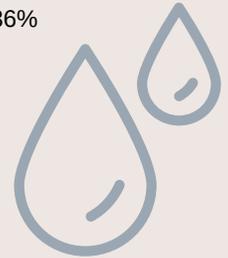
Top Water Customers

1. **Town of Harrisburg - S/A:** 13.11%
2. **City of Kannapolis:** 4.48%
3. **Perdue Farms Inc:** 2.04%
4. **Carolinas Healthcare System:** 1.16%
5. **Great Wolf of the Carolinas, LLC:** 1.02%
6. **Bexley Concord Mills:** 0.92%
7. **Cabarrus County Schools:** 0.85%
8. **S&D Coffee and Tea:** 0.70%
9. **Concord Mills, LLC:** 0.60%
10. **Utilities Inc/Carolina Water:** 0.50%



Top Wastewater Customers

1. **Perdue Farms Inc:** 2.24%
2. **Great Wolf of the Carolinas, LLC:** 1.36%
3. **Gateway Surgery Center:** 1.15%
4. **Cabarrus County Schools:** 1.10%
5. **Bexley Concord Mills:** 1.10%
6. **City of Kannapolis:** 1.08%
7. **S&D Coffee and Tea:** 0.93%
8. **Town of Harrisburg - S/A:** 0.90%
9. **Concord Mills, LLC:** 0.78%
10. **Whitehurst/Countryview MHP:** 0.58%



Top Electric Customers

1. **Celgard, LLC:** 3.48%
2. **Perdue Farms Inc:** 2.30%
3. **S&D Coffee and Tea:** 2.30%
4. **Concord Mills, LLC:** 2.24%
5. **Legrand:** 2.10%
6. **City of Concord:** 1.93%
7. **DNP IMS America Corporation:** 1.82%
8. **WSACC:** 1.77%
9. **Cabarrus County Schools:** 1.70%
10. **Wind Shear Inc:** 1.61%



Top Employers

- Atrium Health
- Cabarrus County Schools
- City of Concord
- Cabarrus County Government
- Amazon
- S&D Coffee and Tea
- United Healthcare Services
- Shoe Show
- Kannapolis City Schools
- Speedway Motor Sports



Want to Learn More about Concord?

Website: concordnc.gov

Strategic Plan: concordnc.gov/strategicplan

Budget-in-Brief for FY 2019-2020: concordnc.gov/budget

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-Padgett Regional Airport and within a half-hour drive to Charlotte-Douglas International Airport.



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



INVESTING TODAY IN YOUR FUTURE

CITY OF CONCORD STRATEGIC PLAN 2020 – 2023



MISSION

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

CORE VALUES

As representatives of the City of Concord, we pledge to promote a **Culture of Excellence**, provide and expect **Accountability**, openly **Communicate**, protect our **Environment**, focus on **Safety**, and enhance public **Trust**.

PRINCIPLES OF EXCELLENT SERVICE

Concern for the Individual
Professional Service
Timeliness

Customer Focus
Effective Communications
Teamwork

Fair and Equitable Service
Taking Ownership
Great Service Recovery





GOALS & OBJECTIVES

GENERAL GOVERNMENT

Continue to adhere to approved financial management policies that maintain the City's financial strength and integrity including continuation of conservative revenue estimates that reflect economic conditions and the aggressive pursuit of revenues collections.

Continue to enhance partnership among management, directors, and Customer Service Advancement Team to serve our employees and citizens, apply best practices to enhance satisfaction levels, and focus on continuous improvement.

Implement recommendations from employee survey to ensure employee voice is a priority throughout our organization.

Invest in coworker compensation and benefits to ensure the recruitment and retention of talent to deliver community services.

Support the recognized neighborhood program and seek opportunities to enhance the quality of relationships, strengthen communications, and build capacity of neighborhood leaders.

Explore additional resources to provide enhanced communications and outreach in the form of more original content and improved social media engagement.

Redesign City website to make it more user and mobile friendly.

Continue to establish and cultivate relationships at the local, State, and Federal levels to facilitate collaborative projects for Concord.

MISSION

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

CORE VALUES

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PUBLIC WORKS

Fund recommendations to fully implement Water, Sewer, and Storm Water master plans.

Continue emphasis on improving community appearance through regular street sweeping, litter pick-up and removal of signs that violate City ordinance. Focus on litter through enforcement, communication, and City-led roadside activities.

Continue to pursue strategies to promote water conservation, water re-use, and investigate alternatives to reducing individual water use.

Examine ways to better educate the public on importance of recycling.

Explore options for implementing a solid waste fee.

Strengthen the City's fiber infrastructure and ensure all City facilities have fiber capability.

Secure property for Electric Delivery #4 and budget for construction.



PUBLIC SAFETY

Support the projected Public Safety facility, equipment, and personnel needs to meet service demands.

Secure property for Fire Station #12 and budget for construction.

Actively look for property to construct a Fire/Police training facility.

Complete the Weddington Road communication tower relocation.

RECREATION AND CULTURE

Consider enhancing the City's support of public art installations with process and funding models recommended by the Public Art Advisory Committee.

Continue to explore options to acquire property in the northwest area of Concord for the development of passive and active recreation.

Address the deteriorating health of downtown street trees, and communicate with stakeholders and the community in general about how street trees and lighting relate to the Downtown Master Plan's streetscape and beautification goals.

Work with internal City departments to identify projects that offer opportunities for greenway, park, and connectivity development.

Actively look for opportunities to open space/greenspace in Downtown Concord.

Work with Planning Department with a goal of having ordinances in place by 2020 to require dedication and potential construction of greenways and connectivity. Supporting language exists in the Parks and Recreation section of the draft 2030 Land Use Plan.

Pursue funding for acquisition and construction consistent with the Parks & Recreation Open Space Connectivity Analysis and Comprehensive Master Plan.

Support the connectivity of City parks, neighborhoods, and community centers through the enhancement of greenways, sidewalks, and multi-use paths.



ECONOMIC DEVELOPMENT

Implement the 2030 Land Use Plan, including prioritization of follow-up corridor and area plans.

Continue strategic implementation of the Downtown Master Plan, according to the plan's existing implementation matrix.

Evaluate ways to enhance the City's role in maintaining and building affordable housing, including exploring the pros and cons of investing in a General Fund allocation, creation of an affordable housing non-profit entity, and/or establishing formal designation as a Housing Authority.

Continue to regulate the design criteria for commercial development in accordance with the Concord Development Ordinance (CDO), with emphasis on low impact development.

Continue to work closely with economic development partners in Cabarrus County to present a complete coordinated recruitment and retention effort.

Work with public and private partners to redevelop and revitalize abandoned and blighted properties.



TRANSPORTATION

Continue, at a minimum, appropriating existing revenue amounts using 2-cents of the Ad Valorem tax and \$5.00 of the Vehicle tax for the Transportation Fund.

Continue efforts to secure funding for Congestion Mitigation Air Quality (CMAQ), Federal Transportation, Community, and System Preservation Program (TCSP), Economic Enhancement, Highway Safety Improvement (HSIP), and small construction projects from the federal government and/or the NCDOT, and continue to coordinate associated local activities with NCDOT Division 10.

Continue to routinely monitor projects and consider participation in additional projects to assure Transportation Fund revenues are being used to fund highest priorities and funds are available for local matches to leverage additional projects with a focus on City infrastructure.

Develop a viability analysis process to support privately and/or publicly-owned corporate/general aviation hangars at Concord Regional Airport.

Work with CATS, Cabarrus County, and the City of Kannapolis on the extension of the light rail into Concord/Cabarrus County.

Work with Cabarrus County and the City of Kannapolis to implement recommendations from the Public Transit Master Plan.

CONCORD CITY COUNCIL

Samuel Leder – District 1
W. Brian King – District 2
Ella Mae Small – District 3
Mayor William C. "Bill" Dusch
JC McKenzie – District 4
Terry Crawford – District 5
Jennifer Parsley – District 6
John Sweat, Jr. - District 7

Core Values

CULTURE OF EXCELLENCE

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

ACCOUNTABILITY

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

COMMUNICATION

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

ENVIRONMENT

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

SAFETY

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

TRUST

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

2019-2020 BUDGET ORDINANCE

BE IT ORDAINED by the City Council of the City of Concord, North Carolina, meeting in open session this 13th day of June 2019 that the following fund revenues and departmental expenditures, together with certain restrictions and authorizations are adopted.

SECTION I. GENERAL FUND: Revenues totaling \$94,483,872 are hereby approved from the following sources:

Ad Valorem Taxes	\$56,120,901
Sales Taxes	20,191,661
Unrestricted Intergovernmental Revenue	5,963,310
Restricted Intergovernmental Revenue	4,001,380
Licenses, Permits and Fees	2,230,000
Other Revenue	3,952,155
Operating Revenues	924,465
Investment Earnings	\$1,100,000
TOTAL	\$94,483,872

A total of \$94,843,872 is hereby authorized to be expended from the departmental accounts of the General Fund as follows:

Governing Body	\$ 257,803
Public Services – Admin.	207,646
City Manager’s Office	699,370
Human Resources	836,192
Wellness Center	225,529
Finance Department	754,005
Tax	294,325
Legal Department	430,063
Non-Departmental	7,971,196
Police Department	23,333,081
Code Enforcement	1,098,840
Communications	1,940,203
Radio Shop	578,287
Fire	22,084,578
Fire – Prevention	986,566
Fire – Training	571,088
Emergency Management	183,070
Streets & Traffic	7,623,964
Powell Bill	1,597,294
Traffic Signal Division	1,200,603
Traffic Services	640,905
Solid Waste & Recycling	7,938,533
Cemeteries	785,753
Fleet Services (costs are direct billed)	0
Planning and Neighborhood Development	3,141,349
Transportation Planning	449,345
Economic Development	1,371,423
Parks and Recreation	7,062,027
Parks and Recreation - Aquatics Program	220,834
TOTAL	\$ 94,483,872

SECTION II. SPECIAL REVENUE FUNDS: Revenues totaling \$7,510,903 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 \$7,510,903 is hereby authorized to be expended from Special Revenue Funds as follows:

Municipal Service District Fund	\$96,930
Community Development Block Grant Fund	636,173
H.O.M.E. Consortium Fund	1,374,504
\$5 Vehicle Tax – Transit Fund	390,000
Housing Assistance Voucher Program Fund	4,949,729
Market Rate Units Fund	63,567
TOTAL	\$7,510,903

SECTION III. ELECTRIC FUND: Revenues are hereby approved comprised of \$85,391,443 in operating revenues, \$101,000 in non-operating revenues, and \$750,000 in investment earnings. A total of \$86,242,443 is hereby authorized to be expended from the Electric Fund as follows:

Electric Administration	\$3,785,884
Purchased Power	52,474,382
Maintenance - Power Lines	11,078,795
Tree Trimming	1,216,477
Electric Construction	16,041,457
Peak Shaving	357,482
Electric Engineering	1,067,604
Utility Locate Services	220,362
TOTAL	\$86,242,443

SECTION IV. WATER FUND: Revenues are hereby approved comprised of \$24,359,235 in operating revenue, non-operating revenue of \$53,000, and \$500,000 in investment earnings. A total of \$24,912,235 is hereby authorized to be expended from the Water Fund as follows:

Hillgrove Water Plant	\$ 4,194,715
Coddle Creek Water Plant	7,166,000
Waterlines - Operation & Maintenance	13,551,520
TOTAL	\$ 24,912,235

SECTION V. WASTEWATER FUND: Revenues are hereby approved comprised of operating revenues of \$17,547,000, non-operating revenues of \$1,000 and \$271,000 in investment earnings. A total of \$17,819,000 is hereby authorized to be expended from the Wastewater Fund as follows:

Wastewater Operations & Maintenance	\$ 17,819,000
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SECTION VI. STORMWATER FUND: Revenues are hereby approved comprised of \$5,154,340 in operating revenue, \$6,000 in non-operating revenues, and \$80,000 in investment earnings. A total of \$5,240,340 is hereby authorized to be expended from the Stormwater Fund as follows:

Stormwater Operations & Maintenance	\$ 5,240,340
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SECTION VII. AVIATION FUND: Revenues are hereby approved comprised of \$11,093,195 in operating revenue, \$474,440 in non-operating revenue, \$100,000 in investment earnings, and a transfer of \$678,089 from the General Fund. A total of \$12,345,724 is hereby authorized to be expended from the Aviation Fund as follows:

Aviation Operating	\$12,345,724
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SECTION VIII. GOLF COURSE FUND: Revenues are hereby approved comprised of \$1,739,478 in operating revenues, \$19,559 in non-operating revenues, a transfer from General Capital Reserves of \$35,200 and a transfer

from the General Fund of \$941,643. A total of \$2,735,880 is hereby authorized to be expended from the Golf Course Fund as follows:

Golf Course Operating	\$2,735,880
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SECTION IX. TRANSIT FUND: Revenues are hereby approved comprised of \$309,035 in operating revenues, restricted intergovernmental revenue of \$3,292,755, transfer of \$390,000 from the \$5 Vehicle Tax – Transit Fund, and a transfer from the General Fund of \$725,276. A total of \$4,717,066 is hereby authorized to be expended from the Transit Fund as follows:

Transit System Operating Fund	\$4,717,066
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SECTION X. PUBLIC HOUSING FUND: Revenues are hereby approved comprised of \$1,369,656 in operating revenues and transfer from the General Fund of \$375,000. A total of \$1,744,656 is hereby authorized to be expended from the Public Housing Fund as follows:

Public Housing Operations	\$1,744,656
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SECTION XI. DEBT SERVICE (FIRST CONCORD): Revenues are hereby approved comprised of transfers from operating funds in the amount of \$4,281,174. A total of \$4,281,174 is hereby authorized to be expended from First Concord for debt service payments as follows:

2010 LOBS	\$923,000
2014 LOBS	\$3,358,174

SECTION XII. ENCUMBRANCES AS OF JUNE 30, 2019: Funds appropriated in the 2018-2019 budget and encumbered at June 30, 2019, shall be authorized as part of the 2019-2020 budget appropriation by adoption of this budget ordinance.

SECTION XIII. EMPLOYEE COMPENSATION: In accordance with the provisions of the current Personnel Policy for the City of Concord, a 3.5% contribution to a 401K program is included for all employees except law enforcement. Law enforcement is funded at 5%, as required. Monies have been set aside in each fund for a 1.5% market adjustment to all employees effective July 1, 2019, as well as merit increase opportunities for co-workers. An overall average merit increase of 2% of salaries is authorized in each fund for FY19-20. The range for merit increases will be from 1 to 3%, depending on performance.

SECTION XIV. TAX RATE ESTABLISHED: An Ad Valorem Tax rate of \$0.4800 per \$100 property valuation is hereby established as the official tax rate for the City of Concord for the fiscal year 2019-2020. The adopted tax rate is based on an estimated valuation of \$11,687,479,000 (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 \$42,959,400 with an estimated 98.0 percent collection rate.

Allocation of the 2019-2020 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 2019-2020 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 2019-2020 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 2019-2020 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 13th day of June 2019.

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 2019-2020)

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 – 3111
2. Projects – 3112

FUND 320 – HOME CONSORTIUM FUND

1. Administration – 3209
2. Projects – 3210

FUND 350 – MARKET RATE UNITS FUND

1. Market Rate Units – 3500

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 – 7616

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

FUND 421 – WASTEWATER CAPITAL PROJECTS

1. Wastewater Projects – 8402

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. 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

CAPITAL RESERVE FUNDS

FUND 282 – UTILITY CAPITAL RESERVE

1. Utility Capital Reserve – 8120

FUND 285 – GENERAL CAPITAL RESERVE PROJECTS

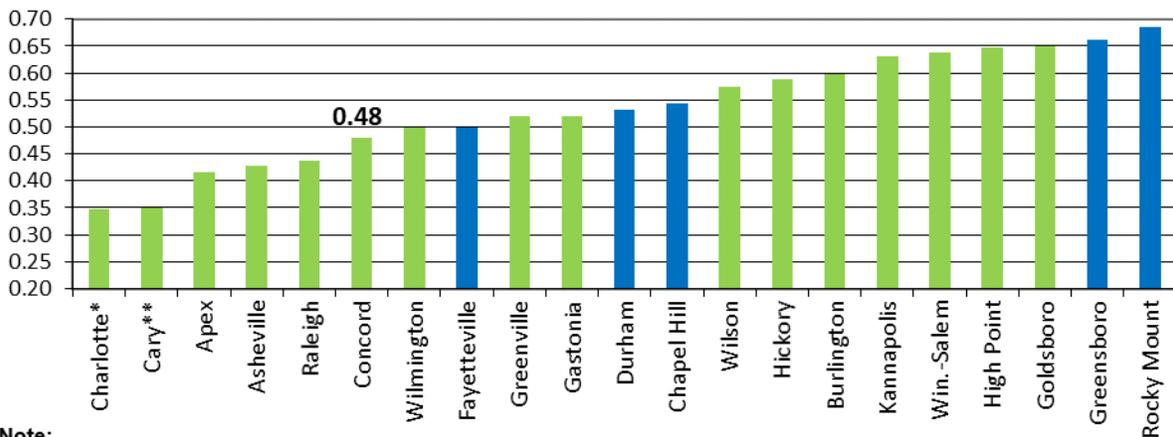
1. Capital Reserve Expenditures – 8150

Major Revenue Sources

General Fund: The current General Fund budget for the 2019-20 fiscal year totals \$94,483,872 compared to the original adopted budget of \$88,215,189 for FY 2018-19. Factoring out transfers, financing proceeds, and appropriations from fund balance (non-operating revenue); there is a revenue increase of \$5,143,083 (5.87%) when compared to the original adopted current budget. The increase in revenues for the City’s General Fund budget proposal is a result of a 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 2019-20; these revenues are directly related to economic conditions. The 2019-20 budget includes an increase in expected revenue from the Local Option sales tax source in the amount of \$435,900 or 2% when compared to current year projected collections. The proposed budget increases the vehicle license fee from \$15 to \$30 which results in projected revenue increases of \$1,170,000. The City will also implement a monthly solid waste fee this fiscal year. The fee is \$2.24 per household and will generate approximately \$910,000. 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 2019-20 fiscal years.

Property Taxes: The budget is balanced with a property tax rate of \$.48 per \$100 valuation. This will yield \$56,120,900 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 \$11,687,479,000 (including motor vehicles). One cent on the City’s tax rate produces \$1,145,370 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 2019-20 Adopted Property Tax Rates for
NC Full-Service Cities Over 40,000 Pop.
(Cents per \$100 Valuation)**



Note:

*Charlotte - revenue neutral budget adopted for FY 2020 which created a 14 cent decrease to property tax.

**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 \$20,191,660 for fiscal year 2019-20. This total revenue source is expected to increase 2% 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 2% growth in local option sales tax allocations for FY 2019-20 when compared to FY 2018-19 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 2019-20 is \$390,730, which represents an estimated 4% decrease when compared to FY19 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 2019-20 is \$509,740, which represents 4% decline in this revenue source when compared to FY19 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 FY2019-20 to be \$4,619,945 which a 2% increase when compared to actual estimated collections in FY2019. 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 FY2019-20 proposed budget of \$300,000 represents no growth when compared to estimated collections for FY2019. 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 \$2,337,805 for FY 2019-20, 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 \$48,122,752 as of June 30, 2018. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund balance at June 30, 2019. The City has allocated around \$9 million for one-time expenses related property purchases and capital outlay. These purchases will reduce the general fund unassigned fund balance by an estimated \$9 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 2019-20 includes an appropriation of \$1,130,605 from fund balance. These funds will be used for a one time early payoff of an outstanding debt issue.

The recommended budget does appropriate \$3,819,644 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 \$31,200,000) 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 Market Rate Units fund, the \$5 Vehicle Tax fund (Transit), and the Section 8 Housing Vouchers program. The special revenue funds total \$7,510,903.

Enterprise Funds: Stormwater, Electric, Water and Wastewater rates and operating charges will generate \$132,452,018 in revenues.

Stormwater: The Stormwater Fund is comprised of \$5,154,340 in operating revenue and \$86,000 in non-operating revenues. No fee increases are proposed for the Stormwater program. Rate revenue for FY 2020 is expected to increase 2% when compared to FY 2019 year-end estimates. Increases in rate revenue correlate with expecting customer base growth in the City.

Electric Fund: The Electric Fund is comprised of \$85,391,443 in operating revenues and \$851,000 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 2020 budget proposal does not project increases in purchase power rate adjustments. FY 2020 rate revenue is anticipated to increase 1% when compared to FY 2019 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 \$24,359,235 in operating revenue, non-operating revenue of \$553,000, and there will be no appropriation from retained earnings. There are no water rate increases

included in the FY 2020 budget. Water rate revenue is projected to increase 2% when compared to FY 2019 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 \$17,547,000 and non-operating revenue of \$272,000. There is no appropriation from retained earnings. There are no wastewater rate increases in the FY 2020 budget. Wastewater revenues are expected to increase 2% based upon current residential and commercial development trends when compared to FY 2019 year-end estimates.

Public Transit: The Public Transit budget is comprised of \$309,035 in operating revenue, \$3,292,755 in restricted intergovernmental revenue, and transfers of \$1,115,276. In FY 2020, Concord's General Fund contribution to the Transit system is \$725,276, which includes our portion of the CCX service run by Rider.

Golf Course: The Golf Course Fund anticipates earned revenue for FY 2019-20 to remain stable when compared to the amended budget of the prior year. Total revenues are estimated at \$2,718,627 which includes a transfer from the General Fund of \$941,643 which is designated towards debt service. A transfer of \$35,200 from the General Capital Reserve Fund will be used for capital outlay.

Aviation: The Aviation budget is comprised of \$11,093,195 in operating revenue, \$574,440 in non-operating revenue and a transfer of \$678,089 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 projected increases of 2%.

Public Housing: The Public Housing budget is comprised of \$1,369,656 in operating revenues and a transfer from the General Fund of \$375,000.

Internal Services Fund: The Internal Services Fund – comprised of Data Services, Customer Care, Utilities Collections, Billing, Engineering, Buildings and Grounds and Purchasing – totals \$14,923,243. All costs within this fund are allocated among the Electric, Water, Wastewater, Stormwater, Aviation and General Funds based on percentages derived from a cost allocation method.

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

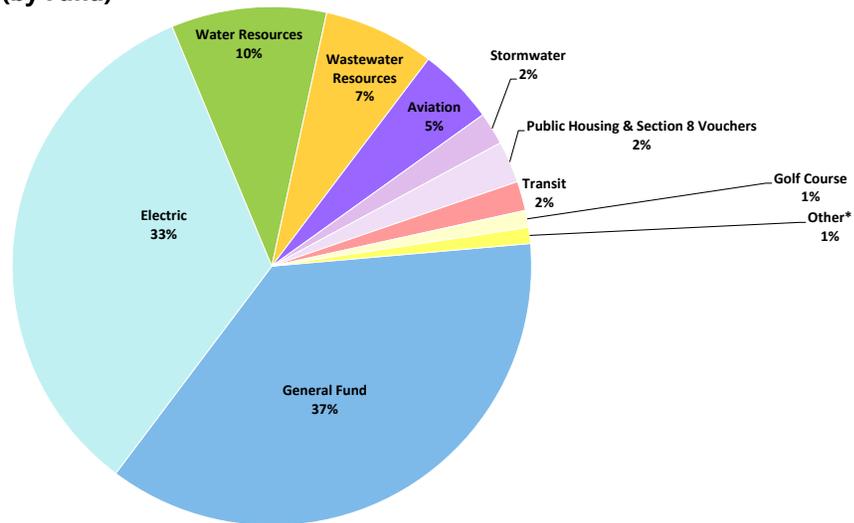
City Revenues

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
By Fund							
General Fund	\$ 83,308,158	\$ 95,051,878	\$ 98,334,577	\$ 92,779,210	\$ 94,483,872	\$ 94,483,872	\$ 97,781,229
Municipal Service District	\$ 105,203	\$ 93,547	\$ 92,264	\$ 88,846	\$ 96,830	\$ 96,830	\$ 97,310
Home Consortium Fund	\$ 452,800	\$ 1,217,161	\$ 1,595,350	\$ 1,609,797	\$ 1,374,504	\$ 1,374,504	\$ 1,104,277
Community Development Block Grant (CDBG) Fund	\$ 540,612	\$ 532,098	\$ 591,399	\$ 591,399	\$ 636,173	\$ 636,173	\$ 590,040
\$5 Vehicle Tax for Public Transit	\$ 392,114	\$ 394,968	\$ 411,000	\$ 404,377	\$ 390,000	\$ 390,000	\$ 390,000
Section 8 Voucher Program	\$ 4,547,877	\$ 4,647,246	\$ 4,913,527	\$ 4,840,542	\$ 4,949,729	\$ 4,949,729	\$ 4,949,729
Market Rate Units Fund	\$ 55,631	\$ 57,460	\$ 69,540	\$ 69,540	\$ 63,567	\$ 63,567	\$ 66,745
Stormwater Fund	\$ 4,132,138	\$ 5,093,458	\$ 5,158,257	\$ 5,442,585	\$ 5,240,340	\$ 5,240,340	\$ 5,344,793
Electric Fund	\$ 95,981,700	\$ 84,825,940	\$ 92,218,866	\$ 88,175,879	\$ 86,242,443	\$ 86,242,443	\$ 87,491,445
Water Resources Fund	\$ 24,182,011	\$ 24,355,786	\$ 29,998,984	\$ 26,450,888	\$ 24,912,235	\$ 24,912,235	\$ 25,399,332
Transit Fund	\$ 2,982,817	\$ 4,037,132	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,754,130
Wastewater Resources Fund	\$ 16,841,431	\$ 17,223,110	\$ 18,983,011	\$ 18,232,171	\$ 17,819,000	\$ 17,819,000	\$ 18,174,220
Golf Course Fund	\$ 2,582,974	\$ 2,744,584	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,700,679
Aviation Fund	\$ 9,404,114	\$ 11,148,016	\$ 14,507,839	\$ 12,249,011	\$ 12,345,724	\$ 12,345,724	\$ 12,049,572
Public Housing	\$ 1,308,977	\$ 1,247,075	\$ 1,399,125	\$ 1,469,848	\$ 1,744,656	\$ 1,744,656	\$ 1,369,656
TOTAL CITY REVENUES	\$ 246,818,557	\$ 252,669,459	\$ 275,773,778	\$ 259,409,245	\$ 257,752,019	\$ 257,752,019	\$ 262,263,157

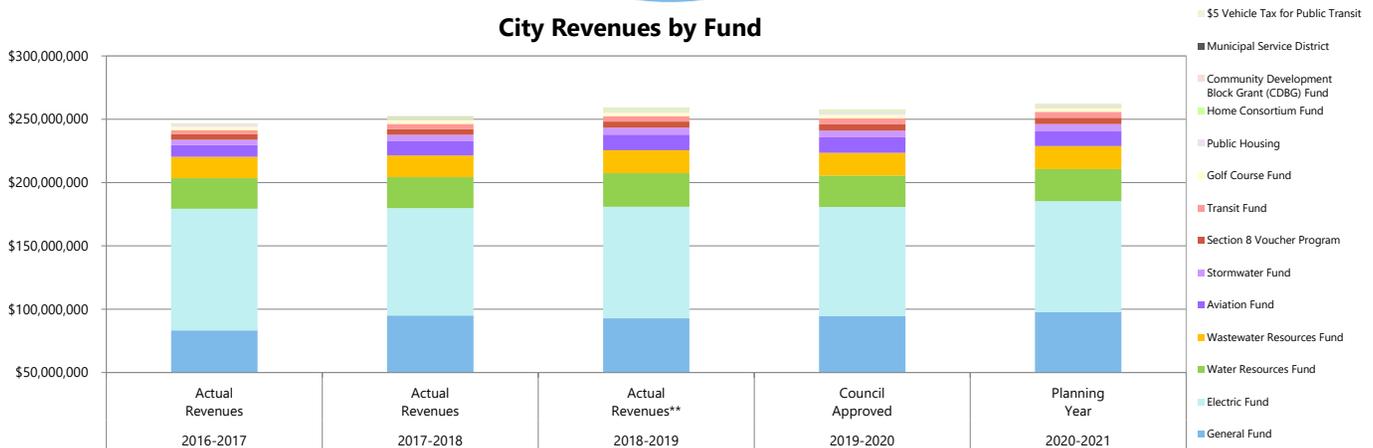
% budget change

* as amended **as of August 6, 2019

FY 2019-2020 City-wide Revenues (by Fund)



City Revenues by Fund



City Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
By Fund							
General Fund	\$ 86,702,564	\$ 89,788,913	\$ 98,334,577	\$ 88,832,734	\$ 94,483,872	\$ 94,483,872	\$ 107,452,889
Municipal Service District	\$ 105,203	\$ 93,464	\$ 92,264	\$ 89,028	\$ 96,830	\$ 96,930	\$ 97,310
Home Consortium Fund	\$ -	\$ 1,026,176	\$ 1,595,350	\$ 841,186	\$ 1,374,504	\$ 1,374,504	\$ 1,104,304
Community Development Block Grant (CDBG) Fund	\$ -	\$ 1,020,955	\$ 591,399	\$ 205,467	\$ 636,173	\$ 636,173	\$ 590,040
\$5 Vehicle Tax for Public Transit	\$ 392,114	\$ 394,969	\$ 411,000	\$ 404,378	\$ 390,000	\$ 390,000	\$ 390,000
Section 8 Voucher Program	\$ 4,557,763	\$ 4,666,320	\$ 4,913,527	\$ 4,884,068	\$ 4,949,729	\$ 4,949,729	\$ 4,959,500
Market Rate Units Fund	\$ -	\$ 31,476	\$ 69,540	\$ 44,911	\$ 63,567	\$ 63,567	\$ 66,745
Stormwater Fund	\$ 4,132,138	\$ 5,093,458	\$ 5,158,257	\$ 5,442,585	\$ 5,240,340	\$ 5,240,340	\$ 5,344,793
Electric Fund	\$ 95,981,700	\$ 84,825,940	\$ 92,218,866	\$ 88,175,879	\$ 86,242,443	\$ 86,242,443	\$ 87,491,445
Water Resources Fund	\$ 21,076,312	\$ 29,690,155	\$ 29,998,984	\$ 25,665,011	\$ 24,912,235	\$ 24,912,235	\$ 41,711,199
Transit Fund	\$ 4,037,132	\$ 4,626,611	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,729,928
Wastewater Resources Fund	\$ 15,895,572	\$ 16,204,438	\$ 18,983,011	\$ 16,646,509	\$ 17,819,000	\$ 17,819,000	\$ 16,481,599
Golf Course Fund	\$ 2,582,974	\$ 2,744,584	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,700,679
Aviation Fund	\$ 10,107,388	\$ 12,188,399	\$ 14,507,839	\$ 13,350,309	\$ 12,345,724	\$ 12,345,724	\$ 11,287,009
Public Housing	\$ 1,842,531	\$ 1,777,345	\$ 1,399,125	\$ 1,199,994	\$ 1,744,656	\$ 1,744,656	\$ 1,385,687
Internal Service Fund***	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CITY EXPENDITURES	\$ 247,413,391	\$ 254,173,203	\$ 275,773,778	\$ 252,787,211	\$ 257,752,019	\$ 257,752,119	\$ 285,793,127

% budget change

3%

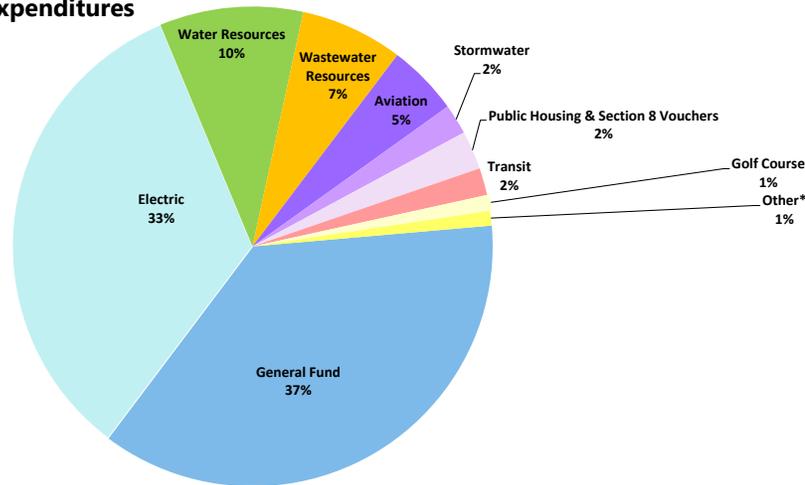
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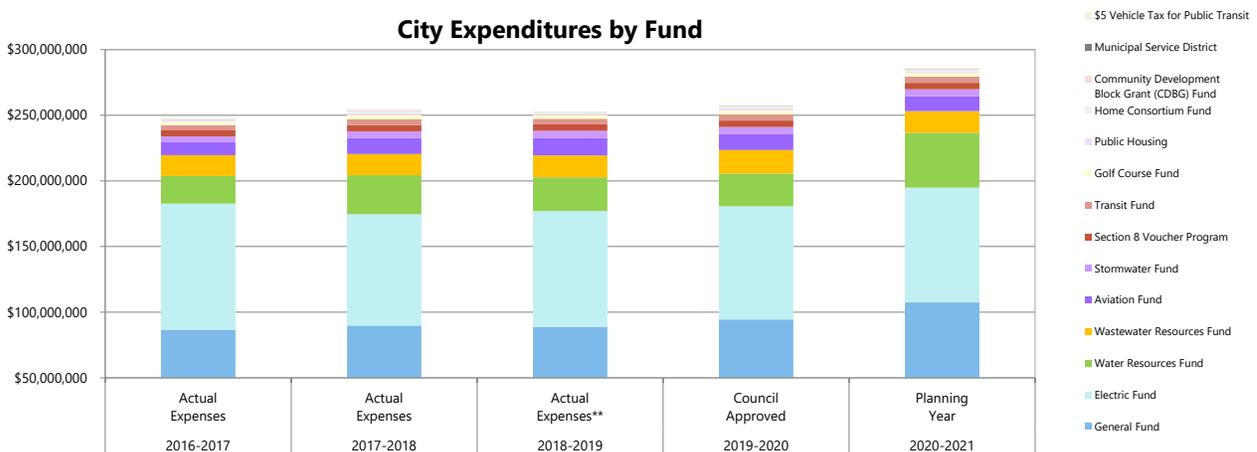
* as amended **as of August 6, 2019

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

FY 2019-2020 City-wide Expenditures



City Expenditures by Fund



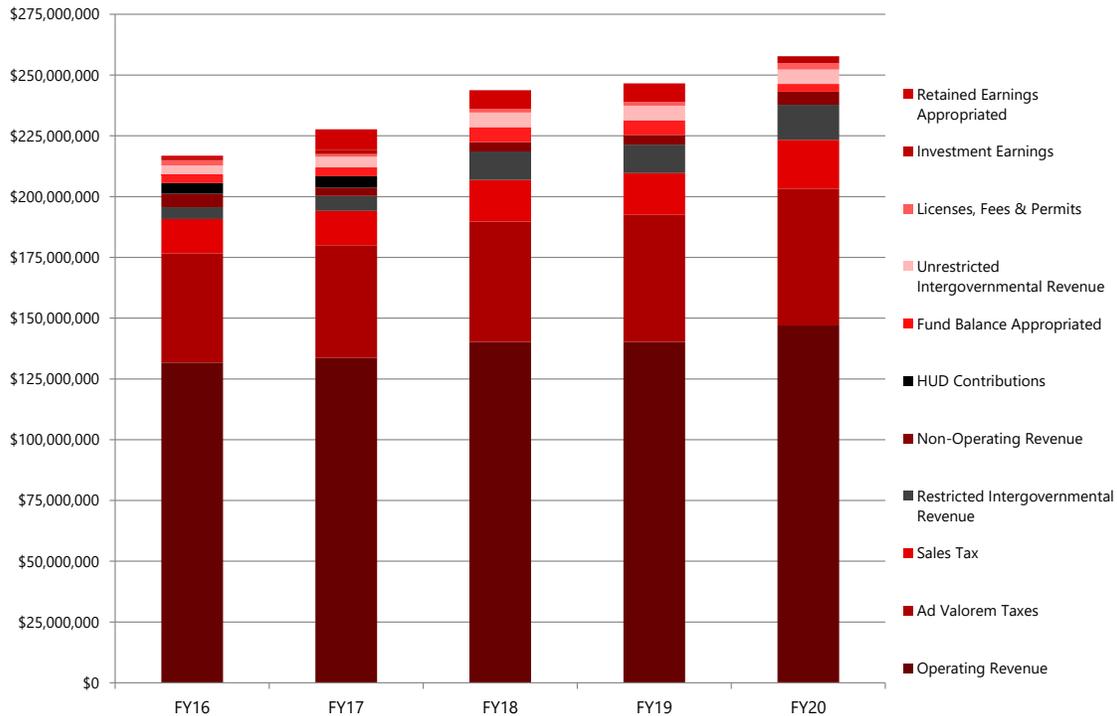
Budget by

Revenues:	General Fund		Special Revenue Funds				
	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Market Rate Units
Ad Valorem Taxes	\$ 56,120,901	\$ 96,830	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	\$ 20,191,661	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Fees & Permits	\$ 2,230,000	\$ -	\$ -	\$ -	\$ -	\$ 390,000	\$ -
Unrestricted Intergovernmental Revenue	\$ 5,963,310	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Intergovernmental Revenue	\$ 4,001,380	\$ -	\$ 4,949,729	\$ 1,206,157	\$ 633,508	\$ -	\$ -
Operating Revenue	\$ 924,465	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,567
Other/Non-Operating Revenue	\$ 3,952,155	\$ -	\$ -	\$ 100,000	\$ 2,665	\$ -	\$ -
Investment Earnings	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ 68,347	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 94,483,872	\$ 96,830	\$ 4,949,729	\$ 1,374,504	\$ 636,173	\$ 390,000	\$ 63,567

Expenditures:							
Personal Services*	\$ 51,632,184	\$ -	\$ 81,528	\$ 68,681	\$ 94,023	\$ -	\$ -
Operations	\$ 28,799,000	\$ 96,830	\$ 4,868,201	\$ 1,305,823	\$ 542,150	\$ 390,000	\$ 32,561
Capital Outlay	\$ 3,982,393	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 3,276,642	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (213,547)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 7,007,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,006
TOTAL EXPENDITURES	\$ 94,483,872	\$ 96,830	\$ 4,949,729	\$ 1,374,504	\$ 636,173	\$ 390,000	\$ 63,567

*Note: Personal Service costs for the Internal Service Fund (\$8,373,027) are captured in the Cost Allocations line above

Budgeted Revenues FY16-FY20



Fund: FY2019-2020

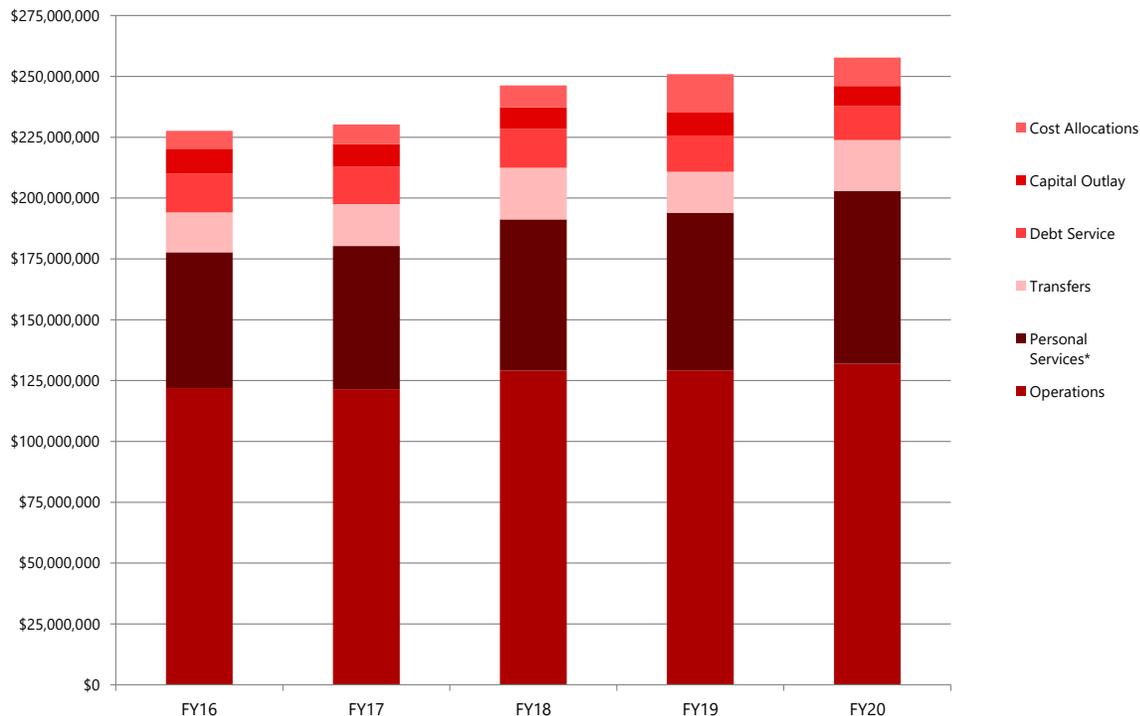
Enterprise Funds

Revenues:	Stormwater	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing	All Funds
Ad Valorem Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,217,731
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,191,661
Licenses, Fees & Permits Unrestricted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,205	\$ -	\$ 2,644,205
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,963,310
Restricted Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 3,292,755	\$ -	\$ -	\$ 357,435	\$ -	\$ 14,440,964
Operating Revenue	\$ 5,154,340	\$ 85,391,443	\$ 24,359,235	\$ 309,035	\$ 17,547,000	\$ 1,739,478	\$ 11,093,195	\$ 358,619	\$ 146,940,377
Other/Non-Operating Revenue	\$ 6,000	\$ 101,000	\$ 53,000	\$ -	\$ 1,000	\$ 19,559	\$ 92,800	\$ 1,011,037	\$ 5,339,216
Investment Earnings	\$ 80,000	\$ 750,000	\$ 500,000	\$ -	\$ 271,000	\$ -	\$ 100,000	\$ -	\$ 2,801,000
Retained Earnings									
Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ 1,115,276	\$ -	\$ 976,843	\$ 678,089	\$ 375,000	\$ 3,213,555
TOTAL REVENUE	\$ 5,240,340	\$ 86,242,443	\$ 24,912,235	\$ 4,717,066	\$ 17,819,000	\$ 2,735,880	\$ 12,345,724	\$ 1,744,656	\$ 257,752,019

Expenditures:

Personal Services*	\$ 1,490,651	\$ 7,133,261	\$ 4,749,888	\$ 468,379	\$ 2,243,273	\$ -	\$ 2,840,624	\$ 173,608	\$ 70,976,100
Operations	\$ 710,575	\$ 62,169,762	\$ 10,256,152	\$ 4,199,667	\$ 8,518,800	\$ 1,741,784	\$ 7,074,377	\$ 1,196,048	\$ 131,901,730
Capital Outlay	\$ 347,000	\$ 837,800	\$ 1,132,500	\$ -	\$ 1,109,500	\$ 35,200	\$ 454,020	\$ 375,000	\$ 8,273,413
Debt Service	\$ 960,915	\$ 2,056,758	\$ 2,975,491	\$ -	\$ 2,332,536	\$ 941,643	\$ 1,445,642	\$ -	\$ 13,989,627
Cost Allocations	\$ 1,731,199	\$ 3,916,230	\$ 3,606,322	\$ 46,472	\$ 2,083,814	\$ -	\$ 516,589	\$ -	\$ 11,687,079
Transfers	\$ -	\$ 10,128,632	\$ 2,191,882	\$ 2,548	\$ 1,531,077	\$ 17,253	\$ 14,472	\$ -	\$ 20,924,070
TOTAL EXPENDITURES	\$ 5,240,340	\$ 86,242,443	\$ 24,912,235	\$ 4,717,066	\$ 17,819,000	\$ 2,735,880	\$ 12,345,724	\$ 1,744,656	\$ 257,752,019

Budgeted Expenses FY16-FY20



Fund Balances / Net Position

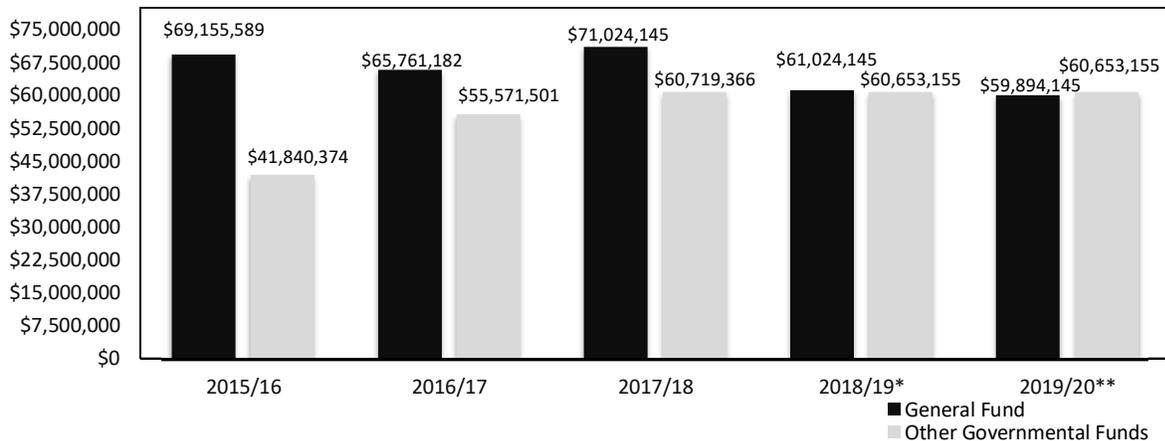
Amounts shown as fund balance for Governmental Funds represent a running total of monies over the years that remain unspent after all budgeted expenditures have been made. For many years, the North Carolina Local Government Commission has recommended that units retain an amount of available fund balance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

Fund Balances	2015/16	2016/17	2017/18	2018/19*	2019/20**
General Fund	\$ 69,155,589	\$ 65,761,182	\$ 71,024,145	\$ 61,024,145	\$ 59,894,145
Other Governmental Funds	\$ 41,840,374	\$ 55,571,501	\$ 60,719,366	\$ 60,653,155	\$ 60,653,155
Totals	\$ 110,995,963	\$ 121,332,683	\$ 131,743,511	\$ 121,677,300	\$ 120,547,300

Net Position					
Business Type Activities - Enterprise Funds					
Electric Fund	\$ 124,537,481	\$ 125,954,387	\$ 126,831,990	\$ 123,131,990	\$ 123,131,990
Water Fund	\$ 109,735,536	\$ 118,564,233	\$ 124,292,183	\$ 119,167,930	\$ 119,167,930
Wastewater Fund	\$ 78,340,107	\$ 84,280,055	\$ 90,323,388	\$ 89,404,005	\$ 89,404,005
Aviation Fund	\$ 79,196,922	\$ 80,838,050	\$ 80,700,744	\$ 78,200,745	\$ 78,200,745
Stormwater Fund	\$ 53,448,011	\$ 53,487,099	\$ 53,624,918	\$ 53,600,000	\$ 53,600,000
Other Enterprise Funds	\$ 17,030,560	\$ 16,206,817	\$ 14,395,513	\$ 14,400,000	\$ 14,400,000
Totals	\$ 462,288,617	\$ 479,330,641	\$ 490,168,736	\$ 477,904,670	\$ 477,904,670

* unaudited
 ** estimate

Fund Balance



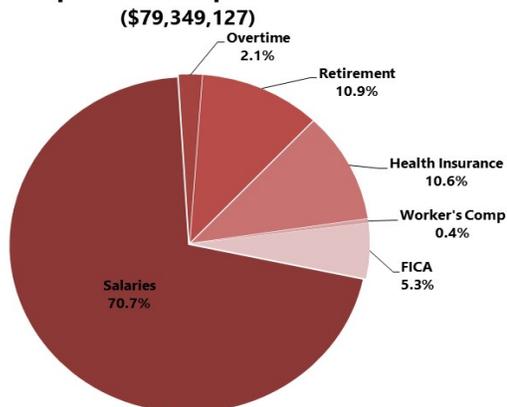
Personnel Summary

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

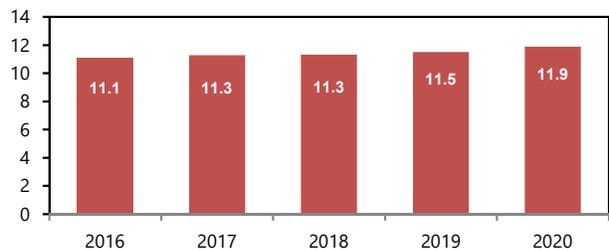
Budget Unit	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
	FTE	FTE	FTE	FTE
GENERAL FUND				
General Government				
Public Services Administration	1	1	1	1
City Manager's Office	6.5	6.5	6.5	7
Human Resources	11	12	13	13
Finance	13	13	13	14
Tax	3.5	0.75	0.75	0.75
Legal	6	6	6	6
Non-Departmental	0	0	0	0
Public Safety				
Police	202.25	204	206	209
Code Enforcement	8	8	9	9
Emergency Communications	23.5	25.5	25.5	25.5
Radio Shop	3.5	4.1	4.1	4.5
Fire	187	194	200	217
Fire Prevention	9.5	9.5	10.2	10.2
Fire Training	4	4	4	4
Emergency Management	2	2	2	1
Public Works				
Streets & Traffic	30	34	34.5	35.5
Powell Bill (staff part of Streets & Traffic)	0	0	0	0
Traffic Signals	6	6	6	7
Traffic Services	5	5	5	5
Solid Waste & Recycling	31.5	32.5	34.5	36
Cemeteries	8	8	8	9
Fleet Services	14	14	14	14
Economic Development				
Planning & Neighborhood Development	16	17	18	18
Transportation Planning (contract)	0	0	0	0
Economic Development	1	1	1	1
Culture & Recreation				
Parks & Recreation	23.43	29.93	31.5	34
Parks & Recreation - Aquatics (seasonal staff)	0	0	0	0
Total FTE General Fund	615.7	637.8	653.6	681.5
OTHER FUNDS				
Municipal Service District Fund	0	0	0	0
HOME Consortium Fund	0.8	0.8	0.8	0.8
Transportation Improvement Fund	0	0	0	0
CDBG Fund	1.2	1.2	1.2	1.2
Addl. \$5 Vehicle Tax (Transit) Fund	0	0	0	0

Budget Unit	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19
	FTE	FTE	FTE	FTE
Stormwater Fund				
Stormwater Operations	19.76	21.09	20.58	20.58
Electric Systems Fund				
Electric Administration	3	3	3	3
Purchased Power	0	0	0	0
Powerlines Maintenance	17	18	18	18
Tree Trimming	7	7	8	8
Electric Construction	33	35	37	37
Peak Shaving	0	0	0	0
Electric Engineering Services	8	8	8	8
Utility Locate Services	5	5	5	5
Water Resources Fund				
Hillgrove Water Treatment Plant	14.5	14.5	14.5	14.5
Coddle Creek Water Treatment Plant	15.5	15.5	16.5	16.5
Waterlines Operations & Maintenance	36.26	35.6	35.09	36.1
Public Transit Fund				
Rider Transit System	5	6.5	6.5	6.5
Wastewater Resources Fund				
Wastewaterlines Operations & Maintenance	31.98	31.31	31.83	31.82
Golf Course Fund				
Golf Course Operations (contract)	0	0	0	0
Aviation Fund				
Aviation Operations	40	41.5	43.5	46.5
Public Housing / Sec. 8 Vouchers Funds				
Public Housing Operations / Vouchers Program	14	13	14	14
Internal Services Fund				
Utilities Collections	4.5	5	5	5
Data Services (contract)	1	1	1	1
Billing	10	11.25	14.25	16.25
Customer Care	26	27	25	25
Engineering	24	26	26	26
Purchasing	7	7	7	7
Buildings & Grounds	42.3	44.6	47.5	49.5
Total FTE Other Funds	366.8	378.9	389.3	397.3
Total FTE All City Funds	982.5	1,016.6	1,042.8	1,078.7

FY 19-20 Summary of Budgeted City-wide Compensation Expenditures*



Number of City Employees Per 1,000 Population



Customer Service Advancement Team

Concord is committed to creating a culture of customer service and providing the best service possible to our citizens. 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. The City hopes that **TEAM CONCORD** becomes the standard for how we work together to serve and interact with customers.



Background

Upon the direction of the City Council, a customer service team composed of a dedicated group of co-workers 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” – established 9 key principles, a set of shared values and principles. Other accomplishments include the delivery of city wide customer service training and the developed of an employee recognition initiative. After several years of work, the team gained new members and adopted a new name – Customer Service Advancement Team. In 2015 the team expanded the employee recognition program. The new program titled *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.

Team Members

Jody Lowder, Aviation
Will Barnes, Buildings & Grounds
Erin Broadway, Communications
Billy Robbins, Electric Systems
Charity Langston, Engineering
Lesley Reder, Finance
Ann Baldwin, Collections, Customer Care
Robert Beamon, Fleet Services
Charles Thompson, Purchasing
Aprill King, Fire
Brad Hunt, Fire
Elizabeth Rutledge, Housing
Kim Hardy, Human Resources
Rodney Burgess, Parks & Recreation
Ytalo Delgado, Police
Maria Brown, Planning & Neighborhood Development
Desmond Miller, Code Enforcement
Marquita Macon, Solid Waste



Charlotte Thatch, Transit
Dustin Cress, Transportation
Jamie Talbert, Wastewater
Leslie Allman, Stormwater
Terry Paxton, Water

Facilitator: Cherie Jzar, City Manager's Office

Background on the City's Performance Measurement Efforts

The City of Concord is deeply committed to 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 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:¹

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

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 School 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 Budget Department or the UNC – Chapel Hill School of Government.

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

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

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 16/17 Budget	FY 17/18 Budget	FY 18/19 Budget	FY 19/20 Budget
General Fund					
Big Brothers, Big Sisters of Cabarrus County	Parks & Rec	-	-	4,000	5,500
Boys & Girls Club of Cabarrus County	Parks & Rec	7,500	7,500	7,500	9,000
Cabarrus Arts Council, Inc.	Parks & Rec	42,780	42,780	42,780	42,500
Cabarrus Events Association	Econ Dev	5,000	5,000	5,000	6,000
Cabarrus Victims Assistance Network (CVAN) Sustaining Grant	Police	10,000	10,000	10,000	10,000
Conflict Resolution Center (Teen Court)	Police	3,500	4,000	4,000	8,500
Habitat for Humanity Cabarrus County	Planning & Nbhd	6,000	6,500	6,500	9,500
Historic Cabarrus, Inc.	Econ Dev	9,000	9,000	9,000	10,500
Special Olympics Cabarrus County	Parks & Rec	2,000	2,000	2,000	-
Sub-total		\$85,780	\$86,780	\$86,780	\$101,500
Utility Fund					
Cabarrus Cooperative Christian Ministries	Water, Electric, Wastewater	15,000	15,000	22,000	24,000
Sub-total		\$15,000	\$15,000	\$22,000	\$24,000
Community Development Block Grant					
Academic Learning Center	CDBG	-	-	4,000	4,500
Cabarrus Cooperative Christian Ministry	CDBG	7,000	8,000	8,000	9,000
Cabarrus Meals on Wheels	CDBG	5,000	5,000	5,000	8,000
Coltrane LIFE Center, Inc.	CDBG	5,000	5,000	5,000	5,000
El Puente Hispano	CDBG	-	-	-	7,000
Hope Haven - Sustaining	CDBG	7,500	10,000	9,700	10,000
Multicultural Community Student Union	CDBG	3,500	4,000	4,000	-
Opportunity House	CDBG	2,500	3,000	3,800	4,000
Prosperity Unlimited, Inc.	CDBG	8,500	8,500	8,500	9,000
Salvation Army	CDBG	6,000	7,000	9,600	12,500
Sub-total		\$45,000	\$50,500	\$53,600	\$69,000
TOTAL FOR ALL FUNDS		\$145,780	\$152,280	\$162,380	\$194,500

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

General Fund

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

FUNCTIONAL AREAS:

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

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

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

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

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

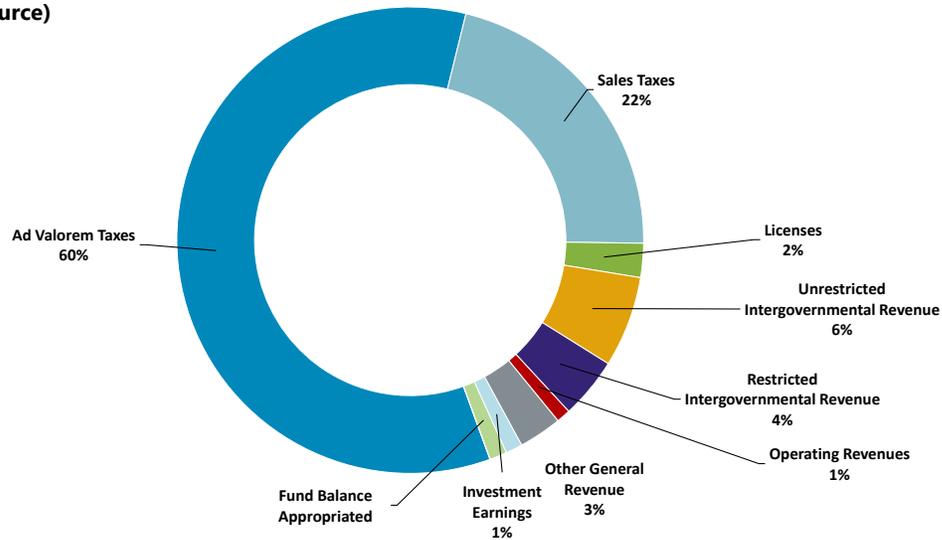
General Fund Revenues

	2016-2017 Actual Revenues	2017-2018 Actual Revenues	2018-2019 Council Approved*	2018-2019 Actual Revenues**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Fund 100							
Ad Valorem Taxes	\$ 51,173,723	\$ 54,905,158	\$ 54,496,240	\$ 55,552,451	\$ 56,120,901	\$ 56,120,901	\$ 60,476,530
Sales Taxes	\$ 17,675,132	\$ 18,602,265	\$ 19,102,845	\$ 20,168,719	\$ 20,191,661	\$ 20,191,661	\$ 20,241,626
Licenses	\$ 1,169,416	\$ 1,379,948	\$ 1,183,900	\$ 1,133,515	\$ 2,230,000	\$ 2,230,000	\$ 2,228,200
Unrestricted Intergovernmental Revenue	\$ 5,390,020	\$ 5,777,700	\$ 5,586,970	\$ 6,034,055	\$ 5,963,310	\$ 5,963,310	\$ 6,012,510
Restricted Intergovernmental Revenue	\$ 3,783,454	\$ 4,182,903	\$ 4,264,259	\$ 3,660,226	\$ 4,001,380	\$ 4,001,380	\$ 3,903,308
Operating Revenues	\$ -	\$ -	\$ -	\$ 37,063	\$ 924,465	\$ 924,465	\$ 29,880
Other General Revenue	\$ 3,556,919	\$ 6,482,348	\$ 3,271,424	\$ 3,646,772	\$ 2,821,550	\$ 2,821,550	\$ 3,767,175
Investment Earnings	\$ 400,909	\$ 371,556	\$ 927,164	\$ 2,546,409	\$ 1,100,000	\$ 1,100,000	\$ 1,122,000
Fund Balance Appropriated Transfers	\$ -	\$ -	\$ 9,501,775	\$ -	\$ 1,130,605	\$ 1,130,605	\$ -
	\$ 158,585	\$ 3,350,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 83,308,158	\$ 95,051,878	\$ 98,334,577	\$ 92,779,210	\$ 94,483,872	\$ 94,483,872	\$ 97,781,229
% budget change		14%		-6%		-4%	

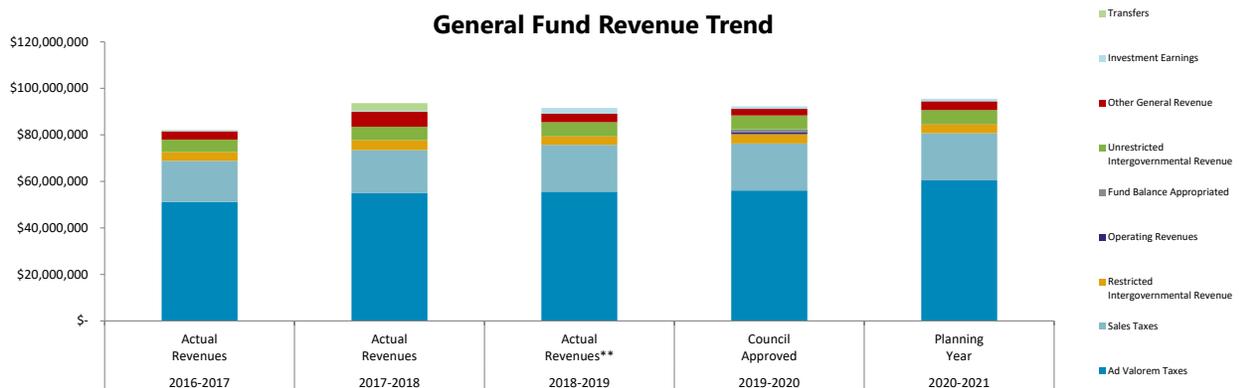
* as amended

**as of August 6, 2019

FY 20 General Fund Revenues (by source)



General Fund Revenue Trend



General Fund Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
By Function							
General Government	\$ 20,650,621	\$ 15,740,376	\$ 12,123,507	\$ 10,411,778	\$ 11,676,129	\$ 11,676,129	\$ 9,701,004
Public Safety	\$ 42,144,645	\$ 46,412,245	\$ 50,214,057	\$ 48,351,839	\$ 50,775,713	\$ 50,775,713	\$ 56,771,733
Public Works	\$ 14,403,976	\$ 16,229,195	\$ 20,143,696	\$ 17,086,456	\$ 19,787,052	\$ 19,787,052	\$ 18,765,813
Economic Development	\$ 3,251,991	\$ 4,143,680	\$ 8,106,987	\$ 6,745,369	\$ 4,962,117	\$ 4,962,117	\$ 4,798,455
Cultural & Recreational	\$ 6,251,331	\$ 7,263,417	\$ 7,746,330	\$ 6,237,292	\$ 7,282,861	\$ 7,282,861	\$ 17,415,884
TOTAL EXPENDITURES	\$ 86,702,564	\$ 89,788,913	\$ 98,334,577	\$ 88,832,734	\$ 94,483,872	\$ 94,483,872	\$ 107,452,889

4%

-1%

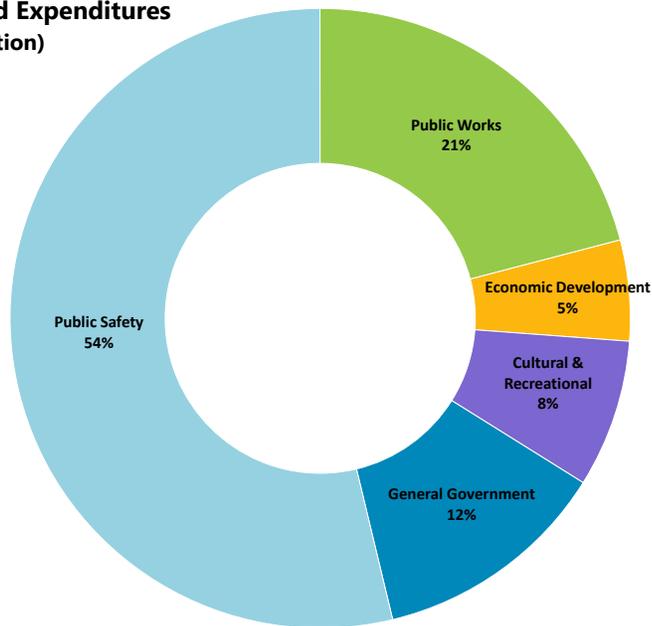
-4%

% budget change

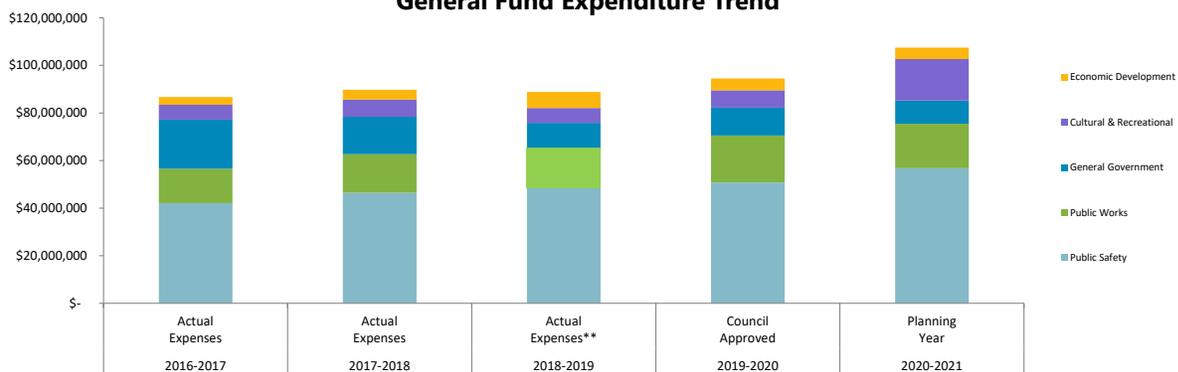
* as amended

**as of August 6, 2019

**FY 20 General Fund Expenditures
(by Function)**



General Fund Expenditure Trend



General Government

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

BUDGET UNITS:

Governing Body: 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.

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.

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.

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.

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.

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.

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.

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.

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

General Government Expenditures

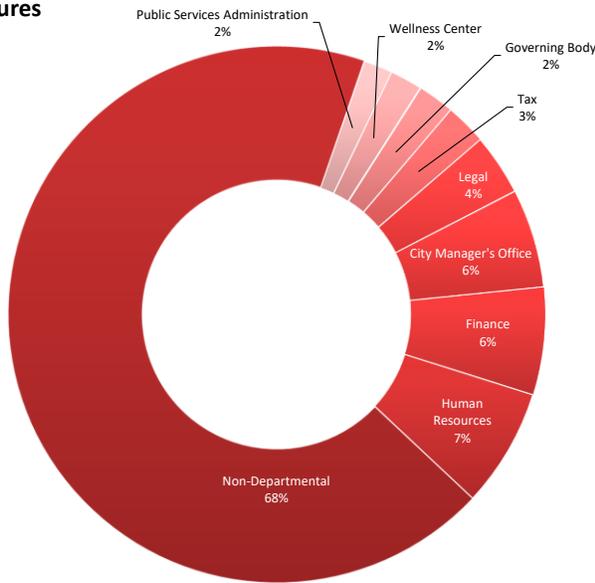
Budget Unit (General Fund)	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Governing Body	\$ 220,245	\$ 234,759	\$ 359,323	\$ 255,479	\$ 257,803	\$ 257,803	\$ 246,626
Public Services Administration	\$ 397,311	\$ 818,775	\$ 208,549	\$ 57,377	\$ 207,646	\$ 207,646	\$ (294,316)
City Manager's Office	\$ 552,289	\$ 603,787	\$ 731,010	\$ 693,880	\$ 699,370	\$ 699,370	\$ 726,286
Human Resources	\$ 602,081	\$ 671,693	\$ 814,591	\$ 740,960	\$ 836,192	\$ 836,192	\$ 948,208
Wellness Center	\$ 178,890	\$ 202,222	\$ 278,284	\$ 110,110	\$ 225,529	\$ 225,529	\$ 225,588
Finance	\$ 669,678	\$ 655,955	\$ 792,355	\$ 791,484	\$ 754,005	\$ 754,005	\$ 827,217
Tax	\$ 476,819	\$ 492,605	\$ 370,065	\$ 352,779	\$ 294,325	\$ 294,325	\$ 320,495
Legal	\$ 361,849	\$ 359,880	\$ 411,353	\$ 387,493	\$ 430,063	\$ 430,063	\$ 460,935
Non-Departmental	\$ 17,191,459	\$ 11,700,700	\$ 8,157,977	\$ 7,022,216	\$ 7,971,196	\$ 7,971,196	\$ 6,239,965
Total Expenditures	\$ 20,650,621	\$ 15,740,376	\$ 12,123,507	\$ 10,411,778	\$ 11,676,129	\$ 11,676,129	\$ 9,701,004

% budget change

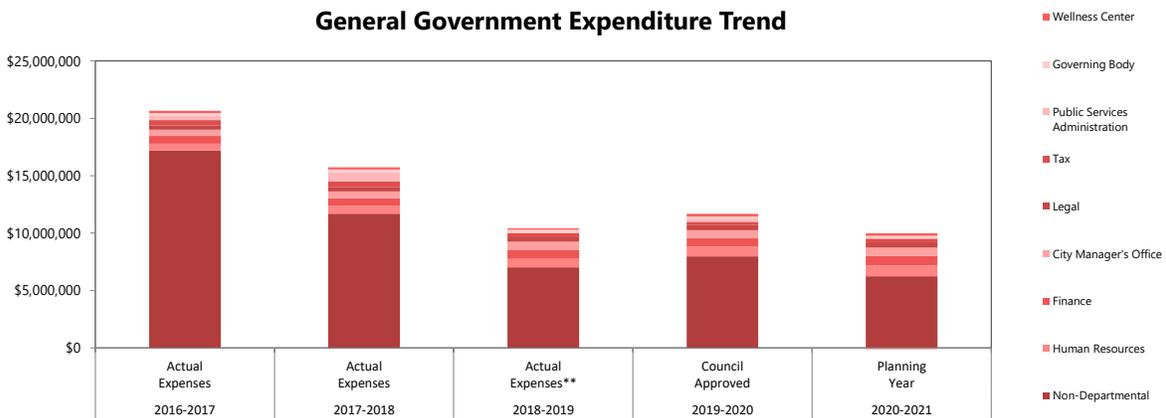
* as amended

**as of August 6, 2019

FY20 General Government Expenditures (by Budget Unit)



General Government Expenditure Trend



Governing Body

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

Functional Area: General Government

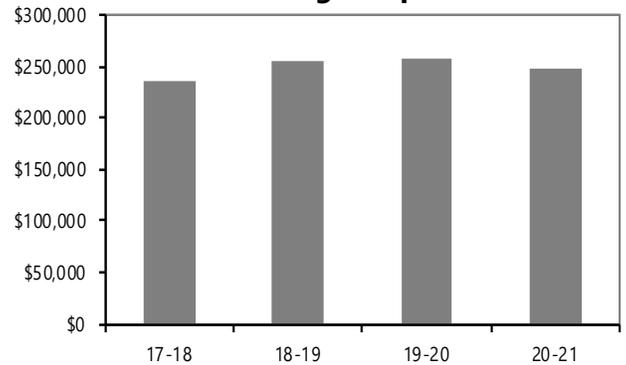
Budget Unit: **4110 Governing Body**

Personnel Summary

Fiscal Year	FTE*
16-17	8
17-18	8
18-19	8
19-20	8

*Authorized FTE not included in org chart.

