FY 2013-14 Annual Operating Budget & Performance Plan

Union Street selected as the People's Choice for 2013 NC Great Main Street

Concord
NORTH CAROLINA
High Performance Living

Cover design highlights Union Street in downtown Concord. In May of 2013, Union Street was awarded the 2013 People's Choice Award for Great Main Street via online voting. This award is part of the "Great Places in North Carolina' initiative sponsored by the North Carolina chapter of the American Planning Association (APA-NC). Concord was one of seven "Great Place" award winners across North Carolina.

Cover Design & Photography: Robin Barham, Finance

MISSION STATEMENT

The mission of the City of Concord is to partner with our community to deliver services, preserve, protect and enhance the quality of life and plan for the future

CORE VALUES

ACCOUNTABILITY - We accept responsibility for our personal and organizational decisions and actions while delivering cost effective and efficient services with the objective of doing our work right the first time.

CONTINUOUS IMPROVEMENT - We provide the highest quality service with the resources available by promoting innovation and flexibility to meet the changing needs in the community.

ENVIRONMENT - We are concerned about our natural, historic, economic and aesthetic resources and endeavor to enhance their sustainability for future generations.

ETHICS - We set high standards for our personal, professional and organizational conduct and act with integrity as we strive to attain our mission.

RESPECT - We are honest and treat our coworkers and the public with courtesy and dignity.

SAFETY - We use education, prevention and enforcement methods to protect life and property in our business and residential neighborhoods, and maintain our infrastructure and facilities to provide a safe environment in which to live, work, shop and play.

TEAMWORK - We work together to plan, develop recommendations, deliver services and openly communicate with the public and each other by soliciting feedback and sharing information to achieve our goals.

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.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Concord

North Carolina

For the Fiscal Year Beginning

July 1, 2012

President 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, 2012. 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 and City Council

J. Scott Padgett
Mayor
693 Union Street, S.
Concord, NC 28025
(704) 786-6011 (Home)
(704) 920-5215 (Office)
padgetts@concordnc.gov
Term Expires: 12/13
Occupation: Retired Principal

David W. Phillips
Council Member District 1
507 New Castle Court, N.E.
Concord, NC 28025
(704) 382-2430 (Office)
(704) 788-9759 (Home)
phillipsd@concordnc.gov
Term Expires: 12/15
Occupation: District Manager Government & Community Relations

Jim Ramseur
Council Member District 2
Mayor Pro-tem
133 Hillcrest Avenue, S.E.
Concord, NC 28025
(704) 791-0442 (Cell)
jeramseur@gmail.com
Term Expires: 12/15
Occupation: Retired, CEO, Turner-Baxter, Inc.

Ella Mae Small
Council Member District 3
160 Boger Court, S.W.
Concord, NC 28025
(704) 786-5647 (Home)
smalle@concordnc.gov
Term Expires: 12/13
Occupation: Retired Teacher

Alfred M. Brown, Jr.
Council Member District 4
100 Grove Avenue, N.W.
Concord, NC 28025
(704) 786-0335 (Home)
browna@concordnc.gov
Term Expires: 12/13
Occupation: Senior OSP Engineer, Windstream Communications

W. Lamar Barrier
Council Member District 5
29 Brookwood Avenue, N.W.
Concord, NC 28025
(704) 786-0552 (Home)
barrierl@concordnc.gov
Term Expires: 12/13
Occupation: Funeral Director, Wilkinson Funeral Home

Hector H. Henry II
Council Member District 6
524 Elizabeth Lee Dr. NW
Concord, NC 28027
(704) 920-5215
henryh@concordnc.gov
Term Expires: 12/15
Occupation: Urologist

John Sweat, Jr.
Council Member District 7
5215 Rocky Shoals Place
Concord, NC 28025
704-425-2205 (Home)
sweatj@concordnc.gov
Term Expires: 12/15
Occupation: Warehouse Operations Supervisor, S&D Coffee & Tea

City Administration

W. Brian Hiatt	(704.920.5215)	City Manager
James S. Greene, Jr.	(704.920.5331)	Deputy City Manager
Merl Hamilton	(704.920.5215)	Assistant City Manager
Kim Deason	(704.920.5205)	City Clerk
Albert M. Benshoff	(704.920.5114)	City Attorney

Department Directors

Pam Hinson	(704.920.5220)	Finance
Sue Hyde	(704.920.5403)	Engineering
Susan Sessler	(704.920.5380)	Buildings & Grounds Maintenance
Bob Dowless	(704.920.5610)	Parks & Recreation
Angela Graham	(704.788.1139)	Public Housing
Guy Smith	(704.920.5008)	Police
T. Randy Holloway	(704.920.5522)	Fire & Life Safety
Rick Cloutier	(704.920.5900)	Aviation
Chris Linker	(704.920.5590)	Emergency Communications
Daniel Nuckolls	(704.920.5432)	Fleet Services
Margaret Pearson	(704.920.5151)	Planning & Neighborhood Development
Jeannine Sargent	(704.920.5102)	Human Resources
Allen Scott	(704.920.5370)	Solid Waste & Recycling
Christie Putnam	(704.920.5343)	Water/Stormwater/Wastewater
Bob Pate	(704.920.5301)	Electric Systems
Joseph Wilson III	(704.920.5362)	Transportation
Jeff Young	(704.920.5121)	Economic Development & Sustainability

26 Union Street, South
P.O Box 308
Concord, NC 28026

One-stop access to all questions or service needs: **www.concordnc.gov** or **(704) 920-5555**

May 29, 2013

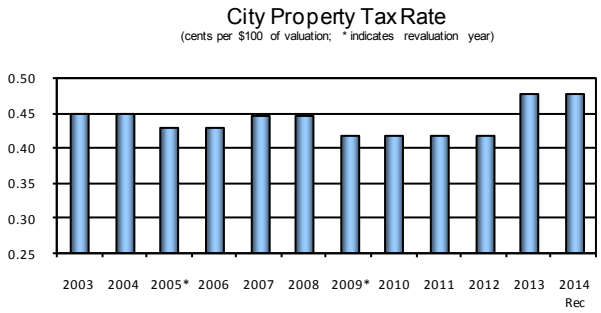
The Honorable J. Scott Padgett, Mayor
Members of the City Council
Concord, North Carolina

Dear Mayor Padgett and Members of the City Council:

Pursuant to Section 159-11 of the North Carolina General Statues, attached is the recommended FY 2013-14 Budget for your review and consideration. I want to thank the Mayor and Council for providing staff with specific direction to maintain basic City services as indicated in the FY 2013-14 Goals Statement. I used this document as a guide in making recommendations. I also want to thank Deputy Manager Jim Greene, Assistant City Manager Merl Hamilton, all department directors and their respective staffs, Finance Director Pam Hinson and, in particular, Budget and Performance Manager Robin Barham and Budget Analyst Lesley Reder for their assistance in preparing this proposal.

The City-wide budget totals $213,386,710 for all funds, including utilities and special revenue funds.

The recommended General Fund budget for FY 2013-14 totals $68,960,872 for City personnel, operations, capital improvements and debt service. I am recommending that the tax rate remain at 48¢ per $100 of valuation, as calculated using the formula provided in G.S. 159-11(e). As in past years, the proposed tax rate includes restricting the 2¢ budgeted for use in the Transportation Improvement Fund as mandated by City Council.



No rate increases are recommended for the water, wastewater or stormwater funds. We will continue to monitor Duke Energy wholesale cost changes to determine the need for Purchased Power Adjustments (up or down) for electric charges during the year.