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued maintaining a healthy fund balance and capital reserves account while meeting necessary expenses on a pay-as-you-go basis.
- Invested in compensation and benefits to recruit and retain excellent coworkers.
- Completed 75 percent of the stated Mayor/Council Goals for FY19 by December 31, 2018.
- Adopted the City of Concord Strategic Plan 2020-2023.

FY 19-20 Budget Highlights

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

Steps/Programs to Enhance Performance

- NA

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Goals & Objectives	For More Information, see Mayor & Council Goals and Objectives	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 4110	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 180,893	\$ 179,936	\$ 183,661	\$ 186,798	\$ 174,475	\$ 174,475	\$ 167,920
Operations	\$ 183,226	\$ 217,135	\$ 322,308	\$ 191,060	\$ 228,609	\$ 228,609	\$ 223,609
Debt Service	\$ 136,437	\$ 136,472	\$ 136,848	\$ 136,848	\$ 136,492	\$ 136,492	\$ 136,870
Transfers	\$ -	\$ -	\$ 7,700	\$ 7,700	\$ -	\$ -	\$ -
Cost Allocations	\$ (280,311)	\$ (298,784)	\$ (291,194)	\$ (266,927)	\$ (281,773)	\$ (281,773)	\$ (281,773)
Total Expenditures	\$ 220,245	\$ 234,759	\$ 359,323	\$ 255,479	\$ 257,803	\$ 257,803	\$ 246,626
% budget change		7%		9%		-28%	

* as amended

**as of August 6, 2019

Public Service Administration

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

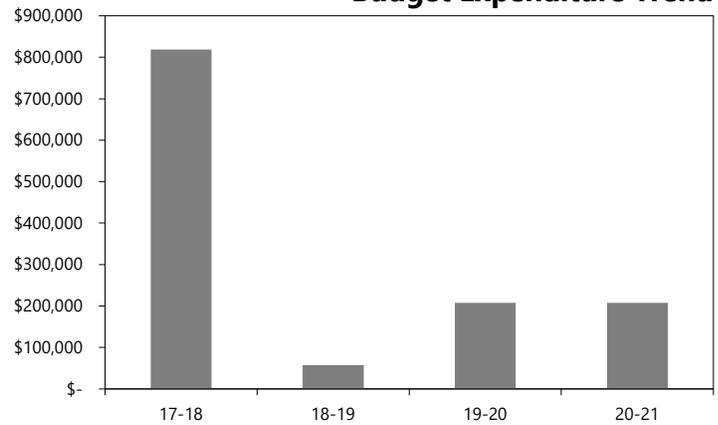
Functional Area: General Government

Budget Unit: **4115 Public Services Administration**

Personnel Summary

Fiscal Year	FTE
16-17	1
17-18	1
18-19	1
19-20	1

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued replacing and repairing roofing of main buildings and sheds.
- Constructed improvements to upper lay down yard.
- Installed video intercom door stations in Warehouse.

FY 19-20 Budget Highlights

- Conduct Maintenance on server BOC UPS.
- Install additional security cameras.
- Purchase new employee PC kiosks.

Steps/Programs to Enhance Performance

- Conduct team-building exercises for Department Heads.
- Continue the change outs of thermostats and HVAC to reduce energy use.
- Encourage Department Heads to keep website and intranet information updated.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Support & Direction	To provide quality customer service to City departments, citizens, and the development community a timely manner in order to expedite the delivery of infrastructure and planning services.	% of performance objectives achieved by infrastructure/development departments	Effectiveness	N/A	100%	N/A	100%	100%
Support & Direction	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.	# of departments ending fiscal year at or below budget without a budget amendment	Effectiveness	N/A	10	8	8	10
Support & Direction	To promote safety in the workplace for planning and infrastructure co-workers in order to maintain a safe working environment.	Total number of recordable injuries for infrastructure/development coworkers	Effectiveness	N/A	5	18	0	0

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 4115							
Personnel Services	\$ 163,754	\$ 130,011	\$ 172,067	\$ 154,535	\$ 158,433	\$ 158,433	\$ 165,513
Operations	\$ 311,186	\$ 694,627	\$ 377,883	\$ 329,279	\$ 358,176	\$ 358,176	\$ 383,851
Capital Outlay	\$ 3,328	\$ -	\$ 152,000	\$ -	\$ 45,000	\$ 45,000	\$ 93,000
Debt Service	\$ 388,282	\$ 385,203	\$ 310,181	\$ 310,181	\$ 307,566	\$ 307,566	\$ 182,849
Cost Allocation	\$ (489,239)	\$ (1,041,066)	\$ (803,582)	\$ (736,618)	\$ (1,119,529)	\$ (1,119,529)	\$ (1,119,529)
Transfers	\$ 20,000	\$ 650,000	\$ -	\$ -	\$ 458,000	\$ 458,000	\$ -
	\$ 397,311	\$ 818,775	\$ 208,549	\$ 57,377	\$ 207,646	\$ 207,646	\$ (294,316)
		106%		-93%		-0.4%	

% budget change

**as of August 6, 2019

City Manager's Office

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

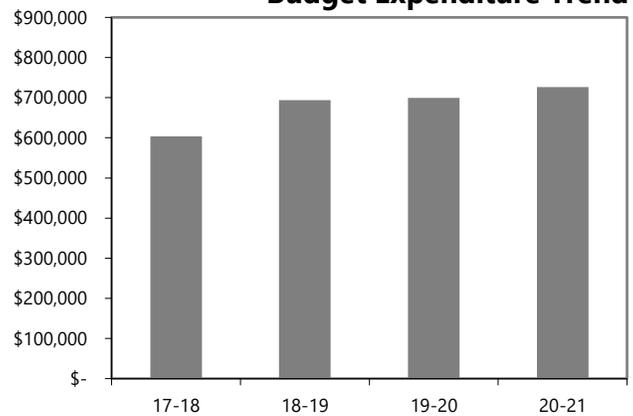
Functional Area: General Government

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

Personnel Summary

Fiscal Year	FTE
16-17	6.5
17-18	6.5
18-19	6.5
19-20	7.0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

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

FY 19-20 Budget Highlights

- Focus on citizen and coworker engagement.
- Enhance support of the Customer Service Advancement Team in an effort to continue working towards our Customer Service Vision and Statement of Desired Culture.
- Implement Local Government Workplaces Initiative coworker engagement process

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Assistance to Mayor & City Council	To provide thorough information to Mayor and City Council in order to facilitate informed decision-making concerning the City.	% of Council Members rating overall satisfaction with Admin as "very" or "somewhat" satisfied	Effectiveness	100%	100%	N/A	100%	100%
Coordination of City Depts	To provide timely and accurate information to City departments for effective use of City resources.	% of City Departments rating overall satisfaction with Admin as "very" or "somewhat" satisfied	Effectiveness	100%	100%	N/A	100%	100%
		% of citizens rating overall satisfaction with City services positive or neutral	Effectiveness	94%	95%	N/A	95%	100%
Customer Service	To provide promotion, leadership, and monitoring for the City's commitment to provide excellent and continuously improving customer service.	% of citizens rating overall satisfaction with quality of customer service received pos/neutral	Effectiveness	New	New	New	New	New
		% of new hires completing Journey Through Concord training within 1 year	Effectiveness	New	New	New	New	New
Public Affairs	To provide quality, comprehensive, and timely information to the public and City neighborhoods on major events/issues and projects in Concord; develop community outreach opportunities; create environmental stewardship within the community and organization; and foster clear communication and productive relationships between City government and citizens.	% of active recognized neighborhood organizations engaged in programs & activities	Effectiveness	100%	100%	100%	100%	100%
		% of budgeted Neighborhood Matching Grant funding awarded	Effectiveness	100%	100%	100%	100%	100%
		NMG grantee funding leveraged by awarded City funds	Efficiency	225%	200%	255%	200%	200%
		% of 3rd grade teachers rating overall satisfaction with Civic Education Program as "very" or "somewhat"	Effectiveness	100%	100%	N/A	100%	95%
		% of Concord 101 participants rating overall satisfaction with the program as "very" or "somewhat"	Effectiveness	100%	100%	100%	100%	98%
		Growth in CityLink Newsletter subscriptions	Effectiveness	5.5%	100%	2.20%	100%	50%
Records	To provide accurate notification of public meetings, prepare and maintain all Statutes and Ordinances, and compile and disseminate City Council minutes in a timely manner.	% of draft regular meeting minutes ready for adoption by next month	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 4120	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 788,820	\$ 890,732	\$ 825,649	\$ 790,378	\$ 815,127	\$ 815,127	\$ 878,718
Operations	\$ 223,114	\$ 279,257	\$ 360,010	\$ 308,603	\$ 354,059	\$ 354,059	\$ 316,994
Debt Service	\$ 139,503	\$ 139,539	\$ 139,923	\$ 139,923	\$ 139,559	\$ 139,559	\$ 139,946
Cost Allocations	\$ (599,148)	\$ (705,741)	\$ (594,572)	\$ (545,024)	\$ (609,375)	\$ (609,375)	\$ (609,372)
Total Expenditures	\$ 552,289	\$ 603,787	\$ 731,010	\$ 693,880	\$ 699,370	\$ 699,370	\$ 726,286
% budget change		9%		15%		-4%	

* as amended

**as of August 6, 2019

Human Resources

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

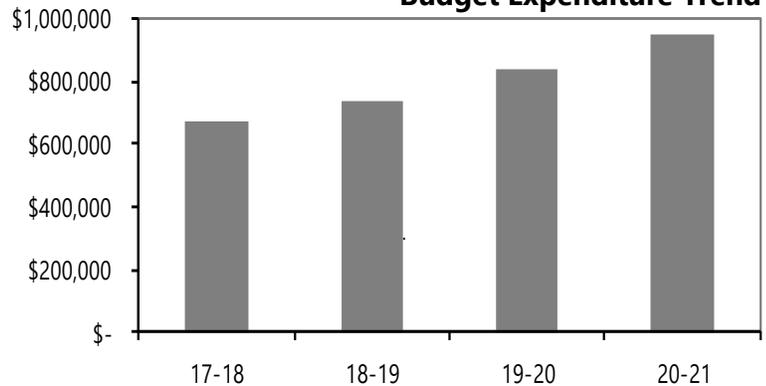
Functional Area: General Government

Budget Unit: **4125 Human Resources**

Personnel Summary

Fiscal Year	FTE
16-17	11
17-18	12
18-19	13
19-20	13

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Created and implemented a City-wide career development program for all City coworkers.
- Completed the first City-wide dependent audit for benefits coverage accuracy.
- Completed I-9 audit.
- Decreased incurred workers compensation costs by \$148,000.
- Decreased paid workers compensation claims by \$154,000.
- Established City-wide annual DART (days away, restricted, or transferred) reporting process and procedures.
- Reviewed Job Safety Analysis within departments to improve on-the-job safety.
- Worked with City departments to mediate and/or resolve a variety of employee relations concerns and issues.
- Promoted the City of Concord as a preferred employer at 5 career fairs in Concord and surrounding areas.
- Implemented a City-wide structure move, a market increase, and salary increase for the Electric Department simultaneously within the month of July.
- Worked with the City's technology contractor to select a vendor to implement a City-wide document routing software.

FY 19-20 Budget Highlights

- Continue the audit of policies and practices from the lens of employment law compliancy and best practice methodology

Steps/Programs 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 insurance plans.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Federal & State Employment Law Compliance	To ensure clear and objective development and administration of policies to ensure compliance with federal and state employment regulations, for the well-being of the City and its coworkers.	# of HR related trainings attended by staff	Workload	68	48	68	48	20
Employee Relations	To encourage and provide a thorough and streamlined grievance process in order to review issues fairly and expediently	% of grievances resolved at department level	Effectiveness	45%	<85%	57%	80%	80%
Recruitment/ Retention	To provide strong position descriptions to attract qualified employee in order to ensure appropriate staffing levels	Average # of days from open to fill for full-time job vacancies	Effectiveness	90	<70	81	<70	70
		Turnover Rate	Effectiveness	11%	<10%	9.72%	<10%	10.2%
Worker's Compensation	To ensure a thorough review and correct processing of related claims	# of worker's compensation injuries	Workload	70	<100	60	<100	<100
Safety & Training	No Goal	# of departments receiving Department of Labor Safety Award	Effectiveness	16	26	37	26	26
		% of employees receiving OSHA required annual training courses	Effectiveness	82%	90%	91%	90%	90%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 4125							
Personnel Services	\$ 817,088	\$ 911,092	\$ 1,027,484	\$ 1,010,968	\$ 1,128,513	\$ 1,128,513	\$ 1,227,042
Operations	\$ 363,819	\$ 422,312	\$ 489,776	\$ 359,667	\$ 448,771	\$ 448,771	\$ 461,850
Capital Outlay	\$ -	\$ -	\$ 25,657	\$ 25,656	\$ -	\$ -	\$ -
Debt Service	\$ 147,167	\$ 147,206	\$ 147,611	\$ 147,611	\$ 147,227	\$ 147,227	\$ 147,635
Cost Allocations	\$ (725,993)	\$ (808,917)	\$ (875,937)	\$ (802,942)	\$ (888,319)	\$ (888,319)	\$ (888,319)
Total Expenditures	\$ 602,081	\$ 671,693	\$ 814,591	\$ 740,960	\$ 836,192	\$ 836,192	\$ 948,208
% budget change		12%		10%		3%	

* as amended

**as of August 6, 2019

Wellness Center

Mission Statement

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

Major Services Provided

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

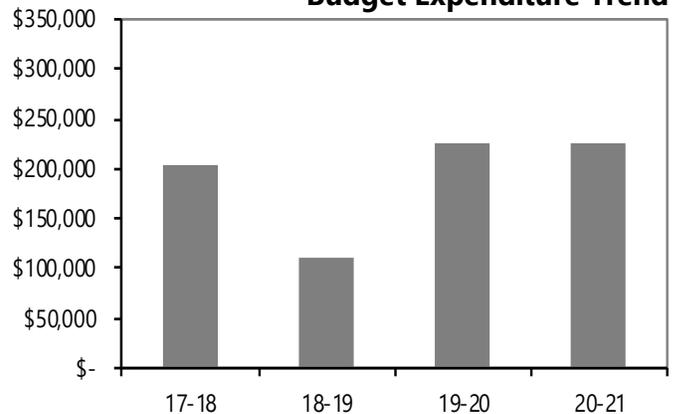
Organizational Chart Locator

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

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Named one of the Healthiest Employers in the Charlotte Region by Charlotte Business Journal for the second consecutive year.
- 1,953 patients serviced between July 1, 2018 - January 31, 2019 at the City's Wellness Center.
- Provided 41 Career Development-approved wellness learning activities as of January 31, 2019, educating 635 employees.
- Coordinated Atrium Health Mobile Mammography on-site unit in January 2019.
- Organized and managed annual Wellness Fair for employees.
- Performed Health Risk Assessments and biometric screenings for approximately 923 participants.

FY 19-20 Budget Highlights

- Continue to seek to enhance services offered by contract providers.
- Named one of the Healthiest Employers in the Charlotte Region for 3rd consecutive year.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Education	To provide information and support for coworkers to change their behaviors and adopt a new wellness lifestyle by educating them regarding unhealthy habits and the benefits of healthy habits – for themselves and their families.	Number of risk-reduction or patient education programs (smoking cessation, weight management)	Workload	64	20	77	20	20
Customer Service	To enhance the level of customer service provided to coworkers by providing cost saving alternatives.	Number of Patient Visits	Workload	3,190	2,000	3,179	2,000	2,000

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Operations	\$ 285,767	\$ 323,039	\$ 443,091	\$ 261,184	\$ 388,637	\$ 388,637	\$ 388,696
Cost Allocations	\$ (106,877)	\$ (120,817)	\$ (164,807)	\$ (151,074)	\$ (163,108)	\$ (163,108)	\$ (163,108)
Total Expenditures	\$ 178,890	\$ 202,222	\$ 278,284	\$ 110,110	\$ 225,529	\$ 225,529	\$ 225,588
% budget change		13%		-46%		-19%	

* as amended

**as of August 6, 2019

Finance

Mission Statement

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

Major Services Provided

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

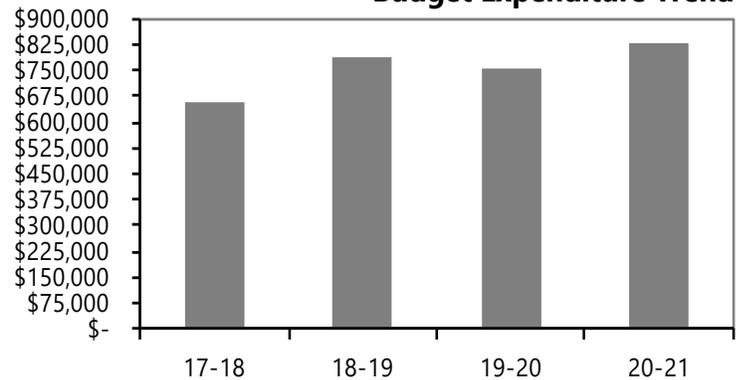
Organizational Chart Locator

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

Personnel Summary

Fiscal Year	FTE
16-17	13
17-18	13
18-19	13
19-20 Request	14

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Increase user-friendliness of forms and procedures.
- Budget staff produced a budget video to better educate citizens on how their tax dollars are used.
- Continue building on the Cash Flow statement to forecast cash needs and uses for investing and debt service functions.
- Continue to look for ways to convert more check payments to electronic payments in order to further reduce costs.
- Upgrade FinancePlus.
- Implement paperless pcard process.

FY 19-20 Budget Highlights

- Implement the Debt Model.
- Implement electronic travel/training request/reimbursement process.
- Complete a review of Fringe Benefits.
- Bi-annual budget process.
- Hire an additional Budget Analyst.
- Update Docuware.
- Complete RFP for audit and banking services.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Accounting & Grants	To provide accurate financial information in a timely manner to the City Council, department directors, and external agencies in order to comply with local, state, and federal laws, and governmental accounting and regulatory requirements.	Receipt of GFOA Certificate of Excellence in Financial Reporting	Effectiveness	Yes	Yes	Yes	Yes	Yes
		% of journal entries made as corrections	Effectiveness	2.38%	<8%	2.01%	<5%	8%
		% of external reporting deadlines met	Effectiveness	100%	100%	100%	100%	100%
Payroll	To provide accurate and timely payments to City employees in order to comply with the City's compensation plan.	Payroll accuracy rate	Effectiveness	99.8%	99.8%	99.7%	99%	99%
Accounts Payable	To provide accurate and timely issuance of payments to vendors in order to maximize the City's cash flow position.	% of vendors paid on-time	Effectiveness	94.5%	95%	94%	95%	95%
		% of payments made electronically	Efficiency	48.34%	50%	52%	55%	55%
Budgeting & Performance Management	To provide timely and accurate budget and performance information to the Mayor and City Council, management, department directors, external agencies, and the general public to maintain effective use of City resources.	Receipt of GFOA Distinguished Budget Presentation Award	Effectiveness	Yes	Yes	Yes	Yes	Yes

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 4130	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 1,025,799	\$ 1,087,335	\$ 1,097,290	\$ 1,101,198	\$ 1,222,636	\$ 1,222,636	\$ 1,321,799
Operations	\$ 121,889	\$ 140,052	\$ 190,114	\$ 157,085	\$ 166,649	\$ 166,649	\$ 160,137
Capital Outlay	\$ 115,907	\$ 11,008	\$ 127,425	\$ 86,887	\$ 20,000	\$ 20,000	\$ -
Debt Service	\$ 202,355	\$ 202,409	\$ 202,966	\$ 202,966	\$ 202,438	\$ 202,438	\$ 202,999
Cost Allocations	\$ (796,272)	\$ (784,849)	\$ (825,440)	\$ (756,652)	\$ (857,718)	\$ (857,718)	\$ (857,718)
Total Expenditures	\$ 669,678	\$ 655,955	\$ 792,355	\$ 791,484	\$ 754,005	\$ 754,005	\$ 827,217
% budget change		-2%		21%		-5%	

* as amended

**as of August 6, 2019

Tax

Mission Statement

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.

Major Services Provided

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

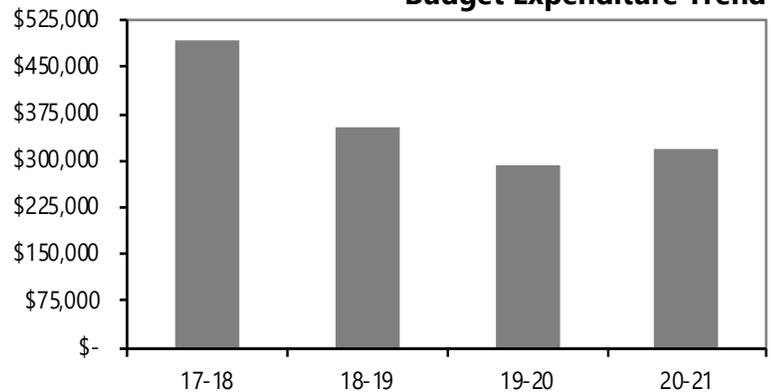
Organizational Chart Locator

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

Personnel Summary

Fiscal Year	FTE
16-17	3.5
17-18	.75
18-19	.75
19-20 Request	.75

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Collected \$4,302.55 in delinquent tax revenue via Debt Set Off and the Collection Agency as of December 31, 2018.
- Began using a contract for cemetery conveyance as suggested by our Legal Dept.
- Updated cemetery deed format.
- Continued to work with Cabarrus County on tax reporting detail for TR-2 report and audit requirements.
- Rental Vehicle Tax database maintenance project to ensure all companies are reporting revenue and paying related taxes.
- Continued to enforce Beer & Wine License collection.

FY 19-20 Budget Highlights

- 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.

Steps/Programs to Enhance Performance

- Cross training all coworkers on new Cemetery contract process.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Billing & Processing of Tax Bills	To provide low cost Tax Division services in order to maximize use of resources required to service the City's taxpayers.	% of Beer/Wine License fees collected	Efficiency	N/A	95%	N/A	95%	N/A
Revenue Collection	To provide accurate and timely reporting of revenue collections to management team.	Timely reporting of Tax revenue – by the Agenda deadline	Efficiency	N/A	100%	100%	100%	N/A

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 4140							
Personnel Services	\$ 203,749	\$ 51,306	\$ 82,341	\$ 77,439	\$ 56,668	\$ 56,668	\$ 83,979
Operations	\$ 236,762	\$ 407,715	\$ 259,812	\$ 247,960	\$ 209,049	\$ 209,049	\$ 207,849
Debt Service	\$ 21,462	\$ 21,467	\$ 21,527	\$ 21,527	\$ 21,471	\$ 21,471	\$ 21,530
Cost Allocations	\$ 14,846	\$ 12,117	\$ 6,385	\$ 5,853	\$ 7,137	\$ 7,137	\$ 7,137
Total Expenditures	\$ 476,819	\$ 492,605	\$ 370,065	\$ 352,779	\$ 294,325	\$ 294,325	\$ 320,495
% budget change		3%		-28%		-20%	

* as amended

**as of August 6, 2019

Legal

Mission Statement

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

Major Services Provided

- Real Property- Research and acquire real property; handle disposition of surplus properties.
- Contracts- Research and write contracts, deeds, leases, releases and other legal documents; review and certify as to form and legal acceptability of contracts prepared by others.
- Litigation-Research and prepare documents necessary for the defense of lawsuits against the City or its employees brought against them for conduct while in the line of duty.
- City Code/Ordinances- Research and draft new ordinances and changes to City Code.
- Education-Review legal periodicals/recent court decisions to advise City Management and staff of legal implications and potential impact on policies and procedures. Train staff and elected officials in proper legal procedures and changing laws.
- Advise Policy Makers- Provide legal counsel to Policy Makers, City Council, City Manager, Department Heads, City staff, Historic Preservation Commission, Planning & Zoning Commission, and Zoning Board of Adjustment.

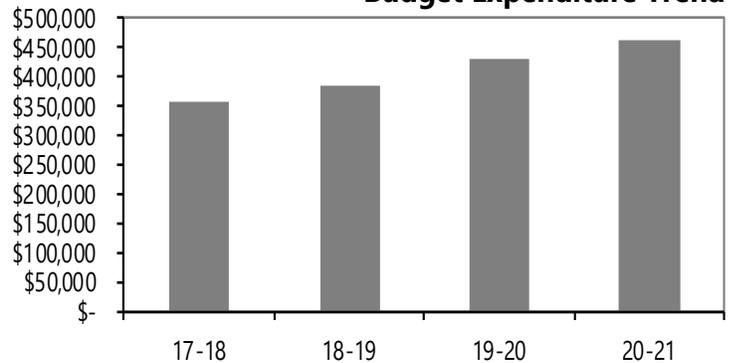
Organizational Chart Locator

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

Personnel Summary

Fiscal Year	FTE
16-17	6
17-18	6
18-19	6
19-20 Request	6

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Stricker Branch Stream Restoration property acquisition.
- Assembled heirs' property and City-owned property database.
- Easement acquisition for Poplar Tent waterline project.

FY 19-20 Budget Highlights

- Represent City in litigation matters, including capacity fee lawsuits, code enforcement, personnel, workers compensation, civil rights cases, eminent domain, collections, contracts and bankruptcies.
- Review approximately 12 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.
- Assist with drafting/routing 89 standard contracts.
- Research/assembling of responses to 26 subpoenas and 38 public records requests.
- Approximately 123 title searches for code enforcement, subdivision and utility projects; negotiated and acquired approximately 64 properties for City utilities and infrastructures.
- Review approximately 504 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.
- Draft various code amendments and new code sections.
- Review and drafting of various City policy and technical documents including Emergency Management Drone operation FAA compliance.

Steps/Programs to Enhance Performance

- Staff to attend continuing education classes.
- Keep City staff, elected officials, and appointed officers informed and trained on legal procedures and changing laws.

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Real Property	To check ownership and liens on all titles for acquisition, litigation and code enforcement purposes in order to ensure that the City obtains clear property titles, and in order to name the proper parties in litigation and code enforcement actions.	# of title searches	Workload	207	215	140	215	N/A
Contracts	To efficiently review, amend, and execute contracts in order to ensure that the City's interests are properly addressed and that goods and services are procured in a timely manner.	Avg. days turnaround time to review written contracts	Effectiveness	1	1	1	1	3
Education	To train staff, elected officials, and appointed officers in proper legal procedures and changing laws in order to reduce or eliminate potential liability to ensure compliance with all applicable local, state, and federal laws/regulations	% of state mandated training completed by Attorney's and staff	Effectiveness	100%	100%	100%	100%	100%
Advise Policy Makers	To provide legal counseling to Council, Historic Properties Commission, Zoning Board of Adjustment, and Planning & Zoning Commission in order to make informed policies while reducing potential liabilities.	Create, maintain, & update a bank of legal bulletins on the City's intranet	Effectiveness	Yes	Yes	Yes	Yes	Yes
	To provide legal advice and support to the City Manager, department heads and staff in order to comply with all applicable laws, reduce liabilities, enforce the City's ordinances and promote orderly growth & development of the City.							

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 557,928	\$ 600,286	\$ 615,472	\$ 619,420	\$ 637,875	\$ 637,875	\$ 671,978
Operations	\$ 122,770	\$ 69,453	\$ 132,485	\$ 66,120	\$ 150,565	\$ 150,565	\$ 146,986
Debt Service	\$ 125,706	\$ 125,739	\$ 126,085	\$ 126,085	\$ 125,757	\$ 125,757	\$ 126,105
Cost Allocations	\$ (444,555)	\$ (435,598)	\$ (462,689)	\$ (424,132)	\$ (484,134)	\$ (484,134)	\$ (484,134)
Total Expenditures	\$ 361,849	\$ 359,880	\$ 411,353	\$ 387,493	\$ 430,063	\$ 430,063	\$ 460,935
% budget change		-1%		8%		5%	

* as amended

**as of August 6, 2019

Non-Departmental

Mission Statement

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

Major Services Provided

N/A

Organizational Chart Locator

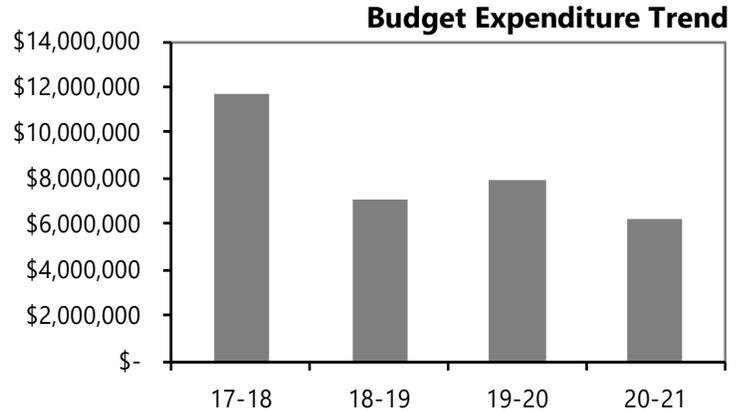
Fund: 100 General Fund

Functional Area: General Government

Budget Unit: **4190 – Non-Departmental**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0



Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 4190							
Personnel Services	\$ -	\$ 22,785	\$ 314,255	\$ 14,255	\$ 300,000	\$ 300,000	\$ 300,000
Operations	\$ 1,400,920	\$ 2,370,501	\$ 1,432,505	\$ 1,286,645	\$ 1,538,640	\$ 1,538,640	\$ 1,518,083
Capital Outlay	\$ 4,685	\$ -	\$ 296,423	\$ 296,422	\$ 55,000	\$ 55,000	\$ 9,500
Debt Service	\$ 234,428	\$ 223,960	\$ 214,016	\$ 214,016	\$ 203,060	\$ 203,060	\$ 193,336
Grant Expenditures	\$ 94,545	\$ 182,686	\$ 421,336	\$ 144,701	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,081,029	\$ 1,075,977	\$ 1,438,184	\$ 1,318,335	\$ 1,531,583	\$ 1,531,583	\$ 1,531,583
Contingency	\$ -	\$ -	\$ 142,314	\$ -	\$ 300,000	\$ 300,000	\$ -
Transfers	\$ 14,375,852	\$ 7,824,791	\$ 3,898,944	\$ 3,747,842	\$ 4,042,913	\$ 4,042,913	\$ 2,687,463
Total Expenditures	\$ 17,191,459	\$ 11,700,700	\$ 8,157,977	\$ 7,022,216	\$ 7,971,196	\$ 7,971,196	\$ 6,239,965
% budget change		-32%		-40%		-2%	

* as amended

**as of August 6, 2019

Public Safety

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

BUDGET UNITS:

Police: 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.

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.

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 Jake Williams, Fire Chief, at (704) 920-5536 or via email at williamsj@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 Ian Crane, Emergency Management Coordinator, at (704) 920-5211 or via email at cranei@concordnc.gov.

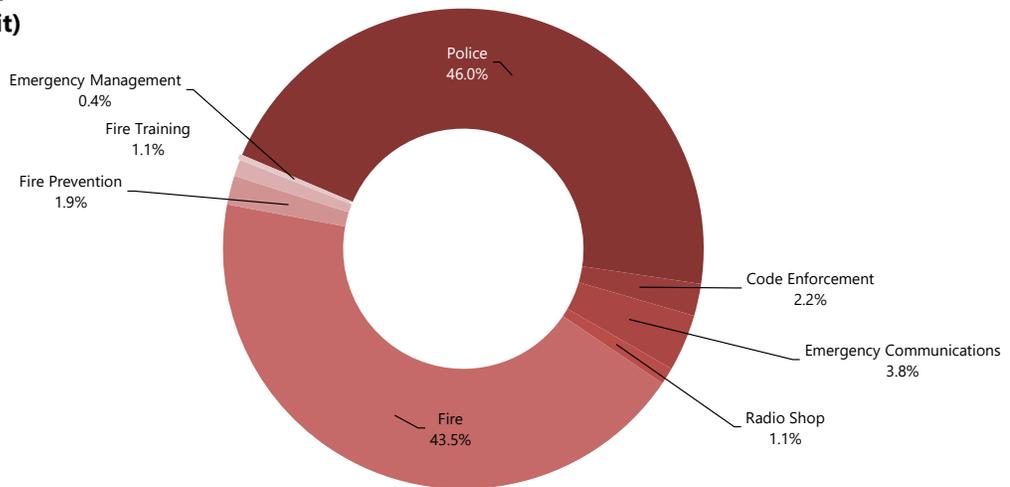
Public Safety Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit (General Fund)							
Police	\$ 20,275,499	\$ 20,079,425	\$ 22,881,857	\$ 22,385,492	\$ 23,333,081	\$ 23,333,081	\$ 23,503,607
Code Enforcement	\$ 727,562	\$ 771,913	\$ 1,010,371	\$ 849,152	\$ 1,098,840	\$ 1,098,840	\$ 980,974
Emergency Communications	\$ 1,425,134	\$ 1,511,854	\$ 1,738,864	\$ 1,679,281	\$ 1,940,203	\$ 1,940,203	\$ 1,901,408
Radio Shop	\$ 395,260	\$ 366,315	\$ 908,913	\$ 576,918	\$ 578,287	\$ 578,287	\$ 467,499
Fire	\$ 17,717,075	\$ 21,538,769	\$ 21,784,700	\$ 21,093,572	\$ 22,084,578	\$ 22,084,578	\$ 28,202,274
Fire Prevention	\$ 945,180	\$ 865,103	\$ 964,423	\$ 929,636	\$ 986,566	\$ 986,566	\$ 985,128
Fire Training	\$ 428,794	\$ 460,165	\$ 582,919	\$ 525,792	\$ 571,088	\$ 571,088	\$ 562,131
Emergency Management	\$ 230,141	\$ 818,701	\$ 342,010	\$ 311,996	\$ 183,070	\$ 183,070	\$ 168,712
Total Expenditures	\$ 42,144,645	\$ 46,412,245	\$ 50,214,057	\$ 48,351,839	\$ 50,775,713	\$ 50,775,713	\$ 56,771,733
% budget change		10%		4%		1%	

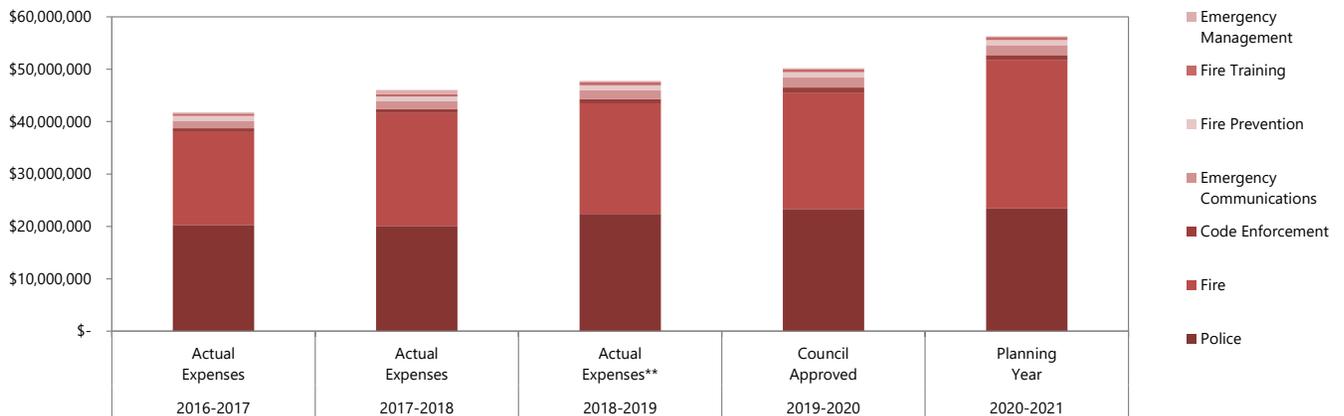
* as amended

** as of August 6, 2019

FY 20 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

Major Services Provided

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

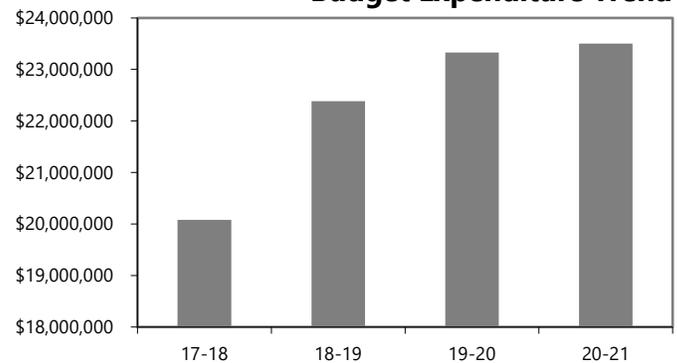
Organizational Chart Locator

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

Personnel Summary

Fiscal Year	FTE
16-17	202.25
17-18	204
18-19	206
19-20 Request	209

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Recruitment outpaced attrition.
- Hired a Senior Crime Analyst (Hired 1/14/2019).
- Continued recruitment for Police Video Technician.
- Overall Part 1 Crime reduction for 2018 by 7% from 2017.
- Reduced burglaries by 34% from 2017. (101 fewer victims of Burglary.)
- Successful promotional processes for the rank of Sergeant, Major, and Deputy Chief of Police.
- Reclassified and restructured the department to create Lieutenant positions.
- Replaced 36 in-car and all interview room video solutions with Axon Fleet products.

FY 19-20 Budget Highlights

- Transition all-in car video cameras to one platform (Axon Fleet).
- Add two School Resource Officers to staff the new Performance Learning Center and Beverly Hills Elementary.
- Add an additional Police Officer to replace a position that was reclassified to a Sergeant for SROs.
- Upgrade portable and mobile radios as part of the city transition for continuity of operations.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Evidence-based community policing services (COPS)	To achieve the highest standards of public safety. The Concord Police Department seeks to reduce the levels of crime, fear, and disorder through evidence-based community policing strategies.	Number of dispatched calls per officer	Workload	845	<600	795	<600	807
		Number of incoming calls per 1,000 population	Workload	1,129	<1,800	1080	<2,500	<2,500
		Average monthly staffing level	Workload	93%	95%	94%	95%	95%
		Part I Crimes per 1,000 population *	Effectiveness	20	50	19	<30	55
		% of Part I cleared of those reported*	Effectiveness	41%	40%	39%	40%	40%
		# of crashes at top 5 intersections	Effectiveness	190	160	198	160	<150
		Average response time to high-priority calls in minutes	Effectiveness	5.36	<5.0	5:06	<5.0	5
		Bicycle Patrol Hours	Effectiveness	2,085	3,394	1,408	2,500	>2,000
		Foot Patrol Hours	Effectiveness	7,739	6,530	8,025	8,000	>7,000

*The department has transitioned away from UCR reporting to NIBRS. Part 1 crimes will be called "Group A" offenses from this point forward.

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 4310							
Personnel Services	\$ 13,731,622	\$ 14,582,611	\$ 15,893,256	\$ 15,952,974	\$ 16,449,604	\$ 16,449,604	\$ 16,659,091
Operations	\$ 3,521,943	\$ 3,005,686	\$ 4,257,100	\$ 3,897,995	\$ 4,164,149	\$ 4,164,149	\$ 4,177,894
Capital Outlay	\$ 1,305,363	\$ 697,159	\$ 885,253	\$ 770,123	\$ 952,000	\$ 952,000	\$ 936,500
Debt Service	\$ 919,908	\$ 893,537	\$ 864,081	\$ 864,081	\$ 826,407	\$ 826,407	\$ 789,201
Grant Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 796,663	\$ 900,432	\$ 982,167	\$ 900,319	\$ 940,921	\$ 940,921	\$ 940,921
Total Expenditures	\$ 20,275,499	\$ 20,079,425	\$ 22,881,857	\$ 22,385,492	\$ 23,333,081	\$ 23,333,081	\$ 23,503,607
% budget change		-1%		11%		2%	

* amended

** as of August 6, 2019

Code Enforcement

Mission Statement

The Code Enforcement Division of the Concord Police Department exists to maximize the quality of life for the citizens of the City and its visitors by protecting property and the natural, historic, and economic environment. 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.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

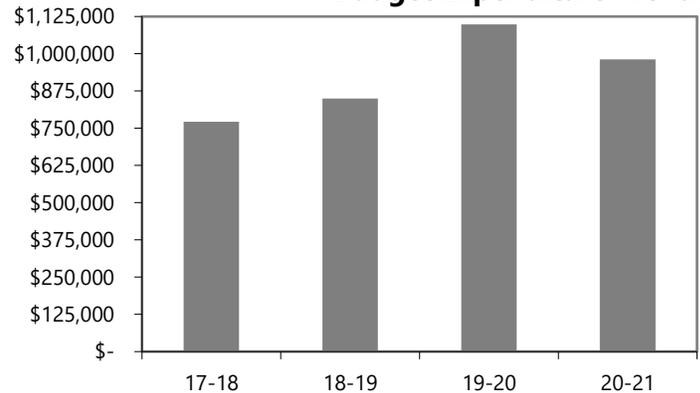
Functional Area: Public Safety

Budget Unit: **4312 Code Enforcement**

Personnel Summary

Fiscal Year	FTE
16-17	8
17-18	8
18-19	9
19-20 Request	9

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Added an additional Code Officer which allows the Senior Code Officer to spend more time supervising all code officers in all districts. This has allowed the division to be more diligent in spotting violations and better determine where resources need to be deployed.
- Transitioned to tablets that allow for greater flexibility in the field and paperless reporting.
- Successful promotional processes for the rank of Code Manager and Senior Code Officer.

FY 19-20 Budget Highlights

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

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Code Enforcement	To provide citizens comprehensive and consistent enforcement of zoning and City code regulations to improve neighborhood appearance, quality of life, and reduce the fear of crime.	# of targeted enforcement sweeps conducted by Code Enforcement	Workload	12	10	19	16	6
		Average number of cases per Code Enforcement Officer per Year	Workload	682	520	521	650	N/A
		Average number of new cases per day per officer	Workload	2.7	3.5	2.5	3.5	N/A
		% of substandard housing violations resolved within 90 days	Effectiveness	56%	62%	45%	60%	15%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 4312	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 559,631	\$ 617,445	\$ 668,962	\$ 648,937	\$ 699,998	\$ 699,998	\$ 731,957
Operations	\$ 142,899	\$ 154,468	\$ 285,409	\$ 152,199	\$ 317,265	\$ 317,265	\$ 249,017
Capital Outlay	\$ 25,032	\$ -	\$ 56,000	\$ 48,016	\$ 81,577	\$ 81,577	\$ -
Total Expenditures	\$ 727,562	\$ 771,913	\$ 1,010,371	\$ 849,152	\$ 1,098,840	\$ 1,098,840	\$ 980,974
% budget change		6%		10%		9%	

* as amended

** as of August 6, 2019

Emergency Communications

Mission Statement

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

Major Services Provided

- Call-taking
- Dispatching

Organizational Chart Locator

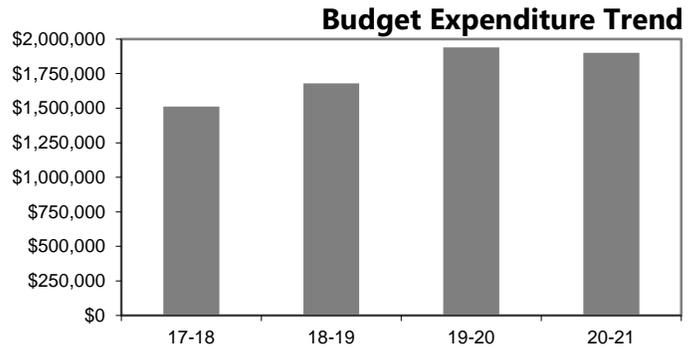
Fund: 100 General Fund

Functional Area: Public Safety

Budget Unit: **4315 Emergency Communications**

Personnel Summary

Fiscal Year	FTE
16-17	23.5
17-18	25.5
18-19	25.5
19-20 Request	25.5



FY 18-19 Major Accomplishments

- 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.
- Over 90% participation, of eligible co-workers, in career development.

FY 19-20 Budget Highlights

- Complete replacement of departmental radios in preparation for end-of-support on current models.
- Complete computer replacements for updated operating system.
- Server purchase for One Solution MCT upgrade for police and fire.
- Add MCC7500 radio to final console allowing each console the capability to handling call-taking and dispatch.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Call Taking	To provide timely call-taking to the residents of Concord in order to reduce call building time and ensure the prompt responses to inquiries and requests for service.	Avg. # of seconds from ring to answer	Effectiveness	4.3	<5	4.36	<5	<5
		% of initial call-taking entry for emergency calls within 30 seconds	Effectiveness	96.2%	>90%	96.7%	>90%	>90%
		Avg. # of calls answered per Telecommunicator	Workload	4,268	<8,000	4,261	<8,000	<8,000
		Avg. # of calls dispatched per Telecommunicator	Workload	6,603	<8,000	6,557	<8,000	<8,000
Dispatching	To provide the closest resources available to all emergency situations by tracking all personnel activity in order to reduce response time.	% of emergency calls dispatched within 60 seconds	Effectiveness	93.9%	>90%	89.67%	>90%	>90%
		Cost per call answered	Efficiency	\$15.08	<\$12	\$17.33	<\$12	<\$12

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 1,270,088	\$ 1,351,790	\$ 1,455,704	\$ 1,456,504	\$ 1,534,368	\$ 1,534,368	\$ 1,581,187
Operations	\$ 119,178	\$ 118,081	\$ 192,559	\$ 137,900	\$ 151,000	\$ 151,000	\$ 154,886
Capital Outlay	\$ -	\$ -	\$ 42,273	\$ 40,577	\$ 89,500	\$ 89,500	\$ -
Cost Allocations	\$ 35,868	\$ 41,983	\$ 48,328	\$ 44,300	\$ 165,335	\$ 165,335	\$ 165,335
Total Expenditures	\$ 1,425,134	\$ 1,511,854	\$ 1,738,864	\$ 1,679,281	\$ 1,940,203	\$ 1,940,203	\$ 1,901,408
% budget change		6%		11%		12%	

* as amended

** as of August 6, 2019

Radio Shop

Mission Statement

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

Major Services Provided

- Telephone System
- Radio System
- Vehicle Electronics/Lighting

Organizational Chart Locator

Fund: 100 General Fund

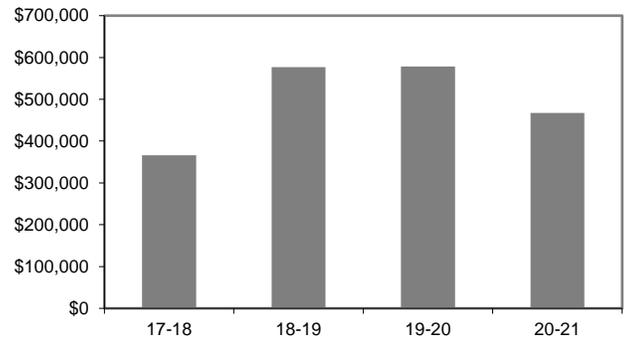
Functional Area: Public Safety

Budget Unit: **4330 Radio Shop**

Personnel Summary

Fiscal Year	FTE
16-17	3.5
17-18	4.1
18-19	4.1
19-20 Request	4.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Data and telephone network installation within new transportation facility.
- Completed fiber connectivity to Mt. Pleasant Tower along with installation of new microwaves and additional hardware at tower locations to facilitate Ethernet backhaul.
- Began replacement of departmental radios in preparation for end-of-support on current models.
- Computer replacements for updated operating system.
- Completed transition of the telephone network to a Meta switch environment for increased redundancy.
- Implemented BluePrint technology in new Police fleet installations to enhance safety and utilization of emergency lighting.
- Purchased, programmed and distributed radios purchased in the first phase of upgrades.
- 100% participation, of eligible co-workers, in career development.

FY 19-20 Budget Highlights

- Relocation of Weddington Rd Tower.
- Reclassification for Communication Technician position from part-time to full-time.
- Purchase and installation of Edge Availability Controller to complete the Microwave Backhaul project.
- Data and telephone network installation within Fire Station #10.
- Continue replacement of departmental radios in preparation for end-of-support on current models.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Telephone System	To provide timely and preventative maintenance service to the City's telephone and voice mail systems in order to minimize down time or disruption to users.	Total annual telephone system downtime (in minutes)	Effectiveness	0	<5	0	<5	<5
Radio System	To oversee preventative maintenance service to the countywide radio system and microwave backbone in order to minimize down time or disruption to users.	# of field radios maintained/ total count of radios	Workload	1002	N/A	1,021	N/A	N/A
		% of field radios receiving annual performance maintenance	Effectiveness	30%	90%	10%	90%	90%
Vehicle Systems	To provide timely installations of radios, emergency lighting, and other related equipment in the City fleet in order to have new vehicles ready to provide service to citizens.	% of installations within the last three months not needing corrections or repairs	Effectiveness	98%	>95%	80%	>95%	>95%
		# of vehicle installations	Workload	113	>40	140	>40	>40

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit # 4330							
Personnel Services	\$ 180,470	\$ 176,557	\$ 264,704	\$ 259,290	\$ 286,659	\$ 286,659	\$ 307,501
Operations	\$ 151,861	\$ 99,663	\$ 531,887	\$ 205,306	\$ 235,122	\$ 235,122	\$ 106,036
Capital Outlay	\$ -	\$ 28,998	\$ 53,240	\$ 53,240	\$ -	\$ -	\$ -
Debt Service	\$ 62,929	\$ 61,097	\$ 59,082	\$ 59,082	\$ 56,506	\$ 56,506	\$ 53,962
Total Expenditures	\$ 395,260	\$ 366,315	\$ 908,913	\$ 576,918	\$ 578,287	\$ 578,287	\$ 467,499
% budget change		-7%		57%		-36%	

* as amended

** as of August 6, 2019

Fire

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

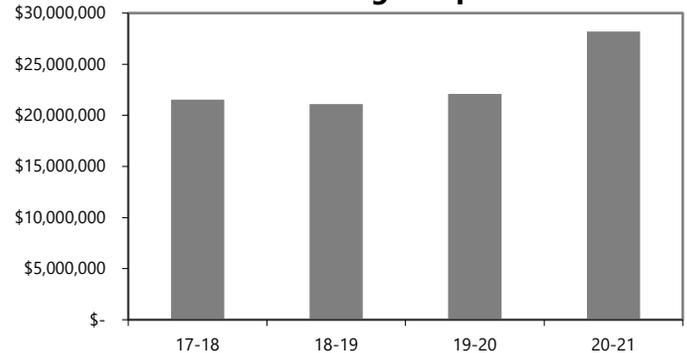
Functional Area: Public Safety

Budget Unit: **4340 Fire**

Personnel Summary

Fiscal Year	FTE
16-17	187
17-18	194
18-19	200
19-20 Request	218

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Increased staffing on Engine companies that respond in the outer edges of the City.
- Continued the deployment of new personnel as described in the Comprehensive Staffing plan submitted in FY 18
- ISO Class 1 effective 9-1-2018.
- Completed the Fire Administration bathroom remodel project.
- Continued to evaluate options for a new Training Facility.
- Hired Architect and decided on site plan for permanent building for Fire Station 10.
- Placed the Water Rescue Boat and Trailer in service.

FY 19-20 Budget Highlights

- Completion of Fire Station 10 in the spring of 2020.
- Secure property for joint Fire/Police training academy.
- Secure property for Fire stations 12 & 13.
- Continue the deployment of new personnel as described in the Comprehensive Staffing plan submitted in FY 18.
- Implement new RMS system – Fireworks.

Steps/Programs 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.
- 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Fire, Rescue, & Medical Assistance	To provide effective and timely response to fire/rescue/medical assistance incidents within the City in order to minimize loss of life and destruction of personal property.	Percentage of fires confined to area(s) involved on arrival	Effectiveness	97.5%	85%	88%	85%	90%
		Transmit an "all clear" within 10 minutes	Effectiveness	96%	80%	90%	80%	90%
		Transmittal of "under control" within 15 minutes	Effectiveness	95.5%	90%	84%	90%	90%
Special Operations	To provide effective response to escalated hazards resulting from Hazardous Material releases, Collapse/Trench rescues and other specialized response incidents in order to minimize loss of life, destruction of personal property, and harm to the environment.	Average travel time to priority 1 calls (in minutes)	Efficiency	>4	<4	<4	<4	<4
		% of first unit arrivals within 4 mins (supp.)	Efficiency	77%	85%	72%	85%	90%
		% of first unit arrivals within 4 mins (EMS)	Efficiency	75%	85%	68%	85%	90%
		% for full assignment arrival within 8 mins	Efficiency	60%	85%	88%	85%	95%
		% of turnouts of less than 60 seconds (7 am – 9:59pm) (0700-2200)	Efficiency	87%	90%	86%	90%	90%
		% of turnouts of less than 90 seconds (10 pm – 6:59am) (2201-0659)	Efficiency	89.5%	90%	85%	90%	90%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 12,407,931	\$ 13,538,417	\$ 14,690,057	\$ 14,528,906	\$ 15,901,660	\$ 15,901,660	\$ 16,304,373
Operations	\$ 2,348,258	\$ 2,515,968	\$ 2,945,586	\$ 2,849,154	\$ 3,342,743	\$ 3,342,743	\$ 2,821,927
Capital Outlay	\$ 1,442,359	\$ 800,219	\$ 1,945,719	\$ 1,599,553	\$ 1,152,000	\$ 1,152,000	\$ 958,000
Debt Service	\$ 596,706	\$ 3,250,275	\$ 524,125	\$ 524,125	\$ 503,306	\$ 503,306	\$ 483,105
Cost Allocations	\$ 921,821	\$ 967,646	\$ 1,048,535	\$ 961,156	\$ 1,184,869	\$ 1,184,869	\$ 1,184,869
Transfers	\$ -	\$ 466,244	\$ 630,678	\$ 630,678	\$ -	\$ -	\$ 6,450,000
Total Expenditures	\$ 17,717,075	\$ 21,538,769	\$ 21,784,700	\$ 21,093,572	\$ 22,084,578	\$ 22,084,578	\$ 28,202,274
% budget change		22%		-2%		1%	

* as amended

** as of August 6, 2019

Fire Prevention

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

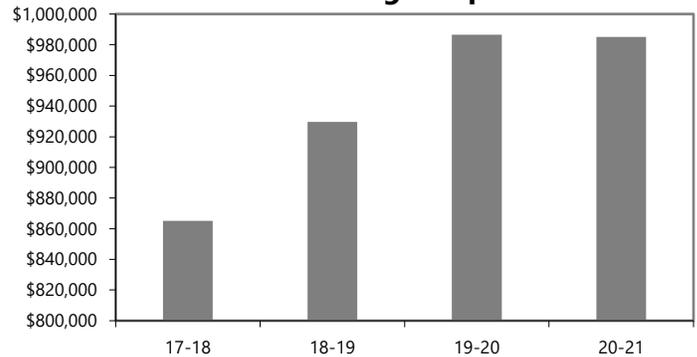
Functional Area: Public Safety

Budget Unit: **4341 Fire Prevention**

Personnel Summary

Fiscal Year	FTE
16-17	9.5
17-18	10.5
18-19	10.5
19-20 Request	10.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued to provide advanced level inspection and investigation service to the community.
- Purchased the new building code sets/books as a result of the state implementing the 2018 codes.
- Under the Community Risk Reduction section we received 5.14 points out of a possible 5.5 points during the ISO inspection.
- Tested the efficiency of iPads in the field with the new Records Management System (Fireworks).

FY 19-20 Budget Highlights

- Purchase the Bullex ITS Digital Fire Extinguisher Trainer and implement it in the training programs offered.
- Continue fire education outreach program in the elementary schools in an effort to educate 100% kindergarten through fifth grade.
- Expand fire education outreach to older demographics in an effort to reach the most vulnerable population to accidental fires and household accidents.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Fire Inspections	To provide and maintain a fire inspection and code enforcement program that meets all local, state, and federal requirements in order to reduce the potential for future fires.	% of fire code violations cleared within 90 days	Effectiveness	94.7%	95%	97%	95	95%
		% of level three occupancies inspected per year	Effectiveness	96%	100%	100%	100	100%
		% of level two occupancies inspected per year	Effectiveness	93%	100%	100%	100	100%
		% of level one occupancies inspected per three years	Effectiveness	99%	100%	98%	100	100%
		% of fire code violations cleared within 90 days in City Facilities	Effectiveness	NEW	NEW	NEW	75%	N/A
Life Safety Education	To provide educational programs to the community that stress total life safety in order to aid in the prevention of accidents and injuries.	% of residential fires where the dwelling has no working smoke alarms	Effectiveness	9%	0%	17%	0%	0%
		% of fires where juveniles are involved in ignition	Effectiveness	3%	<2.5%	0%	<2.5%	<2.5%
		# of people reached by Fire Education activities	Effectiveness	40,886	30,000	1,025,269*	40,000	Population
	To provide educational programs to the community that stress total life safety in order to aid the prevention of accidents and injuries.	% of plan reviews completed on time	Effectiveness	80%	95%	83%	95%	95%
		% of fires with cause being determined	Effectiveness	80%	80%	77%	80%	N/A

*Includes social media views when previous years had not.

Budget by Category

Budget Unit #:	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 733,101	\$ 824,059	\$ 843,489	\$ 842,176	\$ 889,287	\$ 889,287	\$ 915,961
Operations	\$ 32,606	\$ 41,044	\$ 85,153	\$ 55,160	\$ 72,279	\$ 72,279	\$ 69,167
Capital Outlay	\$ 179,473	\$ -	\$ 35,781	\$ 32,300	\$ 25,000	\$ 25,000	\$ -
Total Expenditures	\$ 945,180	\$ 865,103	\$ 964,423	\$ 929,636	\$ 986,566	\$ 986,566	\$ 985,128
% budget change		-8%		7%		2%	

* as amended

** as of August 6, 2019

Fire Training & Safety

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

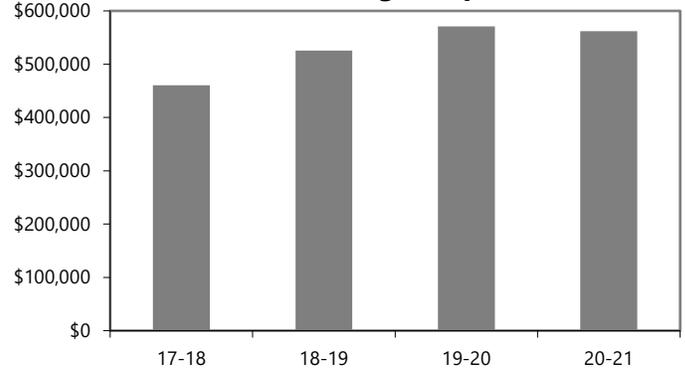
Functional Area: Public Safety

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

Personnel Summary

Fiscal Year	FTE
16-17	4
17-18	4
18-19	4
19-20 Request	4

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- 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.

FY 19-20 Budget Highlights

- Fire Officer 3 class taught for the department – August 2019.
- Recruit Class 30.
- Fully implement Target Solutions training software.
- Promotional Process in August 2019.

Steps/Programs to Enhance Performance

- Increased efforts toward safety training to curtail accidents and reduce injuries.
- Increased emphasis on wellness activities to increase number of personnel reaching acceptable level of fitness.
- Concerted effort toward Company Officer Development.
- Explore new opportunities to reach a diverse group of potential new hires.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Safety	To provide and maintain a work environment that meets and exceeds all safety standards to include station safety, incident safety, employee health, apparatus, and equipment safety in order to ensure optimal physical fitness of Fire personnel.	% of department members scoring at or above 48 VO2 Max	Effectiveness	47.40%	90%	55%	90%	N/A
		Departmental average static plank time (seconds)	Effectiveness	116	120	149	120	N/A
		# of work-related injuries per 100 Firefighters	Effectiveness	6	10	6.77	10	7
		# of vehicle and equipment accidents	Effectiveness	13	10	11	10	7
Training	To provide comprehensive continuing education, recruit training, and specialized training to ensure personnel are prepared for incident response.	% of personnel meeting ISO required training	Effectiveness	100%	95%	97%	95%	60%
		% of companies meeting ISO standardized company evolutions	Effectiveness	100%	95%	100%	95%	25%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Cost Center #: 4342	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 318,657	\$ 357,817	\$ 414,145	\$ 407,040	\$ 420,309	\$ 420,309	\$ 405,454
Operations	\$ 110,137	\$ 102,348	\$ 168,774	\$ 118,752	\$ 150,779	\$ 150,779	\$ 156,677
Total Expenditures	\$ 428,794	\$ 460,165	\$ 582,919	\$ 525,792	\$ 571,088	\$ 571,088	\$ 562,131
% budget change		7%		14%		-2%	

* as amended

** as of August 6, 2019

Emergency Management

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

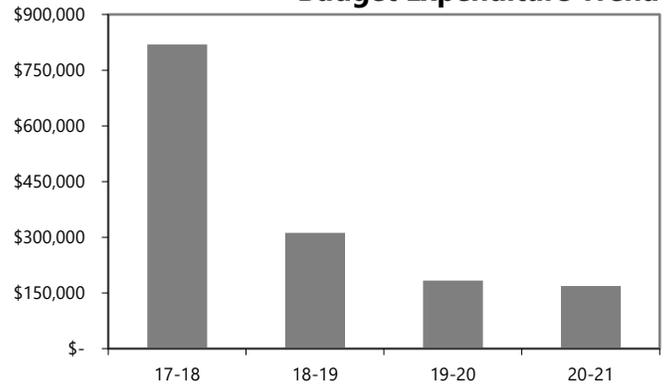
Functional Area: Public Safety

Budget Unit: **4343 Emergency Management**

Personnel Summary

Fiscal Year	FTE
16-17	2
17-18	2
18-19	2
19-20 Request	1

Budget Expenditure Trend



FY 18-19 Major Accomplishments

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

FY 19-20 Budget Highlights

- Supply bleeding control kits to City facilities and promote annual training City-wide.
- Contract with outside instructors to hold joint Public Safety training classes.
- Upgrade outdated handheld radios (5) to provide to personnel during large events or training.

Steps/Programs to Enhance Performance

- Increase awareness to the public on community preparedness, resiliency, and emergency management.
- Ensure that the City of Concord's overall emergency management objectives are addressed.
- Ensure a common operating picture during emergencies to facilitate informed decision making and response.
- Coordinate and integrate all activities necessary to build, sustain, and improve the City's capability to mitigate against, prepare for, respond to, and recovery from threatened or actual natural disasters, acts of terrorism, or other man-made disasters.
- Establish a standardized planning system that delineates the structure, plans, processes, and personnel needed to execute the City's preparedness planning activities.
- Establish and ensure compliance with a multi-year exercise program based on the Homeland Security Exercise and Evaluation Program (HSEEP) requirements and National Incident Management System (NIMS).

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Emergency Management	To promote public protective actions and domestic preparedness through a comprehensive & effective emergency management program in order to mitigate against, prepare for, respond to, and quickly recover from the multi-hazards that may impact the residents of the City of Concord.	% of emergency plans updated based on the plan updates schedule	Effectiveness	New	New	New	100%	100%
		Number of emergency drills at City facilities	Workload	New	New	New	3	100%
		% of responsible parties billed within a 20 day window of Hazmat incident	Efficiency	New	New	New	75%	75%
		% of required emergency exercises completed based on the required exercise schedule	Effectiveness	New	New	New	100%	100%
		Conduct 2 emergency training sessions for City employees	Effectiveness	New	New	New	100%	100%
		% of annual risk assessments conducted on required critical infrastructures within City limits	Efficiency	New	New	New	100%	100%

Budget by Category

	2016-2017 Actual	2017-2018 Actual	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Cost Center #: 4343	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 161,208	\$ 203,886	\$ 223,224	\$ 219,582	\$ 108,714	\$ 108,714	\$ 110,052
Operations	\$ 36,329	\$ 30,547	\$ 104,030	\$ 76,369	\$ 61,085	\$ 61,085	\$ 45,372
Capital	\$ 26,472	\$ 578,135	\$ -	\$ 2,006	\$ -	\$ -	\$ -
Debt Service	\$ 6,132	\$ 6,133	\$ 6,150	\$ 6,150	\$ 6,134	\$ 6,134	\$ 6,151
Cost Allocations	\$ -	\$ -	\$ 8,606	\$ 7,889	\$ 7,137	\$ 7,137	\$ 7,137
Total Expenditures	\$ 230,141	\$ 818,701	\$ 342,010	\$ 311,996	\$ 183,070	\$ 183,070	\$ 168,712
% budget change		256%		-62%		-46%	

* as amended

** as of August 6, 2019

Public Works

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

DEPARTMENTS:

Streets & Traffic: 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.

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

Traffic Signals: 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.

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

Solid Waste & Recycling: Solid Waste & Recycling 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 Robin Barham, Director of Solid Waste & Recycling, at (704) 920-5351 or via email at barhamr@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.

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.

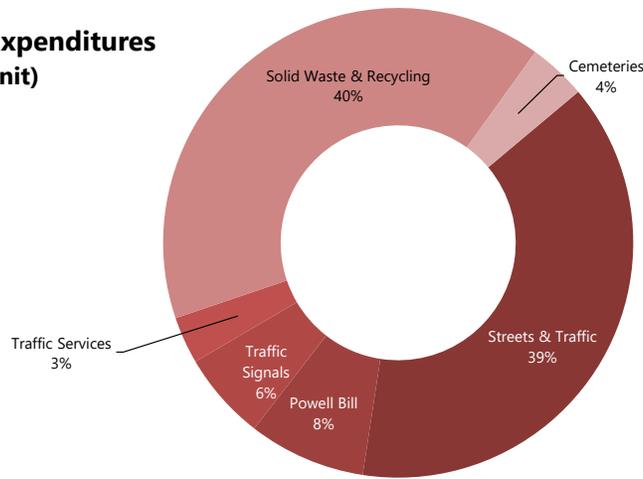
Public Works Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit (General Fund)							
Streets & Traffic	\$ 4,310,409	\$ 5,790,757	\$ 6,564,451	\$ 5,611,016	\$ 7,623,964	\$ 7,623,964	\$ 7,529,940
Powell Bill	\$ 2,737,208	\$ 2,155,789	\$ 4,011,235	\$ 2,407,995	\$ 1,597,294	\$ 1,597,294	\$ 468,875
Traffic Signals	\$ 672,616	\$ 838,048	\$ 1,166,155	\$ 1,083,838	\$ 1,200,603	\$ 1,200,603	\$ 1,175,241
Traffic Services	\$ 499,358	\$ 538,061	\$ 824,667	\$ 690,936	\$ 640,905	\$ 640,905	\$ 598,480
Solid Waste & Recycling	\$ 5,595,085	\$ 6,267,472	\$ 6,823,613	\$ 6,547,519	\$ 7,938,533	\$ 7,938,533	\$ 8,204,895
Cemeteries	\$ 572,959	\$ 445,813	\$ 696,749	\$ 596,338	\$ 785,753	\$ 785,753	\$ 752,766
Fleet Services	\$ 16,341	\$ 193,255	\$ 56,826	\$ 148,814	\$ -	\$ -	\$ 35,616
Total Expenditures	\$ 14,403,976	\$ 16,229,195	\$ 20,143,696	\$ 17,086,456	\$ 19,787,052	\$ 19,787,052	\$ 18,765,813
% budget change		13%		5%		-2%	

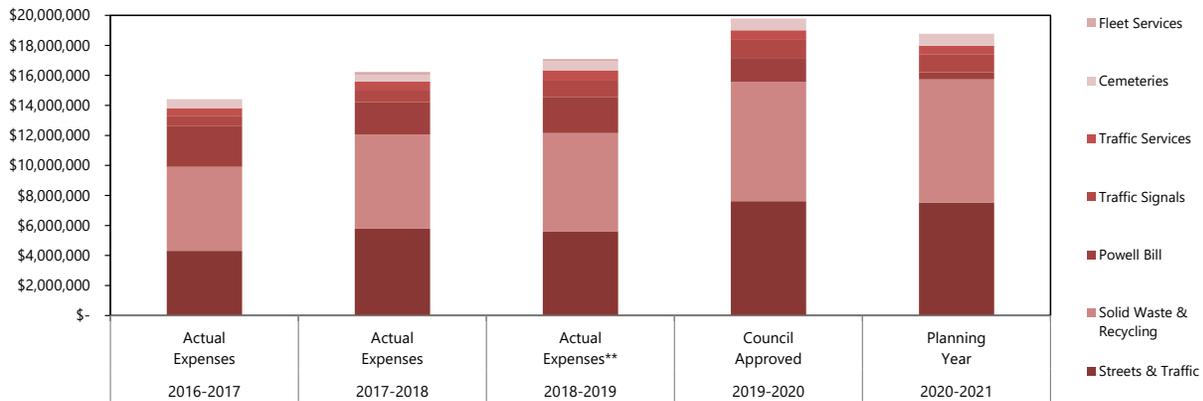
* as amended

**as of August 6, 2019

FY 20 Public Works Expenditures (by Budget Unit)



Public Works Expenditure Trend



Streets and Traffic

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

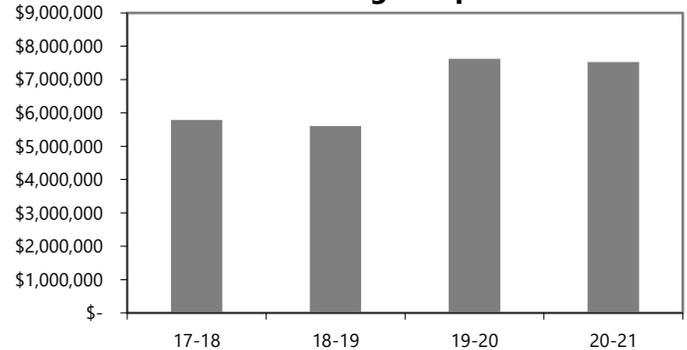
Functional Area: Public Works

Budget Unit: **4510 Streets and Traffic**

Personnel Summary

Fiscal Year	FTE
16-17	30
17-18	34.5
18-19	34.5
19-20 Request	35.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Provided \$700,000 to repave/preserve additional streets annually to improve the City's average pavement rating.
- Provided 50% funding to match 50% Powell Bill funding for replacing STR 108 pickup truck.
- Provided 51% funding to match 49% Powell Bill funding for replacing STR 113 gator, STR 095 backhoe, 2 water attachments to Milling heads, and the plate tamp for asphalt patching operations.
- Continued funding additional street preservation annually, improving the average pavement rating.
- Completed construction of US 29 / Poplar Tent CMAQ Superstreet intersection project.
- Let contract for the rehabilitation of Virginia St. from Corban Ave to Hillcrest Ave, and add sidewalk.
- Completed Brookwood Ave. enhancement design and continue to fund future construction costs.
- Completed construction of Miramar St. Sidewalk and the NE Subset Sidewalk CMAQ Project.
- Let contracts for Union St., S Sidewalk ext, downtown ped. signal upgrades, 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.

FY 19-20 Budget Highlights

- Provide 65% funding to match 35% Powell Bill funding to replace STR-434 Patch Truck.
- Provide 65% funding to match 35% Powell Bill funding to replace STR-112 Tandem Axle Dump Truck.
- Continue funding additional street preservation annually, improving the average pavement rating.
- Complete construction of Virginia St. from Corban Ave. to Hillcrest Ave. and add sidewalk.
- Complete design of Round-About at intersection of Spring St. and Chestnut Dr. and obtain necessary R/W to pursue contract letting.
- Complete construction of Union St., S. Sidewalk ext., downtown ped. signal upgrades, intersection enhancements at Bruton Smith and Weddington.
- Add Assistant Street Superintendent (1 FTE).
- Secure funding for contract with consulting firm for Pavement Evaluation and Maintenance Budget Optimization.

Steps/Programs to Enhance Performance

- Continue to explore new methods to improve operational procedures to achieve higher benefit cost ratios for all programs, services, and activities performed by the Streets and Traffic Division.

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Roadway Maintenance & Construction	To provide maintenance and small construction enhancements on all streets within the City of Concord to benefit citizens and the traveling public in order to facilitate the movement of people, goods, and services.	Average response / analysis time (in days) for traffic safety and speeding complaints	Efficiency	13	30	24	30	15
Infrastructure Inspection & Quality Assurance	To provide a system of regular inspections and project quality control on a continuing, systematic basis to serve both internal and external customers and to ensure Council Goals are met within the limits of fiscal constraints.	% of repairs to utility cuts and other non-pothole repair customer requests completed within 24-hrs. of being logged	Efficiency	58%	90%	75%	95%	95%
Traffic Engineering, Technical & Customer Services	To investigate traffic inquires, complaints, and service requests, apply technical expertise, and administer departmental work plans to provide excellent service to both internal and external customers in order to ensure Council Goals are met and to provide for an adequate, safe local transportation system.	% of customer inquiries responded to within 24-hrs	Efficiency	95%	95%	95%	95%	97%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 4510							
Personnel Services	\$ 941,642	\$ 1,255,030	\$ 1,400,934	\$ 1,460,802	\$ 2,341,323	\$ 2,341,323	\$ 2,356,167
Operations	\$ 500,077	\$ 1,622,215	\$ 2,217,041	\$ 1,240,030	\$ 2,216,031	\$ 2,216,031	\$ 2,135,869
Capital Outlay	\$ 248,179	\$ 297,328	\$ 151,483	\$ 152,931	\$ 258,700	\$ 258,700	\$ 237,950
Debt Service	\$ 191,805	\$ 183,240	\$ 175,104	\$ 175,104	\$ 166,140	\$ 166,140	\$ 158,184
Cost Allocations	\$ 400,296	\$ 293,737	\$ 452,889	\$ 415,149	\$ 472,824	\$ 472,824	\$ 472,824
Transfers	\$ 2,028,410	\$ 2,139,207	\$ 2,167,000	\$ 2,167,000	\$ 2,168,946	\$ 2,168,946	\$ 2,168,946
Total Expenditures	\$ 4,310,409	\$ 5,790,757	\$ 6,564,451	\$ 5,611,016	\$ 7,623,964	\$ 7,623,964	\$ 7,529,940
% budget change		34%		-3%		16%	

* as amended

**as of August 6, 2019

Powell Bill

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

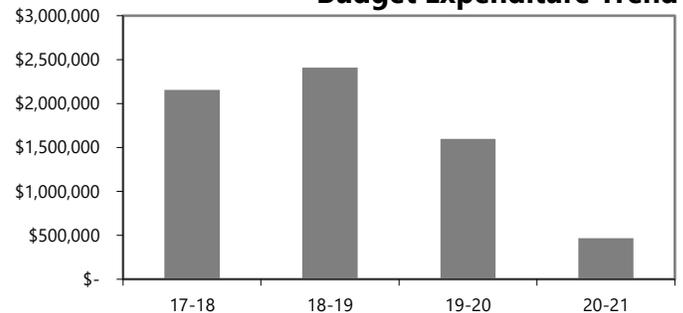
Functional Area: Public Works

Budget Unit: **4511 Powell Bill**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Provided \$1.9 Million for annual Street Resurfacing and maintenance. Provided 50% funding to match 50% non-Powell Bill funding for replacing STR 108 pick-up truck and 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.
- Provided 100% funding to add two (2) additional snow plows to pick-up trucks to be utilized by non-CDL employees for winter weather operations.
- Focused on reducing the current street repaving cycle time by maximizing the number of lane miles resurfaced and/or preserved with available Powell Bill funds and to provide regular street maintenance, sidewalk maintenance, bridge maintenance, and street right-of-way operations.
- Provided funding for specialized Powell Bill eligible private sector contract services such as consulting engineering for bridge inspections, tree and limb removal, guardrail maintenance, railroad arm gear maintenance, and installation of raised pavement markers and thermoplastic pavement markings on City streets.

FY 19-20 Budget Highlights

- Provide 35% funding to match to replace STR-434 Patch Truck and STR-112 Tandem Axle Dump Truck.
- Provide 100% funding to replace snow plow, material spreader, and brine tank for replacement Tandem Axle Dump Truck.
- 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 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 School of Government's Benchmarking Project to measure service profiles against other NC cities of comparable population size.

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Roadway Maintenance & Construction	To provide maintenance and small construction enhancements on all streets within the City of Concord to benefit citizens and the traveling public in order to facilitate the movement of people, goods, and services at a safe, acceptable, and cost effective level of service.	Cost of asphalt maintenance per lane mile	Efficiency	\$3,305	\$2,400	\$1,949	\$3,400	\$2,400
		% of reported pot holes repaired within 24-hours	Efficiency	95%	95%	95%	95%	95%
		% of lane miles rated 85% or better	Effectiveness	N/A	68%	35%	45%	68%
		% of lane miles rated below 45%	Effectiveness	N/A	1%	1.5%	1%	1%
		Average Pavement Rating % of Entire System (street-lane-miles)	Effectiveness	N/A	85%	75.45%	85%	85%
Bridge Maintenance & Upkeep	To provide regular bridge maintenance on City bridges for the traveling public in order to keep this infrastructure in acceptable condition.	% of City bridges rated "not deficient" on a bi-annual basis	Effectiveness	N/A	100%	100%	100%	100%
Right-of-Way Operations	To provide maintenance of City street rights-of-way for citizens and the traveling public in order to provide clean, visually appealing, and safe roadways.	% of mowing routes rated monthly at satisfactory or better during growing season	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

Budget Unit #: 4511	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 785,438	\$ 651,234	\$ 671,000	\$ 488,597	\$ 6,000	\$ 6,000	\$ 6,000
Operations	\$ 1,564,481	\$ 1,080,103	\$ 3,214,410	\$ 1,811,706	\$ 1,407,794	\$ 1,407,794	\$ 338,625
Capital Outlay	\$ 387,289	\$ 424,452	\$ 125,825	\$ 107,692	\$ 183,500	\$ 183,500	\$ 124,250
Total Expenditures	\$ 2,737,208	\$ 2,155,789	\$ 4,011,235	\$ 2,407,995	\$ 1,597,294	\$ 1,597,294	\$ 468,875
% budget change		-21%		12%		-60%	

* as amended

**as of August 6, 2019

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

Traffic Signals

Mission Statement

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

Major Services Provided

- Maintenance of 127 Traffic Control Signals, 6 Intersection Control Beacons, 22 School Zone Flashers, and 106 Intersection Pedestrian Signals.
- Maintain and operate 76 PTZ Traffic Cameras and 89 Security Cameras
- Signal diagnostic and optimization services.
- Maintenance of 102 miles and expansion of the City's fiber optic network.
- Emergency response and resolution of service area signal problems.

Organizational Chart Locator

Fund: 100 General Fund

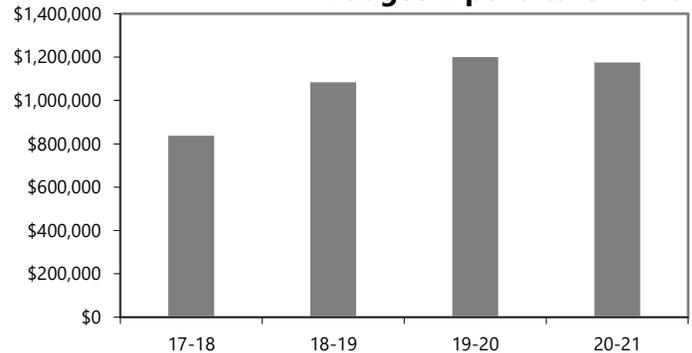
Functional Area: Public Works

Budget Unit: **4513 Traffic Signals**

Personnel Summary

Fiscal Year	FTE
16-17	6
17-18	6
18-19	6
19-20 Request	7

Budget Expenditure Trend



FY 18-19 Major Accomplishments

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

FY 19-20 Budget Highlights

- Continue construction associated with the \$1.25 Million TSCP Grant for signal system interconnection along with providing additional traffic cameras and ITS infrastructure.
- Add a Traffic Management Center Operator to efficiently meet the requirements of the Schedule D municipal agreement with NCDOT, and to operate and troubleshoot the City's extensive traffic and surveillance camera system. This position will also be the dedicated person to implement pre-planned signal timing plans as well as assist in timing plan design.
- Secure additional funding for the Signals Maintenance and Construction contract in order to have available funding in line with current estimates for emergency signals construction.
- Continue funding to supplement NCDOT reimbursements for regular and routine signal maintenance on City and NCDOT area signals.
- Continue Flashing Yellow Arrow (FYA) Upgrade Program in coordination with NCDOT at designated signals in the Service Area.

Steps/Programs to Enhance Performance

- Expand integrated signal communication and traffic management software to improve efficiency of operations at the Traffic Management Center.
- Continue to explore new methods to improve operational procedures to achieve higher benefit cost ratios for all programs, services, and activities performed by the Traffic Signals Division.
- Provide continuing education and training opportunities through NCDOT and IMSA courses.

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Signal, Beacon, & Flasher Maintenance	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.	% on-site response to malfunctioning signals made within 2-hrs or less	Efficiency	100%	100%	100%	100%	100%
		% of repairs to indication failures within 24-hrs or less	Efficiency	100%	100%	100%	100%	100%
Signal Optimization	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.	% of NCDOT signals checked on time to meet Schedule C requirement (once/year)	Effectiveness	100%	100%	100%	100%	100%
	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.	% of NCDOT signals optimized on time to Schedule D maintenance (once/year)	Effectiveness	41%	66%	33%	66%	100%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 344,336	\$ 426,319	\$ 463,072	\$ 459,343	\$ 526,793	\$ 526,793	\$ 546,443
Operations	\$ 291,271	\$ 393,049	\$ 451,483	\$ 391,434	\$ 432,739	\$ 432,739	\$ 427,727
Capital Outlay	\$ 14,515	\$ -	\$ 229,390	\$ 212,702	\$ 220,000	\$ 220,000	\$ 180,000
Cost Allocations	\$ 22,494	\$ 18,680	\$ 22,210	\$ 20,359	\$ 21,071	\$ 21,071	\$ 21,071
Total Expenditures	\$ 672,616	\$ 838,048	\$ 1,166,155	\$ 1,083,838	\$ 1,200,603	\$ 1,200,603	\$ 1,175,241

% budget change

25%

29%

3%

*as amended **as of August 6, 2019

Traffic Services

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

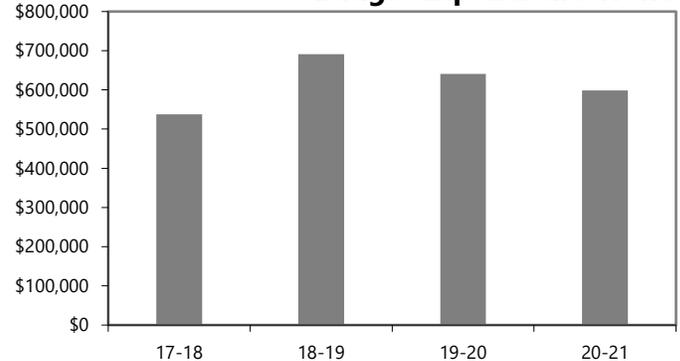
Functional Area: Public Works

Budget Unit: **4514 Traffic Services**

Personnel Summary

Fiscal Year	FTE
16-17	5
17-18	5
18-19	5
19-20 Request	5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

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

FY 19-20 Budget Highlights

- 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.
- Secure Striping equipment to add in-house capabilities to perform pavement marking maintenance reducing reliance on outside contractors for safety critical elements.
- Secure two R1 Trimble GPS Units to greatly increase the accuracy of sign and infrastructure tracking throughout the City.

Steps/Programs to Enhance Performance

- Continue to explore new methods to improve operational procedures to achieve cost savings for all programs, services, and activities to include a new sign washing apparatus/program.
- Continue use of asset-resource management programs to provide prompt replacement of deficient or missing regulatory and warning signs and to evaluate performance effectiveness 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Traffic Control Signage & Pavement Markings	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.	% of STOP sign knock downs responded to within 1 hour	Effectiveness	100%	100%	100%	100%	100%
		% of in-field work orders for regulatory or warning sign replacements made within 72 hours	Effectiveness	100%	100%	100%	100%	95%
		% of programmed sign replacements made within one week of scheduling	Effectiveness	100%	100%	100%	100%	100%
		% of repair/ replacements of identified issues mitigated within 1 year	Effectiveness	New	80%	100%	100%	New
Traffic Services Technical Assistance	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.	% of on-call assistance for utility emergency or incident operations made within 2 hours	Effectiveness	100%	100%	100%	100%	100%
Custom Signs & Decals	To provide custom sign and decal services to internal customers and Recognized Neighborhoods in order to support emergency vehicle identification and recognition goals.	% of custom sign requests completed within 2 weeks for internal customers	Effectiveness	100%	100%	100%	100%	100%
Custom Signs & Decals	To provide signing of Zoning Public Hearing Notices for Concord Development Services Department in order to meet time posting requirements under the NC General Statutes.	% of rezoning/special use notice postings made accurately within the legal time requirement	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

Budget Unit #: 4514	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 349,812	\$ 365,061	\$ 362,266	\$ 366,401	\$ 393,182	\$ 393,182	\$ 397,658
Operations	\$ 116,745	\$ 116,245	\$ 305,199	\$ 187,707	\$ 194,050	\$ 194,050	\$ 183,149
Capital Outlay	\$ -	\$ 27,791	\$ 120,000	\$ 102,726	\$ 36,000	\$ 36,000	\$ -
Cost Allocations	\$ 32,801	\$ 28,964	\$ 37,202	\$ 34,102	\$ 17,673	\$ 17,673	\$ 17,673
Total Expenditures	\$ 499,358	\$ 538,061	\$ 824,667	\$ 690,936	\$ 640,905	\$ 640,905	\$ 598,480

% budget change

8%

28%

-22%

*as amended **as of August 6, 2019

Solid Waste & Recycling

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

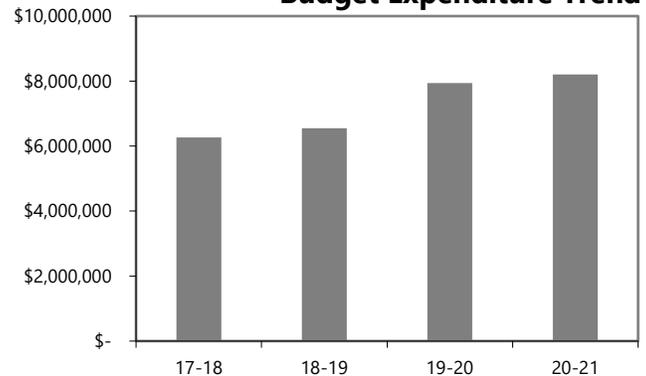
Functional Area: Public Works

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

Personnel Summary

Fiscal Year	FTE
16-17	31.5
17-18	32.5
18-19	34.5
19-20 Request	35.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Added a rear loader truck to increase yard waste collection efficiency and aid in the department overall goal.
- Added two new positions: one Equipment operator/one Solid Waste Worker per the results of the analysis conducted last FY.
- Continued to build and update the Debris Management Plan.
- Implemented the new CARTology app and game for education.
- Continued to focus on public outreach programs to increase the curbside recycling participation rate and tons collected.
- Worked 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.
- Continued customer service focus with greater emphasis on team building, training, and increasing the visibility for coworkers.
- Developed and implemented new routes for solid waste collection that Council approved.
- Renegotiated the Waste Pro contract with acceptable terms and pricing.
- Renegotiated the Benfield contract for cardboard collection.
- Negotiated a short-term contract with Republic in reference to the disposal of the City's recyclables at Meck. County's MRF.
- Worked with Waste Pro to utilize Mobile 311 for increased efficiency in their bulky waste collection.
- Implemented a "Litter Sweep" in conjunction with Waste Pro to assist with Council's goal for reducing litter.

FY 19-20 Budget Highlights

- Establish future direction for the recycling program, research the "waste to energy" process, and possible implementation.
- Request an additional one-person vacuum truck to the existing Solid Waste fleet.
- Add one new Compliance Inspector and reclassify the existing Project Manager to Deputy Director.
- Continue to promote the new CARTology app.
- Monitor the new solid waste collection routes for efficiency and effectiveness.

Steps/Programs 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. Researching different ways to use the newly purchased one-person vacuum truck in order to assist with litter pickup.
- Continue conducting a customer satisfaction survey that will target recycling participation and other service areas in the City of Concord.
- Promote recycling participation using CARTology, website enhancements, 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.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Residential Garbage/ Bulky/ Recycling Collection	To provide residential garbage, bulky and recycling collection to city residents in order to maintain a safe and healthy living environment for present and future generations to live, grow, and work.	All contractor (garbage, bulky, recycling) complaints per 1,000 collection points	Effectiveness	83	63	124	80	30
		Tons per 1,000 population	Workload	266	282	331	300	264
		% of customers participating in curbside recycling program	Effectiveness	65%	70%	51%	65%	67%
		Avg. pounds of recyclables collected per household in curbside recycling program	Effectiveness	339	362	263	300	404
Commercial Cardboard/ Office Paper/ Commingled Recycling Collection	To provide attractive commercial recycling programs to businesses in order to promote waste reduction and to provide cost reduction opportunities in the business community.	Tons of corrugated cardboard collected per customer	Workload	5	4.36	4.8	4.5	3.7
		Net Cost per ton corrugated cardboard collection	Efficiency	\$74.79	\$80	\$121	\$100	\$80
		# of commercial corrugated cardboard recycling customers	Workload	288	292	282	290	372.25
		Cost per Ton of Contracted Commercial Cardboard Collection	Efficiency	\$167	\$160	\$164	\$160	\$148
Yard Waste Collection	To provide yard waste collection to City residents in order to keep neighborhoods clean and attractive.	All Complaints per 10,000 collection points (city)	Effectiveness	65	70	57	60	93
		Pounds per collection point (non-seasonal yard waste)	Workload	429	453	532	475	459
		Tons collected per collection FTE	Efficiency	315	323	314	320	558
White Goods /Metal/ Tire/ Building Materials Collection	To provide white goods, tire, electronic waste and building material collection to City residents in order to provide residents a full range of Solid Waste & Recycling services and follow NC State laws regarding recycling white goods and tires.	No measure						

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit #: 4520	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,622,495	\$ 1,749,173	\$ 1,974,066	\$ 1,918,273	\$ 2,232,731	\$ 2,232,731	\$ 2,398,221
Operations	\$ 3,489,350	\$ 3,710,679	\$ 4,309,255	\$ 4,103,756	\$ 5,229,645	\$ 5,229,645	\$ 5,333,517
Capital Outlay	\$ 334,627	\$ 645,985	\$ 338,590	\$ 340,597	\$ 295,000	\$ 295,000	\$ 292,000
Cost Allocations	\$ 148,613	\$ 161,635	\$ 201,702	\$ 184,893	\$ 181,157	\$ 181,157	\$ 181,157
Total Expenditures	\$ 5,595,085	\$ 6,267,472	\$ 6,823,613	\$ 6,547,519	\$ 7,938,533	\$ 7,938,533	\$ 8,204,895
<i>% budget change</i>		12%		4%		16%	

* as amended

**as of August 6, 2019

Cemeteries

Mission Statement

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

Major Services Provided

- Cemetery Operations.

Organizational Chart Locator

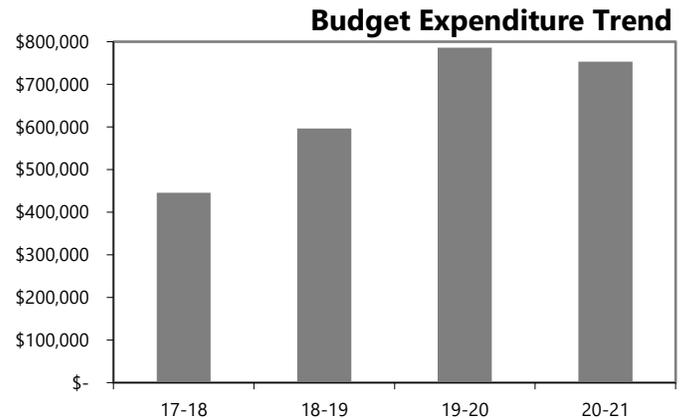
Fund: 100 General Fund

Functional Area: Public Works

Budget Unit: **4540 Cemeteries**

Personnel Summary

Fiscal Year	FTE
16-17	8
17-18	8
18-19	8
19-20 Request	9



FY 18-19 Major Accomplishments

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

FY 19-20 Budget Highlights

- Purchase Cemetery Software.
- Complete Survey work for Rutherford Expansion.
- Develop easily developable new grave sites at Rutherford Cemetery & West Concord Cemetery.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Cemetery Operations	To provide efficient, accurate, and professional burial services to cemetery customers.	% of Cemetery improvement projects completed	Efficiency	New for FY19	80%	85%	90%	100%
	To maintain the Cemetery grounds to the highest standards in order to meet or exceed visitor expectations.	% of Cemetery mowing completed on time	Effectiveness	88%	85%	85%	85%	100%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit #: 4540							
Personnel Services	\$ 413,534	\$ 309,793	\$ 406,149	\$ 373,011	\$ 500,509	\$ 500,509	\$ 487,371
Operations	\$ 106,104	\$ 111,401	\$ 185,157	\$ 140,692	\$ 168,390	\$ 168,390	\$ 155,585
Capital Outlay	\$ 47,247	\$ 24,619	\$ 103,500	\$ 80,854	\$ 92,044	\$ 92,044	\$ 85,000
Cost Allocations	\$ 6,074	\$ -	\$ 1,943	\$ 1,781	\$ 24,810	\$ 24,810	\$ 24,810
Total Expenditures	\$ 572,959	\$ 445,813	\$ 696,749	\$ 596,338	\$ 785,753	\$ 785,753	\$ 752,766
% budget change		-22%		34%		13%	

* as amended

**as of August 6, 2019

Fleet Services

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

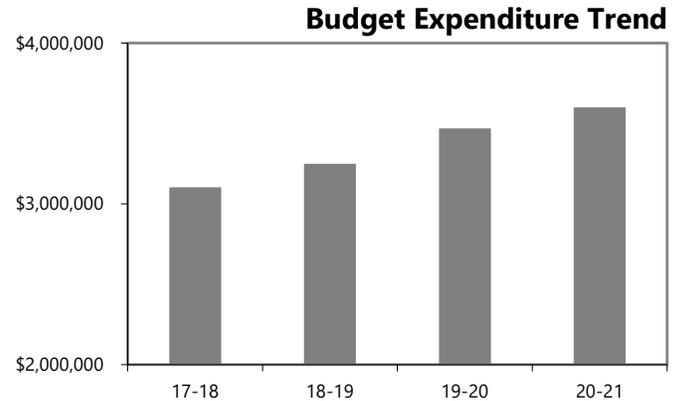
Fund: 100 General Fund

Functional Area: Public Works

Budget Unit: **4550 Fleet Services**

Personnel Summary

Fiscal Year	FTE
16-17	13
17-18	14
18-19	14
19-20 Request	14



FY 18-19 Major Accomplishments

- Fleet recognized by NC Benchmarking Program as having lowest cost fleet within participating NC municipalities.
- Re-certified ASE Blue Seal of Excellence Award for Fleet Services.
- Earned Top 100 Fleets for 2018 (rated #55) five out of the last nine years.
- Increased on-time service completion to 99.8%.
- Increased Master Mechanic certifications to eight.
- Bid and contracted fuel providers for the City and Transit.
- Replaced parking deck Electric Vehicle Charging Equipment.

FY 19-20 Budget Highlights

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

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Maintenance	To provide high quality and timely vehicle maintenance for City departments in order to achieve maximum fleet availability and high customer satisfaction.	Hours billed as % of billable hours	Efficiency	65%	70%	65%	70%	80%
		% of work orders completed within 24 hours	Effectiveness	99%	99%	99%	99%	98%
		% of work orders that require repeat repairs within 30 days	Effectiveness	0.35%	0.35%	0.41%	0.35%	0.40%
		% of customers rating overall service as "Excellent" or "Good"	Effectiveness	100%	98%	100%	98%	98%
		Fleet Availability Rate	Effectiveness	99%	99%	99%	99%	99%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 925,998	\$ 957,018	\$ 1,007,395	\$ 1,009,202	\$ 1,044,634	\$ 1,044,634	\$ 1,080,250
Operations	\$ 1,992,712	\$ 2,106,684	\$ 2,345,206	\$ 2,239,602	\$ 2,424,109	\$ 2,424,109	\$ 2,519,609
Capital Outlay	\$ 31,756	\$ 39,168	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Billing/Alloc	\$ (2,934,125)	\$ (2,909,615)	\$ (3,295,775)	\$ (3,099,990)	\$ (3,468,743)	\$ (3,468,743)	\$ (3,564,243)
Total Expenses	\$ 16,341	\$ 193,255	\$ 56,826	\$ 148,814	\$ -	\$ -	\$ 35,616
% budget change		1,083%		7%		-100%	

* as amended

**as of August 6, 2019

Economic Development

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

DEPARTMENTS:

Planning & Neighborhood Development: 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.

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.

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

Economic Development Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit (General Fund)							
Planning & Neighborhood Development	\$ 2,347,145	\$ 2,629,226	\$ 3,137,907	\$ 2,606,457	\$ 3,141,349	\$ 3,141,349	\$ 3,011,090
Transportation Planning	\$ 296,307	\$ 308,365	\$ 347,223	\$ 288,680	\$ 449,345	\$ 449,345	\$ 449,345
Economic Development	\$ 608,539	\$ 1,206,089	\$ 4,621,857	\$ 3,850,232	\$ 1,371,423	\$ 1,371,423	\$ 1,338,020
Total Expenditures	\$ 3,251,991	\$ 4,143,680	\$ 8,106,987	\$ 6,745,369	\$ 4,962,117	\$ 4,962,117	\$ 4,798,455

* as amended

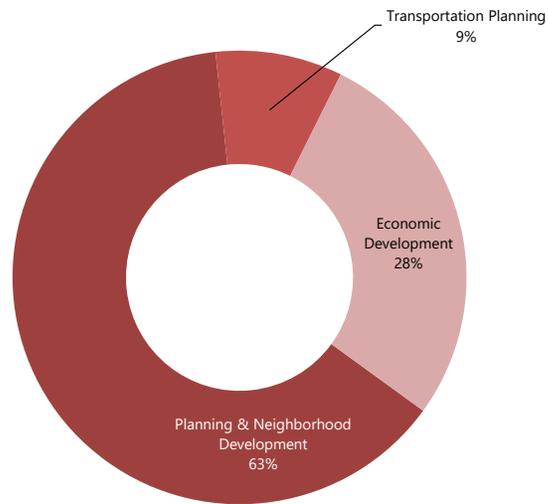
27%

63%

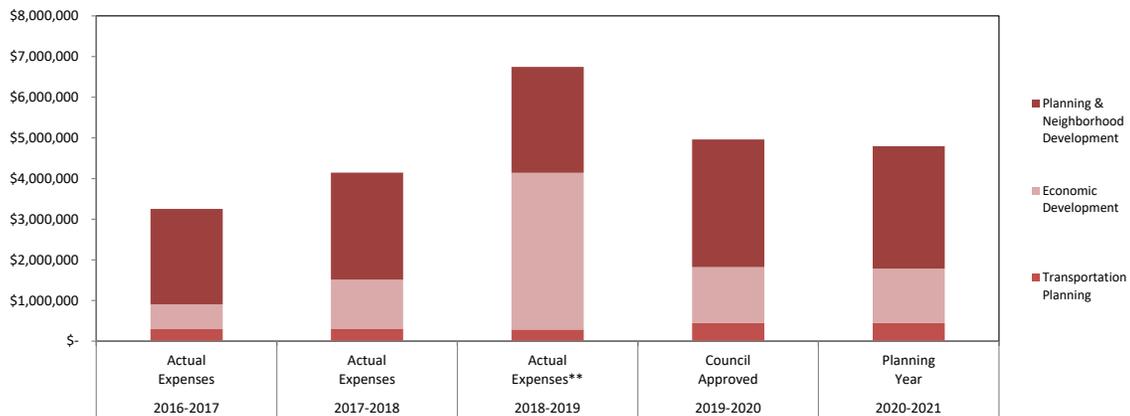
-39%

**as of August 6, 2019

FY20 Economic Development Expenditures (by Budget Unit)



Economic Development Expenditure Trend



Planning & Neighborhood Development

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

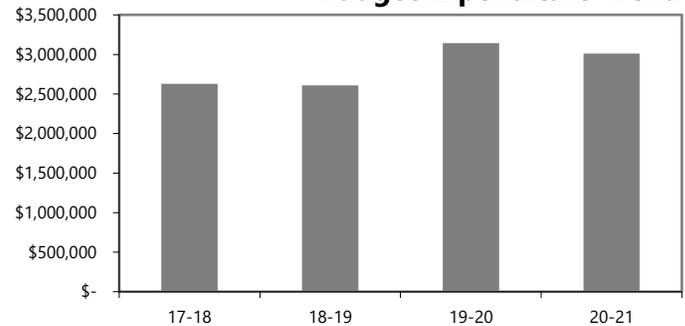
Functional Area: Economic Development

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

Personnel Summary

Fiscal Year	FTE
16-17	16
17-18	17
18-19	18
19-20 Request	18

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Extensive work with the County to continue improving the plan review system in Accela.
- Developed web pages and other educational materials for the 2030 Land Use Plan.
- Revised the Concord Development Ordinance (CDO) to reflect the vision of the City Council through the 2030 Land Use Plan and small area plans.
- Added of one new Senior Planner position to assist with Land Use Plan implementation and urban design projects.
- Began implementation of strategies identified in the Downtown Master Plan including streetscape design and bicycle accessibility.
- Updated Public Hearing Notification Signage

FY 19-20 Budget Highlights

- Adopt the revised CDO Ordinance.
- Complete and approve Concord Historic Preservation Plan.
- Complete the George Liles Small Area Plan.
- Coordinate 30 Market St. Redevelopment
- Improve digital public engagement.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Yr-End	FY20 Obj.	Industry Benchmark
Development Plan Review	To provide an accurate and timely review for the development community to ensure that requirements of the ordinance are met and quality development in the city is achieved.	# of plans submitted	Workload	502	N/A	651	N/A	N/A
Permitting	To provide accurate and timely issuance of development permits to developers and citizens in order to ensure compliance with local ordinances.	Single-Family Residential*	Workload	New	N/A	805	N/A	N/A
		Single-Family Residential Attached (units)*	Workload	New	N/A	5	N/A	N/A
		Two, Three, or Four-Family Residential (units)*	Workload	New	N/A	0	N/A	N/A
		Multi-Family Residential (units)*	Workload	New	N/A	80	N/A	N/A
		Commercial Buildings*	Workload	New	N/A	49	N/A	N/A
		Industrial Buildings*	Workload	New	N/A	3	N/A	N/A
		Temporary Sign Registrations*	Workload	New	N/A	58	N/A	N/A
		Sign Permits*	Workload	New	N/A	123	N/A	N/A
		Certificates of Compliance*	Workload	New	N/A	381	N/A	N/A
		Permits for Additions/Accessories*	Workload	New	N/A	409	N/A	N/A
		Temporary Use Permits (construction trailers, etc.)*	Workload	New	N/A	38	N/A	N/A
		Temporary Power Permits*	Workload	New	N/A	60	N/A	N/A
		Zoning Cases and Public Hearings	To provide due process for the community so that zoning requests are processed in accordance with state and local laws; and that complete, factual, and accurate information is provided to City boards so that board members can make well-educated decisions pertaining to zoning and development.	# of Administrative Appeals	Workload	New	N/A	2
# of Certificates of Appropriateness (in Historic Districts)	Workload			New	N/A	34	N/A	N/A
# of Site Plans*	Workload			New	N/A	0	N/A	N/A

		# of Special Use Permits	Workload	New	N/A	5	N/A	N/A
		# of Text Amendments to Concord Development Ordinance	Workload	New	N/A	15	N/A	N/A
		# of Variances	Workload	New	N/A	1	N/A	N/A
		# of Zoning Map Amendments (Rezoning)	Workload	New	N/A	30	N/A	N/A
Annexations	To ensure that the City grows in a controlled and orderly manner and that City services can be provided.	# of Areas Annexed into City Limits	Workload	New	N/A	12	N/A	N/A
Subdivisions of Land	To ensure that land in the city is subdivided in a manner that provides for quality of life and orderly growth, and that natural resources are protected.	# of Major Subdivision Plats	Workload	New	N/A	24	N/A	N/A
		# of Preliminary Subdivision Plats	Workload	New	N/A	2	N/A	N/A
Affordable Housing	To create affordable housing opportunities for those with earnings above the HUD assistance threshold of 80% area median income.	# of Houses Underway/Sold	Workload	New	New	2	2	N/A
		Average Sales Price of Homes	Effectiveness	New	New	New	\$180K	N/A
		Funds Reinvested into Account	Effectiveness	New	New	New	\$300K	N/A

* Denotes permits or certificates issued

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit #: 4910	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,222,490	\$ 1,391,727	\$ 1,468,773	\$ 1,334,476	\$ 1,520,316	\$ 1,520,316	\$ 1,621,165
Operations	\$ 288,155	\$ 219,415	\$ 378,670	\$ 243,474	\$ 397,199	\$ 397,199	\$ 202,679
Capital Outlay	\$ -	\$ -	\$ 15,800	\$ 15,625	\$ -	\$ -	\$ -
Debt Service	\$ 271,340	\$ 271,411	\$ 272,158	\$ 272,158	\$ 271,450	\$ 271,450	\$ 272,203
Non Operating Expense	\$ -	\$ -	\$ 300,000	\$ 89,618	\$ -	\$ -	\$ -
Grant Expenditures	\$ 24,190	\$ 31,266	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 450,988	\$ 668,065	\$ 616,798	\$ 565,398	\$ 915,043	\$ 915,043	\$ 915,043
Transfers	\$ 89,982	\$ 47,342	\$ 85,708	\$ 85,708	\$ 37,341	\$ 37,341	\$ -
Total Expenditures	\$ 2,347,145	\$ 2,629,226	\$ 3,137,907	\$ 2,606,457	\$ 3,141,349	\$ 3,141,349	\$ 3,011,090
% budget change		12%		-1%		0.1%	

* as amended

**as of August 6, 2019

Transportation Planning

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

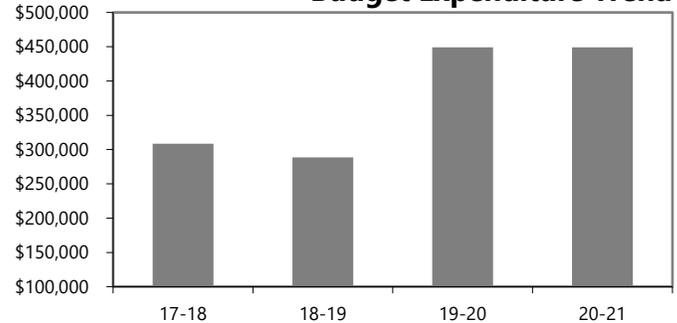
Functional Area: Economic Development

Budget Unit: **4915 Transportation Planning**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

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

FY 19-20 Budget Highlights

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

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
MPO Transportation Planning	To provide Concord citizens with active representation in the MPO transportation planning process through representation on the Technical Coordinating Committee in order to address issues to increase transportation choices, reduce road congestion, increase traffic flow and improve traffic safety.	% of TCC meetings attended	Effectiveness	100%	100%	100%	100%	100%
Regional Coordination	To provide Concord citizens with regional representation to coordinate and cooperate with partners in the Charlotte metro area, as outlined and required by USDOT and NCDOT, and to provide a significant presence in any regional discussions about transportation planning and project/service delivery.	% of Regional Model Executive Committee meeting attended	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

	2016-2017 Actual Expenditures	2017-2018 Actual Expenditures	2018-2019 Council Approved*	2018-2019 Actual Expenditures**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Operations	\$ 296,307	\$ 308,365	\$ 347,223	\$ 288,680	\$ 449,345	\$ 449,345	\$ 449,345
Total Expenditures	\$ 296,307	\$ 308,365	\$ 347,223	\$ 288,680	\$ 449,345	\$ 449,345	\$ 449,345
% budget change		4%		-6%		29%	

* as amended

**as of August 6, 2019

Economic Development

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

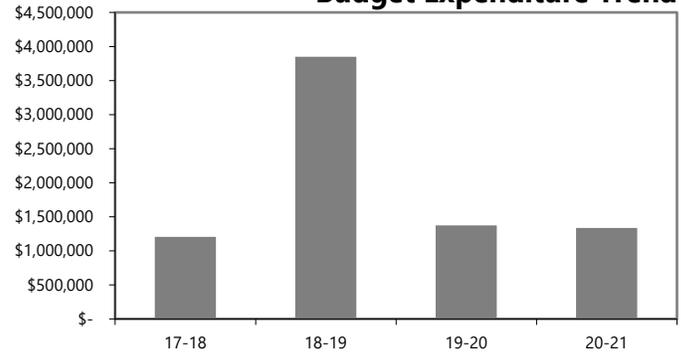
Functional Area: Economic Development

Budget Unit: **4920 Economic Development**

Personnel Summary

Fiscal Year	FTE
16-17	1
17-18	1
18-19	1
19-20 Request	1

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Maintain the strong partnership with the Cabarrus County, Concord Downtown Development Corporation (CDDC) and the EDC.
- Continued to work with CDDC to facilitate the redevelopment of the downtown properties.
- Continued to assist private sector industrial developers to construct facilities that will attract quality companies to locate in Concord.
- Continued 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.
- Continued to assist developers with the City's permit process.
- Worked 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.
- Contributed \$3 million to Cabarrus County towards construction of an additional parking deck in the downtown area.

FY 19-20 Budget Highlights

- Maintain the strong partnership with Cabarrus County, CDDC and the EDC.
- Support downtown development and redevelopment in coordination with CDDC.
- Downtown physical improvements (2 banner set replacements, Rotary Square Christmas tree replacement).
- Implement the full design phase of the Union St. Streetscape Project.
- Assist property owners along the George Liles Pkwy extension to develop vacant land in accordance with the small area plan.
- Support EDC with marketing and recruitment of the Grounds at Concord (former Philip Morris Campus).
- Support EDC with the marketing and recruitment of Class A Office.

Steps/Programs to Enhance Performance

- 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.
- Maintain communication between internal departments and divisions to address economic development issues.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Investment Tracking	To provide accurate information in a timely manner to developers elected officials, and City management regarding public and private investment throughout the City of Concord.	Total Industrial Investment	Effectiveness	\$76,751,657	N/A	\$28,116,931	N/A	N/A
		Total Commercial Investment	Effectiveness	\$59,658,037	N/A	\$57,768,232	N/A	N/A
		Total Downtown MSD Investment	Effectiveness	\$11,291,957	N/A	\$240,645	N/A	N/A
		Union St Investment (Streetscape Impact)	Effectiveness	\$10,000	N/A	\$420,069	N/A	N/A
		Cabarrus EDC – Concord Projects/RFIs	Effectiveness	110	N/A	139	N/A	N/A

Budget by Category

	2016-2017 Actual Expenditures	2017-2018 Actual Expenditures	2018-2019 Council Approved*	2018-2019 Actual Expenditures**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 74,466	\$ 78,053	\$ 84,366	\$ 82,938	\$ 82,887	\$ 82,887	\$ 88,686
Operations	\$ 208,135	\$ 213,743	\$ 334,394	\$ 243,040	\$ 480,326	\$ 480,326	\$ 267,006
Grants	\$ 325,938	\$ 914,293	\$ 4,203,097	\$ 3,524,254	\$ 808,210	\$ 808,210	\$ 982,328
Total Expenditures	\$ 608,539	\$ 1,206,089	\$ 4,621,857	\$ 3,850,232	\$ 1,371,423	\$ 1,371,423	\$ 1,338,020
% budget change		98%		219%		-70%	

* as amended

**as of August 6, 2019

Cultural & Recreational

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

DEPARTMENTS:

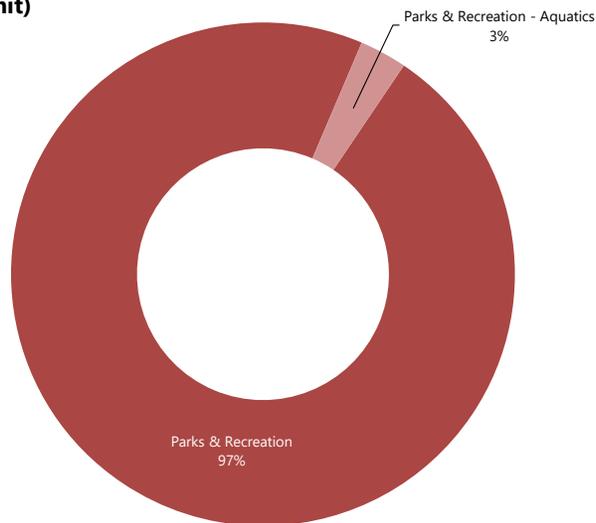
Parks & Recreation: The Parks & Recreation Department provides recreation and leisure services for the citizens of Concord. The department currently operates seven city parks, three recreation centers, several miles of greenways and trails, and one aquatic center. Additional information regarding the 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.

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.

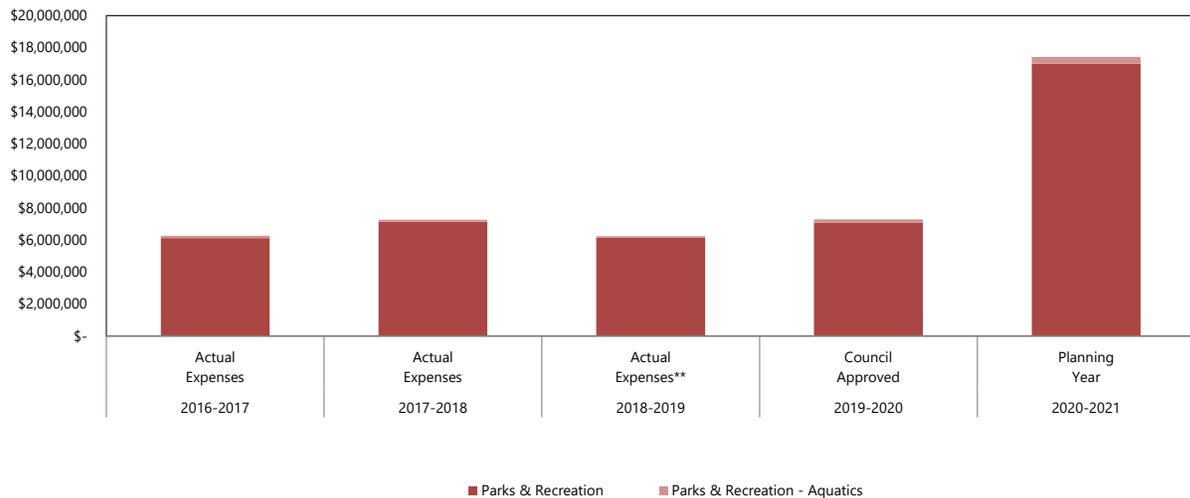
Cultural & Recreation Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit (General Fund)							
Parks & Recreation	\$ 6,107,667	\$ 7,138,411	\$ 7,590,596	\$ 6,130,331	\$ 7,062,027	\$ 7,062,027	\$ 17,003,086
Parks & Recreation - Aquatics	\$ 143,664	\$ 125,006	\$ 155,734	\$ 106,961	\$ 220,834	\$ 220,834	\$ 412,798
Total Expenditures	\$ 6,251,331	\$ 7,263,417	\$ 7,746,330	\$ 6,237,292	\$ 7,282,861	\$ 7,282,861	\$ 17,415,884
% budget change		16%		-14%		-6%	
* as amended							
**as of August 6, 2019							

**FY20 Cultural & Recreation Expenditures
(by Budget Unit)**



Cultural & Recreational Expenditure Trend



Parks and Recreation

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

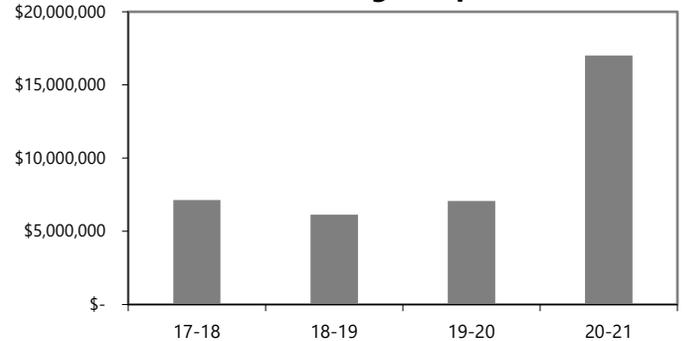
Functional Area: Cultural and Recreational

Budget Unit: **6120 Parks & Recreation**

Personnel Summary

Fiscal Year	FTE
16-17	23.43
17-18	29.93
18-19	31.5
19-20 Request	34

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Completed the Open Space Connectivity Analysis.
- Began construction of Hector H Henry Greenway, Riverwalk Phase.
- Completed renovations of David Phillips Activity Center.
- Acquired easements for Hector Henry Greenway, Cannon Crossing Phase.
- Installed a solution for the stream bank erosion at McGee Park, near the playground.
- Acquired easements for Coddle Creek Greenway, Phase One.

FY 19-20 Budget Highlights

- Begin right-of-way acquisition and design of five priority greenway projects identified in the Connectivity Analysis.
- Complete land acquisition and begin design of two parks in the Northwest search area.
- Begin right-of-way acquisition, design and begin construction of Coddle Creek Greenway, Phase One.
- Conduct a Master Plan Study of Recreation Centers.
- Begin renovation of Dorton Park.
- Complete construction of Hector Henry Greenway, Riverwalk Phase.

Steps/Programs to Enhance Performance

- Provide information about greenways to the public.
- Expand 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.
- Programming following the recommendation of the Park Master Plan.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Customer Service	Provide tools to communicate with the public, track responses and evaluate, implement change according to feedback, improve usage of existing facilities, improve other major service areas.	Amount of Organic Reach on Social Media	Effectiveness	246,630	300,000	356,462	350,000	80,000
		% of online registrations	Effectiveness	31%	30%	35%	35%	60%
Facility Development	To pursue park facility development, including long range visioning, partnerships, alternative funding, donations, evolving role of athletics, site control efforts, master planning, design, and construction.	# of donations, partnerships & funding sources secured, additionally include # of grant applications submitted.	N/A	3	8	5	8	10
Festivals, Events, Programs, & Athletics	To provide basic, extended, and special leisure/athletic programming to youth and adults that are cost effective and engaging in order to provide social, educational, athletic, and mentally stimulating experiences.	# of adults participating in adult programs	Workload	New	New	New	2,000	3,000
		% of program participants reporting being "very" satisfied with their experience	Effectiveness	90%	98%	94%	98%	100%
		# of youth in youth programming	Workload	29,867	30,000	27,631	30,000	15,000
		# of volunteer hours	Effectiveness	New	New	New	6,000	7,000
		# of Youth Council Participant Volunteer Hours	Effectiveness	2,283	2,500	2,625	2,700	900
Recreation Center Operations & Programming	To operate recreation centers that are positive destination points for the residents of Concord. To market the recreation centers in order to provide programs and activities that are popular with the communities served.	Total Attendance at Recreation Centers	Efficiency	131,872	140,000	222,447	150,000	80,000
		# of youth and teens participating in recreation center programs	Workload	New	New	New	2,000	3,000
Facility Operations	To operate park facilities that are positive destination points in order to provide patrons with a safe leisure experience in a cost effective manner.	Revenue as a % of operating expenses	Effectiveness	9%	18%	22%	12%	15%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit #: 6120	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,348,468	\$ 1,530,535	\$ 1,773,116	\$ 1,686,199	\$ 2,101,015	\$ 2,101,015	\$ 2,669,127
Operations	\$ 1,517,140	\$ 1,487,690	\$ 2,278,753	\$ 1,475,611	\$ 2,186,749	\$ 2,186,749	\$ 2,128,426
Capital Outlay	\$ 116,135	\$ 283,574	\$ 687,841	\$ 299,263	\$ 414,405	\$ 414,405	\$ 25,415
Debt Service	\$ 213,117	\$ 203,600	\$ 194,560	\$ 194,560	\$ 184,600	\$ 184,600	\$ 175,760
Cost Allocations	\$ 1,710,307	\$ 1,742,012	\$ 2,179,539	\$ 1,997,911	\$ 2,175,258	\$ 2,175,258	\$ 2,175,258
Transfers	\$ 1,202,500	\$ 1,891,000	\$ 476,787	\$ 476,787	\$ -	\$ -	\$ 9,829,100
Total Expenditures	\$ 6,107,667	\$ 7,138,411	\$ 7,590,596	\$ 6,130,331	\$ 7,062,027	\$ 7,062,027	\$ 17,003,086
% budget change		17%		-14%		-7%	

* as amended

**as of August 6, 2019

Parks and Recreation - Aquatics

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

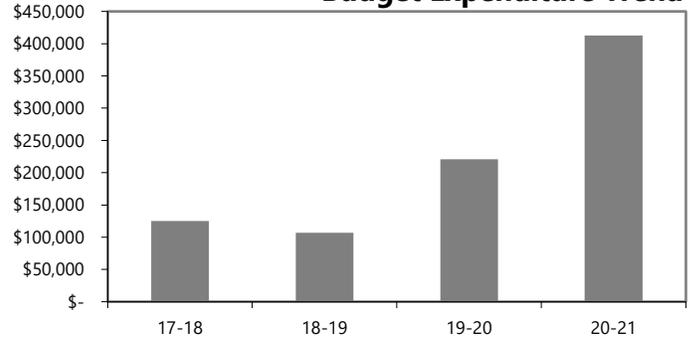
Functional Area: Cultural and Recreational

Budget Unit: **6121 Aquatics**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Replaced security cameras.

FY 19-20 Budget Highlights

- Replace the roof on the main building.
- Install shade structure on the deck to improve customer service.
- Improvements in front of building to enhance customer service.
- Replace portable lift.
- Replace main drain per the Virginia Graeme Baker Act.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Pool Operations	To operate aquatic facilities for the residents of Concord in a cost-effective manner in order to provide patrons with a pleasant and safe leisure experience.	% of pool patrons "somewhat" or "very" satisfied with their experience	Effectiveness	80%	97%	99%	98%	100%
		# of aquatics injuries	Effectiveness	0	0	0	0	0
Pool Programs	To provide aquatics instruction and programming to the residents of Concord in a cost-effective manner in order to improve the skill level of residents in a safe environment.	Aquatic Center Attendance	Workload	5,550	7,100	6,213	6,000	7,500
		Aquatics revenue as % of operating expenditures	Effectiveness	34%	45%	33%	30%	35%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit#: 6121							
Personnel Services	\$ 65,991	\$ 69,998	\$ 93,793	\$ 68,314	\$ 98,468	\$ 98,468	\$ 359,234
Operations	\$ 77,673	\$ 55,008	\$ 61,941	\$ 38,647	\$ 66,836	\$ 66,836	\$ 53,564
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 55,530	\$ 55,530	\$ -
Total Expenditures	\$ 143,664	\$ 125,006	\$ 155,734	\$ 106,961	\$ 220,834	\$ 220,834	\$ 412,798

% budget change

-13%

-14%

42%

* as amended

**as of August 6, 2019

Special Revenue Funds

OVERVIEW: Special Revenue Funds are funds that are used or required to account for specific revenues that are legally restricted to expenditures for particular purposes. Special Revenue Funds include the Municipal Service District, HOME Consortium - Administration and Projects, Community Development Block Grant (CDBG) – Administration and Projects, 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.

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

Community Development Block Grant (CDBG) – Administration and Projects: The CDBG – 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, Community Development Manager, at (704) 920-5142 or via email at carrm@concordnc.gov.

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

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

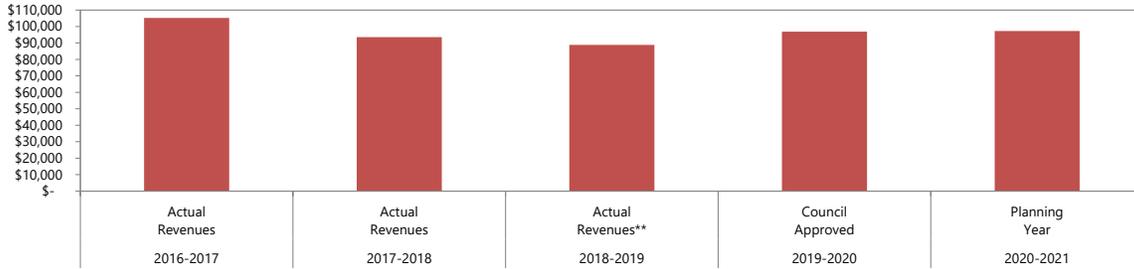
Market Rate Units Fund: The Market Rate Units Fund is used to account for funds received for market rate housing and related expenses. Additional information regarding the Market Rate Program may be obtained by contacting Angela Graham, Director of Public Housing, at (704) 788-1139 or via email at grahamaj@concordnc.gov.

Municipal Service District Revenue

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
Fund 201							
Current Levy Collection	\$ 105,203	\$ 93,547	\$ 92,264	\$ 88,846	\$ 96,830	\$ 96,830	\$ 97,310
Total Revenue	\$ 105,203	\$ 93,547	\$ 92,264	\$ 88,846	\$ 96,830	\$ 96,830	\$ 97,310
% budget change		-11.1%		-5%		5%	

*as amended **as of August 6, 2019

Municipal Service District Revenue Trend

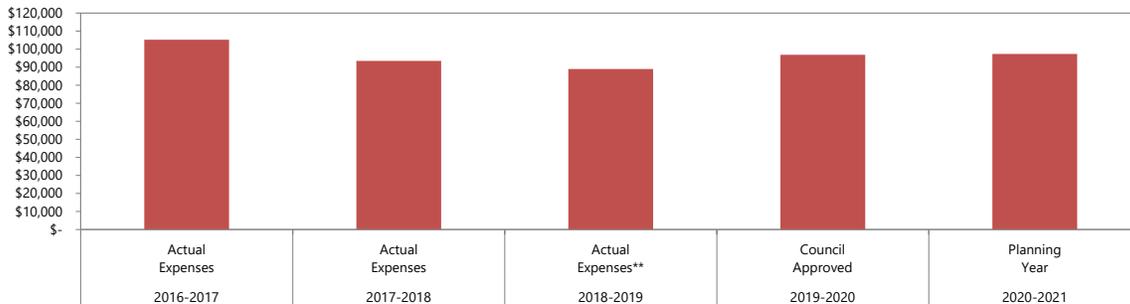


Municipal Service District Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit							
Concord Downtown Development Corp.	\$ 105,203	\$ 93,464	\$ 92,264	\$ 89,028	\$ 96,830	\$ 96,930	\$ 97,310
Total Expenditures	\$ 105,203	\$ 93,464	\$ 92,264	\$ 89,028	\$ 96,830	\$ 96,930	\$ 97,310
% budget change		-11%		-5%		9%	

* as amended
**as of August 6, 2019

Municipal Service District Expenditure Trend



Concord Downtown Development Corp.

Mission Statement

N/A

Major Services Provided

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

Organizational Chart Locator

Fund: 201 Municipal Service District Revenue

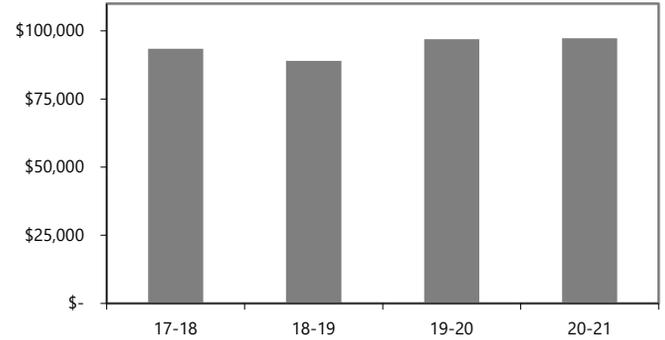
Functional Area: Municipal Service District

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

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



Budget by Category

Budget Unit#: 5000	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Operations	\$ 105,203	\$ 93,464	\$ 92,264	\$ 89,028	\$ 96,830	\$ 96,930	\$ 97,310
Total Expenditures	\$ 105,203	\$ 93,464	\$ 92,264	\$ 89,028	\$ 96,830	\$ 96,930	\$ 97,310
% budget change		-11%		-5%		5%	

* as amended

**as of August 6, 2019

Section 8 Voucher Program Revenues

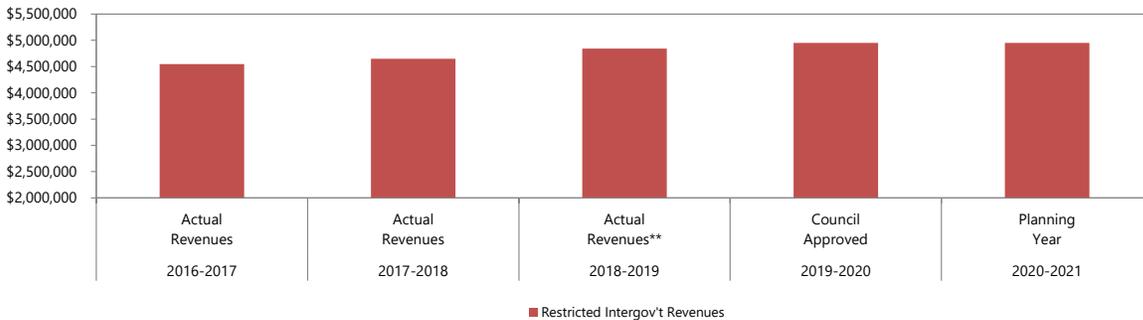
Fund 210

	2016-2017 Actual Revenues	2017-2018 Actual Revenues	2018-2019 Council Approved*	2018-2019 Actual Revenues**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Restricted Intergov't Revenues	\$ 4,547,877	\$ 4,647,246	\$ 4,913,527	\$ 4,840,542	\$ 4,949,729	\$ 4,949,729	\$ 4,949,729
Total Revenue	\$ 4,547,877	\$ 4,647,246	\$ 4,913,527	\$ 4,840,542	\$ 4,949,729	\$ 4,949,729	\$ 4,949,729
% budget change		2%		4%		7%	

* as amended

**as of August 6, 2019

Section 8 Revenue Trend



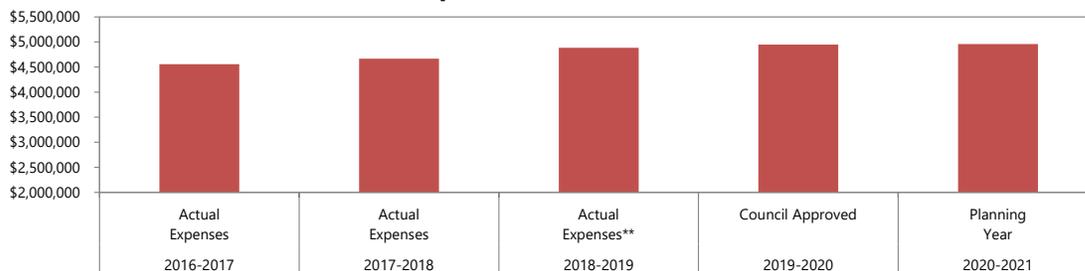
Section 8 Voucher Program Expenditures

Budget Unit	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Section 8 Voucher Program	\$ 4,557,763	\$ 4,666,320	\$ 4,913,527	\$ 4,884,068	\$ 4,949,729	\$ 4,949,729	\$ 4,959,500
Total Expenditures	\$ 4,557,763	\$ 4,666,320	\$ 4,913,527	\$ 4,884,068	\$ 4,949,729	\$ 4,949,729	\$ 4,959,500
% budget change		2%		5%		1%	

* as amended

**as of August 6, 2019

Section 8 Voucher Program Expenditure Trend



Section 8 Housing Choice Voucher Program

Mission Statement

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

Major Services Provided

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

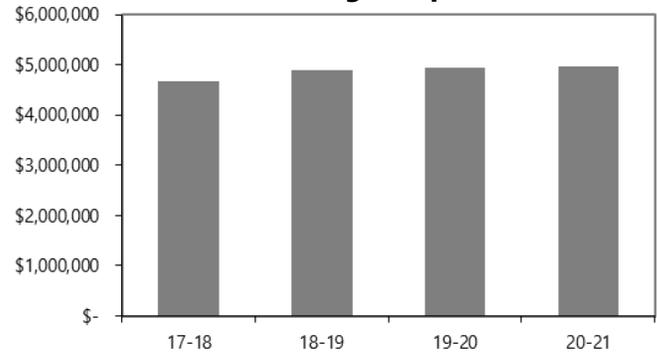
Organizational Chart Locator

Fund: 210 Voucher Program
Functional Area: Public Housing
Budget Unit: **1500 Vouchers**

Personnel Summary

Fiscal Year	FTE
16-17	4.4
17-18	4.4
18-19	4.4
19-20 Request	4.4

Budget Expenditure Trend



FY 18-19 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.
- Seven (7) Section 8 residents graduated from the Family Self-Sufficiency program with two (2) participants obtaining Homeownership.
- Implement a new process to accept applications through an online portal. This function will allow potential clients to apply online as well as get status updates.

FY 19-20 Budget Highlights

- Maintain a 98% lease-up of our Housing Choice Voucher units to assist families in need of decent, safe, and sanitary housing.
- Triannual certification to help relieve the administrative burden by allowing clients who are on a fixed income to recertify every three years.
- 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 to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Decent, Safe, & Sanitary House	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% of Utilization of Voucher Funding Authorized	Effectiveness	98%	100%	96%	98%	98%
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents in order to promote the ultimate goal of homeownership.	# of participants in the FSS Program	Workload	78	80	74	80	25
Accounting	Provide accurate financial information, in a timely manner, to the City and the Department of Housing & Urban Development to comply with local/state/federal laws, governmental accounting, & regulatory requirements.	No Measure						
Education	To improve on educating landlords/property owners in the Housing Choice Voucher Program through forums and workshops.	% of new landlords attending landlord forums/workshops	Effectiveness	98%	100%	90%	100%	100%
Self-Sufficiency	To utilize our homeownership program and coordinator to continue to encourage all program participants of the benefits of Self-Sufficiency.	No Measure						

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit #: 1500	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel	\$ 69,028	\$ 73,907	\$ 80,276	\$ 72,091	\$ 81,528	\$ 81,528	\$ 83,289
Operations	\$ 2,915	\$ 6,077	\$ 4,963	\$ 4,495	\$ 10,507	\$ 10,507	\$ 10,580
Operating Expense - Control	<u>\$ 4,485,820</u>	<u>\$ 4,586,336</u>	<u>\$ 4,828,288</u>	<u>\$ 4,807,482</u>	<u>\$ 4,857,694</u>	<u>\$ 4,857,694</u>	<u>\$ 4,865,631</u>
Total Expenditures	\$ 4,557,763	\$ 4,666,320	\$ 4,913,527	\$ 4,884,068	\$ 4,949,729	\$ 4,949,729	\$ 4,959,500
% budget change		2.4%		5%		1%	

* as amended

**as of August 6, 2019

Community Development Block Grant (CDBG) Revenues

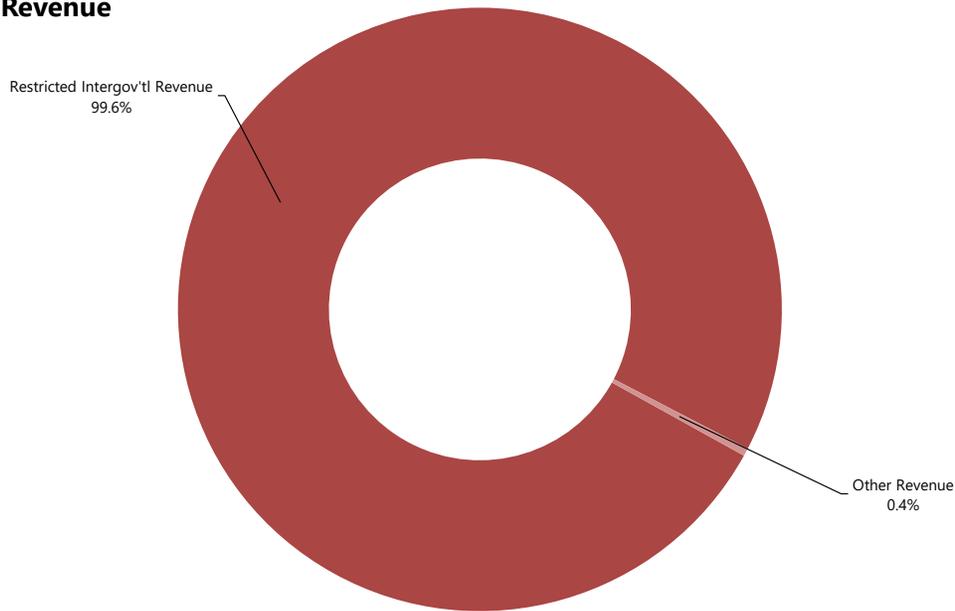
Fund 310

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenue	Actual Revenue	Council Approved*	Actual Revenue**	Manager Recommended	Council Approved	Planning Year
Restricted Intergov'tl Revenue	\$ 540,612	\$ 532,098	\$ 588,995	\$ 588,995	\$ 633,508	\$ 633,508	\$ 590,040
Other Revenue	\$ -	\$ -	\$ 2,404	\$ 2,404	\$ 2,665	\$ 2,665	\$ -
Total Revenue	\$ 540,612	\$ 532,098	\$ 591,399	\$ 591,399	\$ 636,173	\$ 636,173	\$ 590,040
% budget change		-2%		11%		8%	0%

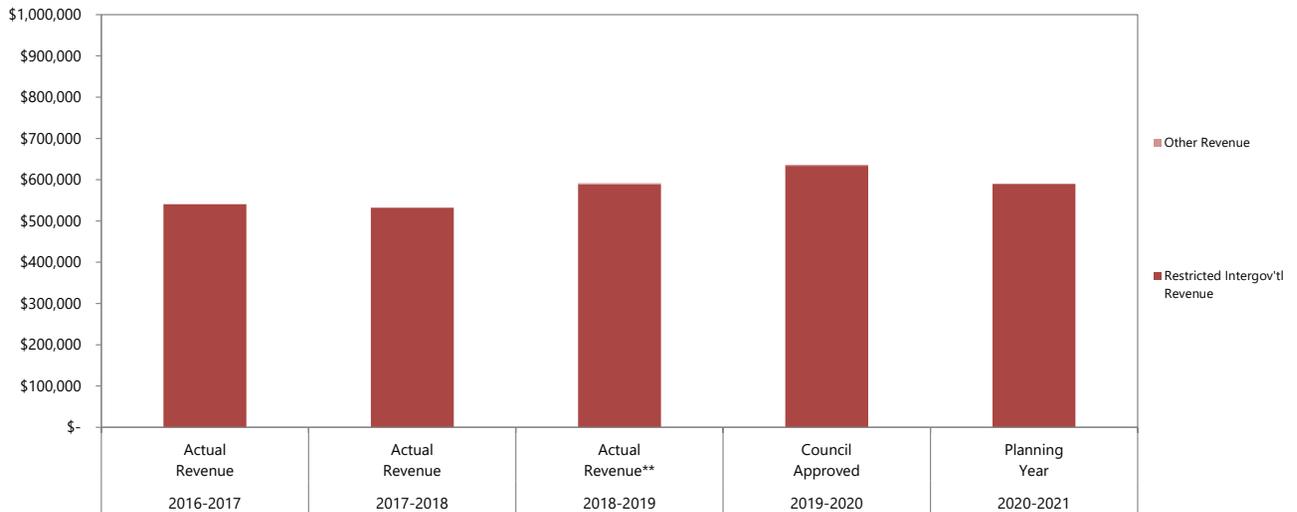
* as amended

**as of August 6, 2019

FY20 CDBG Revenue



CDBG Revenue Trend

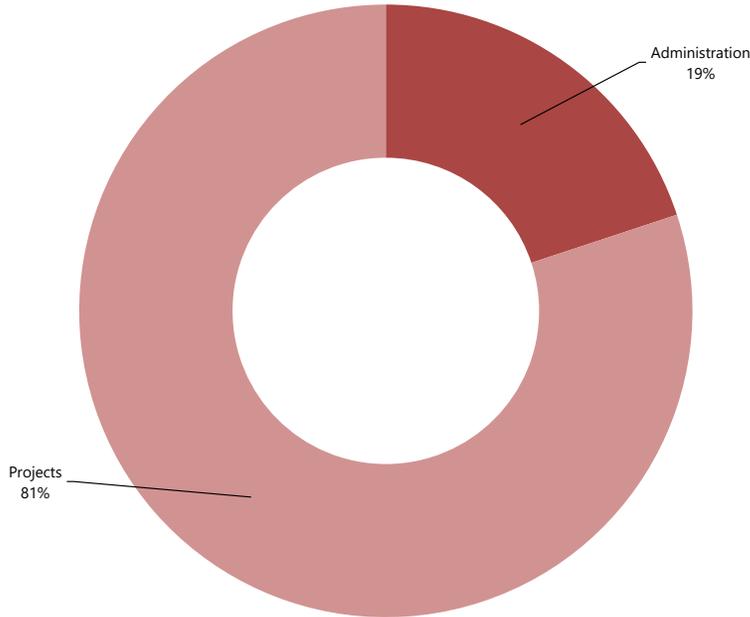


Community Development Block Grant (CDBG) Expenditures

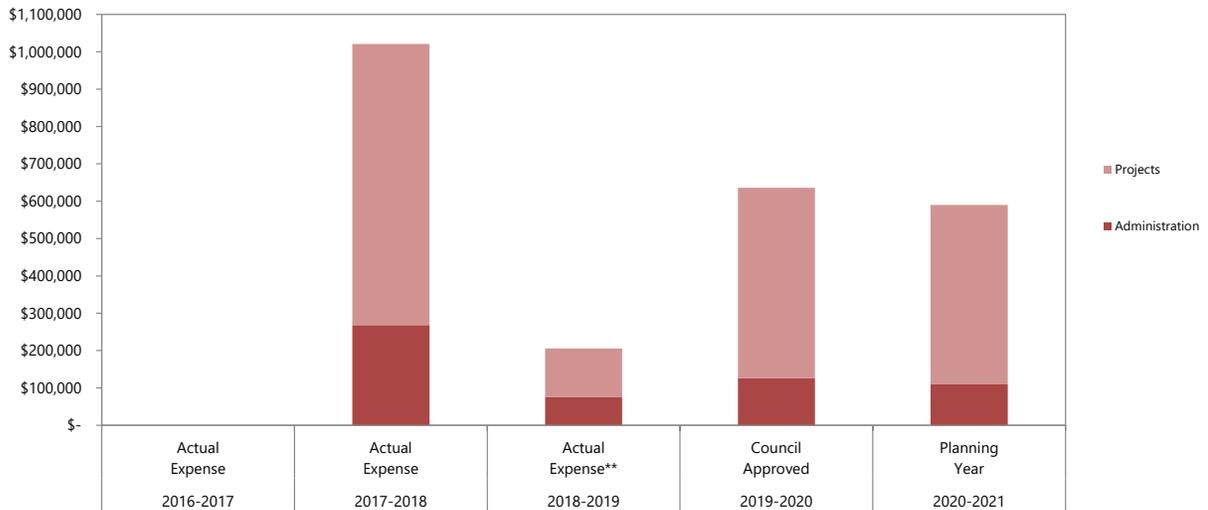
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit	Actual Expense	Actual Expense	Council Approved*	Actual Expense**	Manager Recommended	Council Approved	Planning Year
Administration	\$ -	\$ 268,158	\$ 111,410	\$ 75,987	\$ 126,701	\$ 126,701	\$ 109,519
Projects	\$ -	\$ 752,797	\$ 479,989	\$ 129,480	\$ 509,472	\$ 509,472	\$ 480,521
Total Expenditures	\$ -	\$ 1,020,955	\$ 591,399	\$ 205,467	\$ 636,173	\$ 636,173	\$ 590,040
% budget change				-80%		8%	

* as amended
 **as of August 6, 2019

FY20 CDBG Expenditures



CDBG Expenditure Trend



Community Development Block Grant (CDBG) Administration & Projects 2019

Mission Statement

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

Major Services Provided

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

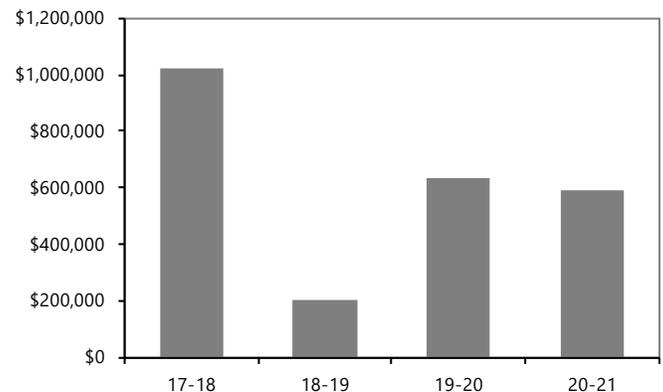
Organizational Chart Locator

Fund: 310 Community Development Block Grant
Functional Area: Planning & Neighborhood Development
Budget Unit: **CDBG Administration & Projects 2019**

Personnel Summary

Fiscal Year	FTE
16-17	1.2
17-18	1.2
18-19	1.2
19-20 Request	1.2

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Committed funds for completion of 1 major infrastructure improvement project in an LMI area.
- Identified vacant houses to eliminate slum and blight in targeted LMI neighborhoods.
- Begin the next phase of renovations for the lower level at ClearWater.
- Apply for additional funding from North Carolina Housing Finance Agency to allow additional usage of CDBG funds.
- Begun several emergency repair projects for heating needs.

FY 19-20 Budget Highlights

- Work to improve Community Relations within LMI neighborhoods by adding a team member as a neighborhood liaison.
- Host Fair Housing Training for Landlords/Renters to fulfill Analysis of Impediments need.
- Work with code enforcement to target vacant/abandoned housing for neighborhood stabilization.
- Complete the next phase of renovation for the lower level at ClearWater.
- Continue to provide emergency rehabilitation assistance for LMI households.

Steps/Programs to Enhance Performance

- Complete and dispense new Operations Manual for ClearWater.
- Work to increase citizen knowledge of community development efforts through workshops and presentations.
- Research/apply for additional funding sources to help support the community development mission of ClearWater.
- Continue efforts to work with local community agencies (subrecipients) to provide funding assistance for service programs and operations.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
CDBG Administration	To provide on-going technical assistance, on-site monitoring visits and program support to CDBG sub-recipients in order to achieve full regulatory compliance through effective program administration.	% of sub-recipients that are in full compliance	Effectiveness	100%	100%	100%	100%	100%
		% of Allowable Administrative funds expended	Effectiveness	100%	100%	78%	100%	100%
		# of households assisted with emergency needs	Workload	3	12	5	12	13
Emergency Needs	To provide timely assistance to low and moderate-income homeowners with emergency repairs in order to achieve program objectives and expend grant funds in a timely manner.	% of available emergency needs funds expended	Effectiveness	60%	85%	41%	85%	90%

Budgets by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 3111							
Personnel Services	\$ -	\$ 244,740	\$ 92,454	\$ 73,296	\$ 94,023	\$ 94,023	\$ 94,023
Operations	\$ -	\$ 23,418	\$ 18,956	\$ 2,691	\$ 32,678	\$ 32,678	\$ 15,496
Total Expenditures	\$ -	\$ 268,158	\$ 111,410	\$ 75,987	\$ 126,701	\$ 126,701	\$ 109,519
% budget change				-72%		0%	

* as amended

**as of August 6, 2019

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

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 3112							
Operations	\$ -	\$ 752,797	\$ 479,989	\$ 129,480	\$ 509,472	\$ 509,472	\$ 480,521
Total Expenditures	\$ -	\$ 752,797	\$ 479,989	\$ 129,480	\$ 509,472	\$ 509,472	\$ 480,521
% budget change				-83%		6%	

* as amended

**as of August 6, 2019

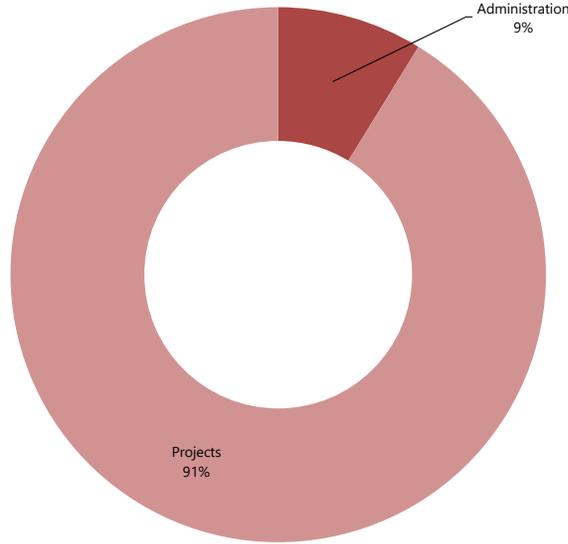
NOTE (1): CDBG budgets are "project" budgets and remain in use over multiple fiscal years.

Home Consortium Expenditures

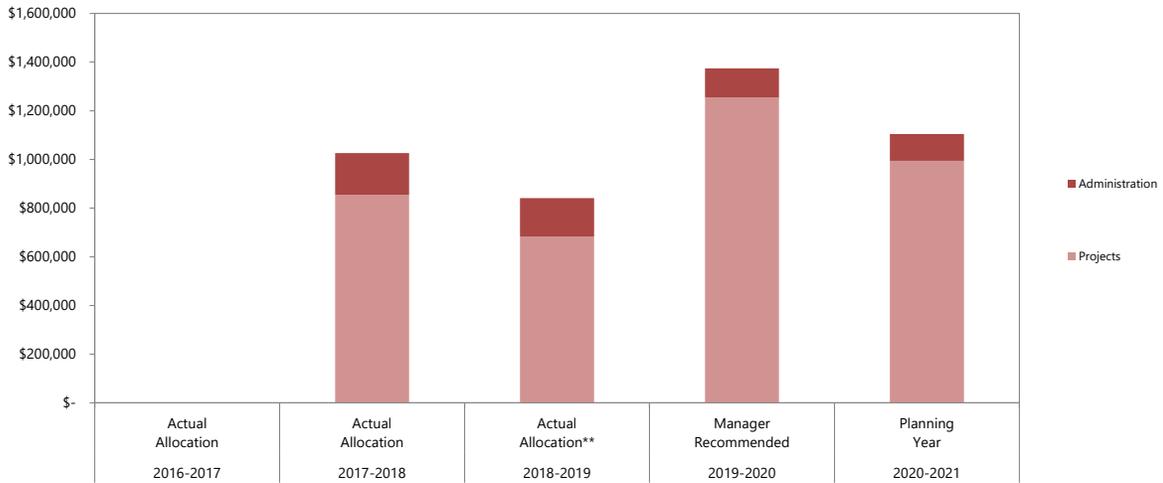
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Allocation	Allocation	Approved*	Allocation**	Recommended	Approved	Year
Budget Units							
Administration	\$ -	\$ 170,803	\$ 138,779	\$ 157,264	\$ 120,616	\$ 120,616	\$ 109,686
Projects	\$ -	\$ 855,373	\$ 1,456,571	\$ 683,922	\$ 1,253,888	\$ 1,253,888	\$ 994,618
Total Expenditures	\$ -	\$ 1,026,176	\$ 1,595,350	\$ 841,186	\$ 1,374,504	\$ 1,374,504	\$ 1,104,304
% budget change				-18%			-14%

* as amended
 **as of August 6, 2019

FY 20 Home Consortium Expenditures



Home Expenditure Trends



Home Consortium Administration & Projects 2019

Mission Statement

The HOME Consortium exists to provide low and moderate-income citizens with major housing rehabilitation, new home construction, and homebuyer assistance to improve their quality of life and enhance the vitality, safety, and attractiveness of neighborhoods.

Major Services Provided

- Lead Agency Administration of the Cabarrus / Iredell / Rowan HOME Consortium.
- Down Payment Assistance to Low and Moderate-Income Homebuyers.
- New Construction of Affordable Housing Units.

Organizational Chart Locator

Fund: 320 Home Consortium

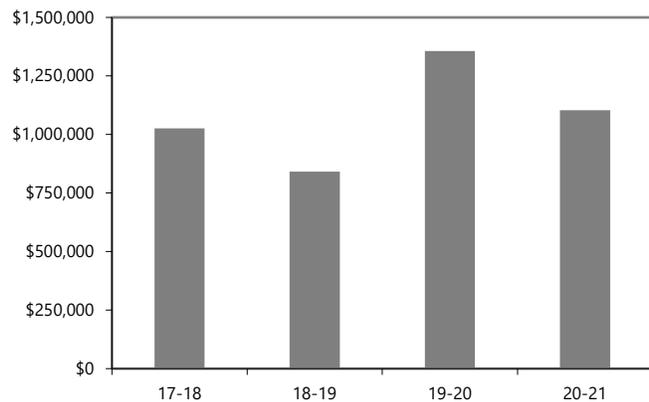
Functional Area: Planning & Neighborhood Development

Budget Unit: **Home Administration & Projects 2019**

Personnel Summary

Fiscal Year	FTE
16-17	0.8
17-18	0.8
18-19	0.8
19-20 Request	0.8

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Sold 1 lot to Habitat and committed additional funds for 2 new homes.
- Completed site work for new construction on Hawthorne St.
- Began 2 HOME whole-house rehabilitation projects.
- Contracted with IBTS to complete an Affordable Housing Market Study.
- Completed training activity for HOME Consortium members.

FY 19-20 Budget Highlights

- Complete construction of 2 new homes in LMI communities in partnership with Habitat for Humanity.
- Complete 4 HOME whole-house rehabilitation projects.
- Explore acquisition/rehab/resale option within the city.
- Continue assistance for families who need whole-house rehabilitation repairs.
- Continue assistance for First-time Homebuyers.
- Continue training efforts with HOME Consortium members.

Steps/Programs to Enhance Performance

- Establish a consistent training schedule for HOME Consortium members to provide tools to administer HOME projects more efficiently and effectively.
- Work in partnership with the Housing Department to provide information about homeownership to residents who participate in the Family Self-Sufficiency Program.
- Explore additional funding opportunities to help support the City's affordable housing construction efforts.
- Enhance monitoring efforts of City financed tax credit project in regards to HUD's Affirmatively Furthering Fair Housing (AFFH) regulations.
- Continue efforts to assist with multi-family tax credit development and rehabilitation projects.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Lead Agency Administration	To prove Home Consortium members and participating CHDO's technical assistance and regular monitoring visit in order to maintain compliance with program regulations.	% of HOME consortium members and participating CHDOs that are in full compliance	Effectiveness	100%	100%	100%	100%	100%
Down Payment Assistance	To offer down payment assistance and homebuyer education in order to provide homeownership opportunities to qualified buyers.	% of allowable administrative funds expended	Effectiveness	80%	75%	66%	75%	95%
New Construction	To construct and sell new affordable single-family homes to provide increased homeownership opportunities to qualified low and moderate income buyers.	# of households assisted with whole house rehabilitation	Workload	3	5	4	5	9
Down Payment Assistance	No goal	% of homebuyers receiving down payment assistance after completion of homebuyer education classes	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 3209							
Personnel Services	\$ -	\$ 115,857	\$ 61,810	\$ 44,573	\$ 68,681	\$ 68,681	\$ 68,681
Operations	\$ -	\$ 54,946	\$ 76,969	\$ 112,691	\$ 51,935	\$ 51,935	\$ 41,005
Total Expenditures	\$ -	\$ 170,803	\$ 138,779	\$ 157,264	\$ 120,616	\$ 120,616	\$ 109,686

% budget change

-8%

-13%

* as amended

**as of August 6, 2019

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit#: 3210							
Operations	\$ -	\$ 855,373	\$ 1,456,571	\$ 683,922	\$ 1,253,888	\$ 1,253,888	\$ 994,618
Total Expenditures	\$ -	\$ 855,373	\$ 1,456,571	\$ 683,922	\$ 1,253,888	\$ 1,253,888	\$ 994,618

% budget change

-20%

-14%

* as amended

**as of August 6, 2019

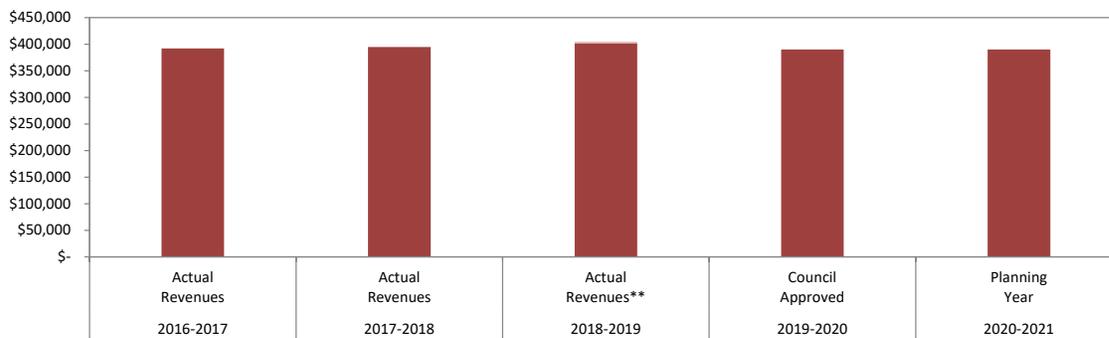
Additional \$5 Vehicle Tax (Transit) Revenue

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
Fund 292							
Licenses	\$ 391,847	\$ 394,897	\$ 410,000	\$ 401,341	\$ 390,000	\$ 390,000	\$ 390,000
Investment Earnings	\$ 267	\$ 71	\$ 1,000	\$ 3,036	\$ -	\$ -	\$ -
Total Revenues	\$ 392,114	\$ 394,968	\$ 411,000	\$ 404,377	\$ 390,000	\$ 390,000	\$ 390,000
% budget change		1%		2%		-4%	

* as amended

** as of August 6, 2019

Additional \$5 Vehicle Tax - Transit Revenue



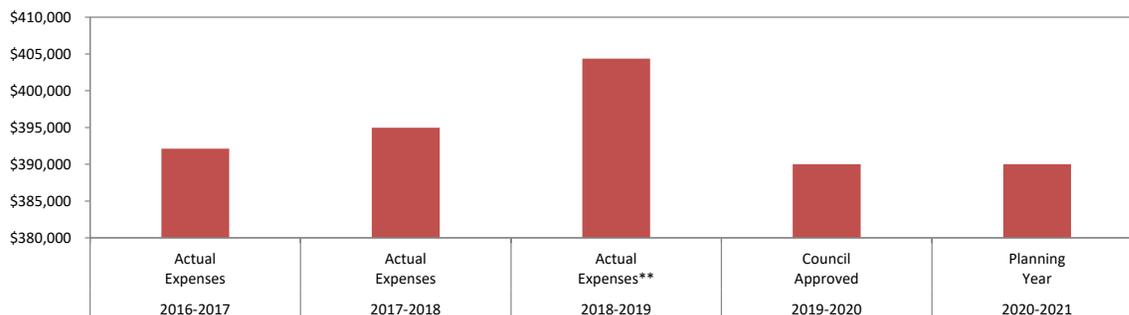
Additional \$5 Vehicle Tax (Transit) Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
By Department							
Transfer to Public Transit	\$ 392,114	\$ 394,969	\$ 411,000	\$ 404,378	\$ 390,000	\$ 390,000	\$ 390,000
Total Expenditures	\$ 392,114	\$ 394,969	\$ 411,000	\$ 404,378	\$ 390,000	\$ 390,000	\$ 390,000
% budget change		1%		2%		-4%	

* as amended

** as of August 6, 2019

Additional \$5 Vehicle Tax - Transit Expenditures



Additional \$5 Vehicle Tax - Transit

Mission Statement

N/A

Major Services Provided

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

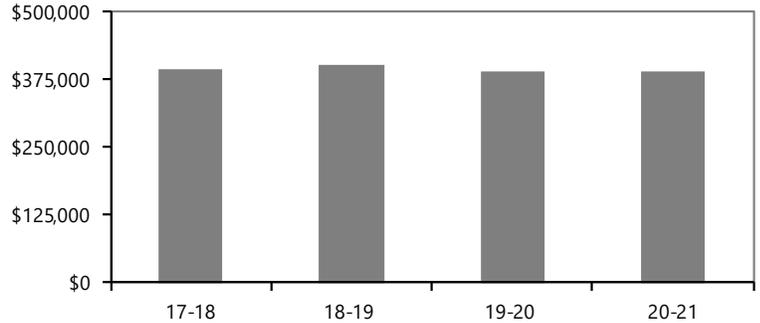
Organizational Chart Locator

Fund: 292 Additional \$5 Vehicle Tax – Transit

Functional Area: Transit

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

Budget Expenditure Trend



Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Budget Unit #: 8200							
Transfers	\$ 392,114	\$ 394,969	\$ 411,000	\$ 404,378	\$ 390,000	\$ 390,000	\$ 390,000
Total Expenditures	\$ 392,114	\$ 394,969	\$ 411,000	\$ 404,378	\$ 390,000	\$ 390,000	\$ 390,000
% of budget change		1%		2%		-5%	

* as amended

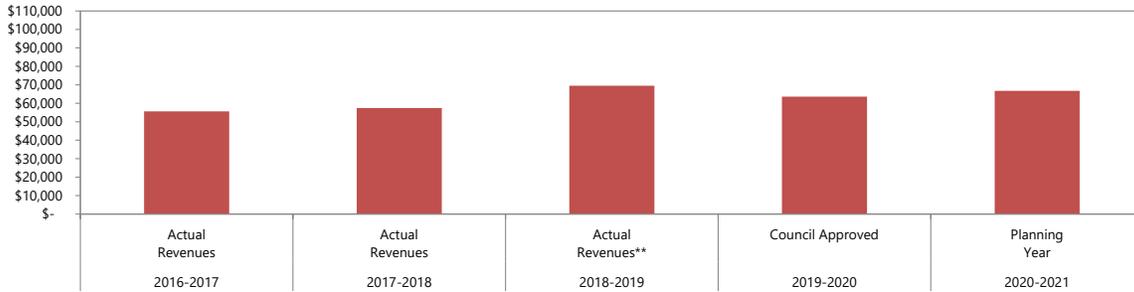
**as of August 6, 2019

Market Rate Units Fund Revenues

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Revenues	Revenues	Approved*	Revenues**	Recommended	Approved	Year
Fund 350							
Housing Revenue	\$ 55,631	\$ 57,460	\$ 69,540	\$ 69,540	\$ 63,567	\$ 63,567	\$ 66,745
Total Revenue	\$ 55,631	\$ 57,460	\$ 69,540	\$ 69,540	\$ 63,567	\$ 63,567	\$ 66,745
% budget change		3.3%		21%		-9%	

*as amended **as of August 6, 2019

Municipal Service District Revenue Trend

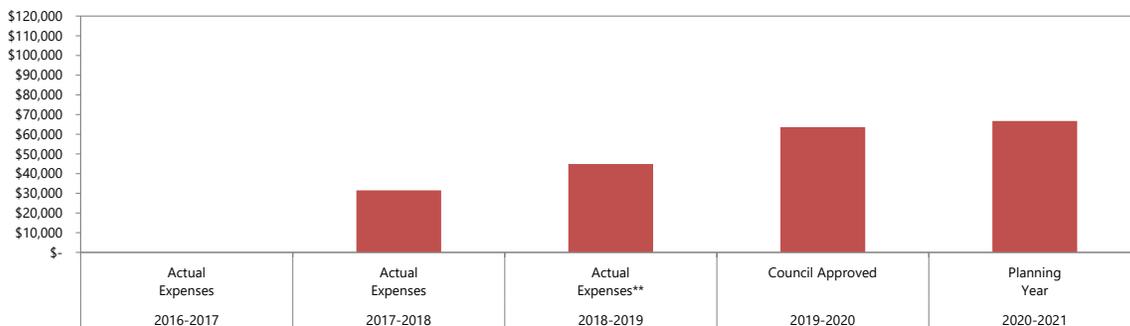


Market Rate Units Fund Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Budget Unit							
Market Rate Units Fund	\$ -	\$ 31,476	\$ 69,540	\$ 44,911	\$ 63,567	\$ 63,567	\$ 66,745
Total Expenditures	\$ -	\$ 31,476	\$ 69,540	\$ 44,911	\$ 63,567	\$ 63,567	\$ 66,745
% budget change				43%		-9%	

* as amended
**as of August 6, 2019

Market Rate Units Expenditure Trend



Market Rate Units

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 350 Market Rate Units

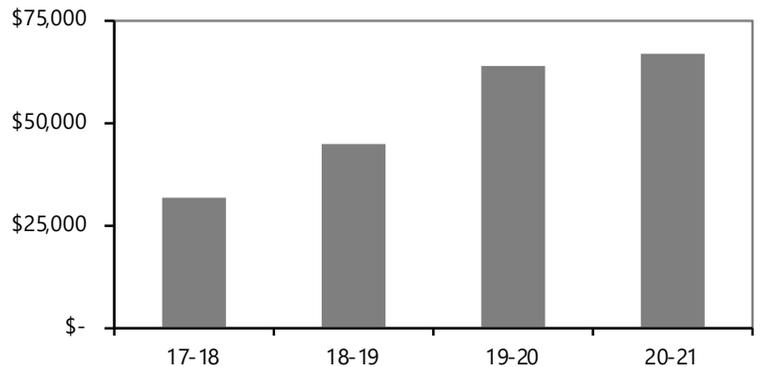
Functional Area: Public Housing

Budget Unit: **3500 Market Rate Units**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Maintain housing stock above quality requirements.

FY 19-20 Budget Highlights

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

Steps/Programs to Enhance Performance

- Provide decent, safe, and sanitary housing in good repair – in compliance with program uniform physical condition.
- Promote fair housing and the opportunity for families of all races, ethnicities, national origins, religions, ethnic backgrounds, and with all types of disabilities, to participate in the public housing program and its services.
- Attain and maintain a high level of standards and professionalism in day-to-day management of all program components.
- Increase Market Rate Units stock by exploring new opportunities and developing innovative ways to encourage more units.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Accounting	Provide accurate financial information, in a timely manner, to the City and the Department of Housing & Urban Development to comply with local/state/federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected	Effectiveness	100%	100%	99%	100%	98%

Budget by Category

Budget Unit#: 3500	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Operations - Control	\$ -	\$ 470	\$ 29,534	\$ 4,905	\$ 32,561	\$ 32,561	\$ 35,739
Transfers	\$ -	\$ 31,006	\$ 40,006	\$ 40,006	\$ 31,006	\$ 31,006	\$ 31,006
Total Expenditures	\$ -	\$ 31,476	\$ 69,540	\$ 44,911	\$ 63,567	\$ 63,567	\$ 66,745

% budget change

43%

-9%

* as amended

**as of August 6, 2019

Enterprise Funds Overview

OVERVIEW: Enterprise Funds provide services that are funded primarily through user charges. Enterprise Funds include Stormwater, Electric, Water, Transit, Wastewater, Golf Course, Aviation, and Public Housing.

FUNDS & BUDGET UNITS:

Stormwater Fund: Stormwater provides inspection and maintenance of storm drains and ditches located within city-owned right-of-ways and is responsible for implementation of the Environmental Protection Agency (EPA) Phase II Stormwater Management Program. Additional information regarding Stormwater may be obtained by contacting Christie Putnam, Director of Water Resources, at (704) 920-5343 or via email at 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.

Electric Systems Administration: Electric Systems Administration provides leadership, coordination of maintenance and construction, and financial solvency of the City's electric utility system.

Purchased Power: Purchased Power accounts for the purchase of wholesale power from, NTE, Duke Power Co., Southeast 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 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.

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.

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 the Transit System may be contacting LJ Weslowski, Director of Transit, at (704) 920-5878 or via email at weslowlj@concordnc.gov.

Wastewater Fund: Wastewater Resources is responsible for managing and maintaining the sewer collection system and pump stations 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.

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, at (704) 920-5210 or via email at franzese@concordnc.gov.

Aviation Fund: The Aviation Department – Concord-Padgett Regional Airport – is responsible for operating and maintaining the City's airport facilities for public use in accordance with federal, state, and local regulations, rules, policies, and ordinances. The airport also provides fuel and other aeronautical services and lease space on a long and short-term basis to tenants and transient individuals, firms, and agencies. Additional information regarding Concord-Padgett Regional Airport may be obtained by contacting Dirk Vanderleest, Aviation Director, at (704) 920-5900 or via email at vanderleestd@concordnc.gov.

Public Housing Fund: Public Housing provides adequate, safe and sanitary housing for low-income residents of the City of Concord while promoting economic independence. Additional information regarding the Public Housing Department may be obtained by contacting Angela Graham at (704) 788-1139 or via email at grahamaj@concordnc.gov.

Stormwater Fund Revenues

Fund 600

	2016-2017 Actual Revenues	2017-2018 Actual Revenues	2018-2019 Council Approved*	2018-2019 Actual Revenues**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Non-Operating Revenues	\$ 45,704	\$ 66,218	\$ 24,971	\$ 24,760	\$ 6,000	\$ 6,000	\$ 6,000
Investment Earnings	\$ 50,728	\$ 65,045	\$ 75,585	\$ 344,699	\$ 80,000	\$ 80,000	\$ 81,600
Operating Revenues	\$ 4,035,706	\$ 4,962,195	\$ 5,058,300	\$ 5,073,126	\$ 5,154,340	\$ 5,154,340	\$ 5,257,193
Retained Earnings Appropriated	\$ -	\$ -	\$ (599)	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 4,132,138	\$ 5,093,458	\$ 5,158,257	\$ 5,442,585	\$ 5,240,340	\$ 5,240,340	\$ 5,344,793

% budget change

23%

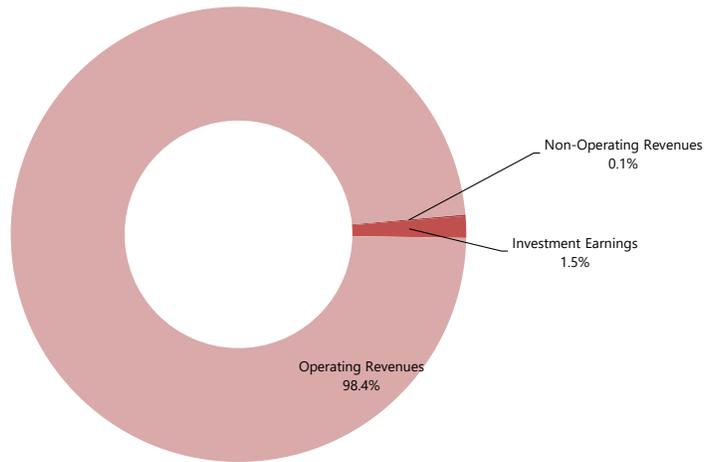
6.9%

2%

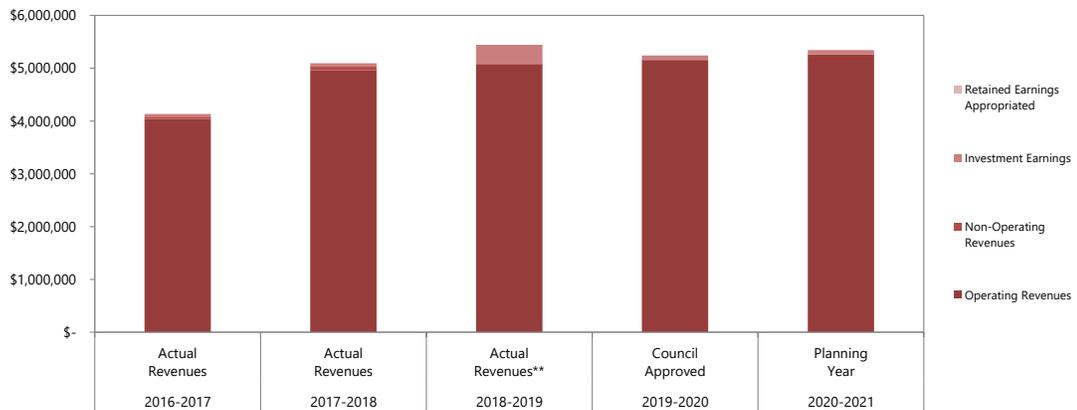
* as amended

**as of August 6, 2019

**FY 20 Stormwater Fund Revenue
(By Source)**



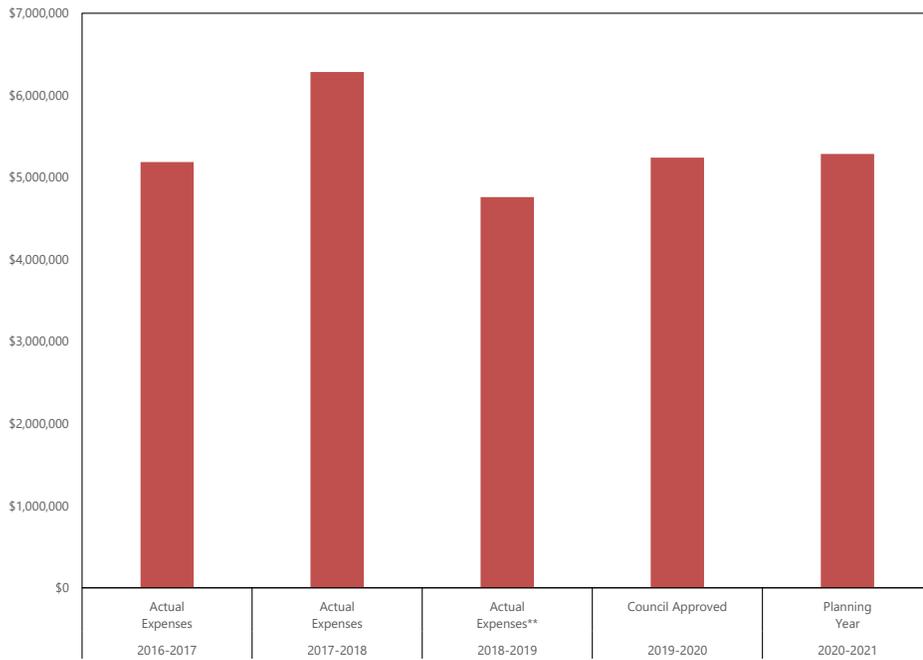
Stormwater Revenue Trend



Stormwater Fund Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Stormwater Operations	\$ 5,187,444	\$ 6,284,500	\$ 5,158,257	\$ 4,759,419	\$ 5,240,340	\$ 5,240,340	\$ 5,286,201
Total Expenditures	\$ 5,187,444	\$ 6,284,500	\$ 5,158,257	\$ 4,759,419	\$ 5,240,340	\$ 5,240,340	\$ 5,286,201
% budget change		21%		-24.3%		2%	
* as amended							
**as of August 6, 2019							

Stormwater Expenditure Trend



Stormwater Operations & Maintenance

Mission Statement

Stormwater Operations and Maintenance exists to provide timely response to customer inquiries concerning drainage, water quality, and stormwater utility; maintain the existing stormwater infrastructure within City maintained rights-of-way and easements; implement the NPDES Phase II Stormwater Permit requirements; and ensure new development meets or exceeds development standards in an effort to reduce potential losses to property owners during flooding rains and to reduce pollutants entering the streams and lakes.

Major Services Provided

- Respond to customer inquiries related to drainage and stormwater quality in a timely manner.
- Maintain drainage system within City maintained street rights-of-way.
- Maintain compliance with the City of Concord's NPDES Phase II stormwater permit.
- Assist in the review of development plans to ensure compliance with City ordinances that address floodplain protection, water quality, and water quantity from stormwater runoff.
- Provide scheduled street sweeping within City limits to enhance water quality.

Organizational Chart Locator

Fund: 600 Stormwater Fund

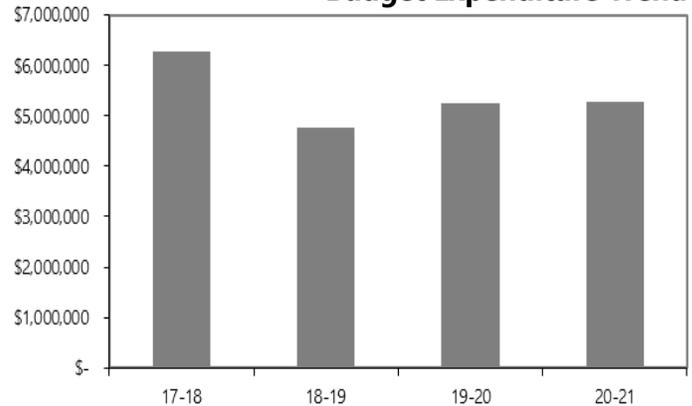
Functional Area: Utilities - Stormwater

Budget Unit: **7100 Stormwater**

Personnel Summary

Fiscal Year	FTE
16-17	19.73
17-18	21.09
18-19	20.58
19-20 Request	20.58

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued to deploy technology in the field to enhance customer service and efficiency.
- Began construction of the Havencrest Court Culvert Replacement project.
- Completed the design and easement acquisition of the following FY18-19 CIP projects and started the construction phase: Culvert replacements along Chadbourne Avenue and Chelwood Drive in Zemosa Acres Subdivision. In addition, completed the design of the culvert replacement project along Glen Eagles Lane in Morris Glen Subdivision and started easement acquisition.
- Completed the construction of the Hanover Drive Culvert Replacement project in Zemosa Acres Subdivision.
- Continued to enhance the existing stormwater GIS system by improving field/office procedures and adding new technology where it is needed.

FY 19-20 Budget Highlights

- Complete the construction of the Havencrest Court, Chadbourne Avenue, and Chelwood Drive Culvert Replacement projects, and start the construction of the Kerr Street and Glen Eagles Lane Culvert Replacement projects.
- Continue programming system changes, and developing and designing projects recommended by the stormwater master planning and related studies.
- Continue to deploy new technology in the field to enhance overall customer service and efficiency.
- Continue to enhance the existing stormwater GIS system by improving field/office procedures and adding new technology; this includes coordination with Engineering Department staff in collecting GIS data for newly installed stormwater infrastructure.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Customer Service	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.	% of service requests investigated & responded to within 2 working days	Effectiveness	99.77%	100%	98%	100%	100%
Safety	Provide training and corrective actions to support a safe working environment for co-workers and the public.	# of preventable accidents	Effectiveness	3	0	0	0	0
Maintain NPDES Phase II Compliance	To implement required NPDES Phase II Stormwater program elements in order to reduce pollution and erosion caused by storm water runoff.	Total number of Phase II education events	Workload	30	30	37	30	30
		% of BMPs inspected per year	Workload	100%	25%	45%	25%	25%
		% of City facilities inspected	Effectiveness	33%	100%	100%	100%	100%
Development Plan Review	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.	No measures						
Scheduled Street Sweeping	To complete established sweeping routes on schedule in order to reduce pollution from streets reaching streams and degrading water quality.	Total # of times streets swept per year	Workload	12	12	12	12	12

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7100							
Personnel Services	\$ 1,273,499	\$ 1,338,822	\$ 1,385,312	\$ 1,398,214	\$ 1,490,651	\$ 1,490,651	\$ 1,614,462
Operations	\$ 432,193	\$ 481,412	\$ 787,342	\$ 439,590	\$ 710,575	\$ 710,575	\$ 708,624
Capital Outlay	\$ -	\$ -	\$ 221,000	\$ 215,556	\$ 347,000	\$ 347,000	\$ 230,000
Depreciation	\$ 1,709,285	\$ 1,737,754	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ -	\$ 14,034	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 636,004	\$ 647,736	\$ 702,525	\$ 643,981	\$ 960,915	\$ 960,915	\$ 960,915
Transfers	\$ 1,136,463	\$ 2,064,742	\$ 2,062,078	\$ 2,062,078	\$ 1,731,199	\$ 1,731,199	\$ 1,772,200
Total Expenditures	\$ 5,187,444	\$ 6,284,500	\$ 5,158,257	\$ 4,759,419	\$ 5,240,340	\$ 5,240,340	\$ 5,286,201
% budget change		21%		-24%		2%	

* as amended

** as of August 6, 2019

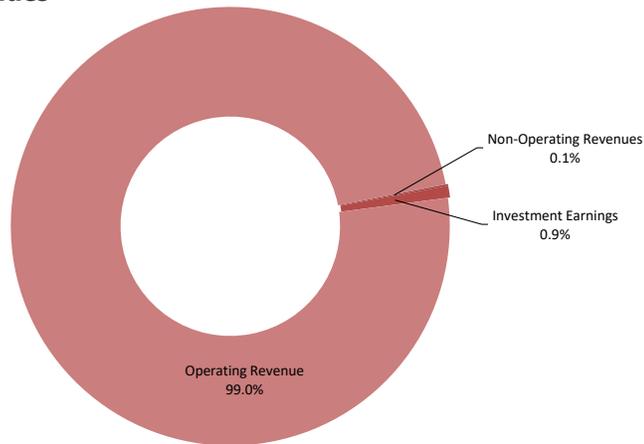
Electric Systems Revenue

Fund 610

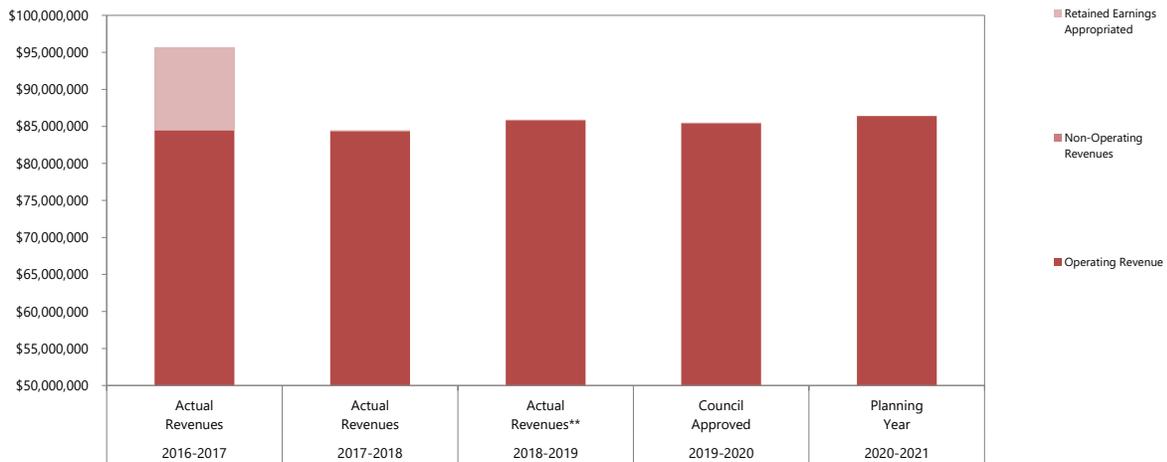
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
Non-Operating Revenues	\$ 27,284	\$ 95,919	\$ 83,201	\$ 96,763	\$ 101,000	\$ 101,000	\$ 100,000
Investment Earnings	\$ 349,602	\$ 383,818	\$ 889,308	\$ 2,261,705	\$ 750,000	\$ 750,000	\$ 1,000,000
Operating Revenue	\$ 84,473,951	\$ 84,346,203	\$ 84,313,901	\$ 85,817,411	\$ 85,391,443	\$ 85,391,443	\$ 86,391,445
Retained Earnings Appropriated	\$ 11,130,863	\$ -	\$ 6,932,456	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 95,981,700	\$ 84,825,940	\$ 92,218,866	\$ 88,175,879	\$ 86,242,443	\$ 86,242,443	\$ 87,491,445
% budget change		-11.62%		4%		-6.5%	

* as amended
**as of August 6, 2019

FY20 Electric Systems Revenues



Electric Systems Revenue Trend

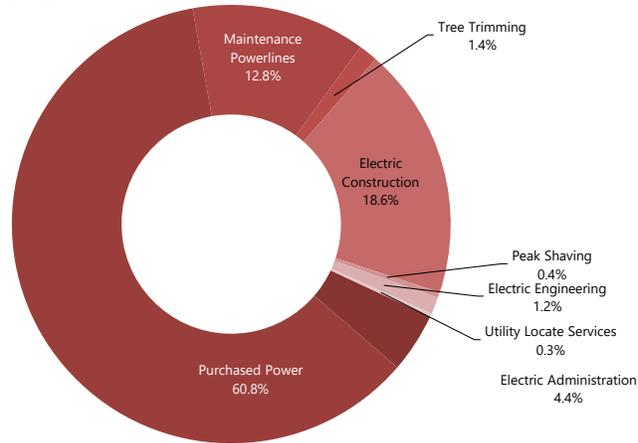


Electric Systems Expenditures

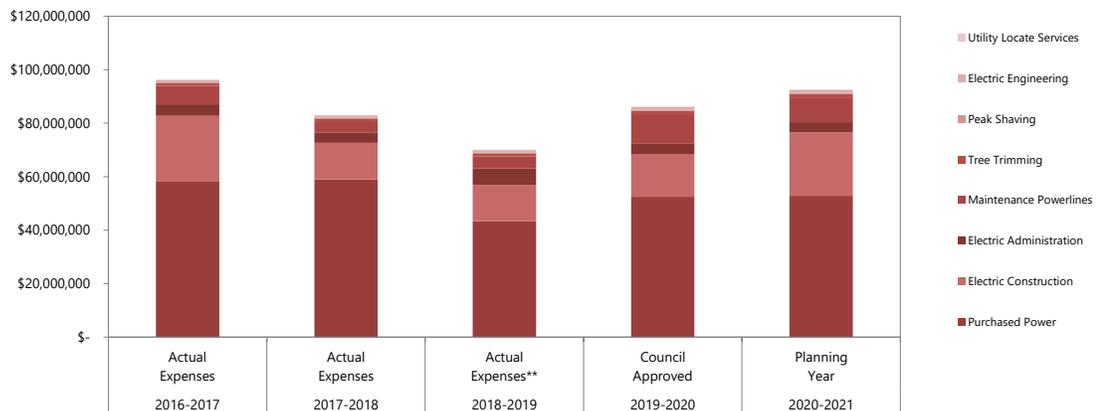
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Electric Administration	\$ 4,382,350	\$ 3,861,918	\$ 10,140,678	\$ 6,202,235	\$ 3,785,884	\$ 3,785,884	\$ 3,795,969
Purchased Power	\$ 58,128,838	\$ 58,958,183	\$ 55,634,976	\$ 43,308,998	\$ 52,474,382	\$ 52,474,382	\$ 52,855,890
Maintenance Powerlines	\$ 6,917,947	\$ 4,238,857	\$ 4,799,920	\$ 4,472,636	\$ 11,078,795	\$ 11,078,795	\$ 9,286,709
Tree Trimming	\$ 960,828	\$ 984,436	\$ 1,470,610	\$ 1,178,728	\$ 1,216,477	\$ 1,216,477	\$ 1,250,790
Electric Construction	\$ 24,591,023	\$ 13,725,438	\$ 18,244,233	\$ 13,586,872	\$ 16,041,457	\$ 16,041,457	\$ 23,742,678
Peak Shaving	\$ 346,784	\$ 335,725	\$ 497,669	\$ 187,251	\$ 357,482	\$ 357,482	\$ 358,482
Electric Engineering	\$ 832,778	\$ 813,201	\$ 1,206,645	\$ 987,294	\$ 1,067,604	\$ 1,067,604	\$ 1,147,154
Utility Locate Services	\$ 145,313	\$ 167,407	\$ 224,105	\$ 186,857	\$ 220,362	\$ 220,362	\$ 240,769
Total Expenses	\$ 96,305,861	\$ 83,085,165	\$ 92,218,836	\$ 70,110,871	\$ 86,242,443	\$ 86,242,443	\$ 92,678,441
% budget change		-14%		-16%		-6.5%	

* as amended
 **as of August 6, 2019

FY20 Electric Systems Expenditures



Electric Systems Expenditure Trends



Electric Systems Administration

Mission Statement

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 that is safe for employees, customers, and the general public in a fiscally responsible manner.

Major Services Provided

- Safety
- Electric System Management

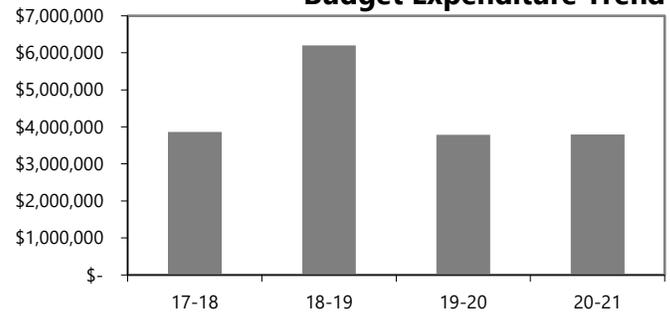
Organizational Chart Locator

Fund: 610 Electric Fund
Functional Area: Utilities – Electric
Budget Unit: **7200 Electric Administration**

Personnel Summary

Fiscal Year	FTE
16-17	3
17-18	3
18-19	3
19-20 Request	3

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- 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.
- Continued strategic planning and management of Advanced Metering Infrastructure (AMI) deployment.
- Continued management of power supply contract and analysis for the most effective cost reduction options.
- Began utilizing analysis tools through Advanced Metering Infrastructure (AMI) for system improvements.

FY 19-20 Budget Highlights

- 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 management of power supply contract and analysis for the most effective cost reduction options.
- Expand utilization of analysis tools through the advanced metering infrastructure data base.

Steps/Programs 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 successful.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Safety	To provide a safe work environment for employees in order to minimize the safety risk.	# of reportable incidents	Workload	6.5	2	2.5	2	5

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7200							
Personnel Services	\$ 321,722	\$ 333,033	\$ 329,766	\$ 349,094	\$ 381,019	\$ 381,019	\$ 391,558
Operations	\$ 305,431	\$ 349,982	\$ 3,445,046	\$ 3,316,511	\$ 408,715	\$ 408,715	\$ 413,952
Depreciation & Amortization	\$ 773	\$ 773	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ 760,762	\$ 676,465	\$ 618,370	\$ 618,370	\$ 613,365	\$ 613,365	\$ 615,000
Cost Allocations	\$ 2,022,403	\$ 2,483,044	\$ 2,082,675	\$ 1,909,119	\$ 2,355,959	\$ 2,355,959	\$ 2,355,959
Transfers	\$ 971,259	\$ 18,621	\$ 3,664,821	\$ 9,141	\$ 26,826	\$ 26,826	\$ 19,500
Total Expenses	\$ 4,382,350	\$ 3,861,918	\$ 10,140,678	\$ 6,202,235	\$ 3,785,884	\$ 3,785,884	\$ 3,795,969
% budget change		-12%		-39%		-39%	

* as amended

**as of August 6, 2019

Purchased Power

Mission Statement

The Purchased Power Department exists to maintain a dependable, reliable, and affordable source of electricity for resale to customers of the City of Concord's Electric System.

Major Services Provided

- Purchase Wholesale Power.
- Monitor current contracts for the City's purchase of wholesale power to ensure economic and operational integrity and reliability
- 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.

Organizational Chart Locator

Fund: 610 Electric Fund

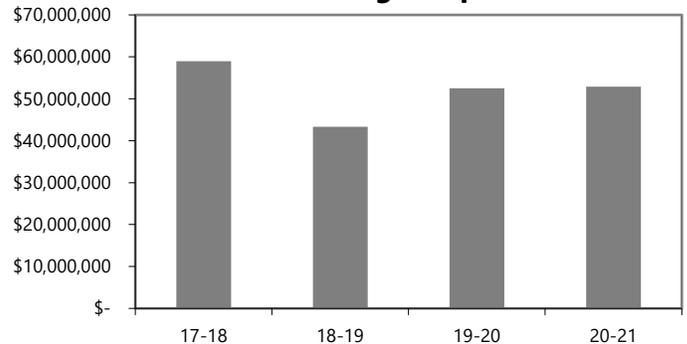
Functional Area: Utilities - Electric

Budget Unit: **7210 Purchased Power**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued analysis efforts on current rates schedules to ensure fair and prudent cost to each rate class.
- Continued 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.
- Continued to research programs designed to enhance peak demand reduction during heavy system loads.
- Completed the transition phase to the new NTE power supply provider on January 1, 2019.

FY 19-20 Budget Highlights

- 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.
- Monitor the new purchase power supply contract closely for adherence to terms.

Steps/Programs to Enhance Performance

- Staff will review all invoices for purchased power to ensure accuracy.
- Staff will formulate a plan, which responds to a change in the yearly billing demand determination format to maximize the efficiency of peak shaving resources and capitalize on opportunities to reduce wholesale power costs.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Purchase Wholesale Power	Ensure the accuracy of all payments for purchased power by reviewing and comparing metering data and bill calculations	Accuracy Rate for Purchased Power Payments	Workload	100%	100%	100%	100%	100%
	Predict annual system peak and load ratio share calculations that will minimize end impact of end of year true up process.							
Resource Management	To provide efficient utilization of resources in order to limit or reduce costs of electric system operation.	Average Cost of Purchased Power (in cents)	Effectiveness	5.9¢	7¢	5.09¢	6.5¢	7¢

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7210							
Operations	\$ 58,128,838	\$ 58,958,183	\$ 55,634,976	\$ 43,308,998	\$ 52,474,382	\$ 52,474,382	\$ 52,855,890
Total Expenses	\$58,128,838	\$ 58,958,183	\$ 55,634,976	\$43,308,998	\$ 52,474,382	\$ 52,474,382	\$52,855,890
% budget change		1%		-27%		-5.7%	

* as amended

**as of August 6, 2019

Maintenance Powerlines

Mission Statement

The Maintenance Powerlines Division exists to ensure that all of the City's electric customers receive safe and reliable electric service by maintaining, measuring, and monitoring the City's power supply.

Major Services Provided

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

Organizational Chart Locator

Fund: 610 Electric Fund

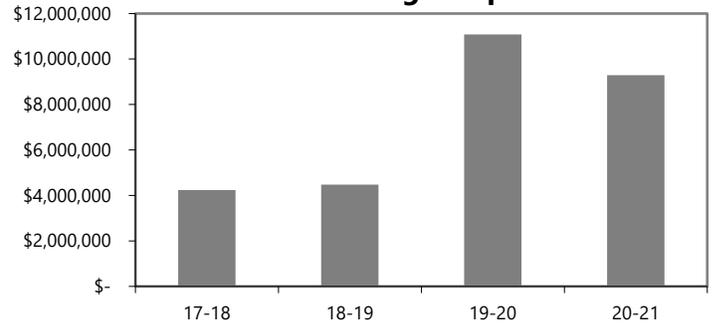
Functional Area: Utilities - Electric

Budget Unit: **7220 Maintenance Powerlines**

Personnel Summary

Fiscal Year	FTE
16-17	17
17-18	18
18-19	18
19-20 Request	18

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued to change out residential electric meters as part of the AMI change-out program.
- Continued research of video surveillance system at all substations.
- Began implementation of fiber SCADA communication lines to reclosers for faster response times.
- Completed Substation E electronic relaying package.
- Secured property for construction of two retail power substations and one delivery station.
- Continued project to install animal protection fences at retail substation sites.
- Completed installation of metering for NTE at all deliveries.

FY19-20 Budget Highlights

- Complete Substation O electronic relaying package with additional line capacity.
- Complete Delivery 3 electronic relaying package.
- Continue project to install animal protection fences at retail substation sites.
- Secure property for construction of two retail power substations and two delivery stations.

Steps/Programs to Enhance Performance

- A routine preventive maintenance and emergency repair program is maintained to ensure effectiveness of power lines, substations, power delivery stations, peak shaving generation plants, electric metering, and SCADA operations.
- Staff will continue to evaluate outage data to improve system reliability.
- Staff is expanding the fiber optic SCADA Communication Line Network. This will allow 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
System Monitoring	To provide timely response to power outages for business and residential customers in order to minimize power disruptions.	System Average Interruption Duration Index (SAIDI) (in mins)	Effectiveness	49.38	40	98.4	40	110
		System Average Interruption Frequency (SAIFI) (# of events)	Effectiveness	0.74	0.61	1.72	0.61	1.1
		Customer Average Interruption Duration Index (CAIDI) (in mins)	Effectiveness	66.48	66	57.14	66	80
Electric Equipment Maintenance	To provide system maintenance of electrical equipment in order to ensure constant flow of power.	% of outages caused by mechanical failure	Effectiveness	5.53%	3%	5.93%	3%	3%
Testing/Installation	To ensure the accuracy and integrity of all electric meter systems in order to maintain compliance with State regulations and proper billing.	# of watt-hr. meters tested/calibrated	Workload	3,802	3,000	3,121	3,000	N/A

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 1,320,351	\$ 1,295,896	\$ 1,471,052	\$ 1,500,966	\$ 1,515,133	\$ 1,515,133	\$ 1,532,054
Operations	\$ 352,676	\$ 314,934	\$ 775,115	\$ 453,003	\$ 764,269	\$ 764,269	\$ 747,203
Capital Outlay	\$ -	\$ -	\$ 182,000	\$ 148,727	\$ 240,000	\$ 240,000	\$ 126,500
Depreciation & Amortization	\$ 1,273,050	\$ 1,290,424	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 41,870	\$ 22,603	\$ 21,753	\$ 19,940	\$ 70,952	\$ 70,952	\$ 70,952
Transfers	\$ 3,930,000	\$ 1,315,000	\$ 2,350,000	\$ 2,350,000	\$ 8,488,441	\$ 8,488,441	\$ 6,810,000
Total Expenses	\$ 6,917,947	\$ 4,238,857	\$ 4,799,920	\$ 4,472,636	\$ 11,078,795	\$ 11,078,795	\$ 9,286,709
% budget change		-39%		6%		131%	

* as amended

**as of August 6, 2019

Tree Trimming

Mission Statement

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.

Major Services Provided

- Line Clearance Tree Trimming

Organizational Chart Locator

Fund: 610 Electric Fund

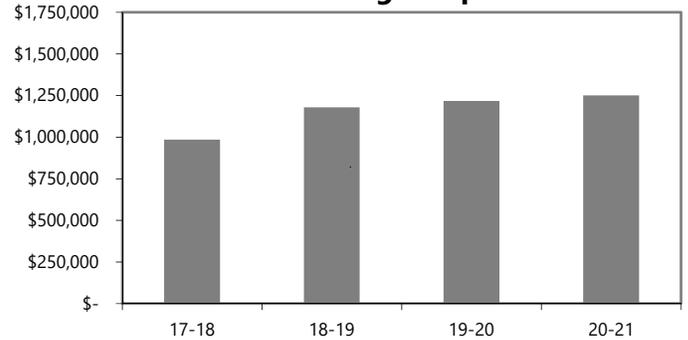
Functional Area: Utilities - Electric

Budget Unit: **7230 Tree Trimming**

Personnel Summary

Fiscal Year	FTE
16-17	7
17-18	7
18-19	8
19-20 Request	8

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued 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.
- Continued 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.
- Continued to educate the public on the need for proper ROW clearance.
- Improved our low growth line clearance preventative maintenance programs.
- Completed addition of new Tree Trimmer 1 position to enhance crew make-up and continue quality service.

FY 19-20 Budget Highlights

- Add two additional personnel to create a 3rd City crew for added performance.
- Increase production using newly added crew.
- Continue to educate the public on the need for proper ROW clearance.
- Utilize contract labor as needed to assist in trimming efforts.

Steps/Programs to Enhance Performance

- Contract labor will be utilized during peak growth times to enhance levels of service.
- Career development training enhances the level of service provided to customers by increasing the knowledge and proficiency of Tree Trimming personnel.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Tree Trimming	To provide timely notification to customers of tree trimming services scheduled near or on their property in order to heighten awareness of work crew activity and customer service.	% of customers receiving personal or door hanger notification of service on their property within 24 hrs. of scheduled tree trimming	Effectiveness	100%	100%	100%	100%	100%
	To provide thorough tree trimming and timely response to customer tree maintenance in order to minimize potential or further damage to electrical infrastructures and property.	% of main circuit right-of-way trimmed/maintained per year	Effectiveness	35%	33%	8%	33%	33%
		% of power outages caused by trees and tree limbs	Effectiveness	16%	10%	19%	10%	10%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 456,142	\$ 492,438	\$ 536,133	\$ 557,363	\$ 596,172	\$ 596,172	\$ 608,220
Operations	\$ 472,984	\$ 454,333	\$ 541,138	\$ 497,865	\$ 577,008	\$ 577,008	\$ 576,073
Capital Outlay	\$ -	\$ -	\$ 390,000	\$ 120,439	\$ 11,800	\$ 11,800	\$ 35,000
Depreciation & Amortization	\$ 29,558	\$ 34,817	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 2,144	\$ 2,848	\$ 3,339	\$ 3,061	\$ 31,497	\$ 31,497	\$ 31,497
Total Expenses	\$ 960,828	\$ 984,436	\$ 1,470,610	\$ 1,178,728	\$ 1,216,477	\$ 1,216,477	\$ 1,250,790
% budget change		2%		20%		-17%	

* as amended

**as of August 6, 2019

Electric Construction

Mission Statement

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.

Major Services Provided

- Underground Utility Construction
- Overhead Utility Construction

Organizational Chart Locator

Fund: 610 Electric Fund

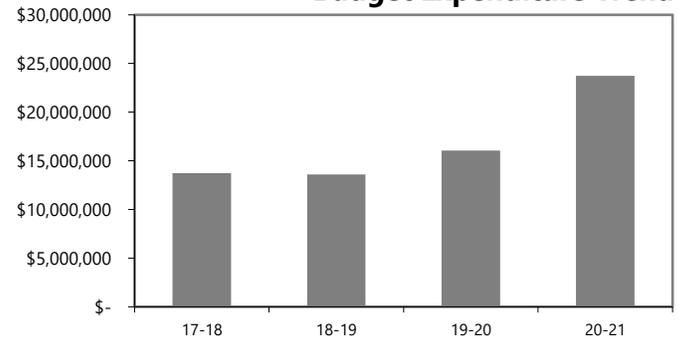
Functional Area: Utilities - Electric

Budget Unit: **7240 Electric Construction**

Personnel Summary

Fiscal Year	FTE
16-17	33
17-18	35
18-19	37
19-20 Request	37

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- 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 of age 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.

FY 19-20 Budget Highlights

- Continue to replace aging Bucket Trucks and equipment as budget allows.
- Continue career development training of electric maintenance and construction personnel to enhance productivity.
- Continue second phase of Infrastructure upgrades in the Mills Mall circuits
- Continue to install fiber optic cable throughout the City for major and small projects.
- Restart the overhead pole inspection to replace aging City infrastructure.
- Complete all current NCDOT projects.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Electric Construction	To provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable time period.	% of service installations completed within 10 working days	Effectiveness	99%	99%	99%	99%	99%
		% of outdoor lights installed within 5 working days	Effectiveness	98%	99%	99%	99%	99%
		% of street lights repaired within 2 working days	Effectiveness	98%	99%	99%	99%	99%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit #:7240							
Personnel Services	\$ 2,612,146	\$ 2,814,023	\$ 3,036,963	\$ 3,207,751	\$ 3,493,469	\$ 3,493,469	\$ 3,537,507
Operations	\$ 9,331,114	\$ 7,031,754	\$ 8,953,896	\$ 4,659,342	\$ 7,081,911	\$ 7,081,911	\$ 6,917,307
Capital Outlay	\$ (825,190)	\$ (1,667,273)	\$ 1,333,388	\$ 940,819	\$ 562,000	\$ 562,000	\$ 387,000
Depreciation & Amortization	\$ 3,083,055	\$ 3,201,721	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 832,764	\$ 711,127	\$ 2,094,955	\$ 2,089,349	\$ 2,056,758	\$ 2,056,758	\$ 1,588,545
Cost Allocations	\$ -	\$ 1,527,162	\$ 1,625,031	\$ 1,489,611	\$ 1,847,319	\$ 1,847,319	\$ 1,847,319
Non-Operating Transfers	\$ 1,557,134	\$ 6,924	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 8,000,000	\$ 100,000	\$ 1,200,000	\$ 1,200,000	\$ 1,000,000	\$ 1,000,000	\$ 9,465,000
Total Expenses	\$ 24,591,023	\$ 13,725,438	\$ 18,244,233	\$ 13,586,872	\$ 16,041,457	\$ 16,041,457	\$ 23,742,678
% budget change		-44%		-1%		-12%	

* as amended

**as of August 6, 2019

Peak Shaving

Mission Statement

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

Major Services Provided

- Supplemental generation resources

Organizational Chart Locator

Fund: 600 Electric Fund

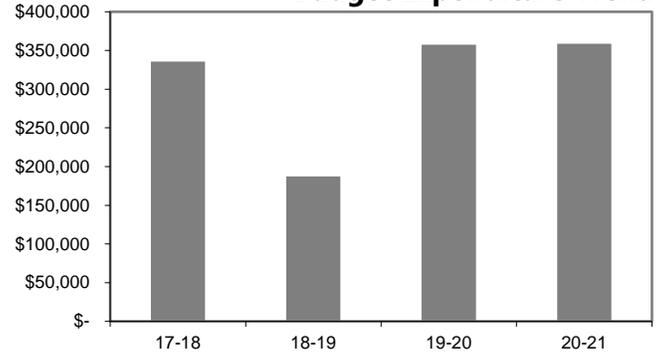
Functional Area: Utilities - Electric

Budget Unit: **7241 Peak Shaving**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued to utilize peak shaving resources to reduce the City's purchased power expense.
- Purchased critical replacement supplies to ensure quick response to mechanical failures.
- Continued required testing of all phases of mitigation equipment to reduce diesel exhaust emissions and to document compliance with Environmental Protection Agency standards.

FY 19-20 Budget Highlights

- Utilize generators for critical loading emergencies.
- Generators will be initiated if overall system grid loading conditions warrant supplemental generation measures.
- 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 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 recognize system loading parameters that require supplemental generation.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Peak Shaving	To provide efficient and reliable generators to reduce the City's load during peak usage time or critical situations.	Average KW output per unit	Efficiency	1,600	1,600	1,600	1,600	1,600

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7241							
Operations	\$ 288,630	\$ 277,571	\$ 497,669	\$ 187,251	\$ 357,482	\$ 357,482	\$ 358,482
Depreciation & Amortization	\$ 58,154	\$ 58,154	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 346,784	\$ 335,725	\$ 497,669	\$ 187,251	\$ 357,482	\$ 357,482	\$ 358,482
% budget change		-3%		-156%		-28%	

* amended

**as of August 6, 2019

Electric Engineering Services

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 610 Electric Fund

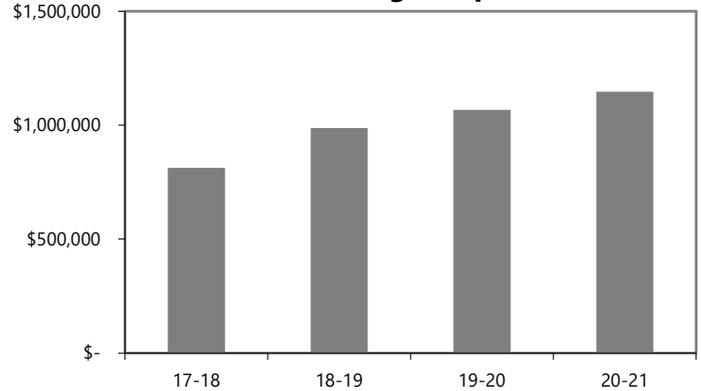
Functional Area: Utilities - Electric

Budget Unit: **7250 Electric Engineering Services**

Personnel Summary

Fiscal Year	FTE
16-17	8
17-18	8
18-19	8
19-20 Request	8

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued maintaining the accuracy and structure of the data in the electric system database.
- Continued implementation of an ArcFM ESRI extension with the Milsoft WindMilMap. Incorporate new staking software with the interface capability within WindMilMap.
- Continued use of financial reporting aspect of staking software to carefully track installed assets.
- Continued researching the work-flow required for more accurate Work Order Management system.
- Continued training of new Engineering co-workers in proper staking techniques.

FY 19-20 Budget Highlights

- Continue maintaining the accuracy and structure of the data in the electric system database.
- Continue implementation of the Milsoft WindMilMap. Continue to incorporate staking software (with addition of Reavis Code) with the interface capability within WindMilMap.
- 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 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 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.
- Update staking software with updated labor and material cost.
- Research and develop a method for tracking after hour map changes to be corrected within the GIS system.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Planning & Design	To provide prompt response to new customers to determine their needs and desires for electric service.	Response time for a request through the Call Center or Electric Dispatch (in Hours)	Effectiveness	24	24	24	24	24
		Response time for a request through the Plan Review Center (in Hours)	Effectiveness	48	48	48	48	48
GIS Application Service	To identify and address internal customer needs such as calculations and maps promptly in order to maintain construction and service schedules.	Response time for Internal customer needs	Effectiveness	24	24	24	24	24
		% of Provision of mapping needs handled within 1 working day	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 565,631	\$ 550,583	\$ 716,951	\$ 733,063	\$ 749,774	\$ 749,774	\$ 772,134
Operations	\$ 140,353	\$ 122,205	\$ 376,798	\$ 149,873	\$ 286,333	\$ 286,333	\$ 276,023
Capital Outlay	\$ -	\$ -	\$ 22,500	\$ 21,494	\$ -	\$ -	\$ 67,500
Depreciation & Amortization	\$ 48,846	\$ 57,712	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 77,948	\$ 82,701	\$ 90,396	\$ 82,864	\$ 31,497	\$ 31,497	\$ 31,497
Total Expenses	\$ 832,778	\$ 813,201	\$ 1,206,645	\$ 987,294	\$ 1,067,604	\$ 1,067,604	\$ 1,147,154
% budget change		-2.4%		21%		-12%	

* as amended

**as of August 6, 2019

Utility Locate Services

Mission Statement

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.

Major Services Provided

- Utility Location services provided for Electric, Water, and Sewer infrastructure assets.
 - All underground utilities are located upon request to prevent possible damage and service interruptions.
- Services are provided through joint funding by Electric, Water, and Sewer Departments.

Organizational Chart Locator

Fund: 610 Electric Fund

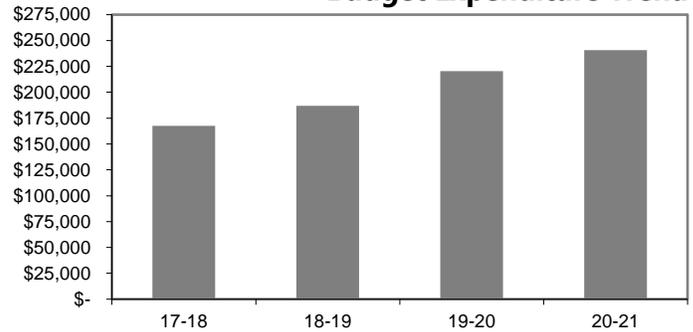
Functional Area: Utilities - Electric

Budget Unit: **7260 Utility Locate Services**

Personnel Summary

Fiscal Year	FTE
16-17	5
17-18	5
18-19	5
19-20 Request	5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Budget provided equipment and tools required to allow locators to locate all of the City's utilities.
- Focus continued on improving coordination between assigned areas to enhance response times.
- Investments were made in new technologies to reduce overhead and improve production with fewer employees.

FY 19-20 Budget Highlights

- Focus will be on improved coordination between assigned areas to enhance response times.
- Budget to provide equipment and tools required to allow locators to locate all of the City's utilities.
- Investments will be made in new technologies to reduce overhead and improve production.
- Continue to replace locating vehicles as needed to ensure reliable service.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Utility Location	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.	% of locates that are located within 24 inches	Effectiveness	99%	99%	99%	99%	99%
		% of locates that are located within 48 hours	Effectiveness	99%	99%	99%	99%	99%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #:7260							
Personnel Services	\$ 341,627	\$ 386,581	\$ 354,553	\$ 377,240	\$ 397,694	\$ 397,694	\$ 404,602
Operations	\$ 65,242	\$ 82,105	\$ 261,074	\$ 170,398	\$ 219,662	\$ 219,662	\$ 227,163
Capital Outlay	\$ -	\$ -	\$ 15,000	\$ 11,864	\$ 24,000	\$ 24,000	\$ 57,000
Depreciation & Amortization	\$ 25,963	\$ 28,325	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (287,519)	\$ (329,604)	\$ (406,522)	\$ (372,645)	\$ (420,994)	\$ (420,994)	\$ (447,996)
Total Expenses	\$ 145,313	\$ 167,407	\$ 224,105	\$ 186,857	\$ 220,362	\$ 220,362	\$ 240,769
% budget change		15%		12%		-1.7%	

*as amended

**as of August 6, 2019

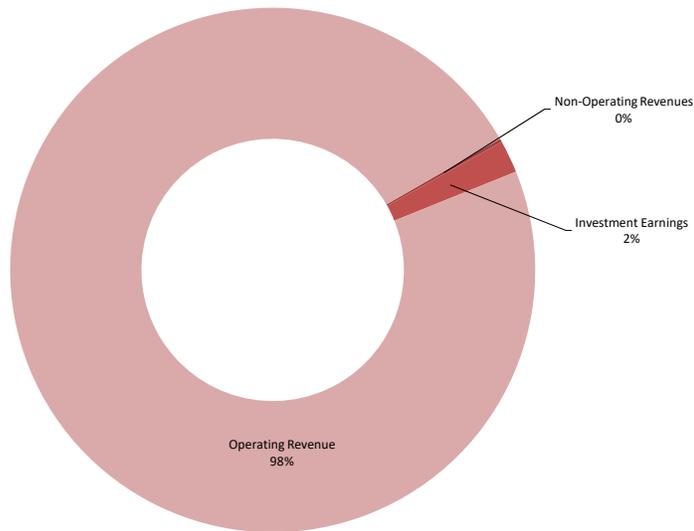
The Utility Locate Services budget is allocated across the Electric, Water, and Wastewater departments.

Water Resources Revenues

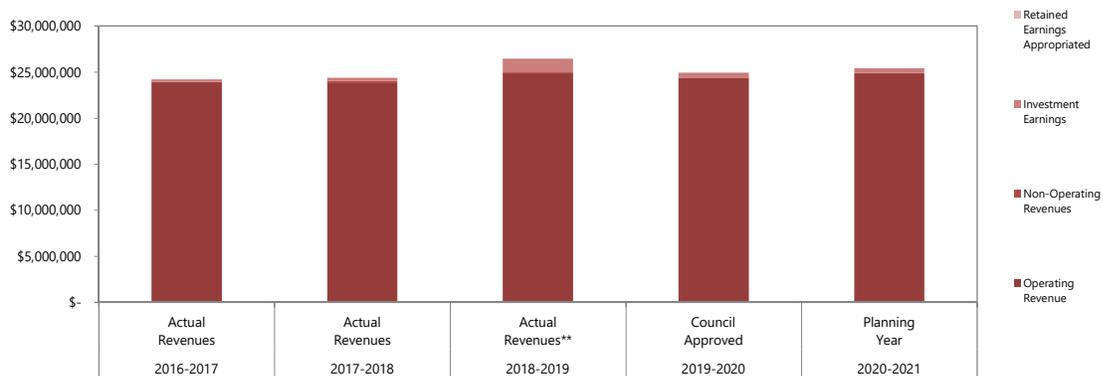
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
Fund 620							
Non-Operating Revenues	\$ 31,594	\$ 221,221	\$ 112,149	\$ 119,277	\$ 53,000	\$ 53,000	\$ 53,000
Investment Earnings	\$ 248,135	\$ 346,375	\$ 400,000	\$ 1,480,181	\$ 500,000	\$ 500,000	\$ 500,000
Operating Revenue	\$ 23,902,282	\$ 23,788,190	\$ 24,362,583	\$ 24,851,430	\$ 24,359,235	\$ 24,359,235	\$ 24,846,332
Retained Earnings Appropriated	\$ -	\$ -	\$ 5,124,253	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 24,182,011	\$ 24,355,786	\$ 29,998,985	\$ 26,450,888	\$ 24,912,235	\$ 24,912,235	\$ 25,399,332
% budget change		1%		9%		-17%	

* as amended
 **as of August 6, 2019

FY20 Water Resources Revenues (by Source)



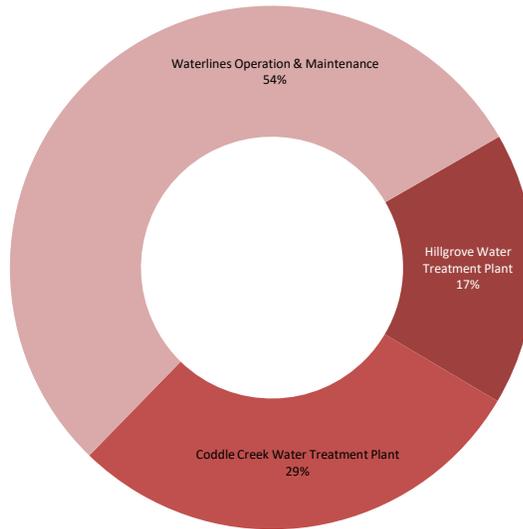
Water Resources Revenue Trend



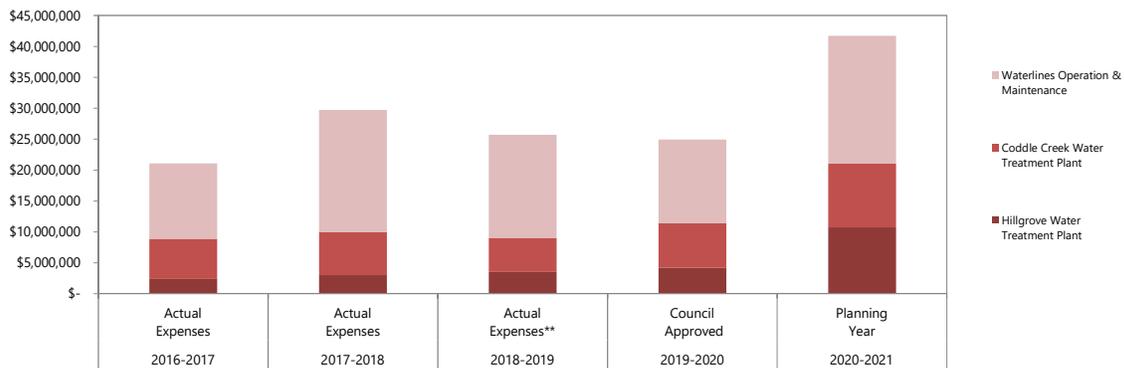
Water Resources Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Hillgrove Water Treatment Plant	\$ 2,373,697	\$ 2,976,378	\$ 4,161,089	\$ 3,495,373	\$ 4,194,715	\$ 4,194,715	\$ 10,691,805
Coddle Creek Water Treatment Plant	\$ 6,505,602	\$ 6,975,036	\$ 7,331,350	\$ 5,541,863	\$ 7,166,000	\$ 7,166,000	\$ 10,351,053
Waterlines Operation & Maintenance	\$ 12,197,013	\$ 19,738,741	\$ 18,506,546	\$ 16,627,775	\$ 13,551,520	\$ 13,551,520	\$ 20,668,341
Total Expenses	\$ 21,076,312	\$ 29,690,155	\$ 29,998,985	\$ 25,665,011	\$ 24,912,235	\$ 24,912,235	\$ 41,711,199
% budget change		41%		-14%		-17%	
* as amended							
**as of August 6, 2019							

FY20 Water Resources Expenditures (by Source)



Water Resources Expenditure Trend



Hillgrove Water Plant

Mission Statement

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.

Major Services Provided

- Water Treatment and Analysis

Organizational Chart Locator

Fund: 620 Water Fund

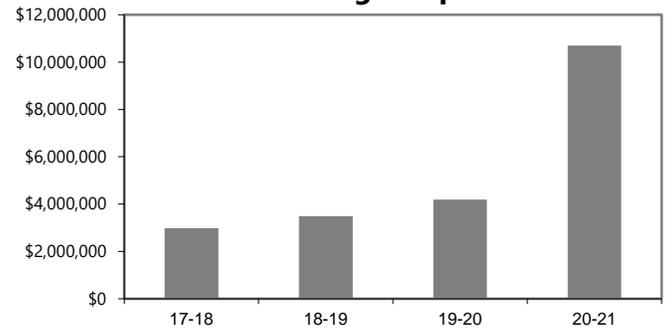
Functional Area: Utilities - Water

Budget Unit: **7330 Hillgrove Water Plant**

Personnel Summary

Fiscal Year	FTE
16-17	14.5
17-18	14.5
18-19	14.5
19-20 Request	14.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Enhanced plant safety by installing toe boards on the basins.
- Enhanced plant optimization by installing new basin waste valve.
- Completed evaluation of options for Disinfection By-Product (DBP) reduction.
- Completed installation of remaining components of trihalomethane reduction systems within Midland and Mt. Pleasant tanks.

FY 19-20 Budget Highlights

- Complete installation of new emergency generator.
- Resurface clearwell to preserve integrity and lifespan.
- Proactively adding additional water quality monitors to provide for enhanced water quality.
- Perform facility renovations including new windows, repaving, and water line refinishing.
- Begin design of settling basin improvements and Granular Activated Carbon contactors.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Water Treatment & Analysis	To comply with and exceed state and federal regulations in order to provide safe drinking water.	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	100%	100%	99%	100%
		% of treated water turbidity at or below 0.10 NTU**	Effectiveness	99%	99%	95.7%	98%	87%
	To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.01	1.03	1.01	1.03	1.03
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Workload	1	0	0	0	0

*State and Federal Regulation is 95%

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

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit #: 7330							
Personnel Services	\$ 888,292	\$ 942,205	\$ 960,976	\$ 921,494	\$ 1,001,624	\$ 1,001,624	\$ 992,271
Operations	\$ 1,123,443	\$ 1,621,724	\$ 2,483,829	\$ 1,938,697	\$ 2,309,931	\$ 2,309,931	\$ 2,271,323
Capital Outlay	\$ -	\$ -	\$ 108,000	\$ 27,589	\$ 51,500	\$ 51,500	\$ 72,500
Depreciation & Amortization	\$ 357,369	\$ 378,780	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Expense	\$ -	\$ 26,125	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ 775,949	\$ 775,949	\$ 7,300,000
Cost Allocations	\$ 4,593	\$ 7,544	\$ 8,284	\$ 7,593	\$ 55,711	\$ 55,711	\$ 55,711
Total Expenses	\$ 2,373,697	\$ 2,976,378	\$ 4,161,089	\$ 3,495,373	\$ 4,194,715	\$ 4,194,715	\$ 10,691,805
% budget change		25%		17%		0.8%	

* as amended

**as of August 6, 2019

Coddle Creek Water Plant

Mission Statement

The Coddle Creek Water Treatment Plant provides safe, sufficient drinking water at the most economical rate, meeting all state and federal regulations for customers of the City of Concord, Cabarrus County, and our neighboring municipalities Harrisburg, Kannapolis, and Midland.

Major Services Provided

- Water Treatment and Analysis

Organizational Chart Locator

Fund: 620 Water Fund

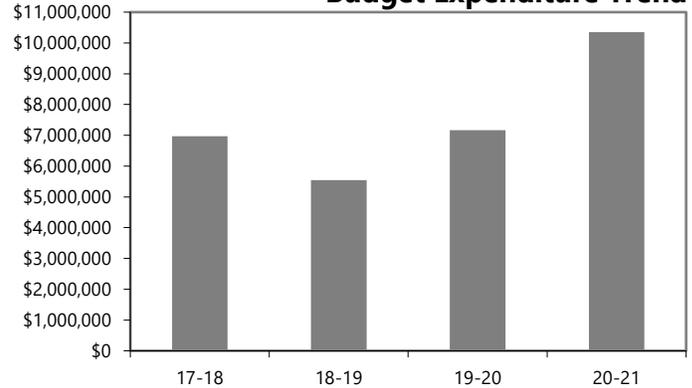
Functional Area: Utilities - Water

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

Personnel Summary

Fiscal Year	FTE
16-17	15.5
17-18	15.5
18-19	16.5
19-20 Request	16.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Started 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.
- Conducted renovations of instrumentation rooms housing lab equipment.
- Added shed to allow for protection of exposed equipment housed at the WTP.

FY 19-20 Budget Highlights

- Begin construction to upgrade the settling basins.
- Begin construction of the new raw water line.
- Upgrade the switchgear to meet current needs and reliability.
- Proactively add new and upgrade current water quality instrumentation.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Water Treatment & Analysis	To comply with and exceed state and federal regulations in order to provide safe drinking water.	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.10 NTU**	Effectiveness	99%	98%	99%	98%	98%
	To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.02	1.03	1.02	1.03	1.03
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Effectiveness	1	0	0	0	0

*State and Federal Regulation is 95%

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

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit #: 7331							
Personnel Services	\$ 1,000,052	\$ 1,018,964	\$ 1,093,399	\$ 1,018,241	\$ 1,152,224	\$ 1,152,224	\$ 1,185,912
Operations	\$ 3,632,467	\$ 4,172,980	\$ 6,162,398	\$ 4,487,931	\$ 5,873,100	\$ 5,873,100	\$ 5,771,465
Capital Outlay	\$ 98,540	\$ -	\$ 61,000	\$ 22,351	\$ 95,000	\$ 95,000	\$ 48,000
Depreciation & Amortization	\$ 253,150	\$ 272,771	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 6,393	\$ 10,321	\$ 14,553	\$ 13,340	\$ 45,676	\$ 45,676	\$ 45,676
Transfers	\$ 1,515,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,300,000
Total Expenses	\$ 6,505,602	\$ 6,975,036	\$ 7,331,350	\$ 5,541,863	\$ 7,166,000	\$ 7,166,000	\$ 10,351,053
% budget change		7%		-20.5%		-2%	

* as amended

**as of August 6, 2019

Waterlines Operations & Maintenance

Mission Statement

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.

Major Services Provided

- Maintenance
- New Construction
- Water Quality
- Water Meters

Organizational Chart Locator

Fund: 620 Water Fund

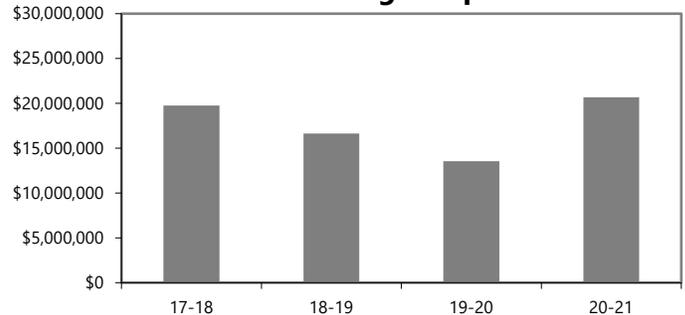
Functional Area: Utilities - Water

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

Personnel Summary

Fiscal Year	FTE
16-17	36.29
17-18	35.60
18-19	35.60
19-20 Request	

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued leak detection of 10% of the existing water system with minor issues noticed.
- Continued conversion to AMI.
- Continued programming system changes and developing, designing, and constructing projects recommended in the Water System Master Plan.
- Continued working with the Fire Department in looking at areas in the existing water system that have low pressures and/or low flows.
- Continued to deploy GIS technology in the field to enhance customer service and efficiency.
- Completed design and easement acquisition of the following FY18-19 CIP projects that were identified in the completed Water System Master Plan, and then began construction: Pitts School 24" Water Line, NC 49 30" Water Line, US 29 Elevated Water Tank, and Corban Avenue Pump Station Rehabilitation. In addition, completed the design and began easement acquisition of the Poplar Tent Road 24" Water Line. Completed construction of the Pitts School 24" Water Line.
- Continued to enhance the existing water GIS system by improving field/office procedures and adding new technology where it is needed.

FY 19-20 Budget Highlights

- Continue conversion to AMI.
- Complete construction of the following projects that were identified in the completed Water System Master Plan: NC 49 30" Water Line and Corban Avenue Pump Station Rehabilitation. In addition, begin construction of the Poplar Tent Road 24" Water Line project and US 29 Elevated Water Tank.
- Continue programming system changes and developing and designing projects recommended by the Water System Master Plan.
- Begin the update of the current Water System Master Plan.
- Continue the design and construction of new water lines in areas that will replace existing galvanized and cast iron water lines.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Maintenance	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.	% of system leak detection surveys completed	Effectiveness	10%	10%	10%	10%	10%
New Construction	To provide more efficient water service installations for residential, commercial, and industrial customers in order to help expedite the construction of development projects.	Average # of days to install ¾" through 2" water service	Workload	8	10	9	10	8
Water Quality	To provide the highest quality water to customers by meeting and exceeding both state and EPA guidelines in order to ensure the safety and health of the water supply.	# of customer complaints per 1,000 accounts	Effectiveness	6.54	1	7.13	1	1
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Workload	3	0	4	0	0

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7340							
Personnel Services	\$ 2,296,152	\$ 2,386,079	\$ 2,343,198	\$ 2,369,528	\$ 2,596,040	\$ 2,596,040	\$ 2,717,751
Operations	\$ 1,671,171	\$ 1,503,750	\$ 2,284,914	\$ 1,297,006	\$ 2,073,121	\$ 2,073,121	\$ 2,022,139
Capital Outlay	\$ 255,960	\$ 480,525	\$ 873,619	\$ 237,173	\$ 986,000	\$ 986,000	\$ 790,000
Depreciation & Amortization	\$ 3,495,799	\$ 3,558,016	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 1,282,263	\$ 1,106,922	\$ 3,025,885	\$ 3,017,982	\$ 2,975,491	\$ 2,975,491	\$ 2,519,690
Cost Allocations	\$ 2,527,362	\$ 2,854,868	\$ 3,274,113	\$ 3,001,269	\$ 3,504,935	\$ 3,504,935	\$ 3,518,436
Non Operating Expense	\$ 137,278	\$ 62,731	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 531,028	\$ 7,785,850	\$ 6,704,817	\$ 6,704,817	\$ 1,415,933	\$ 1,415,933	\$ 9,100,325
Total Expenses	\$ 12,197,013	\$ 19,738,741	\$ 18,506,546	\$ 16,627,775	\$ 13,551,520	\$ 13,551,520	\$ 20,668,341
% budget change		62%		-16%		-27%	

* as amended

**as of August 6, 2019

Transit System Revenues

Fund 630

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
Restricted Intergov't Revenue	\$ 2,166,919	\$ 2,938,205	\$ 3,345,673	\$ 3,108,907	\$ 3,292,755	\$ 3,292,755	\$ 3,300,000
Operating Revenues	\$ 268,081	\$ 284,071	\$ 323,000	\$ 322,638	\$ 309,035	\$ 309,035	\$ 310,000
Non-Operating Revenue	\$ 20,409	\$ 9,546	\$ -	\$ 10,813	\$ -	\$ -	\$ -
Transfer from Gen Fund	\$ 145,159	\$ 516,328	\$ 683,848	\$ 521,967	\$ 725,276	\$ 725,276	\$ 754,130
Transfer from Addt'l \$5 Vehicle	\$ 382,248	\$ 288,982	\$ 350,000	\$ 404,378	\$ 390,000	\$ 390,000	\$ 390,000
Total Revenues	\$ 2,982,817	\$ 4,037,132	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,754,130

% budget change

35%

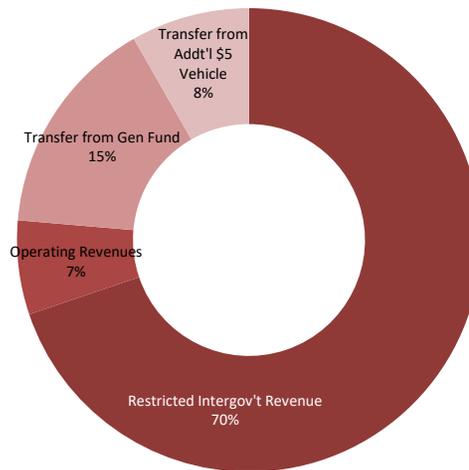
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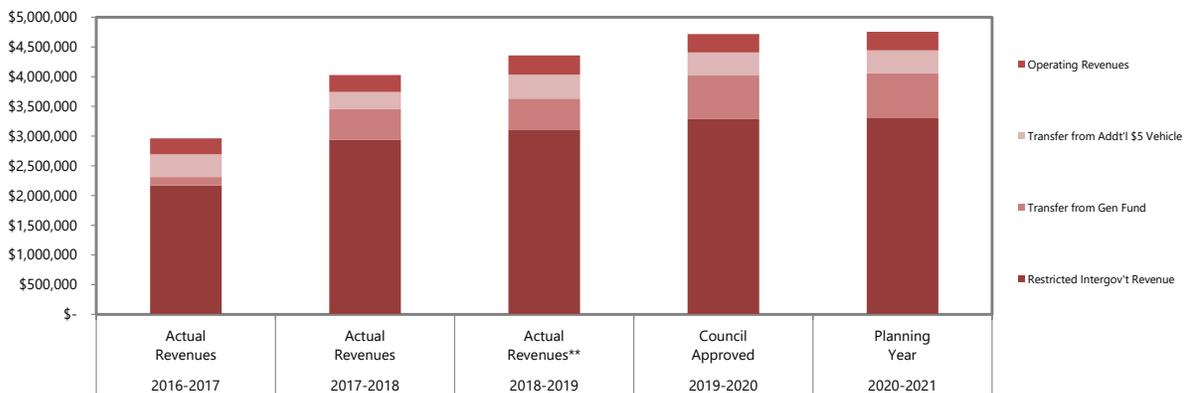
* as amended

**as of August 6, 2019

FY 20 Transit System Revenues (by Source)



Transit Revenue Trend



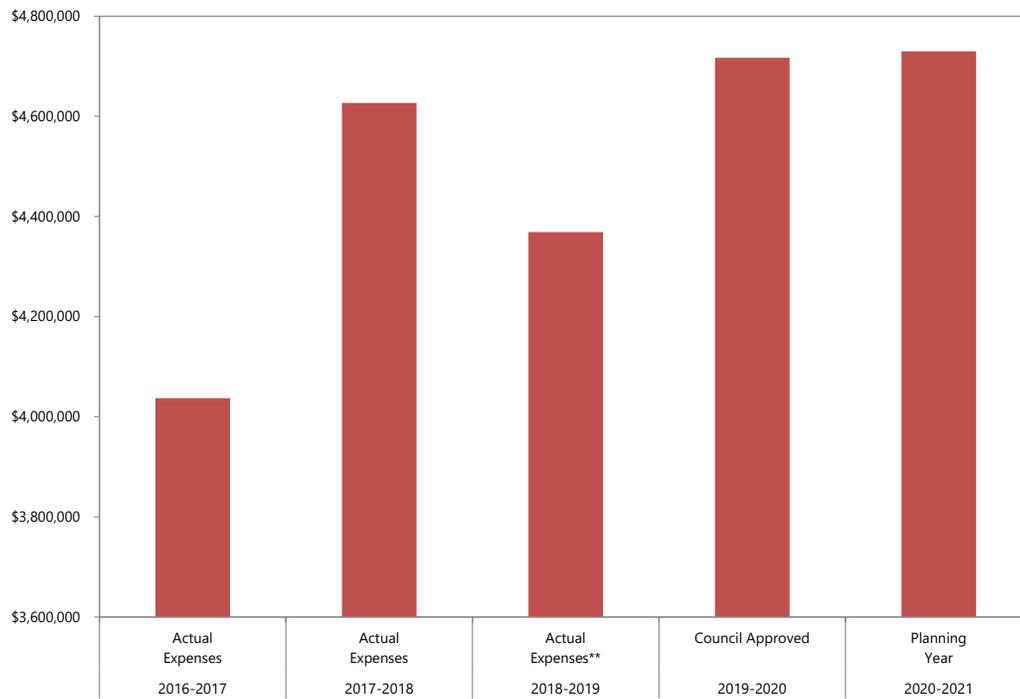
Transit System Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Transit - Rider	\$ 4,037,132	\$ 4,626,611	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,729,928
Total Expenses	\$ 4,037,132	\$ 4,626,611	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,729,928
<i>% budget change</i>		15%		-6%		0.3%	

* as amended

**as of August 6, 2019

Transit Expenditure Trend



Public Transit System

Mission Statement

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

Major Services Provided

- Fixed-route and paratransit service to Concord and Kannapolis.

Organizational Chart Locator

Fund: 630 Transit

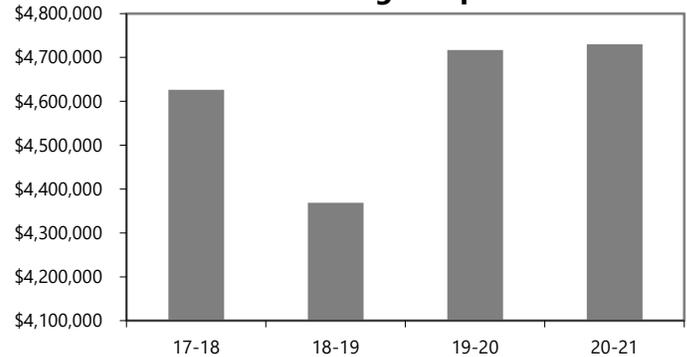
Functional Area: Transit System

Budget Unit: **7616 Transit FY20 – CK Rider**

Personnel Summary

Fiscal Year	FTE
16-17	5
17-18	6.5
18-19	6.5
19-20 Request	6.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- 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.

FY 19-20 Budget Highlights

- Implementation of Phase II of Transit Bus Stop Amenity plan.
- Investigation and implementation of technological investments such as improved real time CAD/AVL software, improved passenger access to information (App, online), upgraded Point of Sale & Inventory system, Mobile ticketing/passes, Wi-Fi, Automated Passenger Counters (APCs).
- ADA & Aging sensitivity training in conjunction with the CCOG.
- ADA Paratransit services continues ridership and cost growth as service matures.
- Potential adoption and beginning implementation of Cabarrus County Public Transportation Master Plan (Joint Rider Transit/CCTS project).
- Continue to participate in and monitor CATS/CCOG regional transit planning project.

Steps/Programs to Enhance Performance

- Investigate and implement technological options to improve passenger experience and system performance.
- Ongoing monitoring of development and growth utilization of the ADA Paratransit program and seek to control costs where possible.
- Seek to begin implementation of Long Range Transit Plan recommendations (if adopted), specifically transit system consolidation process.
- Work with marketing partner to continue improving Rider Transit's marketing program and impact.
- Continue to develop understanding of FTA FAST legislation while seeking new ways and means to fund transit operations and projects; advocate for reauthorization of FAST Act before program terminates.
- Continue efforts to improve communication & local and regional coordination between Rider & neighboring transit systems & services.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Fixed-route & ADA Paratransit Service	To provide safe, quality service to riders in order to attract new and retain existing riders, prevent roadway injuries and property damage, keep costs low, and maintain bus trip and ADA Paratransit schedules.	# of Riders	Workload	405,423	410,000	428,159	420,000	275,000
		# of Paratransit Riders	Workload	10,892	10,000	11,389	12,500	25,000
		# of Fixed Route passengers per revenue hour	Efficiency	11.27	12	10.61	11	15
		# of preventable accidents per 100,000 bus miles	Effectiveness	.58	.6	1.12	.6	.60
		# of verified bus rider complaints per 100,000 riders/trips	Effectiveness	12.7	10	13.88	10	10-12
		Average satisfaction rating of overall service	Effectiveness	95.02%	95%	86.7%	95%	95%
		On-time Performance	Effectiveness	74.05%	85%	N/A	N/A	N/A
		% of fare box recovery	Efficiency	7.48%	10%	7.41	10%	15%
		# of paratransit rider complaints per 10,000 rider/trips	Effectiveness	8	20	23	20	20
		On-time Performance (Paratransit)	Effectiveness	93.4%	92%	93.4%	92%	92%
		Passenger requests for service	Workload	1,059	600	779	600	600

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 329,717	\$ 290,762	\$ 430,837	\$ 453,801	\$ 468,379	\$ 468,379	\$ 444,177
Operations	\$ 3,151,097	\$ 2,554,352	\$ 3,930,439	\$ 3,819,634	\$ 4,005,231	\$ 4,005,231	\$ 4,058,476
Capital Outlay	\$ 466,129	\$ 1,705,572	\$ -	\$ -			\$ -
Grant Expenditures	\$ 56,426	\$ 7,081	\$ 265,832	\$ 13,840	\$ 194,436	\$ 194,436	\$ 180,803
Transfers	\$ -	\$ -	\$ -	\$ -	\$ 2,548	\$ 2,548	\$ -
Cost Allocations	\$ 33,763	\$ 68,845	\$ 75,413	\$ 81,428	\$ 46,472	\$ 46,472	\$ 46,472
Total Expenses	\$ 4,037,132	\$ 4,626,611	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,729,928
% budget change		15%		-6%		0.3%	

* as amended

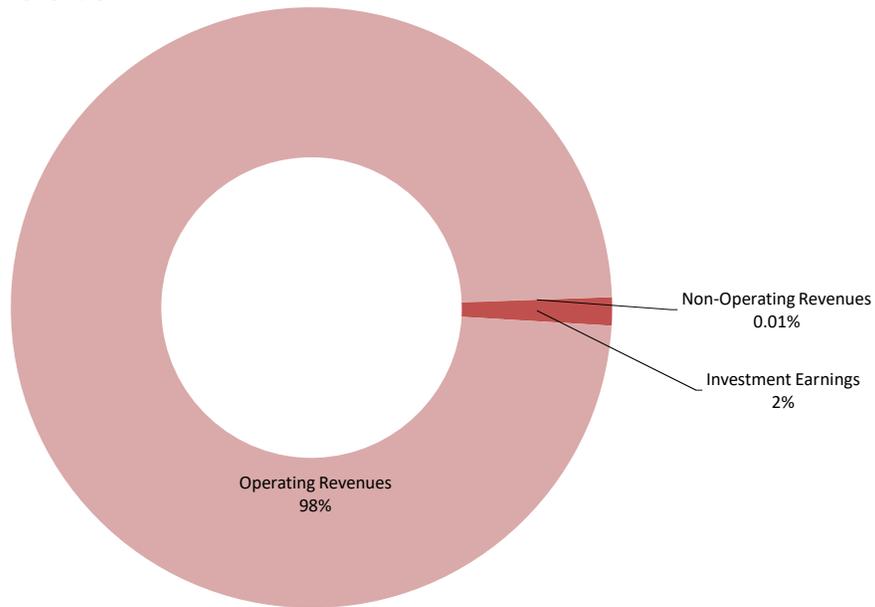
** as of August 6, 2019

Wastewater Resources Revenues

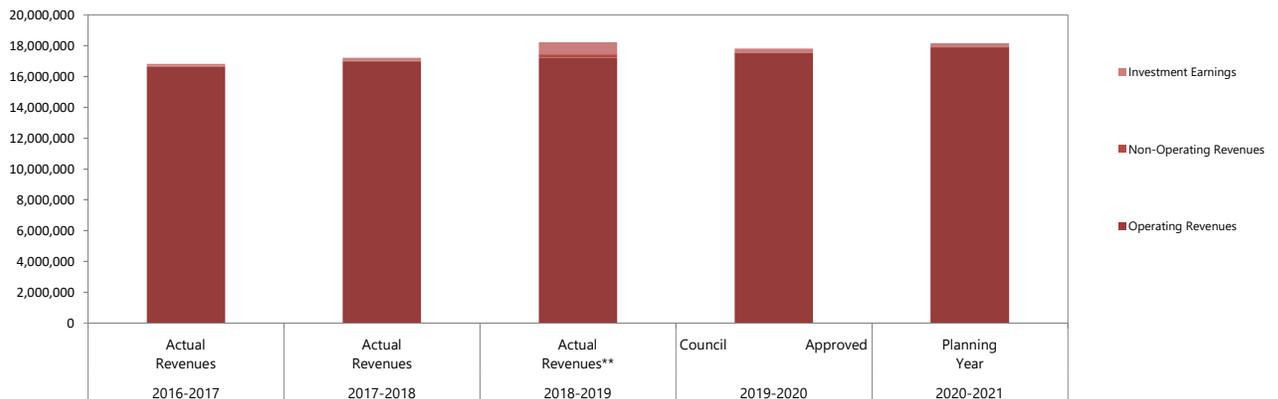
	2016-2017 Actual Revenues	2017-2018 Actual Revenues	2018-2019 Council Approved*	2018-2019 Actual Revenues**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Fund 640							
Non-Operating Revenues	\$ 58,868	\$ 42,402	\$ 261,573	\$ 224,097	\$ 1,000	\$ 1,000	\$ 1,000
Investment Earnings	\$ 136,020	\$ 180,953	\$ 270,055	\$ 785,768	\$ 271,000	\$ 271,000	\$ 276,420
Operating Revenues	\$ 16,646,543	\$ 16,999,755	\$ 17,532,000	\$ 17,222,306	\$ 17,547,000	\$ 17,547,000	\$ 17,896,800
Retained Earnings Appropriated	\$ -	\$ -	\$ 919,383	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 16,841,431	\$ 17,223,110	\$ 18,983,011	\$ 18,232,171	\$ 17,819,000	\$ 17,819,000	\$ 18,174,220
% budget change		2%		6%		-2%	

* as amended
**as of August 6, 2019

**FY 20 Wastewater Resources Revenue
(by Source)**



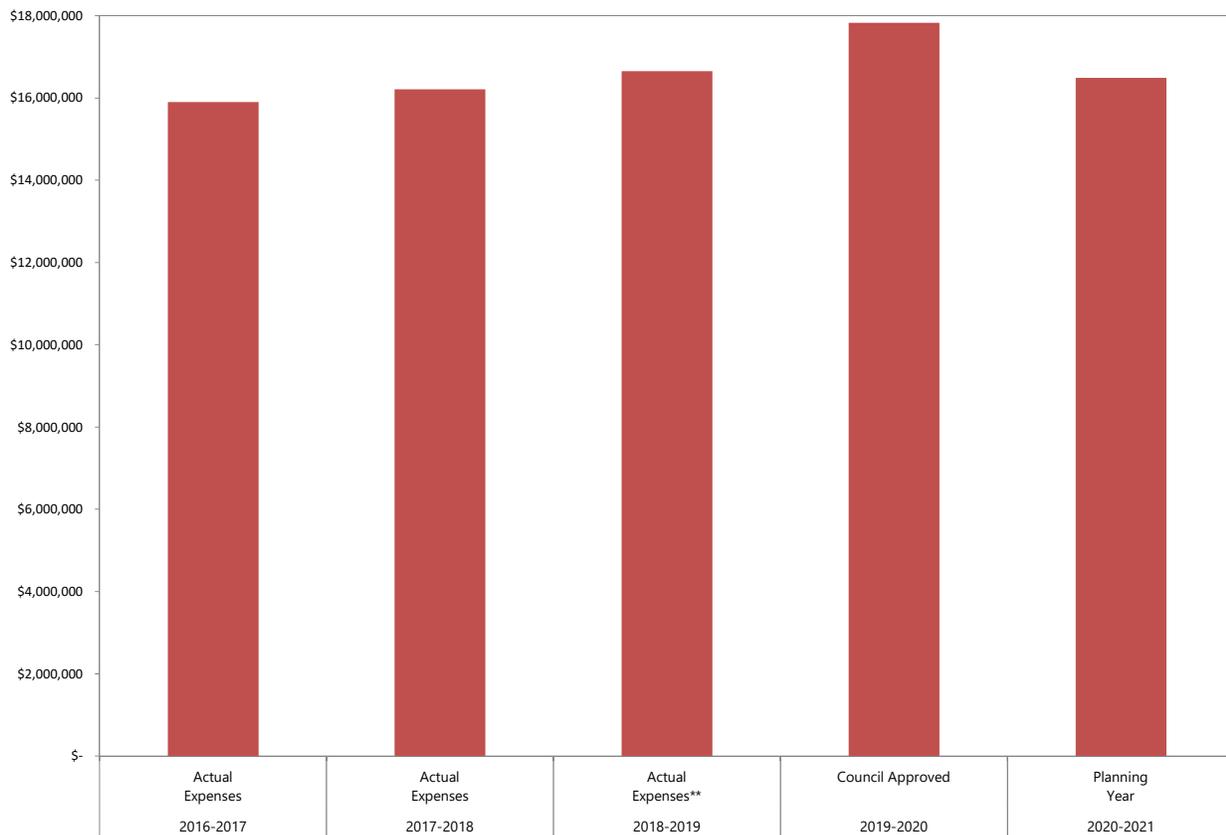
Wastewater Revenue Trend



Wastewater Resources Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
By Cost Center							
Wastewaterlines Operations & Maint.	\$ 15,895,572	\$ 16,204,438	\$ 18,983,011	\$ 16,646,509	\$ 17,819,000	\$ 17,819,000	\$ 16,481,599
Total Expenditures	\$ 15,895,572	\$ 16,204,438	\$ 18,983,011	\$ 16,646,509	\$ 17,819,000	\$ 17,819,000	\$ 16,481,599
% budget change		2%		3%		-6%	
* as amended							
**as of August 6, 2019							

Wastewater Expenditure Trend



Wastewaterlines Operations & Maintenance

Mission Statement

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.

Major Services Provided

- Maintenance
- New Construction
- Water Quality
- Water Meters

Organizational Chart Locator

Fund: 640 Wastewater Fund

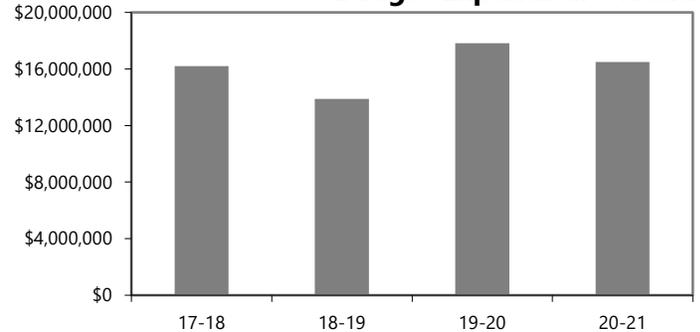
Functional Area: Utilities - Wastewater

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

Personnel Summary

Fiscal Year	FTE
16-17	31.98
17-18	31.31
18-19	31.82
19-20 Request	31.82

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued developing and designing projects from the sewer master planning project based on results from field inflow/infiltration testing and sewer flow monitoring.
- Continued to deploy technology in the field to enhance customer service and efficiency.
- Completed the design and began construction of the Havencrest Court Sewer Outfall Extension project.
- Completed field inflow/infiltration testing and sewer flow monitoring within the area 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 Outfall Replacement.
- Continued to enhance the existing wastewater GIS system by improving field/office procedures and adding new technology.
- Continued aggressively inspecting both existing and new grease traps as part of the City's Fats, Oils, and Greases (FOG) program, including making enhancements in the remote inspection logging and GIS database systems.
- Continued to aggressively identify and resolve inflow and infiltration issues through field testing and sewer flow monitoring; this included adding various existing sewer lines that had these issues to the lining projects.

FY 19-20 Budget Highlights

- Continue developing, designing, and acquiring the necessary easements for projects from the sewer master planning project based on results from field inflow/infiltration testing and sewer flow monitoring.
- Continue to deploy new technology in the field to enhance overall customer service and efficiency.
- Complete the construction of the Havencrest Court Sewer Outfall Extension project.
- Continue to enhance the existing wastewater GIS system by improving field/office procedures and adding new technology; this includes coordination with Engineering Department staff in collecting GIS data for newly installed wastewater infrastructure.
- Continue to aggressively identify and resolve inflow and infiltration issues through field testing and sewer flow monitoring; this includes adding various existing sewer lines that have these issues to the lining projects.

Steps/Programs to Enhance Performance

- Continue lining and manhole rehab programs to address the oldest/most defective system areas.
- Continue using the latest technology to enhance our performance to our customers.
- Continue to monitor potential regulatory changes to sewer permit.
- Enhance right-of-way maintenance program through new equipment and procedures, including updated GIS mapping.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Manage & Maintain Sewer System	To provide quality and cost efficient management and maintenance of the City's sewer system in order to maximize resources and ensure the health and safety of the community.	% of repairs completed within 8 working days	Workload	98%	100%	100%	100%	80%
		% of high priority lines inspected	Efficiency	100%	100%	100%	100%	N/A
		% of food service facilities inspected annually	Workload	100%	100%	100%	100%	N/A
		# of reportable SSOs	Effectiveness	3	0	2	0	0
		Miles of right-of-way mowed annually	Efficiency	147	100	179	100	82
Emergency Response Calls	To provide timely response to all emergency calls (line or service blockages) in order to quickly correct system disruptions and potential damage to the system and personal property.	% of emergency call on-site evaluations within 120 minutes	Efficiency	100%	100%	100%	100%	100%
Jetting & Cleaning	To provide comprehensive jetting and cleaning of collection mains in order to quickly correct system disruptions and potential damage to the system and personal property.	Miles of sewer main cleaned	Workload	46	100	59	57	N/A
Safety	To provide training and corrective actions to support a safe work environment for coworkers and the public	# of preventable accidents	Effectiveness	1	0	1	0	0

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit #: 7420	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,795,042	\$ 1,842,901	\$ 2,045,162	\$ 2,037,226	\$ 2,243,273	\$ 2,243,273	\$ 2,223,652
Operations	\$ 7,464,132	\$ 7,185,118	\$ 8,508,991	\$ 8,621,289	\$ 8,518,800	\$ 8,518,800	\$ 8,477,415
Capital Outlay	\$ 187,884	\$ 621,774	\$ 2,552,622	\$ 1,174,415	\$ 1,109,500	\$ 1,109,500	\$ 1,196,500
Depreciation & Amortization	\$ 3,234,289	\$ 3,389,381	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ 54,184	\$ 40,366	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 665,447	\$ 570,648	\$ 2,360,920	\$ 2,342,206	\$ 2,332,536	\$ 2,332,536	\$ 1,485,692
CIP Projects	\$ 63,917	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,833,821	\$ 2,005,502	\$ 1,983,553	\$ 1,818,257	\$ 2,083,814	\$ 2,083,814	\$ 2,097,315
Transfers	\$ 596,856	\$ 548,748	\$ 1,531,763	\$ 653,116	\$ 1,531,077	\$ 1,531,077	\$ 1,001,025
Total Expenses	\$ 15,895,572	\$ 16,204,438	\$ 18,983,011	\$ 16,646,509	\$ 17,819,000	\$ 17,819,000	\$ 16,481,599
% budget change		2%		3%		-6%	

* as amended

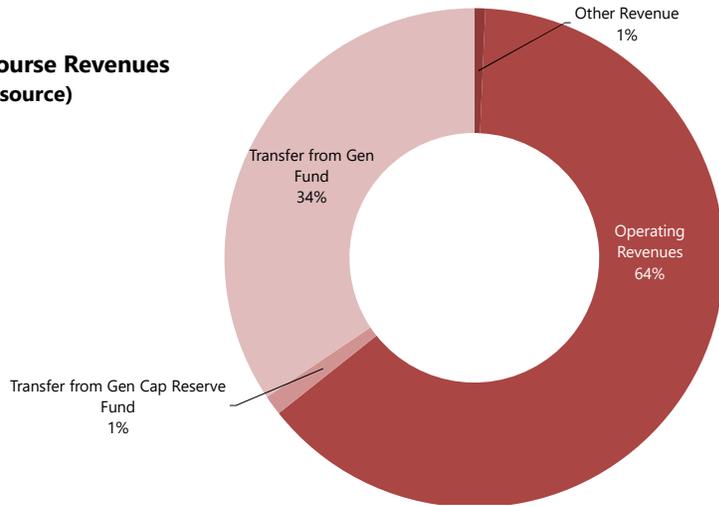
**as of August 6, 2019

Rocky River Golf Course Revenues

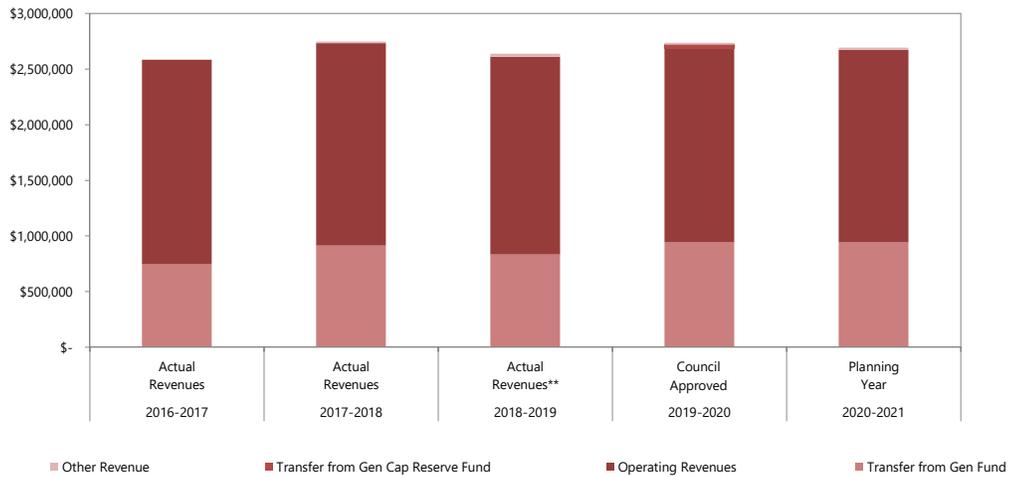
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Revenues	Revenues	Approved*	Revenues**	Recommended	Approved	Year
Fund 650							
Other Revenue	\$ -	\$ 12,125	\$ 39,282	\$ 28,237	\$ 19,559	\$ 19,559	\$ 27,761
Operating Revenues	\$ 1,840,380	\$ 1,820,735	\$ 1,761,073	\$ 1,775,866	\$ 1,739,478	\$ 1,739,478	\$ 1,731,275
Appropriated Retained Earnings	\$ -	\$ -	\$ 13,715		\$ -	\$ -	\$ -
Transfer from Gen Cap Reserve Fund	\$ -	\$ -	\$ -	\$ -	\$ 35,200	\$ 35,200	\$ -
Transfer from Gen Fund	\$ 742,594	\$ 911,724	\$ 983,448	\$ 832,346	\$ 941,643	\$ 941,643	\$ 941,643
Total Revenues	\$ 2,582,974	\$ 2,744,584	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,700,679
% budget change		6%		-4%		-2%	

* as amended
 **as of August 6, 2019

FY20 Golf Course Revenues (by source)



Golf Course Revenue Trend



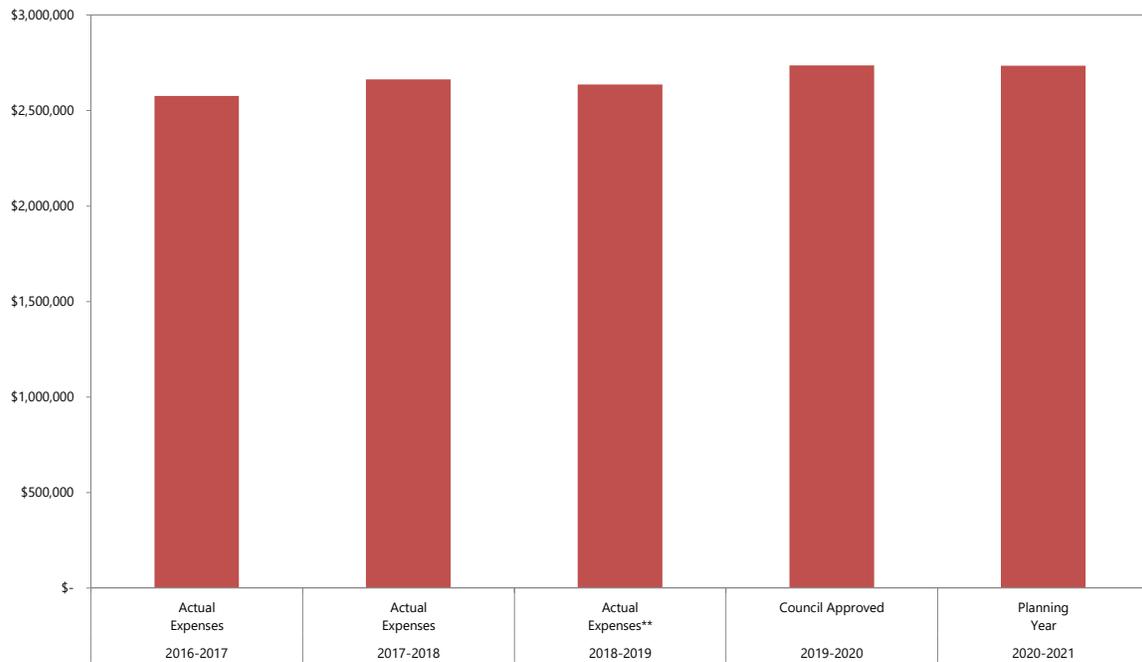
Rocky River Golf Course Expenses

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Rocky River Golf Club at Concord	\$ 2,575,057	\$ 2,661,932	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,734,410
Total Expenses	\$ 2,575,057	\$ 2,661,932	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,734,410
% budget change		3.4%		-1%		-2%	

* as amended

**as of August 6, 2019

Rocky River Golf Club at Concord Expenditure Trend



Golf Course

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 650 Golf Course Fund

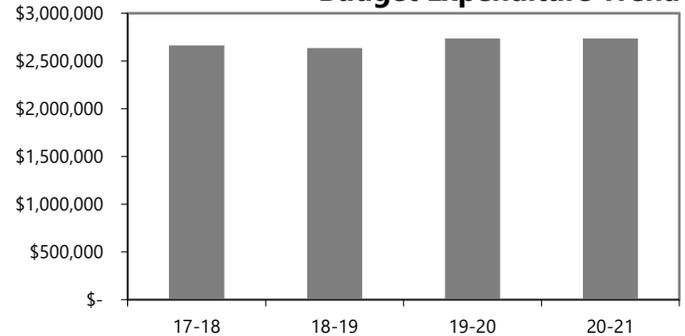
Functional Area: Golf Course

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

Personnel Summary

Fiscal Year	FTE
16-17	Contract
17-18	Contract
18-19	Contract
19-20 Request	Contract

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Revenue driven by local play, and group events.
- Hosted bigger special events (weddings, etc).
- Building on-course restroom facility was main capital improvement request.
- Repaired and checked structural integrity of bridges on course needed for safety.
- Continued to host large corporate and charity outings to increase golf revenues.

FY 19-20 Budget Highlights

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

Steps/Programs 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 two other local companies host leagues.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Full Service Golf Facility	To consistently provide a quality golf facility at an affordable rate with superlative customer service to both residents and non-residents of the City of Concord in order to provide the best possible golf experience and maximize both recreational use and revenue.	# of rounds played (18 hole equivalent)	Workload	32,982	30,672	31,241	32,000	34,000
		# of pass-holder rounds played (18 hole equivalent)	Workload	4,116	4,175	3,701	3,000	5,000
		Average golf & food/beverage revenue per 18-hole round	Efficiency	\$55.02	\$56	\$57.19	\$56	N/A
		Average operating cost per 18-hole round	Efficiency	\$46.15	\$50	\$52.27	\$50	N/A

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Units #: 7500, 7501							
Operations	\$ 1,609,229	\$ 1,651,937	\$ 1,772,817	\$ 1,653,002	\$ 1,741,784	\$ 1,741,784	\$ 1,741,794
Capital	\$ -	\$ -	\$ 52,787	\$ 42,554	\$ 35,200	\$ 35,200	\$ 35,200
Depreciation & Amortization	\$ 28,083	\$ 68,622	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 937,745	\$ 941,373	\$ 940,893	\$ 940,893	\$ 941,643	\$ 941,643	\$ 940,163
Transfers	\$ -	\$ -	\$ 31,021	\$ -	\$ 17,253	\$ 17,253	\$ 17,253
Total Expenses	\$2,575,057	\$2,661,932	\$2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,734,410
% budget change		3%		-1%		-2%	

* as amended

**as of August 6, 2019

Aviation Revenue

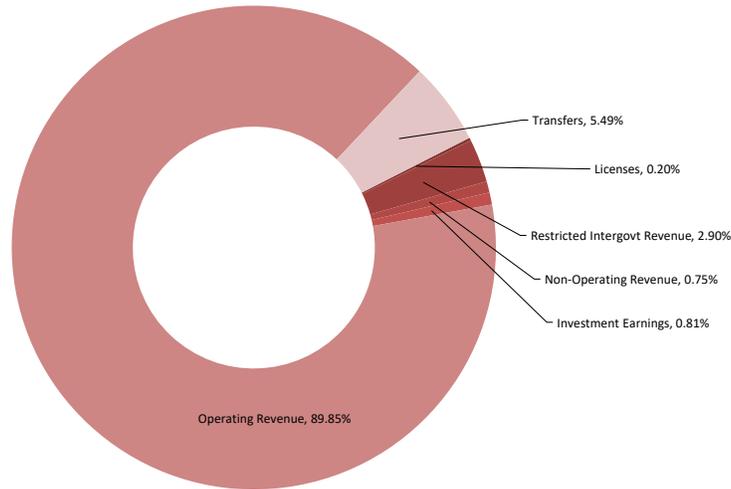
Fund 680

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Revenues**	Recommended	Approved	Year
Licenses	\$ -	\$ 9,009	\$ 25,300	\$ 29,167	\$ 24,205	\$ 24,205	\$ 24,205
Restricted Intergovt Revenue	\$ -	\$ 211,670	\$ 516,901	\$ 516,901	\$ 357,435	\$ 357,435	\$ -
Non-Operating Revenue	\$ 9,830	\$ 8,661	\$ 63,784	\$ 90,995	\$ 92,800	\$ 92,800	\$ 92,800
Investment Earnings	\$ 38,368	\$ 39,059	\$ 100,000	\$ 250,948	\$ 100,000	\$ 100,000	\$ 100,000
Operating Revenue	\$ 8,584,741	\$ 9,882,660	\$ 10,541,603	\$ 10,597,460	\$ 11,093,195	\$ 11,093,195	\$ 11,060,793
Appropriated Retained Earnings	\$ -	\$ -	\$ 2,496,711	\$ -	\$ -	\$ -	\$ -
Capital Contributions	\$ -	\$ 211,670	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 771,175	\$ 785,287	\$ 763,540	\$ 763,540	\$ 678,089	\$ 678,089	\$ 771,774
Total Revenue	\$ 9,404,114	\$ 11,148,016	\$ 14,507,839	\$ 12,249,011	\$ 12,345,724	\$ 12,345,724	\$ 12,049,572
% budget change		19%		10%		-15%	

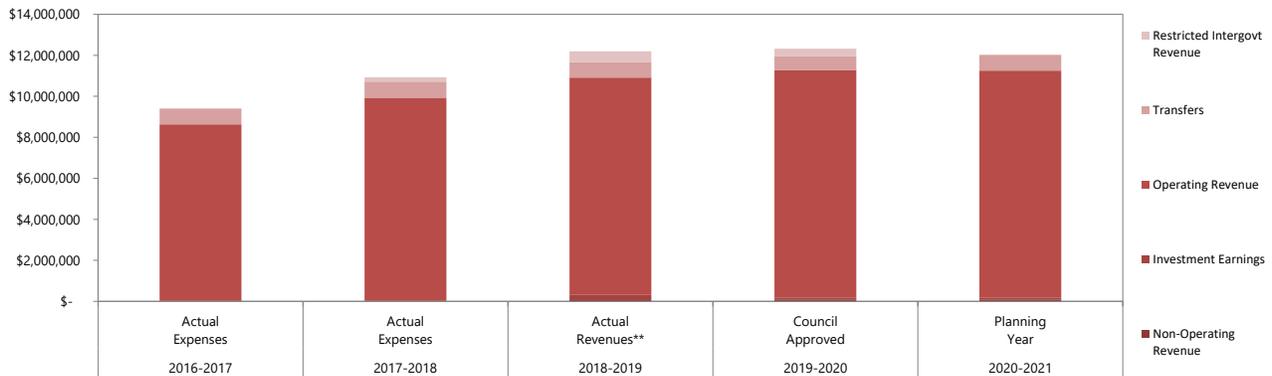
* as amended

**as of August 6, 2019

FY20 Aviation Revenues



Aviation Revenue Trend (by Source)



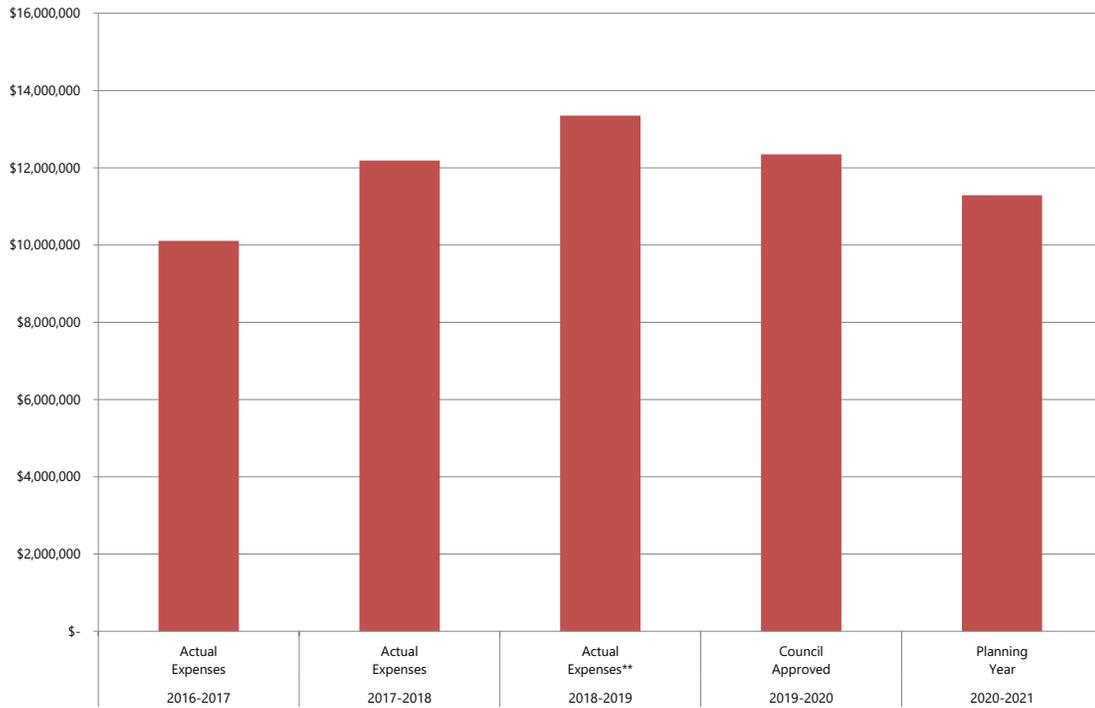
Aviation Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Aviation Operations	\$ 10,107,388	\$ 12,188,399	\$ 14,507,839	\$ 13,350,309	\$ 12,345,724	\$ 12,345,724	\$ 11,287,009
Total Expenses	\$ 10,107,388	\$ 12,188,399	\$ 14,507,839	\$ 13,350,309	\$ 12,345,724	\$ 12,345,724	\$ 11,287,009
% budget change		21%		10%		-15%	

* as amended

**as of August 6, 2019

Aviation Expenditure Trend



Aviation

Mission Statement

The Aviation Department’s mission is to provide services in a safe and secure manner that exceed expectations for the corporate, business, and general aviation community with the desire to increase and support economic development in the City of Concord and the region.

Major Services Provided

- Airport Management, Operation, Development, Community Outreach & Marketing.
- Airport Facility Maintenance, Safety, and Security.
- Aviation Fixed Base Operation (Aircraft Fueling & Line Services, Hangar Rental, etc.)
- Continued working with Federal Aviation Administration to identify projects eligible under the Non-Primary Entitlement grant program.

Organizational Chart Locator

Fund: Aviation Fund

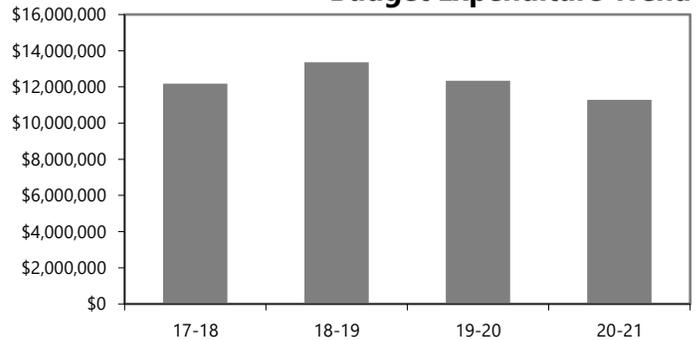
Functional Area: Transportation

Budget Unit: **4530 Aviation Operations**

Personnel Summary

Fiscal Year	FTE
16-17	40
17-18	41.5
18-19	43.5
19-20 Request	46.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Added Destin-Ft. Walton destination to Concord – Padgett Commercial Airline service.
- Replaced aging ground support equipment in order to increase efficiency.
- 95% Complete on master plan.
- Renovated General Aviation Terminal Building 1st floor restrooms.
- Acquired Diamond Aviation Hangar.

FY 19-20 Budget Highlights

- 3 New positions to improve customer service and efficiency.
- Renovate General Aviation Terminal Building 2nd floor restrooms.
- Upgrade security cameras where needed.
- Continue replacing aging ground support equipment.
- Continue to replace outdated lighting with energy efficient LED lighting.
- 25th Anniversary Celebration.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Airport Management & Development	To operate and develop the City's Airport in the most fiscally responsible way to ensure aeronautical and facility needs are met to support growth and the related economic development of the City, County, and region.	Number of based aircraft	Workload	190	195	200	195	200
		% of office space leased	Effectiveness	97%	97%	97%	95%	100%
Airport Facility Maintenance, Safety, & Security	To protect life and property at the airport by proactive in maintaining the safest possible facilities, equipment, and staff that complies or exceeds federal, state, and local safety and security regulations	Number of 139 Inspections Discrepancies	Effectiveness	5	0	11	0	0
Fixed Base Operations and Customer Service	To provide outstanding aviation services, amenities, and customer service to visiting aviation users and based customers, realizing that the Concord Regional Airport is the first and last impression many people get of our City and community.	% of airfield inspections completed	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

Budget Unit#: 4530	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 1,911,909	\$ 2,146,705	\$ 2,387,734	\$ 2,460,719	\$ 2,840,624	\$ 2,840,624	\$ 2,803,533
Operations	\$ 4,976,935	\$ 6,205,706	\$ 7,068,406	\$ 6,702,392	\$ 7,068,127	\$ 7,068,127	\$ 6,515,584
Capital Outlay	\$ (184,630)	\$ -	\$ 2,198,541	\$ 1,458,227	\$ 454,020	\$ 454,020	\$ 27,000
Depreciation	\$ 2,270,422	\$ 2,820,781	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 652,091	\$ 552,847	\$ 1,484,351	\$ 1,484,351	\$ 1,445,642	\$ 1,445,642	\$ 1,407,403
Non Operating Exp	\$ 35,932	\$ 86,045	\$ 154,784	\$ 66,433	\$ 6,250	\$ 6,250	\$ 6,250
Cost Allocations	\$ 299,223	\$ 368,698	\$ 430,021	\$ 394,185	\$ 516,589	\$ 516,589	\$ 516,589
Transfers	\$ 145,506	\$ 7,617	\$ 784,002	\$ 784,002	\$ 14,472	\$ 14,472	\$ 10,650
Total Expenses	\$ 10,107,388	\$ 12,188,399	\$ 14,507,839	\$ 13,350,309	\$ 12,345,724	\$ 12,345,724	\$ 11,287,009
% budget change		21%		10%		-15%	

* as amended

** as of August 6, 2019

Public Housing Revenue

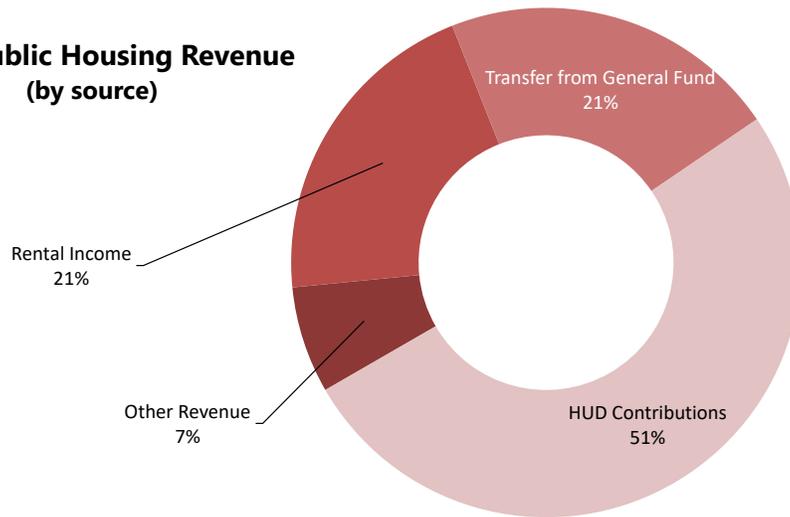
Fund 690

	2016-2017 Actual Allocation	2017-2018 Actual Allocation	2018-2019 Council Approved*	2018-2019 Actual Allocation**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Other Revenue	\$ 67,754	\$ 75,424	\$ 125,594	\$ 155,217	\$ 118,223	\$ 118,223	\$ 118,223
Retained Earnings	\$ -	\$ -	\$ 20,311	\$ -	\$ -	\$ -	\$ -
Rental Income	\$ 382,288	\$ 408,109	\$ 386,261	\$ 466,988	\$ 358,619	\$ 358,619	\$ 358,619
Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000	\$ -
Non-Rental Income	\$ -	\$ 3,933	\$ -	\$ -	\$ -	\$ -	\$ -
HUD Contributions	\$ 858,935	\$ 759,609	\$ 866,959	\$ 847,643	\$ 892,814	\$ 892,814	\$ 892,814
Total Revenue	\$ 1,308,977	\$ 1,247,075	\$ 1,399,125	\$ 1,469,848	\$ 1,744,656	\$ 1,744,656	\$ 1,369,656
% budget change		-5%		18%		25%	

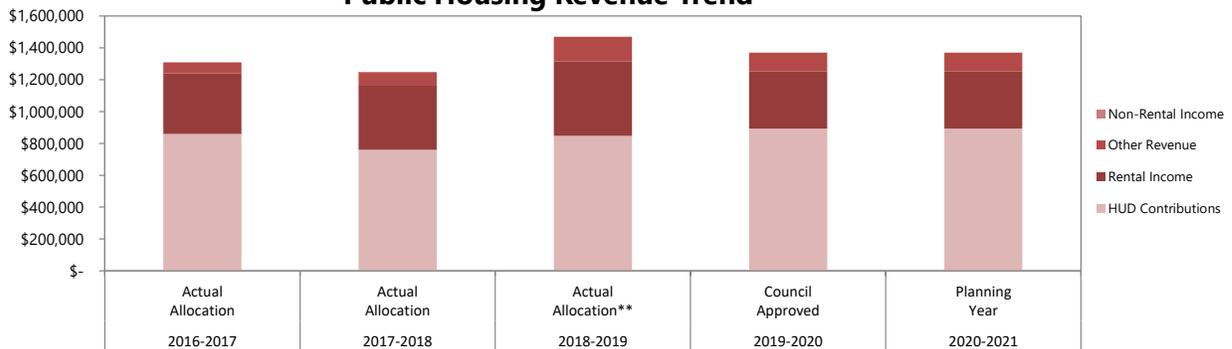
* as amended

** as of August 6, 2019

**FY 20 Public Housing Revenue
(by source)**



Public Housing Revenue Trend

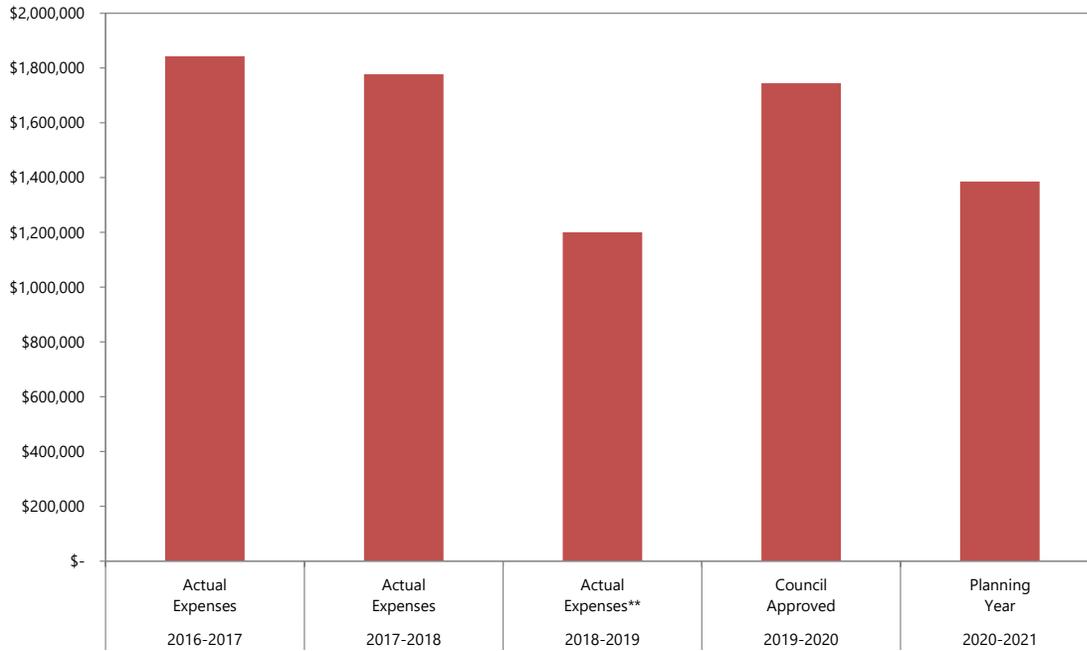


Public Housing Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Public Housing Operations	\$ 1,842,531	\$ 1,777,345	\$ 1,399,125	\$ 1,199,994	\$ 1,744,656	\$ 1,744,656	\$ 1,385,687
Total Expense	\$ 1,842,531	\$ 1,777,345	\$ 1,399,125	\$ 1,199,994	\$ 1,744,656	\$ 1,744,656	\$ 1,385,687
<i>% budget change</i>		-4%		-32%		25%	

* as amended
** as of August 6, 2019

Public Housing Expenditure Trend



Public Housing Operations

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 690 Public Housing

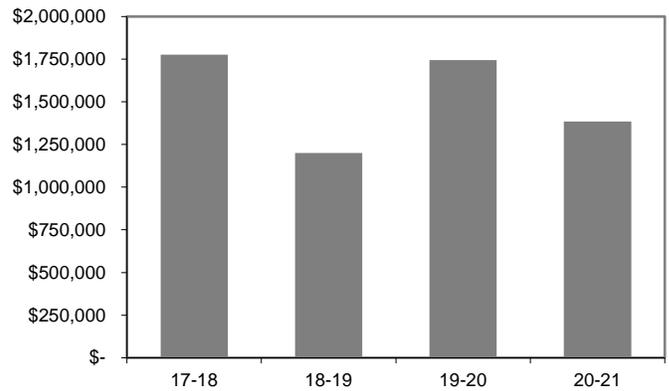
Functional Area: Public Housing

Budget Unit: **1000 Public Housing**

Personnel Summary

Fiscal Year	FTE
16-17	8.6
17-18	8.6
18-19	8.6
19-20 Request	8.6

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Six Public Housing Residents graduated from the Family Self-Sufficiency program with one participant 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. Michael Morrison, in affiliation with Weichert Realtors, held homeownership seminars and how to get debt free. Youth literacy programs were held in partnership with Wells Fargo Bank.
- National Night Out was a success with over 400 residents, police, fire, councilmen, city officials, sheriffs, partners and many more participating. Participation was extremely high as we hope to continue this important event.
- The Senior Connect Program provides programs, special events, and services for older adults, adults with disabilities, and veterans.
- Initiated an art class, Painting with Cheryl, for the youth and adults.
- The 2018 Resident Opportunities and Self-Sufficiency Grant provides life skills support and tools for teenagers to build on their individual strength and promote levels of self-sufficiency. The Grant cultivates a sense of worth through the flag football challenge, explaining college options, career options, and independent living.
- Established a non-profit to help build more affordable housing and to provide more services for our residents and provide an opportunity to seek more funding through grant opportunities.
- A Job Fair was hosted at the Neighborhood Networks Technology Center with over 9 agencies participating.
- 8 residents graduated from advanced computer classes in Excel, Word, and Power Point taught at the Technology Center.

FY 19-20 Budget Highlights

- 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.
- Install new shutters in Logan and Mary Chapman Homes.
- Build a new maintenance facility near the Technology Center.
- Continue to explore new funding through grant opportunities being made available, locally, statewide, 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 to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% of leased up units	Effectiveness	99%	98%	100%	100%	100%
		# of days to turnover unit for move-in	Effectiveness	30	15	27	15	15
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents in order to promote the ultimate goal of homeownership.	# of participants in the FSS Program	Effectiveness	76	80	74	80	30
Accounting	Provide accurate financial information, in a timely manner, to the City and the Department of Housing & Urban Development to comply with local/state/ federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected	Effectiveness	90%	95%	89%	98%	98%
Task Tracking	Continue Task Tracking/Management by objectives which incorporates appropriate elements of PHAS, SEMPA, MASS, & similar existing measures.	% of participants recertified under program	Effectiveness	100%	100%	100%	100%	100%
Staff Training	Encourage Staff to complete training/certification programs relevant to their areas of responsibility.	% of staff maintaining training/certification	Effectiveness	100%	100%	100%	100%	100%
Public Image	Continue to improve our public image through enhanced communication, coordination & accountability with outside agencies, among the staff & with our residents.	# of participants using Tech Center monthly	Workload	118	130	150	130	130

Budget by Category

Budget Unit#: 1000	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel	\$ 152,121	\$ 147,774	\$ 159,538	\$ 147,187	\$ 173,608	\$ 173,608	\$ 177,007
Operations	\$ 37,771	\$ 34,610	\$ 62,207	\$ 32,157	\$ 54,351	\$ 54,351	\$ 54,380
Operating Expense-Control	\$ 1,104,934	\$ 1,060,333	\$ 1,151,769	\$ 1,020,650	\$ 1,134,310	\$ 1,134,310	\$ 1,147,271
Depreciation	\$ 516,844	\$ 517,688	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ 25,611	\$ -	\$ 375,000	\$ 375,000	\$ -
Non-Operating Expense	\$ 29,889	\$ 16,452	\$ -	\$ -	\$ 7,387	\$ 7,387	\$ 7,029
Interest Expense	\$ 972	\$ 488	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,842,531	\$ 1,777,345	\$ 1,399,125	\$ 1,199,994	\$ 1,744,656	\$ 1,744,656	\$ 1,385,687
% budget change		-4%		-32%		25%	

* as amended

**as of August 6, 2019

Internal Services Fund

OVERVIEW: Internal Services serves as a support function, assisting all City departments in their daily operations. Internal Services is comprised of Utilities Collections, Data Services, Billing, Customer Care, Engineering, Purchasing, and Buildings & Grounds Maintenance.

BUDGET UNITS:

Utilities Collections: The Utilities Collections Department is responsible for the collection of all electric, water, sewer, and commercial solid waste payments made to the City. The Collection of utility deposits, reconnect fees, returned checks, and other miscellaneous revenues are also transacted in this department. Additional information regarding Utilities Collections may be obtained by contacting Rita Ellison, Revenue Manager, at (704) 920-5265 or via email at ellisonr@concordnc.gov.

Data Services: Data Services is responsible for the network design, engineering, procurement, installation, and servicing of the computer infrastructure, hardware, and software for the City. The City contracts Data Services with Technologies Edge, Inc. Additional information regarding Data Services may be obtained by contacting Charlie Bridges, at (704) 920-5290 or via email at bridgesc@concordnc.gov.

Billing: Billing is responsible for all meter reading services, which includes electric, water, and wastewater. The Department processes the readings and the billing of more than 44,000 customers. Additional information regarding Billing may be obtained by contacting Rita Ellison, Revenue Manager, at (704) 920-5265 or via email at ellisonr@concordnc.gov.

Customer Care: Customer Care is responsible for creating new customer utility accounts and answering customer inquiries regarding their utility accounts. Additional information regarding Customer Service may be obtained by contacting Tammy Linn, Customer Service Manager, at (704) 920-5240 or via email at linnt@concordnc.gov.

Engineering: The Engineering Department provides engineering, technical, and contract management assistance to all City departments. Department's responsibility to schedule, design, prepare specifications, acquire permits, secure rights-of-way, advertise, bid, and manage all capital improvement projects as directed and approved by the City Council and the City Manager. Other engineering responsibilities include plan review, obtaining and holding application permits and encroachment agreements, and observing the construction of new public infrastructure to ensure compliance with local, state, and federal regulations. Additional information regarding Engineering may be obtained by contacting Sue Hyde, Engineering Director, at (704) 920-5425 or via email at hydes@concordnc.gov.

Purchasing: Purchasing is responsible for the procurement and storage of goods and equipment for all City departments. Additional information regarding Purchasing may be obtained by contacting Ryan LeClear, Purchasing Manager, at (704) 920-5441 or via email at leclearr@concordnc.gov.

Building & Grounds Maintenance: Buildings & Grounds Maintenance supports the maintenance operations of City departments. Primary responsibilities include ground maintenance, building maintenance, HVAC/Electrical, custodial, vacant lot mowing, street rights-of-way mowing, and Public Housing grounds maintenance. Additional information regarding Buildings & Grounds Maintenance may be obtained by contacting Susan Sessler, Building and Grounds Director, at (704) 920-5380 or via email at sesslers@concordnc.gov.

Utilities Collections

Mission Statement

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.

Major Services Provided

- Utility Payment Processing

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Finance

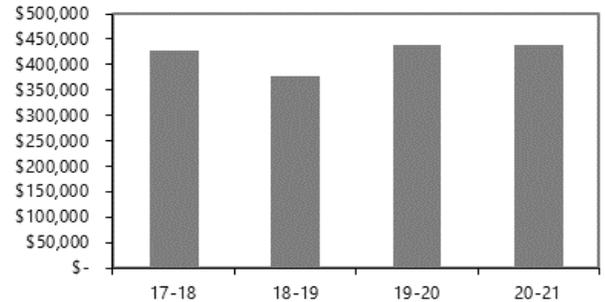
Budget Unit: **4200 Utilities Collection**

Personnel Summary

Fiscal Year	FTE
16-17	3.5
17-18	5
18-19	5
19-20 Request	5

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- Refined process of sending delinquent accounts to Collection Agency where accounts are reviewed prior to sending to transfer balances to active accounts if applicable; thereby reducing the number of accounts sent for Collections.
- Allowed Career Development training for all coworkers.
- Collected \$37,956.39 in delinquent utility revenue via Debt Set Off and the Collection Agency as of December 31, 2018.
- Implemented process to automatically refund security deposits when good credit standards are met.
- Updated Budget Billing program to require Automatic Bank Draft for monthly budget payments and to facilitate faster refund processing at year end settlement.

FY 19-20 Budget Highlights

- Continue to promote online payment portal for utility customers.
- Continue to research and clean up our CIS database.
- Investigate Remote Bank Deposit requirements and costs.

Steps/Programs to Enhance Performance

- Coworkers continue to research and correct their own errors in an effort to identify problem areas.
- Coworkers will attend training classes and teambuilding events as funding allows.
- Coworkers are cross-trained on all functions so that tasks can be rotated periodically.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Utility Payment Processing	To provide timely processing of utility payments in order to optimize cash flow position.	% of days cashiers not out of balance more than \$1	Effectiveness	89%	98%	98%	98%	98%
	To provide accurate posting of utility payments in order to maintain customer satisfaction and reduce corrections.	# of monthly adjustments for incorrect postings	Effectiveness	7	5	5.6	5	5

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit#: 4200	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 222,936	\$ 275,732	\$ 265,991	\$ 252,855	\$ 292,489	\$ 292,489	\$ 272,683
Operations	\$ 93,550	\$ 120,268	\$ 109,216	\$ 105,226	\$ 117,464	\$ 117,464	\$ 111,352
Depreciation	\$ 1,542	\$ 1,239	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 27,593	\$ 27,601	\$ 27,677	\$ 27,677	\$ 27,605	\$ 27,605	\$ 27,682
Non-Operating Exp	\$ 6,311	\$ 3,296	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (351,932)	\$ (428,136)	\$ (402,884)	\$ (378,293)	\$ (437,558)	\$ (437,558)	\$ (437,558)
Total Expenses	\$ -	\$ -	\$ -	\$ 7,465	\$ -	\$ -	\$ (25,841)
% budget change		22%		-12%			9%
* as amended	**as of August 6, 2019						

Data Services

Mission Statement

The Data Services Department exists to provide technology solutions and support to all City departments and employees in a timely and cost effective manner with the desire to provide access to appropriate information and data required for conducting public business and communicating with citizens.

Major Services Provided

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

Organizational Chart Locator

Fund: 800 Internal Services Fund

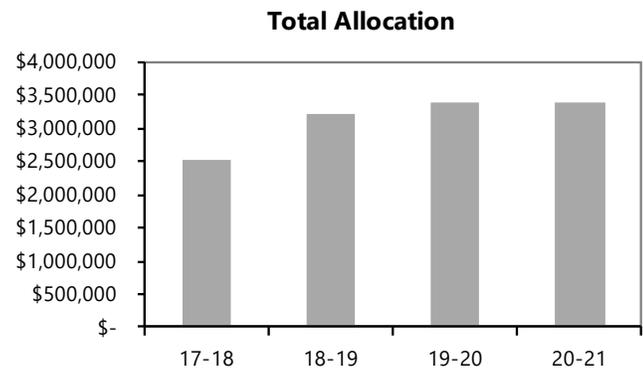
Functional Area: Internal Services

Budget Unit: **4210 Data Services**

Personnel Summary

Fiscal Year	FTE
16-17	1
17-18	1
18-19	1
19-20 Request	1

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued working with Billing, Electric, and Water on the AMI Project.
- Implemented web-based Utility System Online Application process.
- Installed Utility Billing System Disaster Recovery Server.
- Installed new Firewall with IPS/IDS.
- Installed Wifi Network for Fire, Parks & Rec, Airport, and Transit Departments.
- Broadened Tablet-based solutions in the field.
- Expanded report-writing/data retrieval capabilities.
- Replaced GIS3 Server and Intranet Server.
- Completed GIS Strategic Review.
- Created additional Web-based Intranet and Internet forms using Seamless Docs.
- Provided Fiber Infrastructure support.
- Upgraded Police Dept. in-car Laptops (Phase 2).
- Replaced and upgraded Finance Plus Servers.
- Upgraded Security Patching system.
- Began Utility Billing Multispeak upgrade Phase 1.

FY 19-20 Budget Highlights

- Expand Virtual Server Farm.
- Complete Windows 10 Rollout.
- Continue working with Billing, Electric, and Water on the AMI Project.
- Upgrade Network Equipment (Redundancy Project).
- Provide Fiber Infrastructure Support.
- Expand Departmental Firewalls.
- Complete Northstar/Nexgrid Multispeak upgrade Phase 1.
- Replace and upgrade Cityworks Servers.
- Upgrade Websense Servers.
- Begin GIS Redundancy Project (GIS3 Server).
- Continue to broaden Tablet-based solutions in the field.
- Expand report writing/data retrieval capabilities.
- Upgrade Police Dept. in-car Laptops (Phase III).

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Network Infrastructure Support	To provide maximum system uptime for internal and external users during normal operating hours in order to ensure access to City information and data.	% of Server and Network Availability	Effectiveness	99%	99%	99%	99%	99%
Computer Hardware and Software	To provide the highest level of computer services to City computer users in order to minimize downtime and disruptions and maximize employee productivity.	% of Customers rating response times to service requests as "Excellent" or "Good"	Effectiveness	81%	85%	80%	85%	90%
Customer Service	N/A	% of customers rating overall Technology Services as "Excellent" or "Good"	Effectiveness	87%	90%	84%	90%	90%

Budget by Category

Budget Unit#: 4210	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 94,974	\$ 99,921	\$ 104,141	\$ 106,758	\$ 106,784	\$ 106,784	\$ 110,141
Operations	\$ 1,873,864	\$ 2,133,830	\$ 2,449,689	\$ 2,395,435	\$ 2,783,029	\$ 2,783,029	\$ 2,608,752
Capital Outlay	\$ -	\$ -	\$ 517,004	\$ 245,618	\$ 378,000	\$ 378,000	\$ -
Depreciation	\$ 149,878	\$ 155,648	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 128,247	\$ 130,339	\$ 130,698	\$ 130,698	\$ 130,358	\$ 130,358	\$ 130,719
Cost Allocation	\$ (2,246,963)	\$ (2,519,738)	\$ (3,201,532)	\$ (2,544,494)	\$ (3,398,171)	\$ (3,398,171)	\$ (3,398,171)
Total Expenses	\$ -	\$ -	\$ -	\$ 334,015	\$ -	\$ -	\$ (548,559)
% budget change		12%		1%		6%	
* as amended	**as of August 6, 2019						

Billing

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Finance

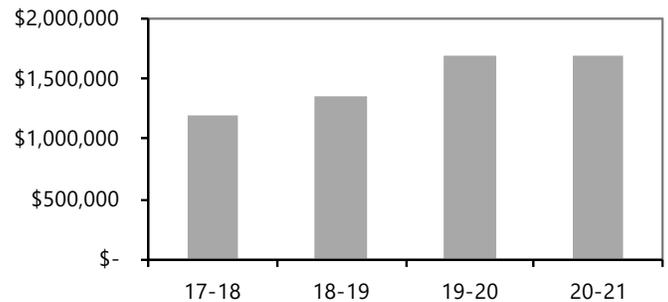
Budget Unit: **4215 Billing**

Personnel Summary

Fiscal Year	FTE
16-17	10
17-18	11.25
18-19	14.25
19-20 Request	16.25

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- Billing staff continues to work with the Electric and Water Departments to identify, troubleshoot, and reach solutions with our Smart Metering System. EcoOne system parameters were changed to expand the reading time period that we receive in an effort to obtain a larger number of reads. We also work closely with the Data Services department to develop strategies to ensure monthly reads are imported and recorded in a timely manner for billing purposes.
- The final bill process has been updated from cyclic to a daily basis.
- The Billing department gained three Meter Technicians from Customer Care. We have started implementation of cross-training Meter Technicians to better utilize resources within the department.
- Hired two additional Meter Technicians.

FY 19-20 Budget Highlights

- Continue to work with utility groups installing Smart Meter systems.
- Realign the duties and responsibilities of the Billing department once the Smart Metering system is fully implemented.
- Review additional options such as billing frequency, changing due date options, and other features of the Smart Metering system once the technology is fully implemented.

Steps/Programs to Enhance Performance

- The process to exchange meters with both the Water and Electric Departments is still in progress. This is currently a combined manual and automated process. We are working to drive this toward a solely automated process.
- 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 extend operating hours when needed to ensure the billing statements are delivered as quickly as possible. It is anticipated all bill delays will no longer exist once software communications have improved.
- Continue to place an emphasis on the products offered by the City such as e-Billing, Pre-Authorized Payments, and the Budget Billing Programs.
- Transition to daily billing once we have completed the full AMI implementation.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Meter Reading	To provide timely and accurate meter readings to all utility customers in order to ensure accurate billing with minimal re-reads, no reads, or errors.	Average number of meter re-reads per month	Effectiveness	N/A	300	19,285	800	800
Billing	To provide on-time and accurate billing statements to our utility customers to encourage on-time remittance of payments.	% of utility bills mailed within 24 hours of due date	Effectiveness	N/A	95%	31%	95%	100%

Budget by Category

Budget Unit#: 4215	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 610,645	\$ 699,428	\$ 942,924	\$ 976,684	\$ 1,049,512	\$ 1,049,512	\$ 1,068,812
Operations	\$ 365,576	\$ 334,005	\$ 491,921	\$ 474,748	\$ 417,438	\$ 417,438	\$ 386,694
Capital Outlay	\$ -	\$ -	\$ 76,000	\$ 23,522	\$ 102,000	\$ 102,000	\$ -
Depreciation	\$ 29,936	\$ 18,458	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 125,706	\$ 125,739	\$ 126,085	\$ 126,085	\$ 125,757	\$ 125,757	\$ 126,105
Non-Operating Exp	\$ 19,828	\$ 8,696	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,151,691)	\$ (1,186,326)	\$ (1,636,930)	\$ (1,343,770)	\$ (1,694,707)	\$ (1,694,707)	\$ (1,694,707)
Total Expenses	\$ -	\$ -	\$ -	\$ 257,269	\$ -	\$ -	\$ (113,096)
% budget change		3%		13%		4%	
* as amended	**as of August 6, 2019						

Customer Care

Mission Statement

Customer Care exists to provide quality service to City Departments and Utility Customers. By providing timely and accurate information on existing and new accounts, we will continue to establish quality work, good communication, and trusting relationships.

Major Services Provided

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

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Finance

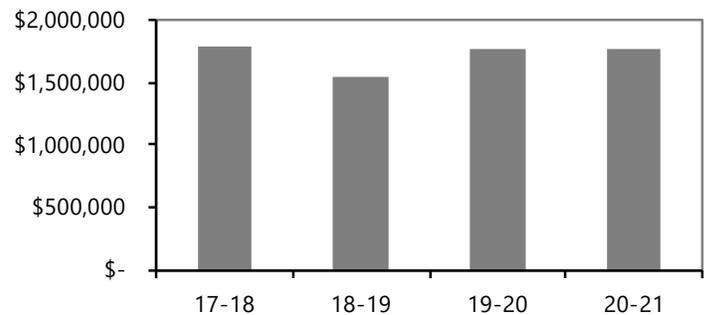
Budget Unit: **4220 Customer Care**

Personnel Summary

Fiscal Year	FTE
16-17	26
17-18	27
18-19	25
19-20 Request	25

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- 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 Representatives on their calls for the Call Monitoring program to coincide with Performance Evaluation Measures.
- Relocate existing Meter Technicians positions to the Billing Department, leaving a Senior Meter Technician in Customer Care to dispatch, investigate, and assist with technical daily functions in the office as well as in the field.

FY 19-20 Budget Highlights

- Work with phone system software company to create an automatic process for weekly performance reports emailed to Supervisors for each staff member, establishing a more efficient process and consistently monitoring overall performance.
- Realign existing duties of Walk-in and Call Center staff member under the new Senior Meter Technician position, including but not limited to: radio and phone communication with Billing techs, meter tampering charges and reports, adding water meters to accounts, and running weekly disconnect reports.
- Utilize an existing chat feature offered with the phone ACD Prairiefyre system in order to correspond with staff members in a more timely manner for call monitoring purposes as well as improving daily call stats.
- Explore the feasibility of implementing a customer chat option/feature.

Steps/Programs to Enhance Performance

- Continue to incorporate Customer Service training, including additional training for new AMI meters.
- Run weekly reports on call taking personnel to provide individual call stats to monitor and improve 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.
- Refine the Customer Service Policy, On-line Application process, and Payment Agreement Policy to align with growth and changes.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Timeliness	To provide the timely processing of requests for service, answer customer questions, and set up new service for customers in order to maintain the high level of service.	Average # of customers seen per day by each Customer Service Representative	Workload	12	12	11	10	>17
Customer Service	To provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.	% of total calls abandoned	Effectiveness	17%	15%	8%	15%	15%
		% of total calls answered	Effectiveness	83%	85%	92%	85%	85%
		Average # of re-queued calls	Effectiveness	36	50	36	50	>50
Illegal Meter Usage	N/A	% of Meter Tampering Charges Recovered	Effectiveness	65%	35%	65%	68%	25%

Budget by Category

Budget Unit#: 4220	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 1,409,558	\$ 1,389,849	\$ 1,278,686	\$ 1,242,042	\$ 1,408,867	\$ 1,408,867	\$ 1,425,273
Operations	\$ 114,751	\$ 154,348	\$ 150,783	\$ 103,694	\$ 165,310	\$ 165,310	\$ 166,710
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 17,466	\$ 15,331	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 201,347	\$ 199,342	\$ 199,890	\$ 199,890	\$ 199,370	\$ 199,370	\$ 199,923
Non Operating Exp	\$ 20,121	\$ 22,386	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,763,243)	\$ (1,781,257)	\$ (1,629,359)	\$ (1,551,035)	\$ (1,773,547)	\$ (1,773,547)	\$ (1,773,547)
Total Expenses	\$ -	\$ (1)	\$ -	\$ (5,409)	\$ -	\$ -	\$ 18,359
% budget change		1%		-13%		9%	

* as amended

**as of August 6, 2019

Engineering

Mission Statement

The Engineering Department provides quality, innovative, and cost-effective consulting engineering services in a timely manner to the various departments of the City of Concord for the preservation and continuous enhancement of the safety, health, and quality of life of our citizens, businesses, and guests.

Major Services Provided

- Design
- Construction Inspection
- Surveying

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Internal Services

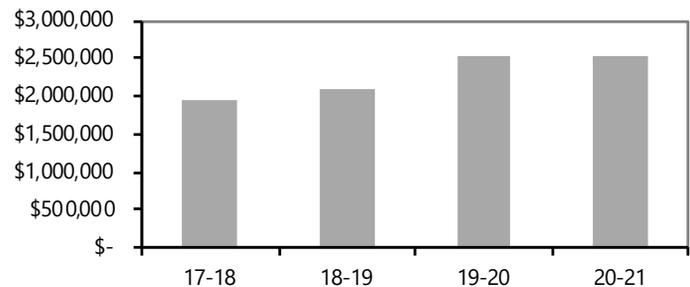
Budget Unit: **4230 Engineering**

Personnel Summary

Fiscal Year	FTE
16-17	23
17-18	25
18-19	26
19-20 Request	26

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- Designed and/or monitored the construction of 50,111 feet of wastewater collection system extension for an estimated value of \$6.2M.
- Designed and/or monitored the construction of 57,123 feet of water distribution system extension for an estimated value of \$5.1M.
- Monitored the construction of 2.9 miles of new roads, for an estimated value of \$10.0M.
- Completed the design of the Havencrest Culvert and will construct this year.
- Completed construction of the Accent Sewer.
- Completed the design of Chadbourne and Chelwood culverts.
- Completed design and construction of the Logan Gym remodeling.
- Completed design and monitoring of the construction of the Daniel Pharr building.
- Completed design and monitoring construction of the Woodsdale, Mona, and Glenn Ray-Pecan waterlines.
- Completed design and construction of the Grandview culvert replacement.

FY 19-20 Budget Highlights

- Continue with the administration and inspection of the construction of the \$3.3M Traffic Management Center Building.
- Bid out and monitor construction of the Hector H. Henry III Greenway, Riverwalk Phase.
- Bid out, monitor construction, and inspect the Highway 49 30" waterline upsizing.
- Complete construction administration and inspection of the Pitts School Rd. 24" waterline upsizing.
- Reclassify Senior Administrative Assistant position to a Senior Engineering Technician.

Steps/Programs to Enhance Performance

- Continue making improvements to the template of Civil 3D so the Design and Survey branch of the department can use the software more efficiently.
- Continue using the time tracking software to monitor effective use of staff time.
- Construction inspectors continue using portable computer tablets to file reports and update as-built drawings to improve accuracy and reduce cost.
- Complete development of the software to track project bonds that can be accessed online by City staff.
- Complete development of software to manage construction projects online so City staff can monitor progress.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Design	To provide design services to City Departments and technical plan review services to developers in order to ensure that development and infrastructure meet City standards, adhere to good engineering practices, and are consistent with the goals of the City.	Average # of days to turnaround review of engineering drawings	Effectiveness	2	5	4	5	5.5
		% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
Construction Inspection	To provide the best possible construction inspection service to City administration and City departments so projects can be executed according to City standards, in a timely manner, within budget, and technically correct.	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
Surveying	To provide accurate and timely surveying information to all City departments in order to produce sound designs, comply with local, state, and federal laws, and optimize the use of City resources.	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
		% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit#: 4230	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,505,268	\$ 1,721,490	\$ 2,020,607	\$ 1,995,876	\$ 2,196,817	\$ 2,196,817	\$ 2,250,750
Operations	\$ 149,144	\$ 153,686	\$ 246,553	\$ 155,550	\$ 292,153	\$ 292,153	\$ 225,362
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 56,423	\$ 56,423	\$ 68,000
Depreciation	\$ 23,399	\$ 42,085	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 40,031	\$ 29,317	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,717,842)	\$ (1,946,578)	\$ (2,267,160)	\$ (2,110,314)	\$ (2,545,393)	\$ (2,545,393)	\$ (2,545,393)
Total Expenses	\$ -	\$ -	\$ -	\$ 41,112	\$ -	\$ -	\$ (1,281)
% budget change		13%		8%		12%	

* as amended

**as of August 6, 2019

Purchasing

Mission Statement

The Purchasing Department exists to provide timely and accurate procurement and sound warehouse management for City departments with the desire to ensure that the goods and services required to deliver public services are available when needed and that the best possible prices for these goods and services are obtained.

Major Services Provided

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

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Finance

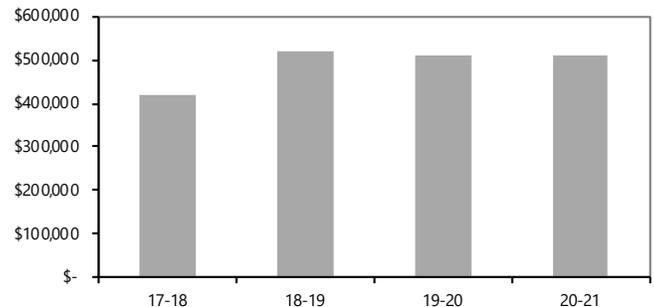
Budget Unit: **4250 Purchasing**

Personnel Summary

Fiscal Year	FTE
16-17	7
17-18	7
18-19	7
19-20 Request	7

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- Installed a new server for warehouse inventory system due to the age of the existing machine.
- Obtained new handheld barcode scanners for warehouse employees to replace the currently old and outdated units.
- Implemented 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.

FY 19-20 Budget Highlights

- Requesting necessary equipment to maintain supply of ice for crew use.
- Requesting funds to continuously improve warehouse software functionality.
- Requesting funds to offer and promote training and professional development opportunities.
- No major expenditures to continue operations at an efficient level.

Steps/Programs to Enhance Performance

- Continue to identify surplus property and stagnant inventory.
- Continue to monitor purchase orders processing and turnaround time.
- Monitor the uniform and copier service contracts for improving internal customer service.
- Assist the various departments of the City in complying with Purchasing Policy and N.C. General Statutes.
- Identify non-moving or outdated inventory and receive approval to sell.
- Use of Docuware software to better monitor inventory received and accuracy of vendor invoicing.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Procurement	To provide timely processing of purchase orders and formal bids for departments in order to expedite procurement of needed supplies.	Average # of hours required to process a purchase order	Effectiveness	8	8	8	8	8
Warehouse Management	To reduce the total wait time to fill an inventory order for the various City departments in order to expedite receipt of requested inventory.	Order fill time in minutes for inventory items requested by departments.	Effectiveness	7	7	7	7	<8
Warehouse Management	To accurately account for the physical inventory stored in the warehouse and yard areas in order to adhere to all accounting standards and requirements.	% variance of actual inventory dollars versus reported accounting system value	Effectiveness	.10%	.10%	.10%	.10%	0.25%
		% of departments rating Purchasing services as "excellent" or "good"	Effectiveness	100%	100%	99%	100%	100%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit#: 4250	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 408,242	\$ 353,915	\$ 404,615	\$ 408,036	\$ 433,462	\$ 433,462	\$ 450,182
Operations	\$ 64,897	\$ 50,571	\$ 95,825	\$ 73,389	\$ 78,606	\$ 78,606	\$ 73,606
Capital Outlay	\$ -	\$ -	\$ 19,406	\$ 18,802	\$ -	\$ -	\$ -
Depreciation	\$ 15,776	\$ 9,366	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 13,678	\$ 5,997	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (502,592)	\$ (419,849)	\$ (519,846)	\$ (451,952)	\$ (512,068)	\$ (512,068)	\$ (512,068)
Total Expenses		\$ -	\$ -	\$ 48,275	\$ -	\$ -	\$ 11,720
% budget change		-16%		8%		-1%	

* as amended

**as of August 6, 2019

Building & Grounds

Mission Statement

The Building and Grounds Department is dedicated to maintaining City owned buildings, parks, and greenways to the highest standards with the goal of delivering the best possible facilities for use by the Public and City employees.

Major Services Provided

- Building Maintenance
- Grounds Maintenance

Organizational Chart Locator

Fund: 800 Internal Services Fund

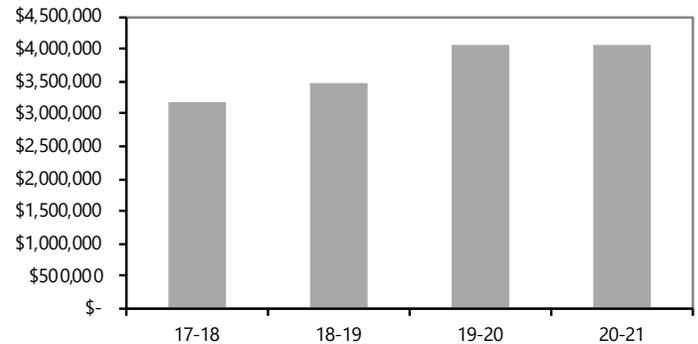
Functional Area: Internal Services

Budget Unit: **4270 Building & Grounds**

Personnel Summary

Fiscal Year	FTE
16-17	42.3
17-18	44.6
18-19	47.5
19-20 Request	49.5

Budget Expenditure Trend Total Allocation



FY 18-19 Major Accomplishments

- Began replanting trees that died or required removal across City. This will become scheduled, annual work of the Grounds Division.
- Continued to improve landscaped areas across the City using drought tolerant, low maintenance plant material.
- Continued developing a tree inventory and improving the health of City's tree canopy.
- Requested 1 additional full-time building maintenance technician. Work orders are consistently backlogged due to number of work orders.
- Requested 2 additional grounds maintenance workers due to expansion of greenways and increased median maintenance.
- Installed DOT landscape improvements in winter 2018/2019 for I-85 and Hwy 49, Hwy 73, Poplar Tent Road, and Kannapolis Parkway.
- Deputy Director position was filled in the first quarter of 2019.

FY 19-20 Budget Highlights

- Clearwater maintenance becomes departmental responsibility.
- New custodial position requested in response to current workload, the addition of TMC, and requested expansion into unused space in Police Headquarters.
- Requesting a new grounds maintenance worker due to current workload, arboricultural maintenance support, and expansion of the Hector H. Henry III, Riverwalk Phase and the Coddle Creek Phase I greenway expansions.
- Develop a five-year plan for the arboricultural division.

Steps/Programs to Enhance Performance

- Continue collaborating with Parks & Recreation concerning ongoing issues and projects.
- Continue monthly internal department staff meetings.
- Review safety procedures at monthly staff meetings.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Buildings Maintenance	To provide timely response to and completion of routine and emergency maintenance calls in order to ensure safe and productive working environments.	% of HVAC requests completed within 24 hours	Effectiveness	91%	96%	94%	96%	96%
		% of electrical maintenance requests completed within two days	Effectiveness	85%	98%	85%	90%	98%
		% of routine building maintenance requests completed within two days	Effectiveness	94%	96%	92%	98%	99%
Buildings Maintenance	To provide quality custodial services to City employees/customers in order to provide a clean and safe working environment.	% of health & safety requests responded to and completed within 4 hours	Effectiveness	86%	100%	90%	100%	100%
		% of City employees rating satisfaction with custodial services as "very good" or "good" (measured annually at year-end)	Effectiveness	100%	100%	94%	100%	99%
Grounds Maintenance	To provide professional turf care and timely mowing service to the various departments and citizens in order to meet aesthetic and performance expectations of recreational turf areas.	% of landscaped medians & assigned facilities maintained/mowed on-time according to schedule	Effectiveness	75%	85%	90%	90%	90%
Grounds Maintenance	To provide the highest level of public park facility maintenance in order to meet and/or exceed expectations of visitors.	% of park/facility mowing schedules completed on-time	Effectiveness	82%	95%	92%	95%	95%
		% of graffiti/vandalism responded to within 24 hours	Efficiency	100%	100%	100%	100%	100%
Urban Forest		# of trees added to inventory database	Workload	49	200	140	200	500
		# of trees planted	Workload	64	30	57	30	25
		# of hazard trees removed or abated	Workload	50	<25	9	<25	<25
		% of removed trees replaced	Effectiveness	124%	100%	633%	200%	100%
		# of trees receiving maintenance	Workload	25	100	30	100	100

Budget by Category

Budget Unit#: 4270	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 2,299,623	\$ 2,312,578	\$ 2,592,054	\$ 2,475,275	\$ 2,885,096	\$ 2,885,096	\$ 3,009,992
Operations	\$ 653,442	\$ 680,801	\$ 894,954	\$ 674,271	\$ 940,253	\$ 940,253	\$ 941,955
Capital Outlay	\$ -	\$ -	\$ 352,625	\$ 282,584	\$ 234,034	\$ 234,034	\$ 236,605
Depreciation	\$ 80,791	\$ 101,415	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 70,842	\$ 28,605	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 58,900	\$ 58,780	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (3,163,598)	\$ (3,182,179)	\$ (3,839,633)	\$ (3,479,778)	\$ (4,059,383)	\$ (4,059,383)	\$ (4,059,383)
Total Expenses	\$ -	\$ -	\$ -	\$ (47,648)	\$ -	\$ -	\$ 129,169
<i>% budget change</i>		1%		9%		6%	
* as amended	**as of August 6, 2019						

Debt Service

BACKGROUND

In North Carolina, the Local Government Commission in the State Treasurer’s Office oversees local government bonded debt and assists cities and counties in all areas of fiscal management. This agency conducts bond sales and ensures that local units have sufficient fiscal capacity to repay debt. The City is subject to the Local Government Bond Act of North Carolina, which limits the amount of net bonded debt the City may have outstanding to 8% of the appraised value of property subject to taxation.

Like most municipalities, the City of Concord uses debt as a means to finance long-term capital projects and it is our policy that the financing period shall not exceed the useful life of the project. General obligation bonds are collateralized by the full faith, credit, and taxing power of the City. The revenues generated by the debt-financed asset or by the operating system of which that asset is a part are used to secure Revenue Bonds. Installment purchase contracts and Certificates of Participation (COPS) are secured by a security interest in the asset. Principal and interest requirements are provided by appropriation in the year in which they are due.

DEBT SUMMARY

The City of Concord holds GO Bond ratings of Aa1 from Moody’s Investor Service, AAA from Fitch IBCA, and AAA from Standard & 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 **57%** 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 **43%** of debt service payments for FY20. Funds received from this method of financing were originally borrowed for city hall construction, transportation projects, parks and recreations projects, fire facilities, a downtown parking facility, aviation projects, and a municipal golf course.

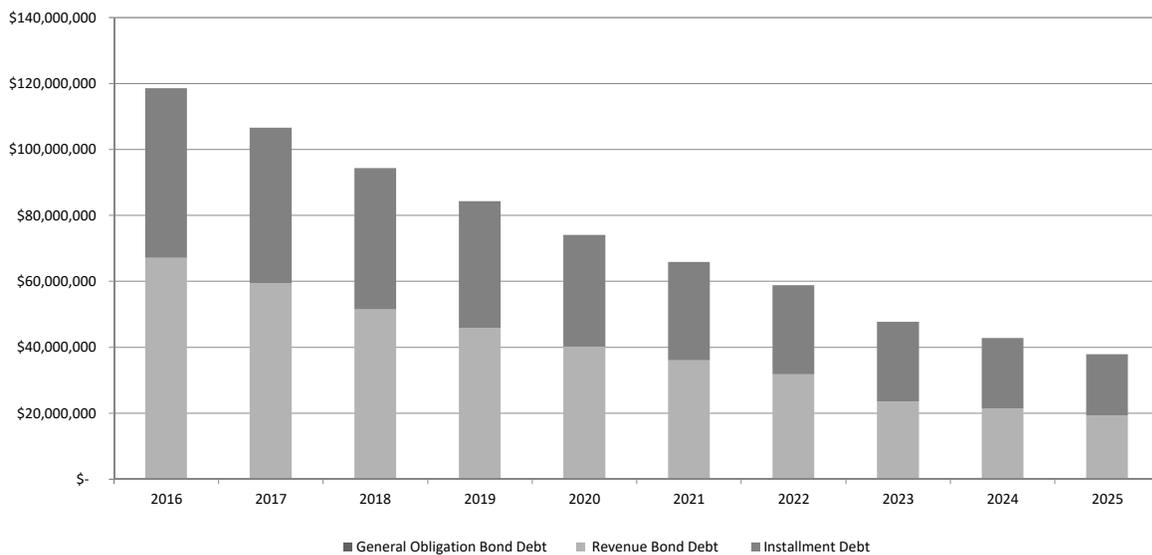
Computation of Legal Debt Margin (June 30, 2019)

Total Assessed Value	\$	11,519,591,919
Debt Limit: 8% of total assessed value (Mandated by N.C.G.S. 159-55 (c))	\$	921,567,354
Gross Debt:		
Outstanding G.O. Bonds	\$	-
Notes Payable/Installment Notes	\$	38,408,683
	\$	38,408,683
Amount of bonded debt incurred:		
For Electric, Water and/or Wastewater Purposes	\$	45,885,000
Legal Debt Margin:	\$	837,273,671
Debt Percentage of Assessed Value:		0.73%

Outstanding Bonded Debt - Fiscal Year 2019-20

Issue Year	Series	Amount Issued	Principal as of 7/1/2019	Amount Retiring in FY 20	Interest Expense in FY 20	Outstanding 6/30/20
Revenue Bonds						
2016	Utilities Bonds Refunding, Series 2016	23,146,037	19,085,000	745,000	879,100	18,340,000
2012	Utilities Bonds Refunding, Series 2012	17,635,000	11,850,000	980,000	443,206	10,870,000
2009	Utilities Systems Refunding, Series 2009B	40,925,000	14,950,000	4,025,000	600,044	10,925,000
2009	Utilities Systems Refunding Series 2009	23,935,000	0	0	0	0
2008	Utilities System, Series 2008	27,365,000	0	0	0	0
Total Revenue Bond Debt		133,006,037	45,885,000	5,750,000	1,922,350	40,135,000
Limited Obligation Bonds & Certificates of Participation						
2014	LOB Series 2014	34,130,000	25,340,000	2,305,000	1,053,174	23,035,000
2010	LOB Series 2010	9,235,000	1,700,000	855,000	68,000	845,000
Sub-Total LOBS & COPS		\$ 43,365,000	\$ 27,040,000	\$ 3,160,000	\$ 1,121,174	\$ 23,880,000
Capital Lease Debt						
2015	Installment Note/Purchase (BNC, Airport)	5,759,000	4,682,000	377,000	113,304	4,305,000
2017	Installment Note/Purchase (Fire, Airport)	6,533,517	5,467,933	700,604	107,946	4,767,329
2005	Installment Note/Purchase (BOA)	4,500,000	1,218,750	225,000	55,893	993,750
Sub-Total Capital Lease Debt		\$ 16,792,517	\$ 11,368,683	\$ 1,302,604	\$ 277,143	\$ 10,066,079
Total Loans & Installment Notes/Purchases		\$ 60,157,517	\$ 38,408,683	\$ 4,462,604	\$ 1,398,317	\$ 33,946,079
ALL DEBT		\$ 193,163,554	\$ 84,293,683	\$ 10,212,604	\$ 3,320,667	\$ 74,081,079
Total Principal Plus Interest to be Serviced in FY 2019-20						\$ 13,533,271

Total City Debt Principal by Financing Method

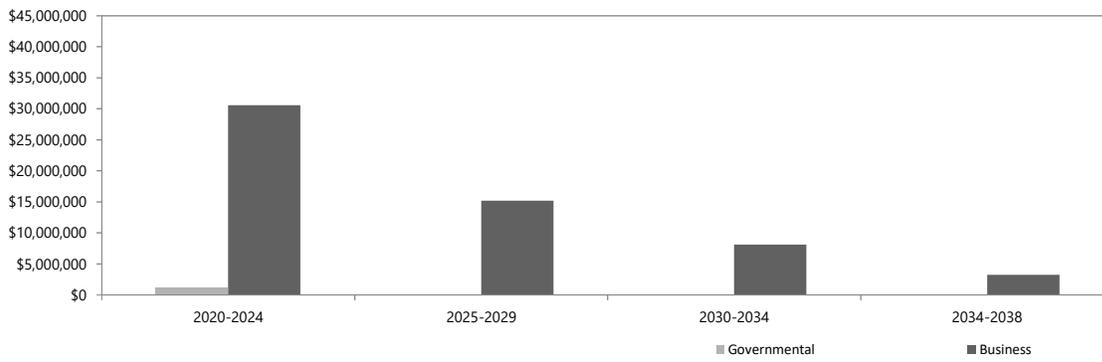


Schedule of Total Debt Requirements by Type

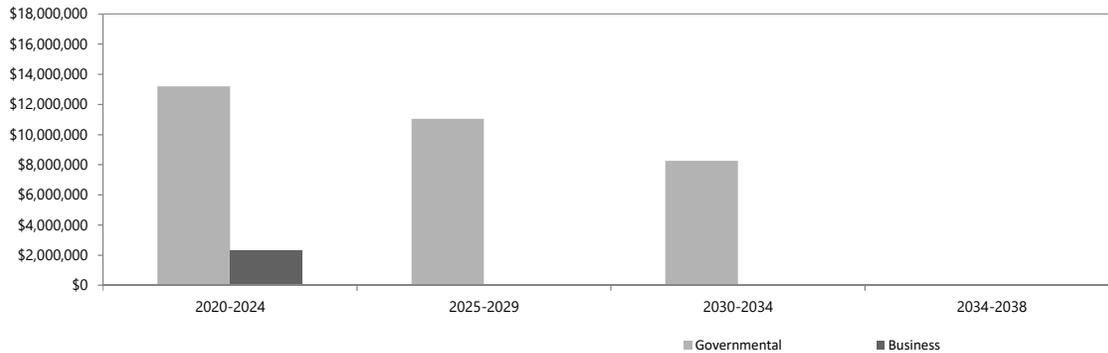
*Please note, in the tables that follow, Governmental types are those payable by General Fund and Business types are those payable by Enterprise Funds.
The City retired all remaining General Obligation Bond debt in fiscal year 2011, so no General Obligation debt is listed in the charts below.*

	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			
2020-2024	994,175	103,855	23,400,825	7,197,210	8,806,000	4,386,810	2,184,000	94,201	1,565,357	5,930,320	54,662,753
2025-2029	0	0	11,735,000	3,459,397	8,615,000	2,425,555	0	0	917,327	3,826,526	30,978,805
2030-2034	0	0	6,625,000	1,525,125	7,435,000	818,507	0	0	0	489,568	16,893,200
2034-2038	0	0	3,130,000	130,425	0	0	0	0	0	0	3,260,425
Total	994,175	103,855	44,890,825	12,312,157	24,856,000	7,630,872	2,184,000	94,201	2,482,684	10,246,414	105,795,183

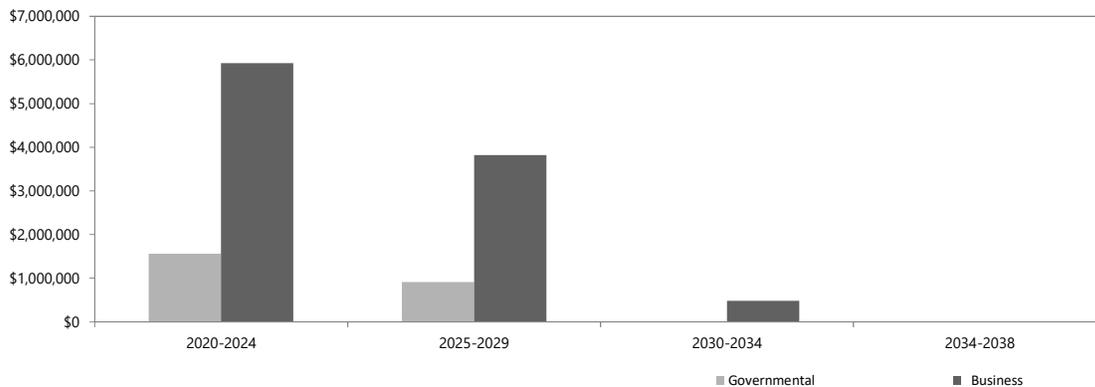
Revenue Bond Debt Principal



Limited Obligation Bonds & Certificates of Participation



Other Lease Purchase & Installment Contracts



FY 2020-24 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 Budget Department at (704) 920-5261 (704) 920-5263, or (704) 920-6263 or visit the City's website:

www.concordnc.gov/Departments/Finance/Budget/Capital-Improvement-Plan

Operating Impacts Related to First-Year Projects

All expenses for capital improvement projects are budgeted in capital project budget units and all revenues for capital improvement projects are budgeted in capital project funds. Though the direct expenses related to the project are budgeted in these capital project funds, the projects can have indirect impacts on the operating budgets. Not all projects have operating budget impacts; however, many can result in impacts on revenues and expenses for years to come.

Below are highlights of these impacts; however, not all projects with operating impacts have been listed. Capital equipment and vehicle purchases are directly budgeted in individual operating budgets and are no longer included in the CIP.

Transfers from Operating Budgets

The majority of the funding for FY 19-20 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:	\$ 650,300
Stormwater Fund:	\$ 941,200
Electric Fund:	\$ 9,515,267
Water Fund:	\$ 1,246,882
Wastewater Fund:	\$ 13,077
Aviation Fund:	\$ 14,472
Transit Fund:	\$ 2,548

Additional Operating Impacts for First Year CIPs

Fire:

Fire Stations #13: Design work will begin for station #13. Upon completion of construction in 2024, the City is anticipating the addition of personnel costs to staff the station, as well as utility and maintenance costs, to be determined after designs are completed. Full-time fire fighters are estimated to cost \$51,000 with cost increasing as employee rank increases. Staffing one fire engine requires a minimum of 1 Officer/acting officer, 1 driver/operator, and 1 firefighter.

Parks & Recreation:

HVAC in Gymnasiums: Once installed, the HVAC units are expected to increase utility and maintenance costs of the department. Utility costs for the first year of using the new HVAC units are estimated at \$14,500.

Building & Grounds:

Develop Coddle Creek Greenway – Phase 1 & 2: In the first year of this project, \$40,000 was allocated for a maintenance truck and equipment for the greenway. By FY 21, construction of over 2 miles of greenways for phase 1 will be complete followed by another 3 miles in phase 2 by FY 23. The City anticipates these expansions will carry with them increased personnel, maintenance, and utility costs. Currently, adding one additional staff person is estimated to cost \$47,000 the first year.

Develop McEachern Greenway, including Hospital Phase and Parking Lot: Greenway construction is not expected to be complete until FY 24. However, parking lots, restroom facilities, and some of the greenway will be completed in FY 21. This is expected to carry along the need for additional Buildings and Grounds Staff and associated vehicles/equipment that will maintain these facilities, which are estimated at \$155,320. Not included in this figure are utility costs that will be associated with maintaining public restroom facilities.

Water:

US Highway 29 Water Tank: Incorporating a new water tank into the City's water infrastructure is expected to increase departmental maintenance costs in the future. Those costs will be determined after construction is complete. The higher pressure coming from the tank and the extra water storage afforded by the new tank are also anticipated to reduce revenue loss during peak hours of service.

Hillgrove WTP Bulk Storage Tank: An increase in the Water Department's ability to purchase and store larger quantities of fluoride safely may reduce the overall cost of fluoride purchased by the City. However, new infrastructure may have an effect on maintenance costs.

Economic Development:

Union Street Streetscape: Before construction can begin, planning and design for the updates to the streetscape must be finished. This portion of the project is estimated to cost \$200,000 and will be done by the City's Planning & Economic Development staff.

Electric:

Various projects: The Electric Department has multiple capital projects that will increase their infrastructure. These infrastructure improvements, such as a new 44kV delivery or a new electric substation, may increase maintenance costs for the department. These improvements will also increase efficiency in service provision, which can result in an increase in revenues.

**Capital Improvement Plan Listing (CIP)
for FY 2020-2024**

Fund/ Budget Unit	CIP Title	Funding Source(s)	Total Appropriations to Date	FY 2020 Budget	Impact on FY 2020 Operating Budget	FY 2021 Budget	Impact on FY 2021 Operating Budget	FY 2022 Budget	Impact on FY 2022 Operating Budget	FY 2023 Budget	Impact on FY 2023 Operating Budget	FY 2024 Budget	Impact on FY 2024 Operating Budget	Future (remainder of project)	Total Budget Impact
Parks & Recreation Capital Projects Fund - 420															
P&R - Capital Projects 8300	HVAC in Gymnasiums	Capital Reserve		528,000	14,500										542,500
	Northwest/West Park & Recreation Center Development	Capital Reserve	1,705,031			3,950,000		1,095,000		3,625,000			251,000	9,779,308	18,700,308
	Connectivity Plan	Capital Reserve		350,000		500,000		500,000		500,000		500,000			2,350,000
	Dorton Park Improvements	Capital Reserve				400,000		4,000,000							4,400,000
	Development of McEachern Greenway, including Hospital Phase and Parking Lot	Capital Reserve	110,000	303,200		1,088,200	155,320	60,000		2,800,000		500,000			4,906,720
	Develop Coddle Creek Greenway-Phase 1 & Phase 2	Capital Reserve	113,000	566,800	40,000	2,598,000		171,600				1,716,000			5,092,400
	Develop Hector Henry Greenway-Cannon Crossing Phase	Transfer from General Fund	60,000			518,000		3,150,000							3,668,000
	Develop property at David Phillips Activity Center	Transfer from General Fund	778,310			360,000		300,000							660,000
	Parking Improvements at Logan Multi-Purpose Center	Capital Reserve		47,000		220,000									267,000
	Cox Mill Greenway Loop	Capital Reserve						210,000		945,000				6,300,000	7,455,000
	Hector Henry Greenway- Mills at Rocky River	Capital Reserve	256,625			55,700						189,000		1,260,000	1,504,700
	Irish Buffalo Creek Greenway	Capital Reserve				229,200		835,200		2,800,000				2,768,000	6,632,400
	Develop Riverwalk Park & Nature Preserve / Center	Capital Reserve				330,000						2,750,000		154,266	3,234,266
	Caldwell Park Improvements	Transfer from General Fund				650,075				540,000		1,200,000		1,500,000	3,890,075
	WW Flowe Park Phase One Improvements & Phase Two Expansion	Transfer from General Fund						750,000				1,500,000		6,000,000	8,250,000
	Gibson Mill Loop Trail	Capital Reserve, Grant						1,744,000		450,000		490,000			2,684,000
Park Lighting Project	Transfer from General Fund	425,500					250,000		250,000					500,000	
Hector H. Henry II Greenway 8311	Develop Hector Henry Greenway-Airport Phase	Capital Reserve	80,500							225,000				4,220,000	4,445,000
P&R - Capital Projects 8300	Development of Gibson Village Park	Capital Reserve				277,200		1,000,000		400,000		900,000		8,500,000	11,077,200
	Development of a North/Central Neighborhood Park	Capital Reserve				1,320,000								1,870,000	3,190,000
	Development of Recreation and Aquatic Center, Central Area	Capital Reserve				660,000					2,160,000			18,450,600	21,270,600
	Frank Liske Park Development	Capital Reserve						173,500				600,000		6,000,000	6,773,500
	Development of a Recreation Center Southeast/South	Capital Reserve						330,000				720,000		6,154,266	7,204,266
	Develop Hector Henry Greenway-Golf Course/Speedway Phase Development	Transfer from General Fund						60,000		540,000				3,600,000	4,200,000
	Les Myers Park Improvements	Capital Reserve						250,000						2,000,000	2,250,000
	Hartsell Park Improvements	Capital Reserve										389,400		1,000,000	1,389,400
	Develop Lake Fisher	Capital Reserve										220,000		175,000	395,000
Beverly Hills Park Improvements	Capital Reserve										20,000		200,000	220,000	
Parks & Recreation CIP Total - Expense			3,528,966	1,795,000	54,500	13,156,375	112,500	14,879,300		13,075,000		13,854,400	191,672	80,033,588	137,152,335
Parks & Recreation Capital Projects Fund - Revenue Sources & Totals															
Operating Revenue					54,500		112,500						191,672	1,015,588	1,476,408
Transfer From General Fund						1,528,075		4,510,000	1,330,000		2,700,000			11,100,000	21,168,075
Grant Proceeds								350,000							350,000
Transfer From General Capital Reserves				1,795,000		11,628,300		10,019,300		11,745,000		11,154,400		67,918,000	114,260,000
Parks & Recreation CIP Total - Revenue				1,795,000	54,500	13,156,375	112,500	14,879,300		13,075,000		13,854,400	191,672	80,033,588	137,152,335
Wastewater Capital Projects Fund - 421															
Wastewater Projects 8402	Lincoln Street Sewer Outfall Replacement To Broad Drive	Capacity Fees	365,000	1,348,000											1,348,000
	Irish Buffalo Creek Sewer Outfall Replacement To Central Drive	Capacity Fees		100,000		340,000									440,000
	Irish Buffalo Creek Sewer Outfall Replacement To Aaron Place	Capacity Fees		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

**Capital Improvement Plan Listing (CIP)
for FY 2020-2024**

Fund/ Budget Unit	CIP Title	Funding Source(s)	Total Appropriations to Date	FY 2020 Budget	Impact on FY 2020 Operating Budget	FY 2021 Budget	Impact on FY 2021 Operating Budget	FY 2022 Budget	Impact on FY 2022 Operating Budget	FY 2023 Budget	Impact on FY 2023 Operating Budget	FY 2024 Budget	Impact on FY 2024 Operating Budget	Future (remainder of project)	Total Budget Impact
	Coddle Creek Tributary Outfall Extension From US Highway 29 To Rock Hill Church Road	Transfer From Sewer										1,667,000			1,667,000
	Coddle Creek Tributary Outfall Extension To Westridge Lane	Transfer From Sewer										3,675,000			3,675,000
Wastewater CIP Total - Expense			365,000	1,603,000		1,424,000		3,886,000		9,790,000		5,342,000			22,045,000
Wastewater Capital Projects Fund - Revenue Sources & Totals															
		Capacity Fees		1,603,000		994,000									2,597,000
		Transfer From Sewer				430,000		3,886,000		9,790,000		5,342,000			19,448,000
Wastewater CIP Total - Revenue				1,603,000		1,424,000		3,886,000		9,790,000		5,342,000			22,045,000
Transportation Capital Projects Fund - 423															
	Transportation Services Building	Transfer from General Fund						950,000		1,507,000					2,457,000
	Virginia St.	24 Allocation from General Fund	1,050,000	450,000											450,000
	Infrastructure Projects - Pedestrian Improvement Sidewalks	\$5 Vehicle Fees, 24 Allocation from General Fund		500,000		500,000		500,000		500,000		500,000			2,500,000
	Spring, Chestnut, Broad Intersection Improvements	24 Allocation from General Fund	5,000	695,000											695,000
	US 601 at Flowes Store Rd Improvements	24 Allocation from General Fund, CMAQ	410,000	1,951,469		1,708,404									3,659,872
	I-85 Branding Project	Transfer from General Fund	250,000			200,000									200,000
	Concord Farms Realignment	Golden Leaf Grant, Transfer from General Fund								3,600,000					3,600,000
	Dorland Ave Realignment Phase II	Transfer from General Fund	200,000							775,000					775,000
Transportation CIP Total - Expense			1,915,000	3,596,469		2,408,404		1,450,000		6,382,000		500,000			14,336,873
Transportation Capital Projects Fund - Revenue Sources & Totals															
		Transfer From Gen Fund		1,645,293		651,682		1,060,000		4,992,000		110,000			8,458,975
		Vehicle License-Addl \$5		390,000		390,000		390,000		390,000		390,000			1,950,000
		CMAQ Grant		1,561,176		1,366,722									2,927,898
		Grant Proceeds								1,000,000					1,000,000
Transportation CIP Total - Revenue				3,596,469		2,408,404		1,450,000		6,382,000		500,000			14,336,873
Fire & Life Safety Projects Fund - 426															
	Training Facility	Capital Reserve		1,050,000		500,000		12,148,400							13,698,400
	Fire Station 12	Capital Reserves	590,000			5,950,000									5,950,000
	Fire Station 13	Capital Reserve		300,000						400,000		5,710,000			6,410,000
Fire & Life Safety Projects Fund CIP Total - Expense			590,000	1,350,000		6,450,000		12,148,400		400,000		5,710,000			26,058,400
Fire & Life Safety Projects Fund - Revenue Sources & Totals															
		Transfer From General Capital Reserves		1,350,000		6,450,000		12,148,400		400,000		5,710,000			26,058,400
Fire & Life Safety Projects Fund CIP Total - Revenue				1,350,000		6,450,000		12,148,400		400,000		5,710,000			26,058,400
Water Capital Projects Fund - 429															
	Coddle Creek WTP Settling Basin Upgrades	Capacity Fees	1,725,000	500,000											500,000
	US Highway 29 Water Tank	Capacity Fees	5,550,000	300,000											300,000
	Poplar Tent Road 24" Water Line Extension	Capacity Fees	3,475,000	413,000											413,000
	Roberta Road 8" Water Line Replacement	Transfer From Water	35,000			788,000									788,000
	TRS for Midland Tank and Mt. Pleasant Tank	Transfer From Water	100,000	100,000											100,000
	Coddle Creek WTP Switchgear Replacement	Capacity Fees		1,485,000											1,485,000
	Raw Waterline at Coddle Creek	Transfer from Water	1,190,000			3,300,000									3,300,000
	GAC Contactors at Hillgrove WTP	Capacity Fees		775,000		5,000,000									5,775,000
	Hillgrove WTP Settling Basin Improvements	Future Project Reserve, 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	Capacity Fee, Transfer From Water		537,000											537,000
	Hillgrove WTP Bulk Storage Fluoride Tank	Transfer From Water		300,000											300,000
	Hillgrove WTP Filter to Waste Valve Rehab/Replacement	Transfer From Water		250,000											250,000
	Spring Street/Chesnut Drive/Broad Drive Intersection Improvement Water Line Replacement	Transfer From Water		280,000											280,000
	NC Highway 49 24" Water Line Extension	Future Project Reserves		900,000		6,288,000									7,188,000
	Union Cemetery Road Realignment	Transfer From Water		30,000		300,000									330,000
	US Highway 29/601 Bridge Over Irish Buffalo Creek	Transfer From Water		20,000		200,000									220,000

**Capital Improvement Plan Listing (CIP)
for FY 2020-2024**

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Water Projects 8700	General Services Drive 12" Parallel Water Line	Transfer From Water				64,000		436,000							500,000
	Zion Church Road 12" Parallel Water Line	Transfer From Water				100,000		518,000							618,000
	NC Highway 73 Widening - Poplar Tent Road to US Highway 29	Transfer from Water				400,000		1,000,000		1,000,000		1,000,000		1,000,000	4,400,000
	Coddle Creek WTP Dewatering Process Improvements	Transfer From Water						4,800,000							4,800,000
	NC Highway 73 Water Main Connection to Charlotte Water	Transfer from Water						160,000		980,000				544,000	1,684,000
	Poplar Tent Road Widening - East of I-85 to George Liles Boulevard	Transfer From Water						200,000		1,000,000		1,000,000			2,200,000
	George Liles Boulevard 24" Water Line Phase 4 - Roberta Road to NC Highway 49	Transfer From Water								2,875,000					2,875,000
	4 MGD Water Booster Pump Station	Transfer From Water								1,150,000					1,150,000
	US Highway 601 24" Water Line Extension - Zion Church Road to Miami Church Road	Transfer From Water								1,402,000					1,402,000
	US Highway 601 Control Vault	Transfer From Water								156,000					156,000
	US Highway 601 16" Water Line Extension - Flowes Store Road to Parks Lafferty Road	Transfer From Water								4,414,000					4,414,000
	Cross Country 16" Water Line Extension - NC Highway 49 to Rocky River Road	Transfer From Water								1,146,000					1,146,000
	Miami Church Road 12"/24" Parallel Water Line Extension - US Highway 601 to Cold Springs Road	Transfer From Water										1,731,000			1,731,000
	Cold Springs Road 12" Water Line Extension - Miami Church Road to NC Highway 49	Transfer From Water										2,759,000			2,759,000
	Parks Lafferty Road/Flowes Store Road 12" Water Line Extension - US Highway 601 to NC Highway 24/27	Transfer From Water										6,777,000			6,777,000
Poplar Tent Road Widening - Derita Road to NC Highway 73	Transfer From Water										300,000		3,000,000	3,300,000	
NC Highway 3 Widening - Dale Earnhardt Boulevard to US Highway 601	Transfer From Water										100,000		1,000,000	1,100,000	
Water CIP Total - Expense			12,075,000	6,320,000		18,740,000		7,114,000		14,123,000	13,667,000		5,544,000	65,508,000	
Water Capital Projects Fund - Revenue Sources & Totals															
Capacity Fees				4,000,000		5,000,000									9,000,000
Transfer From Water				1,215,949		7,452,000		7,114,000		14,123,000		13,667,000		5,544,000	49,115,949
Future Project Reserves				1,104,051		6,288,000									7,392,051
Water CIP Total - Revenue				6,320,000		18,740,000		7,114,000		14,123,000	13,667,000		5,544,000	65,508,000	
General Capital Projects Fund - 430															
General Projects 8804	Rutherford & West Concord Cemetery Expansions	Transfer from General Fund	401,351			500,000									500,000
	Union Street Streetscape	Transfer from Capital Reserve	2,000,000		200,000	2,000,000									2,200,000
	Fiber Network Extension	Transfer from Aviation, Transfer from Electric, Transfer from Gen Fund, Transfer from Stormwater, Transfer from Wastewater, Transfer from Water	632,015	250,000		250,000		250,000		250,000		250,000			1,250,000
BOC Admin Projects 8800	Grounds Shed Expansion	Capital Reserve, Transfer from Aviation, Transfer from Electric, Transfer from Sewer, Transfer from Transit, Transfer from Water		545,000											545,000
	Operations Center Improvements - Parking & Access Road	Transfer from General Fund	42,000	458,000						575,000					1,033,000
	Operations Center Improvements - New Equipment Shelter	Transfer from General Fund				1,665,000									1,665,000
	Fleet Services Facility	Debt Financing										780,000		11,920,000	12,700,000
General CIP Total - Expense			3,075,366	1,253,000	200,000	4,415,000		250,000		825,000	1,030,000		11,920,000	19,893,000	

**Capital Improvement Plan Listing (CIP)
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Fund/ Budget Unit	CIP Title	Funding Source(s)	Total Appropriations to Date	FY 2020 Budget	Impact on FY 2020 Operating Budget	FY 2021 Budget	Impact on FY 2021 Operating Budget	FY 2022 Budget	Impact on FY 2022 Operating Budget	FY 2023 Budget	Impact on FY 2023 Operating Budget	FY 2024 Budget	Impact on FY 2024 Operating Budget	Future (remainder of project)	Total Budget Impact	
General Capital Projects Fund - Revenue Sources & Totals																
	Transfer From General Capital Reserves			509,644		2,000,000									2,509,644	
	Transfer From Aviation			14,472		10,650		10,650		10,650		10,650			57,072	
	Transfer From Electric			26,826		19,500		19,500		19,500		19,500			104,826	
	Transfer From Sewer			13,077		7,025		7,025		7,025		7,025			41,177	
	Transfer From Transit			2,548											2,548	
	Transfer From Water			30,933		15,325		15,325		15,325		15,325			92,233	
	Operating Revenue				200,000										200,000	
	Transfer From Gen Fund			650,300		2,357,300		192,300		767,300		192,300			4,159,500	
	Transfer From Stormwater			5,200		5,200		5,200		5,200		5,200			26,000	
	Financing Proceeds											780,000		11,920,000	12,700,000	
General CIP Total - Revenue				1,253,000	200,000	4,415,000		250,000		825,000		1,030,000		11,920,000	19,893,000	
Airport Capital Projects Fund - 451																
Airport Projects 6300	SDA Commercial Passenger Terminal Building Phase 2	Federal Grant, State Grant, Transfer from Aviation										7,300,000		8,000,000	15,300,000	
	Runway 20 EMAS	Federal Grant, State Grant, Transfer from Aviation						938,676				3,754,700			4,693,376	
	South Development Apron Expansion Phase 2	Federal Grant, State Grant, Transfer from Aviation								4,740,589		250,000		5,914,000	10,904,589	
	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												3,500,000	3,500,000	
	FBO Terminal Building Rehabilitation	Capital Reserve, Public-Private Partnership											580,000		12,800,000	13,380,000
	Corporate Hangar Development	Grant, Grant Match							3,500,000						3,500,000	
	Myint Lane Airport Access Road	Transfer from Aviation							700,000						700,000	
	Myint Lane Airport Apron Development	Federal Grant, State Grant, Transfer from Aviation				150,000		1,200,000							1,350,000	
	Airport Helipads	Federal Grant, State Grant, Transfer from Aviation									410,000				410,000	
	North Internal Service Road	Federal Grant, State Grant, Transfer from Aviation									2,149,300				2,149,300	
Runway Widening	Federal Grant, Local Grant Match				6,000,000		4,000,000							10,000,000		
Airport CIP Total - Expense						6,500,000		17,248,676		8,942,889		11,884,700		35,304,000	79,880,265	
Airport Capital Projects Fund - Revenue Sources & Totals																
	Grant Proceeds					483,750		8,598,242		8,363,773		10,745,715		21,305,900	49,497,380	
	Transfer From Aviation					616,250		1,900,434		579,116		558,985		1,198,100	4,852,885	
	Other Income													6,400,000	6,400,000	
	Transfer From Capital Projects											580,000		6,400,000	6,980,000	
	Federal Aid					5,400,000		6,750,000							12,150,000	
Airport CIP Total - Revenue						6,500,000		17,248,676		8,942,889		11,884,700		35,304,000	79,880,265	
Electric Capital Projects Fund - 473																
Electric Projects 6949	New 44kV Delivery #6 East of Concord - Sub P	Transfer from Electric		2,090,000											2,090,000	
	New Delivery #4 & 100 kV Exits Down Hwy 29 - Interconnect - Phase 1	Bond Proceeds, Transfer From Electric, Transfer from Utility Reserve Fund	1,370,000	5,109,912		5,000,000									10,109,912	
	Construction of 100 kV Sub at Delivery #4 - Sub Q - Phase 2	Transfer From Electric	1,000,000	3,195,254											3,195,254	
	Construction of New Electric Substation N in Copperfield Blvd Location	Bond Proceeds, Transfer from Electric	350,000	500,000		3,160,000									3,660,000	
	100 kV Transformer	Bond Proceeds				850,000									850,000	
	100 kV Interconnect Between Del. #4 and Sub E	Bond Proceeds				1,000,000		3,658,000							4,658,000	
	100 kV Tie Line-Liles Blvd to Sub O	Bond Proceeds, Transfer From Electric		1,000,000		3,465,000									4,465,000	
	Construction of New Electric Substation R on Poplar Tent Rd	Bond Proceeds, Transfer from Electric		500,000		500,000						3,010,000			4,010,000	
	Construction of New Electric Substation S on US Hwy 601 S	Bond Proceeds, Transfer From Electric		510,000				3,510,000							4,020,000	
	Delivery #1 Replacement	Bond Proceeds, Transfer From Electric	400,000			300,000				2,125,000					2,425,000	

**Capital Improvement Plan Listing (CIP)
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	44 kV Transformer Replacement for Sub F	Transfer from Electric				1,000,000									1,000,000
	Construction of New Electric Substation T near Concord Parkway South of Concord	Bond Proceeds, Transfer from Electric				1,000,000								3,010,000	4,010,000
	New 44kV Transformer Replacement for Sub B	Transfer from Electric						1,000,000							1,000,000
	Replace Existing 750 MCM Along Bruton Smith Blvd. (Between Hwy 29 & I-85)	Bond Proceeds										3,050,000			3,050,000
Electric CIP Total - Expense			3,120,000	12,905,166		16,275,000		8,168,000		2,125,000		6,060,000		3,010,000	48,543,166
Electric Capital Projects Fund - Revenue Sources & Totals															
Transfer From Electric				9,488,441		2,000,000		1,210,000		2,125,000					14,823,441
Bond Proceeds						14,275,000		6,958,000				6,060,000		3,010,000	30,303,000
Transfer from Utility Capital Reserve				3,416,725											3,416,725
Electric CIP Total - Revenue				12,905,166		16,275,000		8,168,000		2,125,000		6,060,000		3,010,000	48,543,166
Stormwater Capital Projects Fund - 474															
Stormwater Projects 7103	Glen Eagles Lane Culvert Replacement	Transfer From Stormwater	36,700	936,000											936,000
	Kerr Street Culvert Replacement	Transfer From Stormwater				1,138,000									1,138,000
	Brookwood Avenue Roadway Improvements	Transfer From Stormwater				404,000									404,000
	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		1,225,500					1,327,700
	Miramar Culvert Replacements	Transfer From Stormwater								112,400		1,348,000			1,460,400
	Morris Glen Drive Culvert Replacement	Transfer From Stormwater								40,600		487,000			527,600
	Yvonne Drive Culvert Replacements	Transfer From Stormwater										111,200		1,334,000	1,445,200
	Spring Street Culvert Replacement	Transfer From Stormwater										41,100		493,000	534,100
	Glenwood Drive Culvert Replacement	Transfer from Stormwater												862,000	862,000
Stormwater CIP Total - Expense			36,700	936,000		1,767,000		2,410,200		2,274,500		1,987,300		2,689,000	12,064,000
Stormwater Capital Projects Fund - Revenue Sources & Totals															
Transfer From Stormwater				936,000		1,767,000		2,410,200		2,274,500		1,987,300		2,689,000	12,064,000
Stormwater CIP Total - Revenue				936,000		1,767,000		2,410,200		2,274,500		1,987,300		2,689,000	12,064,000
Rocky River Golf Course Projects Fund - 475															
Golf Projects 7550	Fairway Bunker Restoration	Capital Reserve	305,185	129,800											129,800
	Restroom Facility Construction	Capital Reserve				155,000									155,000
	Range Netting	Capital Reserve						100,000							100,000
Rocky River Golf Course CIP Total - Expense			305,185	129,800		155,000		100,000							384,800
Rocky River Golf Course Projects Fund - Revenue Sources & Totals															
Transfer From General Capital Reserves				129,800		155,000		100,000							384,800
Rocky River Golf Course CIP Total - Revenue				129,800		155,000		100,000							384,800
CITY OF CONCORD CIP PROJECT TOTAL			61,436,040	29,888,435	254,500	71,290,778	112,500	67,654,576		57,937,389		60,035,400	191,672	137,485,000	425,763,690

First Year CIP Project Detail

The boxes below provide summary detail for CIP projects scheduled for funding in year 1, or FY 2020, of the CIP. For additional description and cost information, please see each project's individual page in the City's FY 2020-2024 Capital Improvement Plan.

How To Read Example:

Department:							
Project Title:	FY20 Cost						
Project Description	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">Total Cost of Capital Project</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">Total Impact on Operating Budget</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Project's Funding Source</td> </tr> </table>	<i>Total Capital Cost:</i>	Total Cost of Capital Project	<i>Total Operating Cost:</i>	Total Impact on Operating Budget	<i>Funding Source(s):</i>	Project's Funding Source
<i>Total Capital Cost:</i>	Total Cost of Capital Project						
<i>Total Operating Cost:</i>	Total Impact on Operating Budget						
<i>Funding Source(s):</i>	Project's Funding Source						

Parks & Recreation Capital Projects:

HVAC in Gymnasiums:	\$ 542,500						
Installation of HVAC in Gymnasiums at Academy Recreation Center, Logan Multi-purpose Center, and Hartsell Recreation Center.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">\$542,500</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">\$14,500</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Capital Reserve</td> </tr> </table>	<i>Total Capital Cost:</i>	\$542,500	<i>Total Operating Cost:</i>	\$14,500	<i>Funding Source(s):</i>	Capital Reserve
<i>Total Capital Cost:</i>	\$542,500						
<i>Total Operating Cost:</i>	\$14,500						
<i>Funding Source(s):</i>	Capital Reserve						
Connectivity Plan:	\$ 350,000						
This project consists of a plan to accelerate connectivity city wide using recommendations of the Open Space Connectivity Analysis. The OSCA (Open Space Connectivity Analysis) has identified 5 target areas. Within each target area we will be looking at connectivity using bike lanes, multi-use paths, sidewalks and new or improved crosswalks.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">\$2,350,000</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">\$0</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Capital Reserve</td> </tr> </table>	<i>Total Capital Cost:</i>	\$2,350,000	<i>Total Operating Cost:</i>	\$0	<i>Funding Source(s):</i>	Capital Reserve
<i>Total Capital Cost:</i>	\$2,350,000						
<i>Total Operating Cost:</i>	\$0						
<i>Funding Source(s):</i>	Capital Reserve						
Development of McEachern Greenway, including Hospital Phase and Parking Lot:	\$ 303,200						
This project includes land acquisition, design and construction of McEachern Greenway. This project, pursued in several phases, completes the McEachern Greenway.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">\$4,973,900</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">\$0</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Capital Reserve</td> </tr> </table>	<i>Total Capital Cost:</i>	\$4,973,900	<i>Total Operating Cost:</i>	\$0	<i>Funding Source(s):</i>	Capital Reserve
<i>Total Capital Cost:</i>	\$4,973,900						
<i>Total Operating Cost:</i>	\$0						
<i>Funding Source(s):</i>	Capital Reserve						
Develop Coddle Creek Greenway - Phase 1 & 2:	\$ 566,800						
<p>The development of Coddle Creek Greenway will be completed in two phases.</p> <p style="text-align: center;">Phase One</p> <p>This phase includes a paved greenway along Coddle Creek and Afton Run Branch within Dorton Park (0.38 miles), thereby provides connectivity to Afton Village, the YMCA and Kannapolis. It also includes a paved greenway downstream under Poplar Tent Road (1.52 miles), a connection is made with Poplar Crossing (0.28 miles). This phase includes design and construction.</p> <p style="text-align: center;">Phase Two</p> <p>This phase would extend the trail to Weddington Road and provide multi-use paths along Weddington Road to George Liles Pkwy (1.5 miles) and sidewalks along George Liles Pkwy North (0.36 miles). This phase includes acquisition, design and construction.</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">\$5,205,400</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">\$40,000</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Capital Reserve</td> </tr> </table>	<i>Total Capital Cost:</i>	\$5,205,400	<i>Total Operating Cost:</i>	\$40,000	<i>Funding Source(s):</i>	Capital Reserve
<i>Total Capital Cost:</i>	\$5,205,400						
<i>Total Operating Cost:</i>	\$40,000						
<i>Funding Source(s):</i>	Capital Reserve						
Parking Improvements at Logan Multi-Purpose Center:	\$ 47,000						
This project is to develop parking at the City-owned lot across Booker Street, and acquire/develop vacant Lincoln Street property adjacent to existing lot.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">\$267,000</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">\$0</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Capital Reserve</td> </tr> </table>	<i>Total Capital Cost:</i>	\$267,000	<i>Total Operating Cost:</i>	\$0	<i>Funding Source(s):</i>	Capital Reserve
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<i>Total Operating Cost:</i>	\$0						
<i>Funding Source(s):</i>	Capital Reserve						

Wastewater Capital Projects:

Lincoln Street Sewer Outfall Replacement to Broad Drive:	\$ 1,348,000						
This project will include the replacement of approximately 3,170' of existing 8" and 10" diameter gravity sewer line along Lincoln Street with a 15" diameter gravity sewer line.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">\$1,713,000</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">\$0</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Capacity Fees</td> </tr> </table>	<i>Total Capital Cost:</i>	\$1,713,000	<i>Total Operating Cost:</i>	\$0	<i>Funding Source(s):</i>	Capacity Fees
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<i>Total Operating Cost:</i>	\$0						
<i>Funding Source(s):</i>	Capacity Fees						
Irish Buffalo Creek Sewer Outfall Replacement to Central Drive:	\$ 100,000						
This project will include the replacement of approximately 870' of existing 8" diameter gravity sewer line that is tributary to Irish Buffalo Creek with a 12" diameter gravity sewer line to Central Drive.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">\$440,000</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">\$0</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Capacity Fees</td> </tr> </table>	<i>Total Capital Cost:</i>	\$440,000	<i>Total Operating Cost:</i>	\$0	<i>Funding Source(s):</i>	Capacity Fees
<i>Total Capital Cost:</i>	\$440,000						
<i>Total Operating Cost:</i>	\$0						
<i>Funding Source(s):</i>	Capacity Fees						
Irish Buffalo Creek Sewer Outfall Replacement to Aaron Place:	\$ 155,000						
This project will include the replacement of approximately 1,090' of existing 15" diameter gravity sewer line that is tributary to Irish Buffalo Creek with a 18" diameter gravity sewer line to Aaron Place.	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><i>Total Capital Cost:</i></td> <td style="width: 50%; text-align: right;">\$809,000</td> </tr> <tr> <td><i>Total Operating Cost:</i></td> <td style="text-align: right;">\$0</td> </tr> <tr> <td><i>Funding Source(s):</i></td> <td style="text-align: right;">Capacity Fees</td> </tr> </table>	<i>Total Capital Cost:</i>	\$809,000	<i>Total Operating Cost:</i>	\$0	<i>Funding Source(s):</i>	Capacity Fees
<i>Total Capital Cost:</i>	\$809,000						
<i>Total Operating Cost:</i>	\$0						
<i>Funding Source(s):</i>	Capacity Fees						

Transportation Capital Projects:		
Virginia St.:		\$ 450,000
The Virginia St. Rehabilitation will remove and replace aging concrete pavement with new asphalt as well as continue sidewalk along the portion that currently does not have any in place. This project was previously approved by City Council in 2014 and funded at \$1,050,000 based on an estimate prepared in 2014. A considerable rise in construction costs in recent years prompted the estimate to be revised, yielding a new estimate of \$1,500,000. This CIP is to request the increase in funding of \$450,000 in order to fund the difference in the the 2014 estimate and today's current revised estimate.	<i>Total Capital Cost:</i>	\$1,500,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	2¢ Allocation from General Fund
Infrastructure Projects - Pedestrian Improvement Sidewalks:		\$ 500,000
This project consists of constructing new City sidewalks and associated infrastructure to expand the existing pedestrian system. The priority of projects is determined annually in October and presented to City Council for approval in accordance with the Pedestrian Improvement Policy.	<i>Total Capital Cost:</i>	\$2,500,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	\$5 Vehicle Fees, 2¢ Allocation from General Fund
Spring, Chestnut, Broad Intersection Improvements:		\$ 695,000
This project consists of constructing a single-lane mini-roundabout at the intersection of Spring St., SW and Chestnut Dr., SW as well as realigning Broad Dr., SW.	<i>Total Capital Cost:</i>	\$700,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	2¢ Allocation from General Fund
US 601 at Flowes Store Rd Improvements:		\$ 1,951,469
This project consists of constructing an additional lane and sidewalk along US 601, traveling from the intersection at Flowes Store Rd/Miami Church Rd to east of the intersection at Zion church Rd., E/NC 49 Interchange.	<i>Total Capital Cost:</i>	\$4,069,872
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	2¢ Allocation from General Fund, CMAQ
Fire & Life Safety Capital Projects:		
Training Facility:		\$ 1,050,000
This project involves the construction of a Training facility that would be a joint project between the police and fire departments.	<i>Total Capital Cost:</i>	\$13,698,400
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capital Reserve
Fire Station 13:		\$ 300,000
The preliminary design, engineering and architecture in FY 24-25 will be the first step in the construction process for Fire Station 13. This project will serve the Cox Mill Road/ Christenbury Parkway area.	<i>Total Capital Cost:</i>	\$6,410,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capital Reserve
Water Capital Projects:		
Coddle Creek WTP Settling Basin Upgrades:		\$ 500,000
This project is to design and construct settling basin upgrades at the Coddle Creek Water Treatment Plan and includes a pilot study.	<i>Total Capital Cost:</i>	\$2,225,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capacity Fees
US Highway 29 Water Tank:		\$ 300,000
This project is to design and construct a new elevated water storage tank along US Highway 29 near the intersection with Cabarrus Avenue.	<i>Total Capital Cost:</i>	\$5,850,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capacity Fees
Poplar Tent Road 24" Water Line Extension:		\$ 413,000
This project will provide a new 24" water line along Poplar Tent Road from International Drive to Eva Drive as part of a water system improvement.	<i>Total Capital Cost:</i>	\$3,888,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capacity Fees
TRS for Midland Tank and Mt. Pleasant tank:		\$ 100,000
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.	<i>Total Capital Cost:</i>	\$200,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer From Water
Coddle Creek WTP Switchgear Replacement:		\$ 1,485,000
This project is to replace the current switchgear at Coddle Creek WTP with reliable current technology.	<i>Total Capital Cost:</i>	\$1,485,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capacity Fees
GAC Contractors at Hillgrove WTP:		\$ 775,000
This project consists of designing and constructing Granular Activated Carbon (GAC) contactors at the Hillgrove WTP.	<i>Total Capital Cost:</i>	\$5,775,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capacity Fees

Water Capital Projects (Cont.):		
Hillgrove WTP Settling Basin Improvements:		\$ 300,000
This project is to replace failing tube settlers at Hillgrove WTP.	<i>Total Capital Cost:</i>	\$2,600,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Project Reserve, Transfer from Water
Resurface Clearwell #2 at Hillgrove WTP:		\$ 130,000
This project is for the resurfacing of the north clearwell at Hillgrove WTP.	<i>Total Capital Cost:</i>	\$130,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer From Water
Virginia Street 6" Water Line Replacement:		\$ 537,000
This project includes the replacement of approximately 2,200 linear feet of the existing 6" water line along Virginia Street from Corban Avenue to Hillcrest Avenue.	<i>Total Capital Cost:</i>	\$537,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capacity Fee, Transfer From Water
Hillgrove WTP Bulk Storage Fluoride Tank:		\$ 300,000
This project will put a large tank suitable for holding additional fluoride more safely than the current situation and will allow the purchase of fluoride in bulk at a lower price.	<i>Total Capital Cost:</i>	\$300,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer From Water
Hillgrove WTP Filter to Waste Valve Rehab/Replacement:		\$ 250,000
This project will replace or rehabilitate the valves that lead from the filters to the waste system to be discarded.	<i>Total Capital Cost:</i>	\$250,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer From Water
Spring Street/Chestnut Drive/Broad Drive Intersection Improvement Water Line Replacement:		\$ 280,000
This project is for providing water infrastructure replacements and/or relocations as necessary due to the proposed City Transportation Department improvement project located at the Spring Street/Chestnut Drive/Broad Drive intersection.	<i>Total Capital Cost:</i>	\$280,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer From Water
NC Highway 49 24" Water Line Extension:		\$ 900,000
This project consists of providing a new 24" water line along NC Highway 49 from Stough Road to General Services Drive as part of a water system improvement.	<i>Total Capital Cost:</i>	\$7,188,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Project Reserves
Union Cemetery Road Realignment:		\$ 30,000
This project consists of providing water infrastructure replacements and/or relocations as necessary due to the realignment of Union Cemetery Road as described in the proposed NCDOT project (TIP No. U-5956).	<i>Total Capital Cost:</i>	\$330,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer From Water
US Highway 29/601 Bridge Over Irish Buffalo Creek:		\$ 20,000
This project consists of providing water infrastructure replacements and/or relocations as necessary due to the replacement and/or widening of the existing bridge along US Highway 29/601 over Irish Buffalo Creek as described in the proposed NCDOT project (TIP No. B-5808).	<i>Total Capital Cost:</i>	\$220,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer From Water
General Capital Projects:		
Union Street Streetscape:		\$ 200,000
Union Street Streetscape - This project consists of widening existing sidewalks, infrastructure improvements as needed, replacing street trees and light poles, etc.	<i>Total Capital Cost:</i>	\$4,200,000
	<i>Total Operating Cost:</i>	\$200,000
	<i>Funding Source(s):</i>	Transfer from Capital Reserve
Fiber Network Extension:		\$ 250,000
This project consists of a fiber network extension to provide high bandwidth connectivity for data, video, telephone, and SCADA needs for various City departments.	<i>Total Capital Cost:</i>	\$1,882,015
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Aviation, Transfer from Electric, Transfer from Gen Fund, Transfer from Stormwater, Transfer from Wastewater, Transfer from Water
Grounds Shed Expansion:		\$ 545,000
Expansion of the existing Grounds Shed would be approximately half the construction cost of a new Grounds Shed. This would be the Division's first choice as opposed to constructing an entirely new Grounds Shelter. This project would also include a mezzanine to accommodate the Grounds Crew Supervisors and to serve as a meeting place for a crew of 27 people. It would be 8,000 sq. ft. of covered storage area on a concrete slab. The design fees are not included as they are not anticipated with this expansion.	<i>Total Capital Cost:</i>	\$545,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Capital Reserve, Transfer from Aviation, Transfer from Electric, Transfer from Sewer, Transfer from Transit, Transfer from Water

General Capital Projects (Cont.):**Operations Center Improvements - Parking & Access Road:****\$ 458,000**

The existing employee parking area at the Alfred M. Brown Operations Center is near capacity, making it difficult to host training events and Citywide functions. This project increases the number of parking spaces and provides an access road that minimizes conflicts between personal vehicles and City vehicles.

Total Capital Cost: \$1,075,000
Total Operating Cost: \$0
Funding Source(s): Transfer from General Fund

Electric Capital Projects:**New 44kV Delivery #6 East of Concord - Sub P:****\$ 2,090,000**

This project will provide construction of a 44KV power delivery point East of Concord from which the City will purchase power from the electric grid. The project will consist of a 44KV station and four 44KV circuit breakers. The project will also include extension of 44KV transmission line to create interconnect with existing transmission lines providing power to Sub G and Sub I.

Total Capital Cost: \$2,090,000
Total Operating Cost: \$0
Funding Source(s): Transfer From Electric

New Delivery #4 & 100 kV Exits Down Hwy 29 - Interconnect - Phase 1:**\$ 5,109,912**

This project will provide construction of a 100 kV power delivery point from which the City will purchase power from the electric grid. This project will also consist of a 3.5 mile 100kV transmission line to integrate this Delivery Point with the existing 100 kV infrastructure on Concord Parkway South. This project will also include a 100-44 kv step down transformer to support Duke's Delivery #2.

Total Capital Cost: \$11,479,912
Total Operating Cost: \$0
Funding Source(s): Bond Proceeds, Transfer From Electric, Transfer from Utility Reserve Fund

Construction of 100 kV Sub at Delivery #4 - Sub Q - Phase 2:**\$ 3,195,254**

This project consists of construction of a 100 KV dual bay 8 circuit electric substation, on the same site that houses Delivery #4.

Total Capital Cost: \$4,195,254
Total Operating Cost: \$0
Funding Source(s): Transfer From Electric

Construction of New Electric Substation N in Copperfield Blvd Location:**\$ 500,000**

This project will provide an additional 100KV/12.4KV distribution substation to handle growing capacity needs in the City's Northeast service area and enhance the integrity of the current and future electric service to our customers.

Total Capital Cost: \$4,010,000
Total Operating Cost: \$0
Funding Source(s): Bond Proceeds, Transfer From Electric

100 kV Tie Line-Liles Blvd to Sub O:**\$ 1,000,000**

This project will close a loop fed from Sub O to the 100 KV line at the intersection of George Lyles and Poplar Tent Road. Total project distance is 2.5 miles. The "tie line" will provide an alternate route of electric power to all substations on the western side of the City's service area.

Total Capital Cost: \$4,465,000
Total Operating Cost: \$0
Funding Source(s): Bond Proceeds, Transfer From Electric

Construction of New Electric Substation R on Poplar Tent Rd:**\$ 500,000**

This project will provide an additional 100KV/12.4KV distribution substation to handle growing capacity needs in the City's Western service area and enhance the integrity of the current and future electric service to our customers.

Total Capital Cost: \$4,010,000
Total Operating Cost: \$0
Funding Source(s): Bond Proceeds, Transfer From Electric

Construction of New Electric Substation S on US Hwy 601 S:**\$ 510,000**

This project will provide an additional 44KV/12.4KV distribution substation to handle growing capacity needs in the City's Southern service area and enhance the integrity of the current and future electric service to our customers.

Total Capital Cost: \$4,020,000
Total Operating Cost: \$0
Funding Source(s): Bond Proceeds, Transfer From Electric

Delivery #1 Replacement:**\$ -**

This will provide for replacement of Delivery station 1 at Florence Ave.

Total Capital Cost: \$2,825,000
Total Operating Cost: \$0
Funding Source(s): Bond Proceeds, Transfer From Electric

Stormwater Capital Projects:**Glen Eagles Lane Culvert Replacement:****\$ 936,000**

This culvert replacement and upsizing under Glen Eagles Lane is to reduce flooding risk to neighborhood homes and replace aging infrastructure.

Total Capital Cost: \$972,700
Total Operating Cost: \$0
Funding Source(s): Transfer From Stormwater

Rocky River Golf Course Capital Projects:**Fairway Bunker Restoration:****\$ 129,800**

Fairway bunkers on the course need improved drainage and some can be removed. This project will complete course-wide bunker renovations, as the greens side bunkers were completed in Phase 1 in 2016.

Total Capital Cost: \$434,985
Total Operating Cost: \$0
Funding Source(s): Transfer From General Capital Reserves

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 \$1,000. All debt per capita will not exceed \$3,000.
This ratio measures the burden of debt placed on the size of the population supporting the debt. This ratio is used to measure an issuer's ability to repay the debt.
- Total net bonded debt should not exceed 2% of assessed value.
This ratio measures debt levels against property tax base. The tax base generates the revenue that will be the main source to repay the debt. Although the legal debt margin has a statutory limit of 8%, the City's target is 2%.
- The City will compare the measures above with other units of government with an electric system and that are similar in size.
- No more than 60% of the five-year Capital Improvement Plan will be funded from long-term debt.
- Variable rate debt may not exceed 20% of the City's total debt portfolio (includes all debt).
- The City will include a review of direct and overlapping debt in analyzing the financial condition of the City in regards to debt issuance. This analysis is included in the City's Comprehensive Annual Report (Statistical Section) each year.

Legal Debt Margin - Per the N.C. General Statutes, the City's net bonded debt outstanding may not exceed 8% of the appraised value of property subject to taxation.

Debt Capacity-Enterprise Funds - There are no specific debt limits for the city's enterprise funds as utility rates are set as needed to fully cover total costs and debt service. The City will annually calculate debt coverage as required by the revenue bond rate covenant. Normal coverage is at least 1.2 but the revenue bond covenants should be reviewed to ensure coverage levels are satisfied. The standard ratio is calculated by dividing net available revenues by principal and interest requirements for the year. This measure shows the extent to which revenues are available to cover annual debt service requirements after operating costs have been paid.

Refunding of Debt

The City will refund debt when it is in the best financial interest of the City to do so.

Debt Service Savings—When a refunding is undertaken to generate interest rate cost savings, the minimum aggregate present value savings will be 3% of the refunded bond principal amount. The present value savings will be net of all costs related to the financing.

Restructuring—Refundings for restructuring purposes will be limited to restructuring to alleviate debt service during difficult budgetary years, achieve cost savings, mitigate irregular debt service payments, release reserve funds, or remove unduly restrictive bond covenants.

Arbitrage—The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refundings. Any resulting positive arbitrage will be rebated as necessary according to Federal guidelines.

Investor Relations, Disclosure and Communication

- The debt ratios outlined above will be computed annually and reported in the Comprehensive Annual Financial Report, along with a computation of net tax-supported debt per capita.
- The City will maintain communication with bond rating agencies to keep them abreast of its financial condition by providing them the City's Comprehensive Annual Financial Report, Annual budget, and Capital Improvement Program. The City will seek to obtain the highest credit ratings on its debt issues.
- The City will comply with all of its undertakings in accordance with Securities and Exchange Commission Rule 15c2-21.

NOTE: ALL NUMBERS FOR EVALUATION WILL BE OBTAINED FROM THE MOST CURRENT AUDITED FINANCIAL DOCUMENTS OF THE CITY.

Glossary

Advance Refunding. A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunding obligations are not considered a part of an issuer's debt.

Arbitrage. The difference between the interest paid on the tax-exempt securities and the interest earned by investing the security proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

Bond Anticipation Notes (BANs). Notes which are paid from the proceeds of the issuance of long-term bonds. Typically issued for capital projects.

Call Provisions. The terms of the bond giving the issuer the right to redeem all or a portion of a bond prior to its stated date of maturity at a specific price, usually at or above par.

Capitalized Interest. A portion of the proceeds of a bond issue which is set aside to pay interest on the same bond issue for a specific period of time. Interest is commonly capitalized for the construction period of the project.

Capital Lease. A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles. Capital leases are common in certain types of financing transactions involving the use of revenue bonds as opposed to general obligation bonds.

Competitive Sale. A sale/auction of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities. Contrast to a negotiated sale.

Continuing Disclosure. The principle that accurate and complete information material to the transaction which potential investors would be likely to consider material in making investment decisions with respect to the securities be made available on an ongoing basis.

Debt. Any obligations of the City for the payment of money issued pursuant to the North Carolina General Statutes, Local Government Bond Act.

Debt Service Reserve Fund. The fund in which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements.

Escrow. A fund established to hold moneys pledged and to be used to pay debt service on an outstanding issue.

Expenses. Compensates senior managers for out-of-pocket expenses including: underwriter's counsel, DTC charges, travel, syndicate expenses, dealer fees, overtime expenses, communication expenses, computer time and postage.

General Obligations. Bonds issued by the City secured by the City's pledge of its full faith and credit and unlimited taxing power.

Legal Debt Margin. The amount of federal obligation bonds and certain other interest bearing obligations (other than revenue bonds) that the City may have outstanding expressed as a percentage of the assessed value of real estate in the City as shown on the last preceding assessment for taxes.

Negotiated Sale. A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

Option Value. Option valuation is a methodology for evaluating the efficiency of a refunding. Option valuation calculates the maximum theoretical value of refunding a bond, then expresses the current refunding savings as a percentage of the maximum theoretical savings.

Operating Expenditures. Operating expenditures are the basic expenditures that are needed for operations. Capital, transfers, and other non-operating items are not included in operating expenditures.

Overlapping Debt. The percentage of county's assessed value that is located in the city limits is used to compute overlapping debt.

Pay-As-You-Go. An issuer elects to finance a project with existing cash flow as opposed to issuing debt obligations.

Present Value. The current value of a future cash flow.

Private Placement. The original placement of an issue with one or more investors as opposed to being publicly offered or sold.

Rebate. A requirement imposed by Tax Reform Act of 1986 whereby the issuer of tax-exempt bonds must pay the IRS an amount equal to its profit earned from investment of tax-exempt bond proceeds at rates exceeding the tax-exempt borrowing rate. The tax-exempt borrowing rate (or "bond yield") is calculated pursuant to the IRS code together with all income earned on the accumulated profit pending payment.

Refunding. A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

Revenue Bonds. Bonds issued by the City secured by a specific revenue pledge of rates, rents or fees.

Tax -Supported Debt. Debt that is expected to be repaid from the general fund tax revenues of the City. This includes general obligation bonds, appropriation-supported bonds, capital leases and in certain circumstances moral obligation bonds. For the purpose of this Debt Policy, net tax-supported debt includes general obligation debt for the City, certain bonded capital leases, and any moral obligation bonds for which the City has deposited funds to a debt service reserve fund as requested to replenish such reserve fund.

Underwriter. A dealer that purchases new issues of municipal securities from the Issuer and resells them to investors.

Underwriter's Discount. The difference between the price at which bonds are bought by the Underwriter from the Issuer and the price at which they are reoffered to investors.

Policy approved 8/1/2014 by City Manager and submitted to City Council for approval on 9/11/2014. In the future the policy will be reviewed and approved as part of the City's budget document each year.

CITY OF CONCORD, NC

FINANCIAL POLICY - RESERVE FUNDS

Purpose:

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

General Fund Reserves:

Based upon GASB Statement 54, there may be up to five separate categories of fund balance, based on the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent: *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, & Financial Policy

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 1st year costs associated with a CIP request shall be entered in the department’s operating budget request in order to ensure that 1st 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 Analysts, 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 FY20 figures represent **new positions** 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 2017-2018 Budget			FY 2018-2019 Budget			FY 2019-2020 Budget			
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	
General Government (Public Services Administration)											
Assistant City Manager	IV	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>		
		1		1.00	1		1.00		1	1.00	
(City Manager's Office)											
City Manager	S	1		1	1		1		1		
Deputy City Manager	V	1		1	-		-		-		
Assistant City Manager	IV	-		-	1		1		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		
Communications Specialist	210	-		-	-		-		-		
Education Specialist (split with Water & Stormwater)	208	1		0.5	1		0.5		-		
Senior Executive Assistant	209	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>		
		7		6.50	7		6.50		7	7.00	
(Human Resources)											
Human Resources Director	II	1		1	1		1		1		
Deputy Human Resources Director	114	-		-	1		1		1		
Assistant Human Resources Director	113	1		1	-		-		-		
Safety, Health & Risk Manager	113	1		1	1		1		1		
HR Benefits Manager	111	-		-	1		1		1		
Human Resources Analyst	109	4		4	5		5		6		
Human Resources Supervisor	109	1		1	-		-		-		
HR Wellness Coordinator	208	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>		
		12		12.00	13		13.00		13	13.00	
(Finance)											
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		1		1		
Budget Analyst (1 new for FY20)	110	1		1	1		1		2	2	
Senior Accountant	108	1		1	1		1		1		
Accounting Technician II (additional FTE supervised by Finance, paid by Transit & Airport)	207	1		1	1		1		1		
Accounts Payable Technician	207	3		3	3		3		3		
Payroll Technician	207	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>		<u>2</u>		
		13		13.00	13		13.00		14	14.00	
(Tax)											
Revenue Manager (split with Utility Collections, Billing)	112	1		0.25	1		0.25		1	0.25	
Accounting Technician II	207	<u>1</u>		<u>0.5</u>	<u>1</u>		<u>0.5</u>		<u>1</u>	<u>0.5</u>	
		2		0.75	2		0.75		2	0.75	
(Legal)											
City Attorney	S	1		1	1		1		1		
Deputy City Attorney	114	1		1	1		1		1		
Assistant City Attorney	112	1		1	1		1		1		
Paralegal	210	2		2	2		2		2		
Legal Assistant	210	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>		
		6		6.00	6		6.00		6	6.00	
General Government Sub-total		41	0	39.25	42	0	40.25		43	0	41.75
Public Safety (Police*)											
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 Lieutenant	P4	-		-	-		-		4	4	
Police Captain	P4	8		8	8		8		7	7	
Police Sergeant	P3	30		30	28		28		29	29	
Master Police Officer	P2	56		56	56		56		66	66	
Police Officer (includes SRO positions) (3 new for FY20)	P1	86		86	89		89		78	78	
Senior Police Crime Analyst (non-sworn)	210	-		-	1		1		1	1	
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		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	9		9		9	9	
Parking Enforcement Technician (non-sworn)	203	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>		

Position	Salary Grade	FY 2017-2018 Budget			FY 2018-2019 Budget			FY 2019-2020 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<i>*Note: School Crossing Guards are not included in this count. Guards are classified as seasonal PT.</i>										
		204		204.00	206		206.00	209		209.00
<i>(Code Enforcement)</i>										
Code Enforcement Manager	110	1		1	1		1	1		1
Code Enforcement Supervisor (reclass from Senior Code Enforcement Officer)	210	-		-	-		-	1		1
Senior Code Enforcement Officer (2 Code Enforcement Officers reclassified to Sr. in FY20)	210	1		1	1		1	2		2
Code Enforcement Officer	207	6		6	7		7	5		5
		8		8.00	9		9.00	9		9.00
<i>(Emergency Communications)</i>										
Communications Director (split with Radio Shop)	I	1		0.5	1		0.5	1		0.5
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	14	4	15	14	4	15	14	4	15
Senior Administrative Assistant	206	1		1	1		1	1		1
		25	4	25.50	25	4	25.50	25	4	25.50
<i>(Radio Shop)</i>										
Communications Director (split with Communications)	I	-		0.5	-		0.5	-		0.5
Communications Shop Manager	110	-		-	1		1	1		1
Senior Communications Technician	209	2		2	2		2	2		2
Communications Technician (PT position made FT for FY20)	206	1	1	1.6	-	1	0.6	1		1
		3	1	4.10	3	1	4.10	4	0	4.50
<i>(Fire)</i>										
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 (3 new for FY20)	F6	42		42	42		42	46		46
Fire Lieutenant (3 new for FY20)	F4	32		32	34		34	46		46
Logistics Officer (1 FTE transferred to CMO as Communications Specialist, 1 FTE to Engineer)	F4	2		2	2		2	-		-
Senior Firefighter	F3	7		7	5		5	4		4
Fire Engineer	F2	34		34	43		43	36		36
Firefighter (9 new for FY20)	F1	65		65	62		62	73		73
Senior Executive Assistant	209	1		1	1		1	1		1
Administrative Assistant	205	2		2	2		2	2		2
		194		194	200		200	217		217
<i>(Fire - Prevention)</i>										
Division Chief	F7	1		1	1		1	1		1
Deputy Fire Marshal	F6	3		3	3		3	3		3
Assistant Fire Marshal	F5	5	3	5.5	5	3	6.2	5	3	6.2
		9	3	9.50	9	3	10.20	9	3	10.20
<i>(Fire - Training)</i>										
Division Chief	F7	1		1	1		1	1		1
Fire Captain	F6	3		3	3		3	3		3
		4		4.00	4		4.00	4		4.00
<i>(Emergency Mgt. - reports to City Manager's Office)</i>										
Emergency Management Coordinator	113	1		1	1		1	1		1
Assistant Emergency Management Coordinator	111	1		1	1		1	-		-
		2.00		2.00	2.00		2.00	1.00		1.00
Public Safety Sub-total		449	8	451.10	458	8	460.80	478	7	480.20
Public Works										
<i>(Streets & Traffic)</i>										
Transportation Director	III	1		1	1		1	1		1
Deputy Transportation Director	208	-		-	1		1	1		1
Engineering Manager	113	1		1	-		-	-		-
Project Engineer	111	1		1	1		1	1		1
Streets Superintendent	110	1		1	1		1	1		1
Assistant Streets Superintendent (new for FY20)	109	-		-	-		-	1		1
Staff Engineer	109	1		1	1		1	1		1
GIS Coordinator	109	1		1	1		1	1		1
Streets Crew Supervisor	210	5		5	5		5	5		5
Construction Inspector	208	1		1	1		1	1		1
CAD Technician	208	1		1	1		1	1		1
Executive Assistant (split with Solid Waste)	208	-		-	-		0.5	-		0.5
Senior Equipment Operator	207	8		8	8		8	8		8
Equipment Operator	205	6		6	6		6	6		6
Streets Maintenance Worker	204	7		7	7		7	7		7
		34		34.00	34		34.50	35		35.50
<i>(Traffic Signals)</i>										
Traffic Engineer	112	1		1	1		1	1		1
Staff Engineer	109	1		1	1		1	1		1
Traffic Signal Supervisor	211	1		1	1		1	1		1
Traffic Management Center Operator (new for FY20)	210	-		-	-		-	1		1
Signal Technician	209	3		3	3		3	3		3
		6		6.00	6		6.00	7		7.00

Position	Salary Grade	FY 2017-2018 Budget			FY 2018-2019 Budget			FY 2019-2020 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<i>(Traffic Services)</i>										
Transportation Coordinator	109	1		1	1		1		1	
Sign Technician II	208	2		2	2		2		2	
Sign Technician I	206	2		2	2		2		2	
		<u>5</u>		<u>5.00</u>	<u>5</u>		<u>5.00</u>		<u>5</u>	
<i>(Solid Waste & Recycling)</i>										
Solid Waste Services Director	1	1		1	1		1		1	
Deputy Solid Waste Services Director	114	-		-	-		-		1	
Solid Waste Project Manager (reclass to Deputy Director)	109	1		1	1		1		-	
Solid Waste Superintendent	109	1		1	1		1		1	
Environmental Programs & Outreach Coordinator (split with Water & Stormwater)	TBD	-		-	-		-		1	0.5
Solid Waste Crew Supervisor	210	2		2	2		2		2	
Executive Assistant (position split with Transportation)	208	-		0.5	1		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 (1 new for FY20)	205	1		1	1		1		<u>2</u>	<u>2</u>
Equipment Operator	205	9		9	10		10		10	
Solid Waste Worker	204	8		8	9		9		9	
		<u>32</u>		<u>32.50</u>	<u>35</u>		<u>34.50</u>		<u>37</u>	<u>36.00</u>
<i>(Cemeteries - Buildings & Grounds)</i>										
Cemetery Maintenance Manager	109	1		1	1		1		1	
Cemetery Crew Supervisor	208	2		2	2		2		2	
Cemetery Maintenance Worker (1 new for FY20)	203	5		5	5		5		<u>6</u>	<u>6</u>
		<u>8</u>		<u>8.00</u>	<u>8</u>		<u>8.00</u>		<u>9</u>	<u>9.00</u>
<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	3		3	3		3		3	
Automotive Parts Supervisor	208	1		1	1		1		1	
Executive Assistant	208	1		1	1		1		1	
Fleet Mechanic	207	5		5	5		5		5	
Automotive Parts Clerk	204	1		1	1		1		1	
		<u>14</u>		<u>14.00</u>	<u>14</u>		<u>14.00</u>		<u>14</u>	<u>14.00</u>
Public Works Sub-total		99	0	99.50	102	0	102.00		107	0
Economic Development										
<i>(Planning & Neighborhood Development)</i>										
Planning & Neighborhood Development Director	11	1		1	1		1		1	
Deputy Director of Planning & Neighborhood Development	114	1		1	1		1		1	
Development Review Administrator	112	1		1	1		1		1	
Planning & Development Manager	112	1		1	1		1		1	
Community Development Manager	112	1		1	1		1		1	
GIS Administrator	110	1		1	1		1		1	
Senior Planner	110	4		4	5		5		5	
Planner	107	2		2	2		2		2	
Senior Executive Assistant	209	1		1	1		1		1	
Clearwater Artist Studio Coordinator	207	1		1	1		1		1	
Community Development Technician	206	1		1	1		1		1	
Development Services Technician	204	2		2	2		2		2	
		<u>17</u>		<u>17.00</u>	<u>18</u>		<u>18.00</u>		<u>18</u>	<u>18.00</u>
<i>(Economic Development)</i>										
Economic Development Coordinator	111	1		1	1		1		1	
		<u>1</u>		<u>1.00</u>	<u>1</u>		<u>1.00</u>		<u>1</u>	<u>1.00</u>
Economic Development Sub-total		18	0	18.00	19	0	19.00		19	0
Parks & Recreation										
Parks & Recreation Director	11	1		1	1		1		1	
Deputy Parks & Recreation Director	114	1		1	1		1		1	
Facilities Manager (new for FY20)	111	-		-	-		-		<u>1</u>	<u>1</u>
Senior Planner	110	1		1	1		1		1	
Parks & Recreation Coordinator	109	3		3	3		3		3	
Parks & Recreation Supervisor	209	5		5	5		5		5	
Senior Executive Assistant	209	1		1	1		1		1	
Parks & Recreation Assistant Supervisor	208	2		2	2		2		2	
Parks & Recreation Specialist	207	3		3	3		3		3	
Senior Administrative Assistant	206	2		2	2		2		2	
Administrative Assistant (1 new for FY20)	205	-		-	-		-		<u>1</u>	<u>1</u>
Fitness Instructor/Event Assistant	206	-	1	0.48	-	1	0.5		-	1
Programmer	205	-	2	0.95	-	2	1		-	2
Part-Time Rec Center Leader (1 new for FY20)	202	-	19	9.5	-	22	11		-	23
		<u>19</u>	<u>22</u>	<u>29.93</u>	<u>19</u>	<u>25</u>	<u>31.50</u>		<u>21</u>	<u>26</u>
Parks & Recreation Sub-total		19	22	29.93	19	25	31.50		21	26
General Fund Sub-Total		626.0	30	637.78	640.0	33	653.55		668.0	33

Position	Salary Grade	FY 2017-2018 Budget			FY 2018-2019 Budget			FY 2019-2020 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Community Development Block Grant										
Federal Program Coordinator (split with Home)	110	-		0.2	-		0.2	-		0.2
Construction Coordinator	109	1	0	1.20	1	0	1.20	1	0	1.20
CDBG Sub-total		1	0	1.20	1	0	1.20	1	0	1.20
Home Consortium										
Federal Program Coordinator (split with CDBG)	110	1		0.8	1		0.8	1		0.8
		1		0.80	1		0.80	1		0.80
Home Consortium Sub-total		1	0	0.80	1	0	0.80	1	0	0.80
Electric Systems										
<i>(Electric Administration)</i>										
Electric Systems Director	III	1		1	1		1	1		1
Deputy Electric Systems Director	114	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
		3		3	3		3	3		3
<i>(Powerline Maintenance)</i>										
Electric Systems Coordinator II	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	1		1
Electric Systems Technician I	207	6		6	6		6	6		6
		18		18.00	18		18.00	18		18.00
<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	207	2		2	3		3	3		3
		7		7.00	8		8.00	8		8.00
<i>(Electric Construction)</i>										
Electric Systems Coordinator II	111	2		2	2		2	2		2
Electric Safety Coordinator	107	1		1	1		1	1		1
Electric Construction Supervisor	211	7		7	7		7	7		7
Electric Systems Coordinator I	110	-		-	2		2	2		2
Electric Systems Line Technician III	209	12		12	12		12	12		12
Electric Systems Line Technician II	208	5		5	5		5	5		5
Electric Systems Line Technician I	207	8		8	8		8	8		8
		35		35.00	37		37.00	37		37.00
<i>(Electric Engineering)</i>										
Electrical Engineer	112	1		1	1		1	1		1
Project Engineer	111	1		1	1		1	1		1
GIS Supervisor	110	1		1	1		1	1		1
GIS Analyst	211	2		2	2		2	2		2
Electric Engineering Technician	209	3		3	3		3	3		3
		8		8.00	8		8.00	8		8.00
<i>(Utility Locate Services)</i>										
Electric Utility Locator Supervisor	211	1		1	1		1	1		1
Utility Locator	207	4		4	4		4	4		4
		5		5.00	5		5.00	5		5.00
Electric System Sub-total		76	0	76	79	0	79	79	0	79
Stormwater										
Water Resources Director (split with Water & Wastewater)	III	-		0.33	-		0.33	-		0.33
Deputy Water Resources Director (split with Water & Wastewater)	114	1		0.34	1		0.34	1		0.34
Engineering Manager (split with Water & Wastewater)	113	-		0.33	-		0.33	-		0.33
Project Engineer (split with Water & Wastewater)	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		0.33	1		0.33
Water Safety Coordinator (split with Water & Wastewater)	107	1		0.33	1		0.33	1		0.33
Environmental Programs & Outreach Coordinator (split with Solid Waste & Water)	TBD	-		0.25	-		0.25	-		0.25
Water Crew Supervisor	210	4		4	4		4	4		4
Executive Assistant	208	1		0.5	-		-	-		-
Technical Equipment Operator	208	3		3	3		3	3		3
Senior Equipment Operator	207	5		5	5		5	5		5
GIS Technician	207	-		-	-		-	-		-
Equipment Operator	205	2		2	2		2	2		2

Position	Salary Grade	FY 2017-2018 Budget			FY 2018-2019 Budget			FY 2019-2020 Budget			
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	
Utility Services Worker	204	3		3	3		3		3		3
		23		21.09	22		20.58	22		20.58	
Stormwater Sub-total		23	0	21.09	22	0	20.58	22	0	20.58	
Water Resources											
<i>(Hillgrove Water Treatment Plant)</i>											
Laboratory Coordinator (position shared with Coddle Creek WTP)	110	1		0.5	1		0.5	1		0.5	
Treatment Plant Supervisor	110	1		1	1		1	1		1	
Water/Wastewater Systems Technician	208	2		2	2		2	2		2	
Water Treatment Plant Operator	208	8		8	8		8	8		8	
Utility Systems Technician	207	2		2	2		2	2		2	
Custodian	202	1		1	1		1	1		1	
		15		14.50	15		14.50	15		14.50	
<i>(Coddle Creek Water Treatment Plant)</i>											
Laboratory Coordinator (position shared with Hillgrove WTP)	110	-		0.5	-		0.5	-		0.5	
Treatment Plant Supervisor	110	1		1	1		1	1		1	
Water Systems Supervisor	211	1		1	1		1	1		1	
Water/Wastewater Systems Technician	208	3		3	3		3	3		3	
Water Treatment Plant Operator	208	8		8	8		8	8		8	
Utility Systems Technician	207	1		1	2		2	2		2	
Custodian	202	1		1	1		1	1		1	
		15		15.50	16		16.50	16		16.50	
<i>(Waterlines Operations & Maintenance)</i>											
Water Resources Director (split with Stormwater & Wastewater)	III	1		0.34	1		0.34	1		0.34	
Deputy Water Resources Director (split with Stormwater & Wastewater)	114	-		0.33	-		0.33	-		0.33	
Engineering Manager (split with Stormwater & Wastewater)	113	1		0.34	1		0.34	1		0.34	
Water Treatment Plant Superintendent	112	1		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		2	
Senior GIS Coordinator (split with Stormwater & Wastewater)	110	1		0.34	1		0.34	1		0.34	
System Protection Superintendent (split with Wastewater)	110	1		1	1		0.5	1		0.5	
Water Resources Project Manager (new for FY20)	109	-		-	-		-	1		1	
Staff Engineer (split with Stormwater & Wastewater)	109	-		0.33	-		0.33	-		0.33	
Water Meter Services Supervisor	108	1		1	1		1	1		1	
Water Safety Coordinator (split with Stormwater & Wastewater)	107	-		0.34	-		0.34	-		0.34	
Environmental Programs & Outreach Coordinator (split with Solid Waste & Stormwater)	TBD	-		0.25	-		0.25	-		0.25	
Water Crew Supervisor	210	5		5	5		5	5		5	
System Protection Inspector	208	1		1	1		1	1		1	
Executive Assistant	208	1		1	1		1	1		1	
Senior Customer Service Specialist	208	1		1	1		1	1		1	
GIS Technician	207	1		1	1		1	1		1	
Senior Equipment Operator	207	4		4	4		4	4		4	
Utility Services Technician	207	3		3	3		3	3		3	
Administrative Assistant	205	1		1	1		1	1		1	
Equipment Operator	205	4		4	4		4	4		4	
Utility Services Worker	204	7		7	7		7	7		7	
		36		35.60	36		35.10	37		36.10	
Water Resources Sub-total		66	0	65.60	67	0	66.10	68	0	67.10	
Public Transit											
Transit Director	I	1		1	1		1	1		1	
Transit Manager (reclass of Transit Planner)	113	1		1	1		1	1		1	
Transit ADA Coordinator	109	1		1	1		1	1		1	
Transit Grants Compliance Coordinator	109	1		1	1		1	1		1	
Accounting Technician II (split with Aviation)	207	-		0.50	-		0.50	-		0.50	
Senior Customer Service Representative	207	-		-	2		2	2		2	
Customer Service Representative	204	2		2	-		-	-		-	
		6		6.50	6		6.50	6		6.50	
Transit Sub-total		6	0	6.50	6	0	6.50	6	0	6.50	
Wastewater Resources											
<i>(Wastewaterlines Operation & Maintenance)</i>											
Water Resources Director (split with Water & Stormwater)	III	-		0.33	-		0.33	-		0.33	
Deputy Water Resources Director (split with Water & Stormwater)	114	-		0.33	-		0.33	-		0.33	
Engineering Manager (split with Water & Stormwater)	113	-		0.33	-		0.33	-		0.33	
Senior GIS Coordinator (split with Water & Stormwater)	110	-		0.33	-		0.33	-		0.33	
Project Engineer (split with Water & Stormwater)	111	-		0.33	-		0.33	-		0.33	
Staff Engineer (split with Stormwater & Water)	109	-		0.33	-		0.34	-		0.34	
System Protection Superintendent (split with Water)	110	-		-	-		0.5	-		0.5	
Water Resources Superintendent	110	2		2	1		1	1		1	
Water Safety Coordinator (split with Stormwater & Water)	107	-		0.33	-		0.33	-		0.33	
System Protection Inspector	208	1		1	1		1	1		1	
Water Crew Supervisor	210	6		6	6		6	6		6	

Position	Salary Grade	FY 2017-2018 Budget			FY 2018-2019 Budget			FY 2019-2020 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
		W/WW Systems Supervisor	211	1		1	2		2	2
W/WW Systems Technician	208	1		1	1		1	1		1
Technical Equipment Operator	208	8		8	8		8	8		8
GIS Technician	207	1		1	1		1	1		1
Senior Equipment Operator	207	3		3	3		3	3		3
Equipment Operator	205	4		4	4		4	4		4
Utility Services Worker	204	2		2	2		2	2		2
		29	0	31.31	29	0	31.82	29	0	31.82
Wastewater Resources Sub-total		29	0	31.31	29	0	31.82	29	0	31.82
Aviation (Concord Regional Airport)										
Aviation Director	11	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
Aviation Coordinator	210	1		1	1		1	1		1
Building Maintenance Supervisor	210	1		1	1		1	1		1
Customer Service Supervisor	210	-		-	1		1	1		1
Aviation Supervisor (1 new for FY20)	208	1		1	1		1	2		2
Executive Assistant	208	1		1	1		1	1		1
Airport Electrician	208	-		-	1		1	1		1
Aviation Service Worker Lead	207	4		4	4		4	4		4
Accounting Technician II (split with Transit, supervised by Finance)	207	1		0.5	1		0.5	1		0.5
Senior Customer Service Representative	207	1		1	-		-	-		-
Airport Maintenance Mechanic (1 new for FY20)	206	1		1	1		1	2		2
Aviation Service Worker	205	18		18	18		18	18		18
Customer Service Representative	204	8		8	8		8	9		9
Administrative Assistant (1 new for FY20)	205	-		-	1		1	1		1
Custodian	202	2		2	2		2	2		2
		42	0	41.50	44	0	43.50	47	0	46.50
Aviation Sub-total		42	0	41.50	44	0	43.50	47	0	46.50
Housing Department (HUD Funded)										
Housing Director	1	1		1	1		1	1		1
Housing Manager	111	1		1	1		1	1		1
Housing Inspector/ Maintenance Supervisor	210	1		1	1		1	1		1
Accountant	209	1		1	1		1	1		1
Senior Executive Assistant	209	1		1	1		1	1		1
Building Maintenance Mechanic II	208	3		3	3		3	3		3
Public Housing Specialist	205	1		1	1		1	1		1
Family Self-Sufficiency Specialist	205	-		-	1		1	1		1
Section 8 Housing Specialist	205	2		2	2		2	2		2
Resident Service Coordinator	204	1		1	1		1	1		1
Customer Service Representative	204	1		1	1		1	1		1
		13	0	13.00	14	0	14.00	14	0	14.00
Housing Department Sub-total		13	0	13.00	14	0	14.00	14	0	14.00
Internal Services										
<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	1		1.5
Accounting Technician I	206	4		4	4		4	3		3
		4		5.00	4		5.00	4		5.00
<i>(Data Services)</i>										
GIS Coordinator	109	1		1	1		1	1		1
		1		1.00	1		1.00	1		1.00
<i>(Billing)</i>										
Revenue Manager (split with Tax & Utilities Collections)	112	-		0.25	-		0.25	-		0.25
Utility Billing Manager	109	1		1	1		1	1		1
AMI Monitoring Lead	210	1		1	1		1	1		1
Senior Meter Technician	209	1		1	1		1	1		1
Meter Technician	206	3		3	6		6	8		8
Utility Billing Specialist	206	5		5	5		5	5		5
		11		11.25	14		14.25	16		16.25
<i>(Customer Care)</i>										
Customer Service Manager	112	1		1	1		1	1		1
Customer Service Supervisor	210	2		2	2		2	2		2
Senior Meter Technician	209	1		1	1		1	1		1
Senior Customer Service Specialist	208	3		3	3		3	3		3
Meter Technician	206	3		3	-		-	-		-
Customer Service Specialist	205	17		17	18		18	18		18
		27		27.00	25		25.00	25		25.00

Position	Salary Grade	FY 2017-2018 Budget			FY 2018-2019 Budget			FY 2019-2020 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<i>(Engineering)</i>										
Engineering Director	III	1		1	1		1	1		1
Deputy City Engineer	114	1		1	1		1	1		1
Engineering Manager	113	1		1	1		1	1		1
Project Engineer	111	2		2	2		2	2		2
Engineering Construction Manager	111	1		1	1		1	1		1
Surveyor / Real Estate Manager	111	1		1	1		1	1		1
Engineer Coordinator	109	1		1	1		1	1		1
Engineering Construction Supervisor	107	1		1	1		1	1		1
Assistant Surveyor Supervisor	210	1		1	1		1	1		1
Staff Engineer	209	1		1	-		-	-		-
Senior Engineering Technician (reclassified Senior Administrative Assistant in FY20)	209	1		1	2		2	3		3
Building Construction Specialist	209	-		-	1		1	1		1
Construction Inspector	208	6		6	6		6	6		6
Right of Way Agent	208	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
CAD Technician	208	2		2	2		2	2		2
Survey Technician II	207	2		2	2		2	2		2
Senior Administrative Assistant	206	1		1	1		1	-		-
Survey Technician I	205	1		1	-		-	-		-
		26		26.00	26		26.00	26		26.00
<i>(Purchasing)</i>										
Purchasing Manager	111	1		1	1		1	1		1
Warehouse Supervisor	210	1		1	1		1	1		1
Purchasing Technician	207	2		2	2		2	2		2
Warehouse Clerk & Safety Representative	205	1		1	1		1	1		1
Warehouse Clerk	203	2		2	2		2	2		2
		7		7.00	7		7.00	7		7.00
<i>(Buildings & Grounds Maintenance)</i>										
Buildings and Grounds Director	I	1		1	1		1	1		1
Deputy Buildings and Grounds Director	114	-		-	1		1	1		1
Building Maintenance Manager	109	1		1	1		1	1		1
Grounds Maintenance Manager	109	1		1	1		1	1		1
Urban Forester	109	1		1	1		1	1		1
Building Maintenance Supervisor	210	3		3	3		3	3		3
Custodian Supervisor	209	1		1	1		1	1		1
Grounds Crew Supervisor	208	4		4	4		4	4		4
Maintenance Mechanic II	208	2		2	3		3	3		3
Maintenance Mechanic I	206	1		1	1		1	1		1
Grounds Maintenance Worker (1 new for FY20)	203	18		18	18		18	19		19
Custodian (1 new for FY20)	202	9	7	11.6	9	7	12.5	10	7	13.5
		42	7	44.60	44	7	47.50	46	7	49.50
Internal Services Sub-total		118	7	121.85	121	7	125.75	125	7	129.75
TOTAL FULL-TIME EMPLOYEES		1001			1024			1060		
TOTAL PERM. PART-TIME EMPLOYEES		37			40			40		
TOTAL FTE		1,016.6			1,042.8			1,078.7		

City of Concord, NC
COMPENSATION PLAN GRADE ASSIGNMENTS - 7/15/2019

Grade	Pay Structure - Annual			Pay Structure - Bi-Weekly			Pay Structure - Hourly		
	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
202	31,200.00	41,184.00	51,480.00	1,200.00	1,584.00	1,980.00	15.00	19.80	24.75
203	32,136.00	42,419.52	53,024.40	1,236.00	1,631.52	2,039.40	15.45	20.39	25.49
204	33,100.08	43,692.11	54,615.13	1,273.08	1,680.47	2,100.58	15.91	1.01	26.26
205	34,093.08	45,002.87	56,253.58	1,311.27	1,730.88	2,163.60	16.39	21.64	27.04
206	35,115.87	46,352.96	57,941.19	1,350.61	1,782.81	2,228.51	16.88	22.29	27.86
207	36,375.16	48,197.11	60,019.03	1,399.04	1,853.74	2,308.42	17.49	23.17	28.86
208	39,648.93	52,534.82	65,420.75	1,524.96	2,020.57	2,516.18	19.06	25.26	31.45
209	43,217.34	57,262.97	71,308.61	1,662.21	2,202.42	2,742.64	20.78	27.53	34.28
210	47,106.89	62,416.64	77,726.39	1,811.80	2,400.64	2,989.48	22.65	30.01	37.37
211	51,346.52	68,034.14	84,721.74	1,974.87	2,616.70	3,258.53	24.69	32.71	40.73
212	55,967.71	74,157.21	92,346.72	2,152.60	2,852.20	3,551.80	26.91	35.65	44.40
109	50,800.53	67,310.70	83,820.89	1,953.87	2,588.87	3,223.88	24.42	32.36	40.30
110	55,372.57	73,368.67	91,364.77	2,129.71	2,821.87	3,514.03	26.62	35.27	43.93
111	60,356.12	79,971.85	99,587.60	2,321.39	3,075.84	3,830.29	29.02	38.45	47.88
112	66,391.74	87,969.03	109,546.34	2,553.53	3,383.42	4,213.32	31.92	42.29	52.67
113	73,030.90	96,765.95	120,500.98	2,808.88	3,721.77	4,634.65	35.11	46.52	57.93
114	80,333.98	106,442.54	132,551.08	3,089.77	4,093.94	5,098.12	38.62	51.17	63.73
I	81,595.79	108,114.41	134,633.04	3,138.30	4,158.25	5,178.19	39.26	51.98	64.73
II	87,147.65	115,470.64	143,793.64	3,351.83	4,441.18	5,530.52	41.90	55.51	69.13
III	97,605.38	129,327.13	161,048.87	3,754.05	4,974.12	6,194.18	46.93	62.18	77.43
IV	109,318.02	144,846.39	180,374.73	4,204.54	5,571.02	6,937.49	52.56	69.64	86.72
V	116,970.28	154,985.62	193,000.98	4,498.86	5,960.99	7,423.11	56.24	74.51	92.79
F1	35,388.63	48,678.80	61,968.99	1,361.10	1,872.26	2,383.42	12.12	16.67	21.22
F2	40,828.70	51,756.43	62,684.15	1,570.33	1,990.63	2,410.93	13.98	17.72	21.46
F4	44,017.31	56,685.62	69,353.94	1,692.97	2,180.22	2,667.46	21.16	27.25	33.34
F5	48,503.35	63,004.02	77,504.68	1,865.51	2,423.23	2,980.95	23.32	30.29	37.26
F6	54,352.66	72,119.12	89,885.57	2,090.49	2,773.81	3,457.14	26.13	34.67	43.21
F7	62,930.15	83,989.20	105,048.25	2,420.39	3,230.35	4,040.32	30.25	40.38	50.50
F8	72,569.35	96,145.97	119,722.60	2,791.13	3,697.92	4,604.72	34.89	46.22	57.56
P1	38,993.71	52,251.13	65,508.55	1,499.76	2,009.66	2,519.56	17.49	23.43	29.38
P2	44,448.36	56,748.87	69,049.39	1,709.55	2,182.65	2,655.75	19.93	25.45	30.97
P3	52,416.40	71,150.99	89,885.57	2,016.02	2,736.58	3,457.14	23.51	31.91	40.31
P4	55,372.57	75,583.56	95,240.82	2,129.71	2,907.06	3,663.11	26.62	36.34	45.79
P5	56,884.88	78,439.34	99,993.81	2,187.88	3,016.90	3,845.92	27.35	37.71	48.07
P6	69,764.64	89,933.67	110,102.70	2,683.26	3,458.99	4,234.72	33.54	43.24	52.93
P7	72,995.48	100,088.47	127,181.49	2,807.52	3,849.56	4,891.60	35.09	48.12	61.14

GLOSSARY OF BUDGET & PERFORMANCE MEASUREMENT TERMS & COMMON ACRONYMS

Accrual Basis of Accounting (or Full Accrual): Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

Ad Valorem Tax: A tax levied in proportion to the value of real property.

Amortization: Paying the principal amount of a debt issue through periodic payments either directly to bondholders or to a sinking fund for later payment to bondholders. Amortization payments include interest and any payment on principal.

Appropriation: Expenditure authority created by the City Council.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes. (Note: the County establishes Property values.)

Assigned Fund Balance: Monies over the years that remain unspent after all budgeted expenditures have been made, but which are reserved for specific purposes.

Authorized Bond: Bonds that have been legally approved but may or may not have been sold.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. North Carolina state law requires the annual operating budget to be balanced.

Base Budget: Those resources necessary to meet an established and existing service level.

Basis of Accounting: The accounting method that determines when, for accounting purposes, expenditures, expenses, and revenues are recognized. The two bases of governmental accounting include accrual (or full accrual) and modified accrual.

Benchmarking: The systematic process of searching for best practices, innovative ideas and highly effective operating procedures that lead to superior performance; The process of identifying the best-in-class and duplicating or surpassing their performance.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally, the higher the bond rating, the less risk investors assume resulting in a more favorable interest rate and lower cost of financing capital projects for the governmental unit. The three main bond-rating agencies include: Standard and Poor's, Moody's, and Fitch.

Budget: The budget translates organizational intentions into actions, allocating resources in support of organizational goals, objectives, and desired service levels.

Budget Amendment: A legal procedure used by the City staff and the City Council to revise a budget appropriation.

Budget Document: A formal document outlining the City's financial plan for a fiscal year.

Budget Message: A written overview of the proposed budget from the City Manager to the Mayor and City Council that discusses the major budget items and changes and the City's present and future financial condition.

Budget Ordinance: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

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.

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

FY 2019-20 FEES, RATES AND CHARGES SCHEDULE

(Effective July 1, 2019 unless otherwise noted, or first applicable billing cycle for Utilities;
Fees subject to change by Council.)

ADMINISTRATIVE

City Code	\$100.00 Bound Copy \$ 75.00 Unbound Copy \$ 20.00 Renewal Subscription
Consideration of Utility, Solid Waste or Other Franchise Ordinance	\$500.00
Laser Printer Copies / Photocopies	
1-10 Copies	Free
11 or more Copies	\$ 0.25 photo copy or page printed

A special service charge may be required for extensive information technology or personnel required to respond to a public records request. Such charge shall be based on cost incurred by the City in generating the particular response in accordance with NCGS 132-6.2(b).

Child Support Payroll Administration Fee	\$ 2.00 each
Duplicate W-2's	\$ 5.00 each
Official Public Budget Document	\$ 50.00/book
Attorney's Fee	\$250.00/hr or reimbursement of contract actual cost
Paralegal Fee	\$ 95.00 per hour
Parking Deck Fee:	
Level 1.5	\$ 25.00/space/month
Level 3	\$ 15.00/space/month
Level 4	\$ 10.00/space/month
Discount	\$ 1.00/space/month on all singly-purchased blocks of 10 or more spaces <i>(\$5 late fee charged on all past due payments)</i>
Parking Deck Permit (City Employees only)	First parking permit free Replacement parking permit \$10.00
Encroachment/Permit for Sidewalk Dining	\$175.00
Encroachment/Banner Attachment	\$15.00 per banner
Payment by Credit Card	May be assessed by a third-party vendor a convenience fee for using this service.

Civil Penalty for Violating City Code, "(a)(1) Unless otherwise specifically provided, violation of any provision of this Code or any other city ordinance shall subject the offender to a civil penalty in the amount of \$500.00 or as specified in the then current Fees, Rates and Charges Schedule adopted as part of the City of Concord Annual Operating Budget; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated. (4) Except as otherwise specifically provided, each day's continuing violation of any provision of this Code or any other city ordinance shall be a separate and distinct offense. (f)(3) (3) Any willful failure to pay any civil penalty imposed within this Code is a misdemeanor under G.S. § 14-4 and punishable by a fine of \$500.00 or 30 days in jail, or both."

Excerpts from Sec 1.6, Code of Ordinances of the City of Concord.

AVIATION

DAILY RATES

Category I	Single Engine Piston Remain Over Night (RON): \$15.00; Hangar In Common (HIC): \$35.00; Landing:\$12.00 All Cessna 100/200 Series Models, Tripacer, Colt, Comanche, Cherokee, Pacer, Musketeer, Bonanza, Mooney, Rockwell Commander, Lance, Arrow, Cirrus. Monthly HIC \$255.00. Fuel purchase of 10 gallons will waive the RON.
Category II	Multi Engine Piston RON: \$20.00; HIC: \$40.00; Landing: \$20.00 Cessna 310, 335, 336, 337, 401, 402, 411, 414, 421, - All 300's/400's, Aztec, Apache, Navajo, Twin Comanche, Duke, Baron, Duchess, Seminole, Seneca, Aerostar, Saratoga, Malibu. Monthly HIC \$353.00. Fuel purchase of 25 gallons will waive the RON.

Category III	Twin Turbine RON: \$35.00; HIC: \$75.00; Landing: \$50.00 Kingair, Twin Beech (D-18), Queenair, Aero/Grand Commander, Cheyenne, Turbo-Commander, Conquest, MU-2, Metroliner, Merlin, Caravan, Jetstream, Avanti, Palatus. Monthly HIC-\$636.00. Fuel purchase of 50 gallons will waive the RON.
Category IV	Light Jet RON: \$75.00; HIC: \$125.00; Landing: \$75.00; Ramp \$75.00. Lear, Citation, Jet-Commander, Saber-liner, Hansa, Lodestar, Westwind, Starship, Diamond, Beech Jet, Falcon 10, Astra, Premier, Beach 1900, Beachjet 400, Hawker 700, Hawker 800, Hawker 1000. Monthly HIC \$755.00. Fuel purchase of 100 gallons will waive the RON/Ramp Fees.
Category V	Medium Jet RON: \$100.00; HIC: \$175.00; Landing: \$110.00; Ramp \$100.00. Falcon 20, 50, 200, 900, G-I, II, III, IV, V, Jetstar, DC-3, DH-8, Shorts 360, SAAB 340, Challenger, Twin Otter Challenger 601, Challenger 604, Regional Jet, EMB 120, ERJ 135, 145, Galaxy, ATR 42, Fokker 50. Monthly HIC \$1395.00. Fuel purchase of 200 gallons will waive the RON/Ramp Fees.
Category VI	Large Jet RON: \$150.00; HIC: \$300.00; Ramp \$150.00. Landing: based on aircraft gross landing weight: (\$2 per 1,000 LBS) DC-8, DC-9, 727, 737, BAC1-11, Convair 440, 640, 580, MD80, Global Express, Saab 2000. Monthly HIC \$1700.00. Fuel purchase of 300 gallons will waive the RON/Ramp Fees.
Helicopters	RON: \$25.00; HIC: \$75.00; Landing: \$25.00. Fuel purchase of 10 gallons will waive the RON.

Aircraft Registered and paying tax in the City of Concord, but not based at CRA will receive based tenant landing/ ramp fees and fuel discount.

T-Hangar:

Single Engine	\$ 50.00/day
Twin Engine - piston	\$ 60.00/day
King Air 90 and 100 series	\$ 75.00/day

MONTHLY RATES

Open Tie-Down:

Category I	\$ 80.00/month
Category II	\$105.00/month
Category III	\$175.00/month
Category IV	\$250.00/month
Category V	\$300.00/month
Category VI	Negotiated

T-Hangars:

T-10	\$280.00/month
T-40	\$310.00/month
T-50	\$415.00/month

Hangar In Common Monthly Rate starting at \$225.00 for a small single engine up to \$3,500.00 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	\$1.60 month/sq foot
HIC Office Space	\$1.55 month/sq foot
Modular Building Office Space	\$1.50 month/sq foot
Terminal Counter Space	\$200.00/month plus % of gross
Terminal General Merchandise	Negotiated Rate plus % of gross
Mailbox Rental	\$ 20.00
Advertising Agency Fee	Negotiated
Lobby Advertising	Negotiated

PRIVILEGE / OPERATING FEES:

(ALL COMMERCIAL AERONAUTICAL OPERATORS MUST ALSO HAVE WRITTEN AGREEMENT WITH CITY)

Fixed Base Operation – Full service (excluding fueling)	\$2,000.00 /month
Fixed Base Operation – Aircraft Airframe / Engine Maintenance	\$350.00/month
Fixed Base Operation – Specialized Repair (ie Avionics)	\$350.00/month
Fixed Base Operation – Aircraft Charter & Air Taxi	\$350.00/month
Fixed Base Operation – Air Cargo	\$250.00/month
Fixed Base Operation – Flight Training	\$325.00/month
Fixed Base Operation – Ground Classroom or Sim. Training	\$325.00/month
Fixed Base Operation – Banner Tow / Aerial Advertising	\$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 or \$50.00 per day plus percentage
Fixed Base Operation – Medical Services (Physicals)	\$100.00/month
Fixed Base Operation – Pilot Services	\$300.00 /month

Fixed Base Operation – Aircraft Rental	\$300.00 /month
Fixed Base Operation – Aircraft Ground Services	\$300.00 /month
Fixed Base Operation – Aircraft Line Services	\$300.00 /month
Fixed Base Operation – Aerial Photography	\$225.00/month
Fixed Base Operation – Sightseeing/Aerobatic Operations	\$100.00/month
Fixed Base Operation – Other	Negotiated
Non-Based Operations - (no based aircraft or office space lease)	\$400.00/ month minimum. Actual fee negotiated after review of proposed operations.

MISCELLANEOUS FEES

Commercial Aircraft Terminal Fee	\$300.00/operation
Commercial Aircraft Ramp Fee	\$350.00/aircraft arrival
Baggage Handling Fee	\$ 4.00/passenger (\$200.00 Minimum Charge)
Aircraft Tow	\$10.00 (Category I, II); \$14.00 (Category III, IV); \$20.00 (Category V)
Exclusively Leased or Privately Owned Hangar Aircraft Tow	\$15.00 (Category I, II); \$20.00 (Category III, IV); \$25.00 (Category V)
Auxiliary Power Unit	\$15.00 Engine Start Only; \$10.00/ 15min. of Continuous Use
Wash Rack	\$10.00 single; \$15.00 twin
Self-Maintenance Hangar	\$5.00/hour (Reservations required-more than 24 continuous hours requires Aviation Director approval)
Potable Water	\$20.00
Lavatory Service	\$60.00
T-Hangar Cleaning	\$75.00
Defueling Cart	\$15.00/day (No charge for first day use)
Aircraft Defueling	\$250.00
Re-coring tenant locks on T-hangars	\$75.00 (when tenant loses keys)
Extra keys	\$ 5.00 each for tenants
Helicopter Platforms	\$75.00/month or \$10.00/day
Blimp Mooring	\$100.00/day
Commercial Helicopter Shuttle	\$50.00/trip or \$100.00/day per helicopter
Terminal Admin Conference Room	<u>Full room</u> \$200/day or \$100/half day; includes coffee service (can accommodate 24) <u>Half room</u> \$100/day or \$50/half day; includes coffee service (can accommodate 12)
Terminal Small Conference Room	\$75.00/day or \$50.00/half day
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	\$1,000.00/day
Special Event Site Fee	\$500.00/day
Video Conferencing	\$50.00/hour
Xerox Copies	\$ 0.25/page
Fax Service	Local \$1.00/page; long distance \$2.00/page
Notary Public	\$ 3.00
Audio/Visual	\$20.00/day
Off-site Rent-a-car pick-up / drop-off	Negotiated rate of at least \$500 per month and/or % of gross
Limousine	\$10.00/load or \$50.00/car/month
Shuttle Bus	\$10.00/load or \$50.00/bus/month
Taxi Cab	\$10.00/load or \$50.00 car/month
Rideshare (Uber, Lyft, etc.)	\$1.50 per pick up or drop off
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 \$8.00 per day/per vehicle in Uncovered Parking

Lost Parking Ticket Fee	\$9.00 per day/per vehicle in Covered Parking
Parking Remote Area	\$50.00
Remote Parking Shuttle	\$5.00 per day
Rental Vehicle Facility Fee	\$5.00 per passenger/round trip
Concessions	\$3.00 per vehicle rental
	Percentage of gross or set fee

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 26th day, in accordance with City of Concord Policy.
- 2) Security Deposits:
 - i) All hangar rentals are required to deposit an amount equal to one month's rental.
- 3) On Account (Monthly Fuel Billing):
 - i) All Customers wishing to bill fuel on account must sign a "Guarantee of Payment" and complete a "City of Concord Regional Airport Credit Application." Only those customers having a satisfactory credit rating are allowed to bill fuel on account.
- 4) Partial Payment Application:
 - i) Partial payments are applied first to the oldest invoices or any delinquent charges first, unless otherwise specified. Customer is responsible for remaining past due amounts and is subject to any liens or lease termination per Aircraft Storage Permit.
- 5) Check Cashing:
 - i) Checks are not accepted for accounts terminated due to non-payment and /or returned checks.
 - ii) No third party checks will be cashed.
- 6) Returned Check Charge:
 - i) There is a \$25.00 service charge for returned checks. It is the City of Concord's Policy to process Non-sufficient Funds (NSF) checks twice before being returned from the bank. If the City receives two NSF checks in a sixty-day (60) period, accounts are placed on and marked "CASH-ONLY" for a one (1) year period. "CASH-ONLY" status is reviewed after one year.
- 7) Credit Card Processing Fee for customers using a non-preferred card will be 3% charge on total credit card receipts.

CEMETERIES

BURIAL OPTIONS	Oakwood Cemetery	Rutherford Cemetery Single Lot 4' x 10'	West Concord Cemetery Single Lot 5' x 10'
Traditional In-Ground Burial Lots	Sold out	Resident \$350.00 Non Resident \$500.00	Resident \$450.00 Non Resident \$600.00 Increased cost due to larger lot size
In-Ground Burial Lots for Cremains	None available	None available	Resident \$300.00 Non Resident \$400.00
Columbarium Niche for Inurnment of Cremains	Resident \$ 1,500.00 Non Resident \$1,800.00	Not available	Not available

OPENING & CLOSING FEES All Cemeteries	Traditional In-Ground Burial	In-Ground Burial of Cremains	In -Ground Burial of Infant (Site preparation up to 3 ft.)	Inurnment of Cremains in Columbarium
Weekdays Before 3:30 pm	\$525.00	\$350.00	\$300.00	\$100.00
Weekdays After 3:30pm	\$625.00	\$450.00	\$400.00	\$100.00
Weekends/ Holidays Before 3:00pm	\$800.00	\$425.00	\$450.00	\$150.00
Weekends/Holidays After 3:00pm	\$900.00	\$500.00	\$750.00	\$150.00

Additional Information:

Oversized burial vaults containing oversized coffins require a minimum burial lot size of 5' x 10'. Burial lots measuring 4' x 10' will require the purchase of a second lot in order to accommodate an oversized vault containing an oversized coffin. An additional preparation fee of \$200.00 will also be required.

Burial or inurnment services are not available on Thanksgiving day, Christmas day, New Year's day or Easter Sunday as the Cemeteries will be closed in observance of the Holidays.

Graveside services can be scheduled up to 4:00pm weekdays and 3:30 pm on weekends and holidays.

All lots must be marked within a year from the date of burial.

CLEARWATER ARTIST STUDIOS

CLEARWATER GALLERY (2,249 SQ FT)

Hourly Event Rental Rates

1 - 3 Hours	\$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
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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, 2019. Please reference Chapter 59, Electric Systems and Services, Article II of the City's Code of Ordinances; Concord Technical Standards Manual, Chapter 6; and Customer Service Policies and Procedures for specific requirements, availability, and eligibility.

REBATES OFFERED

RESIDENTIAL HIGH EFFICIENCY HEAT PUMP REBATE PROGRAM:

The City is offering a \$400 rebate to residential customers who install new or replace an existing heating/air conditioning system with a high efficiency heat pump. For information on how to qualify for this rebate, contact the City's Electric Department at 704-920-5303.

RIDERS TO THE ELECTRIC RATES

The City Manager is authorized to approve periodic adjustments to the Purchase Power Adjustment, the Portfolio Standard Renewable Energy Rider, and the Renewable Energy Generation Rider when such adjustments are received from the City's wholesale energy provider(s).

PURCHASE POWER ADJUSTMENT RIDER

Availability:

The City reserves the right to charge a Purchase Power Adjustment at such time as the average cost of purchased power to the City deviates from the base cost of purchased power used in the design of the City's rate schedules and/or rider. This rider applies across all rate categories.

PORTFOLIO STANDARD RENEWABLE ENERGY RIDER (REPS)

Availability:

Service supplied to the City's retail customers is subject to a REPS monthly charge applied to each customer agreement for service on a residential, general service, or industrial service rate schedule. This charge is adjusted annually, pursuant to North Carolina General Statute 62-133.8 and North Carolina Utilities Commission Rate R8-67. This Rider is applicable to all rate categories with exception to agreements for the City's outdoor lighting rate schedules OL, PL, or FL, and also shall not apply to electric service(s) that are auxiliary to another contract between the City and the customer. An auxiliary service is defined as a non-demand metered non-residential service for the same customer at the same location.

The North Carolina Utilities Commission has ordered effective for service rendered on and after September 1, 2009 that a REPS Monthly Charge be included in the customers' bills. The current rates are as follows:

RESIDENTIAL SERVICE AGREEMENTS

REPS Monthly Charge \$0.98

GENERAL SERVICE AGREEMENTS

REPS Monthly Charge \$3.79

INDUSTRIAL SERVICE AGREEMENTS

REPS Monthly Charge \$15.21

EXTRA FACILITIES CHARGE RIDER:

Availability:

This Rider is applicable to any electric service(s) requiring the installed cost of extra facilities necessary to provide electric services.

A monthly "Extra Facilities" charge equal to 1.7% of the installed cost of extra facilities necessary for service, but not less than \$25, shall be billed to the Customer in addition to the bill under the appropriate rate schedule and this Rider, when applicable.

ECONOMIC DEVELOPMENT RIDER:

Availability:

This Rider is available only at the option and approval by the City Manager to nonresidential establishments receiving service from the City under Schedules 5-G, 6-GA, 7-I or TOU (as stated below). Customers must create a minimum new load of 300 kW with a load factor of 55% or greater at one delivery point.

Application of Credit:

Beginning with the Operational Date, a credit based on the percentages below will be applied to the total bill for the New Load contracted for under this Rider, calculated on the applicable rate schedule, including the Basic Facilities, Demand Charge, Energy Charge, or Minimum Bill excluding other applicable Riders, and excluding extra Facilities Charges.

Months 01 – 12	20%
Months 13 – 24	15%
Months 25 – 36	10%
Months 37 – 48	5%
After Month 48	0%

RENEWABLE ENERGY GENERATION RIDER

Availability:

Upon completion and the City's acceptance of an Interconnection Agreement and Purchase Power Agreement, this schedule is available for electrical energy supplied by Eligible Qualifying Facilities located in the City of Concord, North Carolina service territory which have non-hydroelectric qualifying facilities fueled by trash or methane derived from landfills, hog waste, poultry waste, solar, wind, and non-animal forms of biomass which are interconnected directly with the City's system and which are qualifying facilities as defined by the Federal Energy Regulatory Commission pursuant to Section 210 of the Public Utility Regulatory Policies Act of 1978.

RATE¹:

Administrative Charge	\$19.91 per month
All KWH production	3.54 ¢ per KWH

¹ Unless otherwise specified in the City's contract with the Customer, payment of credits under this Schedule do not convey to the City the right to renewable energy credits (REC's) associated with the energy delivered to the City by the Customer.

Renewable Energy Generator Application Fees – these fees are applicable for anyone who wishes to interconnect renewable energy generating facilities to the City of Concord's Electric System.

Small Inverter Process: a request to interconnect a certified inverter-based Generating Facility no larger than 20 kW for residential and no larger than 100kW for non-residential.

Residential	\$100.00
Non-residential	\$250.00

Fast Track Process – a request to interconnect a certified Generating Facility no larger than 2 MW, which meets the Fast Track Process criteria.

Generating Facilities larger than 20 kW but no larger than 100 kW	\$250.00
Generating Facilities larger than 100 kW but no larger than 2 MW	\$500.00

Study Process – a request to interconnect a certified Generating Facility that does not meet the criteria for the Fast Track Process or are larger than 2 MW. The City will provide an estimate of the Study Process fees once it receives and reviews a completed Interconnection Request form.

Study Deposit	\$1,000.00
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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
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Energy Charges per kWh (July-October)	
First 350*	9.7476¢
Over 350	9.7476¢

Energy Charges per kWh (November-June)	
First 350*	9.7476¢
Over 350	8.8476¢

*For customers receiving Supplemental Security Income (SSI) and who are blind, disabled, or 65 years of age or over, the rate for the first 350 kWh used per month shall be 8.3190¢ per kWh. The present maximum discount to customers being served under this provision is \$5.00 per month.

RESIDENTIAL SERVICE ENERGY STAR (ES)

Availability:

Available only to customers dwelling in residences, condominiums, mobile homes, or individually-metered apartments which provide independent and permanent facilities complete for living, sleeping, eating, cooking, and sanitation, and which are certified to meet the standards of the Energy Star program of the United States Department of Energy and Environmental Protection Agency. To qualify for service under this Schedule, compliance with the Energy Star standards must be verified by a third party independent Home Energy Rating System (HERS) rater working for an approved HERS provider. See Chapter 59, Section 48 of the City's Code of Ordinance for qualification guidelines.

	Standard*	All-Electric**
Basic Facilities Charge per month	9.65	9.65
Energy Charges (July-October)		
First 350 kWh used	9.7476¢ per kWh	9.7476¢ per kWh
Over 350 kWh used	9.2851¢ per kWh	9.2851¢ per kWh
Energy Charges (November – June)		
First 350 kWh used	9.7476¢ per kWh	9.7476¢ per kWh
Over 350 kWh used	9.2851¢ per kWh	8.4751¢ per kWh

*Standard rate above is applicable to residences where the Energy Star standards are met, irrespective of the source of energy used for water heating or environmental space conditioning.

** All-Electric rate above is applicable to residences where the Energy Star standards are met and all energy required for all water heating cooking, clothes drying and environmental space conditioning is supplied electrically, except that which may be supplied by non-fossil sources such as solar.

OUTDOOR, STREET, AND TRAFFIC SIGNAL LIGHTING RATES:

OUTDOOR LIGHTING SERVICE (OL) – RENTAL

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

HID Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
100 watts ⁽¹⁾	\$8.42	\$15.13	\$19.90
150 watts (HPSV) ⁽¹⁾	\$10.14	\$16.85	\$21.62
175 watts (metal halide) ⁽¹⁾	\$10.70	N/A	N/A
175 watts (Mercury Vapor) ⁽¹⁾	\$8.59 ⁽¹⁾	\$17.41	\$22.18
250 watts (HPSV) ⁽¹⁾	\$11.80	\$18.51	\$23.28
250 watts (mercury vapor) ⁽¹⁾	\$11.80 ⁽¹⁾	\$18.51	\$23.28
400 watts (HPSV) ⁽¹⁾	\$14.12	\$20.83	\$25.60
400 watts (mercury vapor) ⁽¹⁾	\$14.12 ⁽¹⁾	\$20.83	\$25.60
400 watts (metal halide) ⁽¹⁾	\$17.46	\$24.17	\$28.94
1000 watts (mercury vapor) ⁽¹⁾	\$27.39	\$34.10	\$38.87
1000 watts (HPSV) ⁽¹⁾	\$29.66	\$36.37	\$41.14
1000 watts (metal halide) ⁽¹⁾	\$33.07	\$39.78	\$44.55

⁽¹⁾ These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

LED Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
50 watts (Area)	\$7.58	\$14.29	\$19.06
65 watts (Area)	\$8.52	\$15.23	\$20.00
75 watts (Area)	\$9.13	\$15.84	\$20.61
100 watts (Area)	\$9.96	\$16.67	\$21.37
160 watts (Area)	\$10.62	\$17.33	\$22.10
215 watts (Area)	\$13.09	\$19.80	\$24.57
315 watts (Area)	\$18.90	\$25.67	\$30.44
530 watts (Area)	\$31.30	\$38.01	\$42.78

FLOOD LIGHTING (FL) SERVICE

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

<u>HID Lighting</u>	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
250w (HPSV) ⁽¹⁾	\$14.34	\$21.05	\$25.82
400w (HPSV) ⁽¹⁾	\$15.71	\$22.42	\$27.19
400w (Metal Halide) ⁽¹⁾	\$17.63	\$24.34	\$29.11

⁽¹⁾ These units are no longer available for repair, replacement, or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED lighting fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

<u>LED Lighting</u>	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
200w (LED)	\$15.71	\$22.42	\$27.19
240w (LED)	\$17.63	\$24.34	\$29.11

Special Conditions:

Rental fees include a 30-foot high Class 5 pole supplied by the City. Customers requesting a pole more than 30 feet high shall pay in advance the actual difference in cost between the 30-foot Class 5 pole and the pole requested. Luminaires installed remain the property of the City, which will maintain the luminaires.

Additional monthly charges for underground conductors (OL/FL Rate):

0-150 feet	\$0.35
150-250 feet	\$0.75

This fee will be added to the base rate.

Additional monthly charges pertaining to Outdoor Lighting Rates:

Additional monthly charge of \$5.70 for wooden pole without luminaire

PUBLIC LIGHTING (PL) SERVICE RATE SCHEDULE

Availability:

Available only for the purposes of lighting streets, highways, parks and other public places for municipal, county, state and federal governments at locations inside the municipal limits on the City's distribution system. This schedule is not available for service to non-governmental entities.

<u>HID Lighting</u>	Rate (PL Base) Existing	Rate New Wooden Pole	Rate New Wooden Pole (underground)
100 watts ⁽¹⁾	\$7.47	N/A	N/A
150 watts (HPSV) ⁽¹⁾	\$9.20	N/A	N/A
175 watts (metal halide) ⁽¹⁾	\$9.64	N/A	N/A

175 watts ⁽¹⁾	\$7.63	N/A	N/A
250 watts (mercury vapor) ⁽¹⁾	\$9.76	N/A	N/A
250 watts (HPSV) ⁽²⁾	\$10.86	\$18.51	\$23.28
400 watts (HPSV) ⁽²⁾	\$13.20	\$20.83	\$25.60
400 watts (mercury vapor) ⁽¹⁾	\$10.09	N/A	N/A
400 watts (metal halide)	\$16.17	\$17.63	N/A
1000 watts (HPSV) ⁽¹⁾	\$26.40	N/A	N/A
1000 watts (metal halide) ⁽¹⁾	\$29.93	N/A	N/A

⁽¹⁾These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

⁽²⁾ Roadway use only

LED Lighting

	Rate Existing Wood Pole	Rate New Wooden Pole	Rate New Wooden Pole Served Underground
50 watts (Area)	\$6.72	\$13.43	\$18.20
65 watts (Area)	\$7.70	\$14.41	\$19.18
75 watts (Area)	\$8.44	\$15.15	\$19.92
100 watts (Area)	\$9.56	\$16.27	\$21.04
160 watts (Area)	\$10.13	\$16.84	\$21.61
215 watts (Area)	\$12.12	\$18.83	\$23.60
315 watts (Area)	\$17.75	\$24.46	\$29.23
530 watts (Area)	\$29.10	\$35.81	\$40.58

FLOOD LIGHTING (PL-FL) SERVICE

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

HID Lighting

	Rate Existing	Rate New Wooden Pole	Rate New Wood Pole Wooden Pole Served Underground
250w (HPSV) ⁽¹⁾	\$14.34	\$21.05	\$25.82
400w (HPSV) ⁽¹⁾	\$15.71	\$22.42	\$27.19
400w (Metal Halide) ⁽¹⁾	\$17.63	\$24.34	\$29.11

⁽¹⁾These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

LED Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
200w (LED)	\$15.71	\$22.42	\$27.19
240w (LED)	\$17.63	\$24.34	\$29.11

Special Conditions:

Rental fees include a 30-foot high Class 5 pole supplied by the City. Customers requesting a pole more than 30 feet high shall pay in advance the actual difference in cost between the 30-foot Class 5 pole and the pole requested. Luminaires installed remain the property of the City, which will maintain the luminaires.

Additional monthly charges for underground conductors (PL/FL Rate):

0-150 feet	\$0.35
150-250 feet	\$0.75

This fee will be added to the base rate.

Additional monthly charges pertaining to Outdoor Lighting Rates:

Wooden Pole without luminaire	\$5.70
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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		
On-Peak Demand Charge per month	\$12.00 per KW	
Economy Demand Charge	\$ 3.50 per KW	
Energy Charge		
All Energy per month	3.50 cents per kWh	
On-Peak Hours	Summer Months <u>April 1 –October 31</u> 2:00 pm to 6:00 pm Monday-Friday	Winter Months <u>Nov. 1 – March 30</u> 7:00 am to 10:00 am Monday-Friday
Off-Peak Period Hours	All hours except the hours of: 1) 2 pm to 6 pm during April 1 – October 31, Monday through Friday. 2) 7 am to 10 am during November 1 – March 30, Monday through Friday	

This rate is subject to Billing Demand, Minimum Bill, Power Factor Correction, Annual Demand Surcharge, and Rate Adjustment as outlined below.

The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands, Economy and On-peak:

The On- Peak Billing Demand each month shall be the largest of the following:

- The maximum integrated one hour demand measured during the on peak period during the month for which the bill is rendered
- 15 kilowatts (KW)

The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero. In the winter months where there is no peak demand charge, the charge for demand during these months will be at the economy demand rate.

Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge and Energy Charge.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

Rate Adjustment - This rate will apply for a term of 3 years.

RESERVE CAPACITY RATE

Availability:

Applicable for any Customer who wishes to sell energy produced by a qualifying renewable energy generator to a Utility other than the City of Concord. Customers who utilize any part of the City of Concord's delivery system to wheel the Customer's renewable energy must comply with the City of Concord's Interconnection Policy and shall pay this Rate for Reserved Capacity on the City's system. The Customer shall compensate the City of Concord each month for Reserved Capacity at the sum of the applicable charge set forth below.

Monthly Delivery: \$1.15/KW of Reserved Capacity per month

UNDERGROUND INSTALLATION FEES:

SECONDARY SERVICES (UP TO 480V)

Service to Mobile Home \$299.68

Underground Secondary installed to a second service on the same lot \$9.50 per ft.

Change of Service from overhead to underground \$9.50 per foot plus cost of early retirement of overhead facilities.

PRIMARY SERVICES (UP TO 12,470V)

Single phase primary service installed to a single residential customer \$12.10 per ft.

Three phase primary service installed to a single residential customer \$17.86 per ft.

COMMERCIAL AND INDUSTRIAL ENERGY ASSESSMENT PROGRAM

Through a partnership with ElectriCities, the City of Concord can provide an energy assessment program for our commercial and industrial customers. Fees for each assessment will vary depending on the scope of work. Please contact the Electric Systems Department at 704-920-5303 for more information.

ELECTRIC METER TEST

Test within 12-month period of any prior tests
and no abnormality detected

\$50.00

ELECTRIC METER BASE FEE

The City of Concord will only connect to electric meter enclosures that are furnished by the City of Concord. All descriptions and fees that are affected are listed below. Payments for meter enclosure will be made at 35 Cabarrus Avenue West (Customer Service Department). All meter bases must be picked up from the Warehouse Department at the Alfred M. Brown Operations Center located at 850 Warren C. Coleman Blvd. (accompanied by a receipt).

200 amp single-phase overhead/underground	\$109.00
400 amp single-phase overhead/underground	\$196.00
200 amp poly-phase (3 phase) overhead/underground	\$169.00
400 amp poly-phase (3 phase) overhead/underground	\$272.00
200 amp single-phase underground mobile home pedestal	\$295.00

DOWNTOWN EVENT POWER SERVICE FEE

Organizations sponsoring events in the downtown area may use the electric service point(s) to power equipment. The fee covers the cost of power and labor to cut the service on and off. Payment should be submitted to the Chief of Police with the Parade/Demonstration/Assembly Permit Application.

Use fee for downtown event service point(s) \$ 40.00

For billing questions, contact Customer Service at 704-920-5200.

For questions about rates, contact the Electric Department at 704-920-5320.

ENGINEERING

Water permit application review	\$200.00
Wastewater permit application review	\$480.00
Driveway Permit Application Fee (Commercial Applications and Residential Additional Driveway or Relocation)	\$50.00
Master Utility Permit Agreement	\$250.00

FIRE 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 rd submittal & each resubmittal thereafter)	\$ 50.00
Hydrant flow test (fee per hydrant)	\$150.00
Temporary Power Inspection	\$50.00
Load Merchandise Inspection	\$50.00

NOTES:

- (1) For multi-tenant building, fees are per tenant.
- (2) For multiple building owned by the same owner(s)/developers, fees are assessed per building.
- (3) Individuals or companies that have not secured permits or Certificates of Compliance prior to beginning work or occupying the structure shall be charged double the listed amount.
- (4) Re-inspections of the Sprinkler System, Fire Alarm System, or building for Certificate of Compliance will result in an additional fee per inspection.

REQUIRED CONSTRUCTION PERMITS

	<u>Permit Fee</u>	<u>Test Fee</u>
Automatic Fire Extinguishing Systems (Ansul/Sprinkler)	\$150.00	\$150.00 **
Compressed Gases	\$150.00	\$150.00
Fire Alarm & Detection Systems	\$150.00	\$150.00 **
Fire Pumps	\$150.00	\$150.00
Flammable & Combustible liquids	\$150.00	\$150.00
Hazardous Materials	\$150.00	\$150.00
Industrial Ovens	\$150.00	\$150.00
Private Fire Hydrants	\$150.00	\$150.00
Spraying or Dipping Operations	\$150.00	\$150.00
Standpipe Systems	\$150.00	\$150.00
Temporary Membrane Structures, Tents, Canopies	\$ 50.00 + .01/SF	\$ 0.00

NOTE: Any system installation prior to plan review and/or permit being issued will incur a double fee.

** Any structure over 70,000 SF x .002 + \$150.00 (DOES NOT INCLUDE HOOD SYSTEM/ANSUL)

REQUIRED OPERATION PERMITS

Amusement Buildings	\$ 150.00
Carnivals, Fairs, and Outdoor Concerts	\$ 300.00
Covered Mall Buildings	\$ 150.00
Exhibits and Trade Shows	\$2,500.00/yr or \$150.00/event
Explosives (Blasting)	\$ 100.00/1-day or \$300.00/90-days
Liquids Use, Dispensing, Storage, Transportation	\$ 150.00
UGST/AGST Install, Alter, Remove, Abandon	\$ 250.00/site
Change in Liquid in Tanks	\$ 150.00
Manufacture or Process Liquids	\$ 150.00
Liquid Dispensing – AGST/UGST to Vehicles	\$ 150.00
Liquid Dispensing – Tanker to Vehicles	\$ 150.00
Fumigation and Insecticidal Fogging	\$ 300.00
Vehicles in Assembly Buildings	\$ 150.00
Private Fire Hydrants	\$ 150.00
Pyrotechnic Special Effects Material/Fireworks	\$ 300.00/day & site
Spraying or Dipping	\$ 150.00
Tents & Canopies	\$ 50.00 + .01/SF

REQUIRED OTHER CHARGES/FEES

Dedicated Non-Emergency Services of Fire Personnel and Equipment:

Appropriate personnel and apparatus necessary for a requested or required service will be determined by the Fire Chief. A written agreement of the supplemental service will be in place prior to CFD providing any services.

Fire Personnel:

Rank/Band Required for Duty (Hourly rate or portion of any hour, two-hour minimum charge)	
Firefighter	\$ 19.76/ hr per person
Lieutenant/Engineer/Specialist	\$ 25.55/ hr per person

Fire Captain	\$ 35.04/ hr per person
Battalion Chief (Operations)	\$ 38.99/ hr per person
Battalion Chief (Prevention/Emergency Management/Training)	\$ 54.54/ hr per person
Assistant Fire Marshal	\$ 30.23/ hr per person
Assistant Deputy Fire Marshal	\$ 42.44/ hr per person
Deputy Chief	\$ 63.06/ hr per person
Fire Chief	\$ 81.27/ hr per person

Equipment:	
Ladder Truck (Aerial or Platform)	\$125.00 per hour
Engine (Pumper)	\$ 95.00 per hour
Hazardous Material Unit	\$ 95.00 per hour
ARFF Unit	\$ 95.00 per hour
Heavy Rescue	\$ 95.00 per hour
Mobile Command Unit/Bus	\$ 30.00 per hour
USAR Unit	\$ 30.00 per hour
Light Vehicles (Cars/Pick-ups)	\$ 17.00/\$27.00 per hour
Trailers	\$ 10.25 per hour
Mules/ATV	\$ 8.00 per hour

Other Services:

Environmental Site Assessment Research	\$25.00 per hour (one hour minimum)
Fire Flow request/Special Request (fee per hydrant)	\$100.00/hydrant
After Hours Inspection Review – Special Request	\$ 35.00/hr (minimum of 2 hours)
After Hours Plan Review – Special Request	\$ 150.00/submittal
Other inspections by request – Special Request	\$100.00
Re-inspections (3 rd visit or additional inspections)	\$ 50.00
State License Inspection Fee	\$100.00
Daycare License Inspection Fee	\$ 75.00
Group Home License Inspection Fee (annually)	\$ 75.00
Foster License Inspection Fee (annually)	\$ 20.00 (2 nd visit \$50.00)
Fire Incident Report Copy (s)	\$ 1.00 (per report)
Complete Fire Incident Report Copy (s) on CD	\$ 25.00 (per CD)
Community Rooms (Fire Stations 7, 8, and 9) Rental fee	\$25.00/per hour City resident; \$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 st offense); \$100.00 (2 nd offense) (may be issued after one written notice)
Burning without a Permit- Commercial	\$500.00/stack or pile (1 st offense); \$1,000.00/stack or pile (2 nd offense) (no notice required)
Code of Ordinances-Chapter 10 Violation	\$500.00/day (may be issued w/o notice, usual practice is after 75 days and three written notices)
Locked Exit / Exit Obstruction	\$500.00 (1 st offense); \$1,000.00 (2 nd offense) (may be issued w/o notice, in usual practice, verbal and written warnings precede citation)
Fire Detection / Protection	\$250.00 (1 st offense); \$500.00/day for any recurring violation (may be issued w/o notice, in usual practice, verbal and written warnings precede citation)

NOTE: Assembly, Hazardous, Institutional Systems must be in service at all times or immediate fire watch provided or shut down and fine; All others a fire watch must be provided in a reasonable period of time and maintained.

Access During Construction	\$1,000.00/day (May be issued w/o notice, in usual practice, verbal and written warnings precede citation.)
Occupancy without COC	\$1,000.00/day (May be issued w/o notice, in usual practice, verbal and written warnings precede citation.) (Issued immediately for new structures and after 45 days for existing, disconnection of utility service may be used in lieu of fines.)
General Violation	\$100.00 (Issued after 45 days and three written Notices - issued per item and not violation)
False Alarm > 3 per 90 days	\$250.00 (May be issued w/o notice, in usual practice, verbal and written warnings precede citation)

Fire Lane Parking Violations	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.) \$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 st offense); \$1,000.00 (2 nd offense) (Issued at the time of violation after occupancy overcrowding conditions have been corrected. Third offense may constitute court proceedings. Offenses run calendar year.)
Permits	Double Permit Fee (Charged for any permit for which work was done prior to permit being issued.)
Assault on a Fire Official	The 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	10,0001-20,000
\$300.00	50,001-75,000	5,501-10,000	20,001-40,000
\$300.00/lb plus \$0.01/addtl gal.or SCF	> 75,000	> 10,000	> 40,000

NOTE: Excludes LPG/medical gases

LPG (excluding LPG used only for heating and cooking)	\$150.00/tank
Medical Gases	\$150.00/tank
Radioactive Materials (any amount)	\$125.00

Hazardous Materials Reimbursement or Response fees are based on time and materials used per incident. Additional fees may be charged as recommended by the Emergency Management Coordinator.

FIRE INSPECTION PROGRAM TIME PERIODS AND PENALTIES

1 st Inspection (Initial)	\$0.00
2 nd Visit (After 30-days)	Potential Civil Penalties
3 rd Visit (After 30-days)	Potential Civil Penalties
4 th Visit (After 10-days)	Civil Penalties & Fines Issued
5 th Visit (After 10-days)	Civil Penalties & Fines, plus Civil Action, Misdemeanor Charges

NOTE: Imminent danger/life safety violation citation will be issued at the time of inspection.

PARKS AND RECREATION

RECREATION FEES

Adult:		
Open League Basketball	(8 games)	\$375.00/team
Other League Basketball	(8 games)	\$375.00/team
Over 40 League Basketball	(8 games)	\$375.00/team
Other League Softball	(8 games)	\$375.00/team
Open League Softball	(8 games)	\$375.00/team
Men's Fall League Softball	(8 games)	\$375.00/team
Adult League Soccer	(8 games)	\$375.00/team
Women's League Softball	(8 games)	\$375.00/team
Women's League Basketball	(8 games)	\$375.00/team
Flag Football Co-Ed		\$375.00/team
Couch to 5K		\$15.00/session
Road Races Registration - 5K		\$20.00; Early Registration \$15.00

Road Races Registration – 10K \$30.00; Early Registration \$25.00
 Volleyball \$250.00/ team

Youth:

Youth Basketball \$200.00/sponsor
 \$40.00/child (City);
 \$60.00/child (All others)

Youth Baseball/Softball (Spring/Fall) \$225.00/sponsor
 \$40.00/child (City);
 \$60.00/child (All others)

Youth Soccer \$200.00/sponsor
 \$40.00/child (City);
 \$60.00/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)

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

Youth to Adult Classes \$3.00 to \$100.00

Identification Card First Card Free
 Replacement Card \$3.00/each 13 Years and Older
 Replacement Card \$1.00/each 12 Years and Under

NOTE: Session = class period

AQUATICS CENTER

Admission fees – Adults (18 and up) \$2.50
 Youth (17 and under) \$1.50
 Groups (1½ Hours of Use) \$2.00/person (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

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
Small Cell Wireless Facility	\$100 Application for first 5 + \$50/application for each additional (up to 25 may be submitted as a bundled application)
Small Cell Attachment Fee	\$50/pole per year
Eligible Facilities Request	\$100 Commercial Upfit
Substantial Modification	\$300 Commercial Zoning Compliance Permit
New Wireless Tower	\$600 Special Use Permit
Technical Consulting Fee	Up to \$500 for small wireless facilities Up to \$1000 for eligible facilities requests and collocations

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 st 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

Residential Solid Waste Fee	\$2.24 per residential unit/per month
Yard Waste Removal (vacant lots zoned residential):	
< 2 cubic yards	No Charge
2-5 cubic yards	\$150.00 minimum
5+ cubic yards (limit of 10 cubic yards)	\$150.00 + \$30/CY if over 5CY
Residential Yard Waste Removal (As allowed by City Ordinance)	No Charge
Second Chance (Scheduled fee-based loose-leaf collection is available after loose-leaf season ends)	\$75.00 [See Note 1]
Bulky Waste Collection (Multi-family housing, business, and residential properties exceeding collection limits)	\$50.00 for 1 to 5 items, or any portion thereof
Residential Garbage Rollout Containers	No Charge (1 st container); \$9.00/month/container for each additional container (Residents with additional containers must recycle; maximum of 3 containers per residence - 1 Green and 2 Brown)
Residential Recycling Rollout Containers	No charge for 1 st or 2 nd container
Residential Rollout Container Left at Curb after Collection Day	\$25.00 fee per 95 gallon rollout cart (See Note 4)
Lost or damaged rollout container replacement (Beyond normal wear & tear)	\$70.00 / 95-gallon rollout cart

CODE ENFORCEMENT REMOVAL FEES

Yard Waste Removal/ Code Enforcement Collection (where fees apply)	\$250 minimum (\leq 10CY), plus \$25.00/ CY if > 10 CY (See Note 2)
Special Load Collection/Code Enforcement Cleanup	\$350 minimum (< 10 CY), plus \$35.00 / CY if > 10 CY [See Note 3]
Basketball Goal Removal from Public Right-Of-Way	\$225.00 first offense; \$450 each repeat offense
Discarded TV's and Computer Equipment, (as defined in Note 4 based on NCGS § 130A-309.91).	\$25.00 per item; \$150 minimum
White Goods & Scrap Metal removal (fee applies only when collection is not consistent with ordinance)	\$25.00 per item, \$150 minimum
Auto or truck tire removal (fee applies only when collection is not consistent with ordinance)	\$25.00 per tire

NOTE 1: Second Chance Loose-leaf Collection Program provides a limited number of scheduled appointments available to Customers for \$75.00 to collect loose-leaves placed at the curb after the end of loose-leaf season. These appointments are available on a first-come, first-served basis. Everyone else who places loose leaves to the curb will be required to bag their leaves or be subject to Code Enforcement action with removal fees beginning at \$150.

NOTE 2: Yard Waste Removal (where fees apply)/Code Enforcement Collection Fee applies to yard waste placed at the curb un-bagged (grass clippings, leaves after loose leaf season has ended, etc.), improperly bagged yard waste (black bags), or trees, tree limbs, brush and other materials cut or deposited by a commercial tree service, arborist or forester that are not to be collected by the City.

NOTE 3: Special Load Collection/Code Enforcement Cleanup Fee applies to bulky waste/building materials/large trash piles placed at the curb that do not follow City guidelines or that exceed established limits for curb placement and do not utilize a roll-off container. Examples are loose material (clothes, insulation or other building material, etc.) dropped at the curb, failure to bag material in clear bags, debris piles in excess of 4 CY or total volume of materials exceeding 10 CY size limit (10 rollout cart size-pile), and placing material at the curb without scheduling or without using a roll-off container. These situations are subject to Code Enforcement Action.

NOTE 4: Residents who place or leave their garbage containers and recycling containers on the street in violation of this policy shall receive a 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
- Service performed by the City's contract collector.
 - City to bill for carts on utility bills per city policy
 - Roll out must be approved by Solid Waste Services Director
 - Only City carts may be used
 - 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.
 - Rollout Container left at curb after Collection Day \$25.00 civil penalty per 95 gallon cart

Qualifications for Commercial Rollout Cart Service: Commercial generators operating out of houses or storefront buildings may request rollout container service where dumpster service is not available or practical as determined by the Solid Waste Services Director. Each building is limited to minimum number of rollout containers required to meet the waste generated by the commercial occupants in the building(s). Commercial generators in "strip malls" are required to use dumpster service and are encouraged to partner with adjacent commercial generators for the service. Other dumpster exceptions granted by the Director shall receive the number of rollout containers necessary for the waste stream generated. The City-established fee for Commercial Roll Out container service shall apply and commercial generators will be billed by the City monthly as a part of the City utility bill and will be billed for the number of carts in their possession, not the number collected. Billing shall be in accordance with the City utility billing and collection policy. Only "City of Concord" rollout containers are emptied. These containers remain the property of the City of Concord. City operated public-housing facilities may utilize rollout containers and per General Statute section 160A-314 (a2) a reduced Public Housing billed by the City for such low income customers shall apply and is adjusted annually according to the Consumer Price Index (CPI).

CORRUGATED CARDBOARD (OCC) RECYCLING SERVICE

- The City collects corrugated cardboard free of charge from commercial generators, irrespective of quantity generated. Small volume generators are required to flatten corrugated cardboard and store it in a location accessible to collection crews for weekly collection. Large volume generators (4 CY per week flattened or greater) will be provided an 8 CY container(s) specifically designed for corrugated collection and weekly collection service. Commercial generators generating in excess of 24 CY per week, flattened, may be required to purchase or rent compaction equipment to facilitate collection efficiency.
- It is the commercial generator's responsibility to ensure that contamination of the corrugated containers is kept to a minimum. Repeated contamination problems can result in removal of the container or termination of service. The City will communicate repeated contamination problems to the affected generators.
- Neither the City, nor its contract collector for corrugated cardboard are responsible for any damages to pavement, structures or obstructions encountered during such collection except due to gross negligence.
- All corrugated cardboard (OCC) collection service will be on a set schedule. Any additional containers or pick-ups needed by the generator will require the generator to call the City's OCC collection contractor at that time. The additional containers or pick-ups shall be paid by the generator.

DUMPSTER SERVICE

- Commercial generators may contract directly with any waste hauler for service
- Except as otherwise provided herein, all commercial generators shall utilize dumpster service for their waste.

DUMPSTER SERVICE EXCEPTIONS

- In the event a commercial generator cannot comply with dumpster service policies due to logistical items including but not limited to space or access limitations or other service-related factors, the Solid Waste Services Director or his delegate has the authority to grant exceptions for good cause shown. Such exceptions are subject to the limited rollout container policies below.

MULTI-FAMILY HOUSING SERVICE

- Multifamily residence is defined by any apartment or group of apartments, townhomes, or condominiums, having six dwelling units or more. Developments including duplexes and/or other multiple dwelling units that take indirect access from a public right-of-way and collectively exceed 5 dwelling units total are classified as a commercial multi-family development for waste disposal purposes regardless of the number of parcels occupied, the configuration of property or zoning lines, or the number of owners.
- Single-family residence is defined by any detached dwellings designed, permitted and built as a single-family dwelling unit, mobile home, or duplex, triplex, or quadplex, apartment or group of apartments, or townhomes having less than six dwelling units, or any number of condominiums will be residentially serviced at no charge by the city and may use rollout carts.
- Developments with 6 units (e.g. apartment complexes) are required to utilize dumpsters (unless an exception is granted) and pay for container rental and waste disposal. Complexes are required to provide one 8 CY container per 25 units emptied twice per week. Alternatively, the owner may provide a recycling program equal to city residential 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 \$25.00 General Municipal Vehicle Tax * is levied and a \$5.00 Municipal Vehicle Tax for Public Transportation** is levied for a total license tax of \$30.00 on every motor vehicle resident within the City of Concord and licensed or required to be licensed by the State of North Carolina. Of the General Municipal Vehicle Tax, \$5.00 is dedicated exclusively to Sidewalk Construction.

Source:

*G.S. 20-97(b) General Municipal Vehicle Tax \$25.00

**G.S. 20-97(c) Municipal Vehicle Tax for Public Transportation \$5.00

Note: These Municipal Vehicle Taxes are billed and collected by Cabarrus County.

Beer and Wine License

Businesses operating within the City of Concord that have obtained a North Carolina ABC permit to sell beer and/or wine are required to obtain a City Beer & Wine License annually. An annual Beer and Wine License is levied on each Business selling

beer or wine for on-premises or off-premises consumption based on G.S 105-113.77 and G.S 105-113.79 and by the authority of N.C.G.S. 160A-211. Licenses expire on April 30 and must be renewed.

ABC Permit	Tax
On-premises malt beverage	\$15.00
Off-premises malt beverage	\$5.00
On-premises wine, fortified, unfortified, or both	\$15.00
Off-premises wine, fortified, unfortified, or both	\$10.00
Wholesale malt beverage	\$37.50
Wholesale wine (fortified and unfortified)	\$37.50
Wholesale malt beverage and wine (fortified and unfortified)	\$62.50

Tax on additional licenses:

The Tax stated above is the first license issued to a person. The tax for each additional license of the same type issued to that person for the same tax year is one hundred and ten percent (110%) of that base license tax; that increase will apply progressively for each additional license.

GARNISHMENT FEES

Fee	\$60.00
Source: N.C. General Statutes sections 105-368 and 7A-311	

TRANSIT SYSTEM – Concord/Kannapolis Rider

Local Service:

Regular Fare ¹	\$1.25/one-way trip
ADA Paratransit Fare	\$2.00/one-way trip
Senior Citizen Fare ²	\$0.60/one-way trip
Disabled Fare ²	\$0.60/one-way trip
Medicare Card Holders ²	\$0.60/one-way trip
Student Fare ²	\$0.60/one-way trip
Children (under 5)	Free
Transfers ³	Free
1-Day Unlimited Ride Pass	\$4.00
1-Day Unlimited Ride Pass (Senior, Disabled, Student, Medicare) ²	\$2.00
7-Day Unlimited Ride Pass	\$12.00
7-Day Unlimited Ride Pass (Senior, Disabled, Student, Medicare) ²	\$6.00
10-Ride Electronic Fare Media	\$10.00
10-Ride Electronic Fare (Senior, Disabled, Medicare, Student) ²	\$5.00
10 Tokens (Non-profit agencies)	\$8.00
31-Day Pass	\$40.00
31-Day Pass (Senior, Disabled, Student, Medicare) ²	\$20.00
Smart Card (cashless version of Regular Fare) ⁴	\$1.25 per ride
Smart Card (cashless fare for Senior, Disabled, Student, Medicare) ²	\$0.60 per ride
1-Ride Pass ⁵	\$1.00 (80% of Regular Fare rate per ride)
Credit/Debit Card Processing Fee	\$1.00

¹All riders shall pay this fare unless the rider qualifies under the fare policy for one of the reduced fares as listed.

²Discounted fares require a reduced-Fare ID.

³Transfers can be used anywhere in the system within 85 minutes of being issued.

⁴Smart Card – minimum purchase to receive card is \$25.00 (card may be reused with a minimum purchase of \$10.00).

⁵1-Ride Pass – minimum purchase of 100 passes; if less than 100 passes purchased, passes will be sold at regular fare rate if applicable.

TRANSPORTATION

SIGNAL DIVISION

Design Review and Inspection Fee	\$5,000.00
Emergency Mobilization	\$2,000.00
Fiber Optic Make Ready Fee	\$ 175.00
Fiber Optic Splice Fee per fiber	\$ 75.00
Interference and Damage to City Property	All cases will be judged on an individual basis and cost recovery based on Cityworks Work Order.

STREETS AND TRAFFIC

Blocking of City controlled parking spaces (by permit)	\$5 each per day or \$25 each per month
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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
*Crew Labor and Equipment Rate per hour		\$250.00

Schedule of Sidewalk and Concrete Street Repair Charges:

Size of Sidewalk or Street Cut	Est. Concrete Required	Cost
16 sq ft (minimum)	1/4 cubic yard	\$226.00
20 sq ft	1/4 cubic yard	\$226.00
21 – 50 sq ft	1/2 cubic yard	\$256.00
51 – 64 sq ft	3/4 cubic yard	\$282.00
65 – 80 sq ft	1 cubic yard	\$310.00
> 80 sq ft	1 ¼ cubic yards	\$634.00
	1 ½ cubic yards	\$663.00
	1 ¾ cubic yards	\$690.00
	2 cubic yards	\$718.00
	2 ¼ cubic yards	\$745.00
	2 ½ cubic yards	\$773.00
	2 ¾ cubic yards	\$800.00
	3 cubic yards	\$1,126.00
	> 3 cubic yards	Time and Materials
*Crew Labor and Equipment Rate per hour		\$250.00

Schedule of Curb and Gutter Charges – per linear ft.

Installation of new curb and gutter including suitable base material \$ 25.00

Schedule of new 4 inch Thick Sidewalk – per linear ft.

Installation charges including grading and suitable base material \$ 35.00

Schedule for seeding and mulching – per sq ft.

Installation charges including preparing and raking area to be seeded \$ 5.00

NOTE: Fees are based on normal costs and operational estimates. In the event that the City's costs for materials increases by 33%, all repairs for private parties will be suspended until further action of the Council.

TRAFFIC SERVICES

Signs:

10 ft channel post with anchor	\$ 50.00
Delineator Post w/base	\$100.00
Stop sign 30"	\$ 50.00
Yield sign	\$ 50.00
No Parking sign	\$ 20.00
Speed limit sign	\$ 50.00
Street marker assembly	\$200.00
Street intersection marker blades	\$ 75.00
Crime watch signs including installation and maintenance on Private roads	\$150.00
Crime watch signs including installation and maintenance on Public roads	\$ 60.00
Regulatory signs, exc. Stop & Yield	\$ 50.00
Warning sign	\$ 50.00
Information sign	\$ 25.00
Labor for each item above	\$ 40.00
Street Sign Toppers (per sign)	\$ 40.00

Pavement Markings:		
4 inch line (per linear foot)		\$ 2.08
8 inch line (per linear foot)		\$ 4.16
24 inch stop bar (per linear foot)		\$ 12.48
Cross Walk (per linear foot of 24" bar)		\$ 12.48
8' character (per letter)		\$190.00
10' character (per letter)	Cost of Special Order	
Symbol Railroad Crossing		\$625.00
Parking Space (parking lot – per linear foot)		\$ 2.08
Parking Space (parallel roadway – per linear foot)		\$ 2.08
Turn Arrow, Standard (Right or Left)		\$400.00
Straight Arrow, Standard		\$300.00
Combination Arrow, Standard		\$400.00

Traffic control services for non-profit special events, parades, emergency operations, etc.
All cases will be judged on an individual basis and cost recovery based on Cityworks Work Order

Temporary traffic control (rental) for parades, block parties & special events:	
Barricades, each per day	\$5.00
Detour signs, each per day	\$5.00
Traffic cones, each per day	\$0.50

Note: All City-owned vehicles and equipment used in a cost-reimbursement service not listed on this fee schedule will be charged to the customer at the current FEMA rate.

UTILITY BILLING AND COLLECTION (Including commercial waste collection billings of the City)

Late Fee

A Utility late fee of 1 ½ percent will be charged on all unpaid balances. A late fee will apply if payment is not paid by the 26th day. Effective 7/7/00, new payment arrangements are subject to late fee. Prior payment arrangements are not subject to late fee unless not current.

Same Day Connection Fee

A connection fee will be charged for same day service as follows:

Monday – Friday 8:00am – 3:00pm	No Charge
Monday – Friday 3:01pm – 5:00pm	\$100.00

*No regular connection after hours, on weekends or holidays.

NOTE: Same day service will only apply to residential customers applying for new service or transferring service. Same day service is not available for meter sets.

Non-Payment Administration Fee

An Administration fee will be charged as follows:

Monday – Friday 8:00am – 4:00pm	\$50.00
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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)

Security Deposits

Commercial and Industrial customers who provide a letter of credit at the initial application for service will not be required to pay a deposit. However, if a letter of credit is not provided, a deposit equal to one month's average bill is required. Disconnection for non-payment will require a deposit equal to two months average bill for reconnection of services.

Commercial customers whose past due balance is greater than \$500.00 will be subject to the following:

Past due > \$500.00	Add \$50.00 to above stated deposit schedule
Past due > \$1,000.00	Add \$75.00 to above stated deposit schedule
Past due > \$2,000.00	Add \$100.00 to above stated deposit schedule

Residential customers who meet a satisfactory credit rating are not required to have a security deposit at time of initial service. Disconnection for non-payment, returned checks, or bankruptcy will subject customer to deposit schedule for reconnection of service. A credit letter will be accepted in lieu of a deposit.

Residential customers who fail to meet a satisfactory credit rating will be required to deposit the following if the customer's past due balance is less than \$200.00:

Water and/or sewer service only	\$ 75.00
Water, sewer and electric	\$150.00

Residential customers whose past due balance is greater than \$200.00 will be subject to the following:

Past due > \$200.00	Add \$25.00 to above stated deposit schedule
Past due > \$500.00	Add \$50.00 to above stated deposit schedule
Past due > \$1,000.00	Add \$75.00 to above stated deposit schedule
Past due > \$2,000.00	Add \$100.00 to above stated deposit schedule

Returned Check Charge

There will be a \$25.00 service charge for returned checks. Services are subject to disconnection for returned checks.

Partial Payment Application

Partial payments will be applied to services in the order of Stormwater, Commercial waste collection, Sewer, Water and Electricity. Customer is responsible for remaining past due amounts and is subject to disconnection without further notice.

Check Cashing:

Checks are not accepted for accounts disconnected due to non-payment and/or returned checks. No third party checks will be cashed.

Involuntary Discontinuance of Service – Water and Sewer

In order to protect the City's water distribution and wastewater collection systems, to protect the consuming public, to prevent the dangerous and destructive practice of tampering with any water distribution or wastewater collection facilities of the City, the following penalties are hereby established:

- (1) Penalty of \$500.00 for altering, tampering with or removing or replacing a City water meter. A fee of \$500.00 for the jumping or by-passing of water meter.
- (2) All cases not covered by the specific situations as noted above, will be judged on an individual basis and treated accordingly.
- (3) In addition to the fees set forth above, the offending party shall pay all costs incurred by the City by reason of damage to its equipment.
- (4) In addition to the fees and costs provided in the above, such conduct described shall be subject to immediate disconnection of City water and/or sewer service if the offending party is a water and/or sewer customer of the City.
- (5) The penalties and costs herein provided shall be imposed by the Customer Service Manager, department(s) involved, or their designated agent.
- (6) When it becomes necessary for the City to discontinue services for any of the reasons listed in Section 4, *Discontinuing Services* of the City's Customer Service Policies and Procedures Manual, service will be restored after payment of (1) all past due bills due the City, (2) any deposit as required, and (3) any material and labor cost incurred by the City, according to the current Fee Schedule. No meters will be set in subdivision until all penalties and charges are paid.
- (7) Any person upon whom penalty and/or cost is imposed shall have the right of appeal from the action taken by the Customer Service Manager directly to the Finance Director.
- (8) Any person upon whom any penalty and/or cost are imposed shall have the right of appeal from the action taken by the Finance Director to the City Manager.
- (9) If it is determined that a residential customer is a first time offender, the tampering charge may be reduced to \$100 plus the damages, usage and reconnection fee.

Involuntary Discontinuance of Service (Meter Tampering) – Electric

In order to protect the City's electric distribution systems, to protect the consuming public, to prevent the theft of electric energy, and to prevent the dangerous and destructive practice of tampering with electric facilities of the City, the following fees are hereby established:

- (1) A penalty of \$50.00 for breaking, removing or replacing a City electric meter seal or disconnecting or reconnecting City electric service for the purpose of working on the service without notice to and approval by the Customer Service Department. Any consumer who fails to have said service inspected by the County Electrical Inspector within a period of five (5) working days, or upon said inspection, such work as was done should fail electrical inspection, shall be subject to immediate disconnection from the City electric system, and shall be liable to the City for all costs incurred during disconnection and reconnection or said service.
- (2) A penalty of \$500.00 for altering, tampering with or removing or replacing a City electric meter for the purpose of obtaining service after service has been disconnected for non-payment of electric bills rendered.
- (3) A penalty of \$500.00 for straight wiring, jumping or by any other means obtaining electric service from an existing service pole or pedestal. A penalty of \$500.00 for altering the registration of an electric meter by

- use of any electronic or mechanical means or the obtaining of electric power by any means when said power is obtained by bypassing registration of the electric meter.
- (4) If metering equipment is damaged, it will be replaced or repaired according to the City's specifications. Any offending party whose electric service has been discontinued by the City pursuant to this section shall not be eligible for reconnection to the City's electric service either at the point of infringement or at any other locations on the City's electric system until the penalty imposed and all replacement or repair costs are paid in full.
 - (5) If service has been disconnected from a power source for non-payment or meter tampering and the customer restores service on a non-protected circuit (i.e. mobile home pedestal, junction pedestal, transformer, etc), persons involved may face legal prosecution and penalties in the amount of \$500.00 will be required in addition to other tampering charges to reconnect service.
 - (6) All cases not covered by the specific situations as noted above, will be judged on an individual basis and treated accordingly.
 - (7) In addition to the penalties and cost provided in the above, such conduct described shall be subject to immediate disconnection of City electric service if the offending party is an electric customer of the City.
 - (8) The penalties and costs herein provided shall be imposed by the Customer Service Manager or his/her designated agent.
 - (9) Any person upon whom any penalties and/or costs are imposed shall have the right of appeal from the action taken by the Customer Service Manager directly to the Finance Director.
 - (10) Any person upon whom any penalty and/or costs are imposed shall have the right of appeal from the action taken by the Finance Director to the City Manager.
 - (11) If it is determined that a residential customer is a first time offender, the tampering charge may be reduced to \$100 plus the damages, usage and reconnection fee.

WATER AND WASTEWATER UTILITIES

WATER TREATMENT AND DISTRIBUTION USE FEES

Base charge: (Based on Water Meter Size):

	Inside City:	Outside City:
¾"	\$4.04	\$4.54
1"	\$5.76	\$6.61
1 ½"	\$9.71	\$11.35
2"	\$14.66	\$17.29
3"	\$26.28	\$31.23
4"	\$42.85	\$51.11
6"	\$83.89	\$100.36
8"	\$133.34	\$159.70
10"	\$191.20	\$229.13
12"	\$355.86	\$426.73

Fire Service Availability

4"	\$ 52.01
6"	\$ 94.44
8"	\$145.09
10"	\$217.72
12"	\$334.30

****Volume Charges:**

Residential volume charges inside city:

Residential service:	
Block 1 (0 - 6,000 gallons/month)	\$5.36/1,000 gallons
Block 2 (6,001 – 8,999 gallons/month)	\$6.97/1,000 gallons
Block 3 (9,000+ gallons) & Irrigation service:	\$8.58/1,000 gallons

Residential volume charges outside city:

Residential service:	
Block 1 (0 - 6,000 gallons/month)	\$6.44/1,000 gallons
Block 2 (6,001 – 8,999 gallons/month)	\$8.37/1,000 gallons
Block 3 (9,000+ gallons) & Irrigation service	\$10.30/1,000 gallons

Commercial and institutional volume charges inside city:

Commercial/institutional service	\$5.41/1,000 gallons
Commercial/institutional irrigation service	\$8.58/1,000 gallons

Commercial and institutional volume charges outside city:

Commercial/institutional service	\$6.50/1,000 gallons
Commercial/institutional irrigation service	\$10.30 /1,000 gallons

Industrial volume charge inside city:

Industrial service	\$4.00/1,000 gallons
Industrial irrigation service	\$8.58/1,000 gallons
Industrial volume charge outside city:	
Industrial service	\$4.80/1,000 gallons
Industrial irrigation service	\$10.30/1,000 gallons
Other Industrial Rates set by contract:	
Town of Harrisburg – Per Contract	
Monthly Reserved Capacity Charges	\$24,677.00
O&M Rate	\$3.40/1000 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

WATER METER PROTECTION PLAN: High bill assistance due to leaks, Opt Out available.

Meter size:	
¾"	\$0.50
1"	\$1.25
1½"	\$2.50
2"	\$4.00
3"	\$8.75
4"	\$25.00
6"	\$40.00
8"	\$70.00
10"	\$110.00
12"	\$220.00

Excludes Industrial meters. Irrigation meters are charged the same as regular meters.

IRRIGATION SERVICES: ALL Irrigation Services and Meter Charges (residential, commercial, institutional, and industrial) shall be charged the same as listed under the non-residential charges.

DROUGHT SURCHARGE POLICY: During periods of extended and extreme drought when mandatory water usage restrictions are necessary, an additional 10% surcharge will be applied to Blocks 2 and 3 of the current residential service rate.

FEES FOR VIOLATIONS OF MANDATORY WATER RESTRICTIONS

Residential	
First offense	\$ 100.00
Second and subsequent offense	\$ 300.00
Commercial/Institutional	
First offense	\$ 500.00
Second and subsequent offense	\$1,500.00
Industrial	
First offense	\$ 500.00
Second and subsequent offense	\$1,500.00

WATER CONNECTION CHARGES (Applicable to Residential, Commercial, Institutional and Industrial Customers).

Residential Charges: Residential charges are comprised of a 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"	\$ 50.00
1 ½"-2"	\$ 125.00

PURCHASE OF RAIN BARREL FOR WATER CONSERVATION

Actual cost (set by Purchasing), plus sales tax

WASTEWATER COLLECTION SYSTEM USE FEES

Base Charge: (Based on Water Meter Size):

	Inside City	Outside City
3/4"	\$3.39	\$3.80
1"	\$4.80	\$5.49
1 1/2"	\$8.02	\$9.35
2"	\$12.05	\$14.18
3"	\$21.51	\$25.53
4"	\$34.99	\$41.71
6"	\$68.40	\$81.80
8"	\$108.65	\$130.10
10"	\$155.74	\$186.61

Volume Charges:

Inside City

Water Customers of Concord Utilities	\$5.62/1000 gallons
Flat-Rate Customers	\$27.56/month

Outside City

Water Customers of Concord Utilities	\$6.74/1000 gallons
Flat-Rate Customers	\$32.78/month

WASTEWATER CONNECTION CHARGES (Applicable to Residential, Commercial and Institutional, and Industrial Customers)

Residential Charges: Residential charges are comprised of a 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
Wastewater permit application review

(See "ENGINEERING")
(See "ENGINEERING")

LABOR AND EQUIPMENT CHARGES

T.V. Truck	\$150.00/hr, 2 hr. min. charge (incl. Operator)
Jet-Vac Truck	\$225.00/hr, 2 hr. min. charge (incl. Operator)
Flusher/Sweeper	\$ 75.00/hr 1 ½ 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.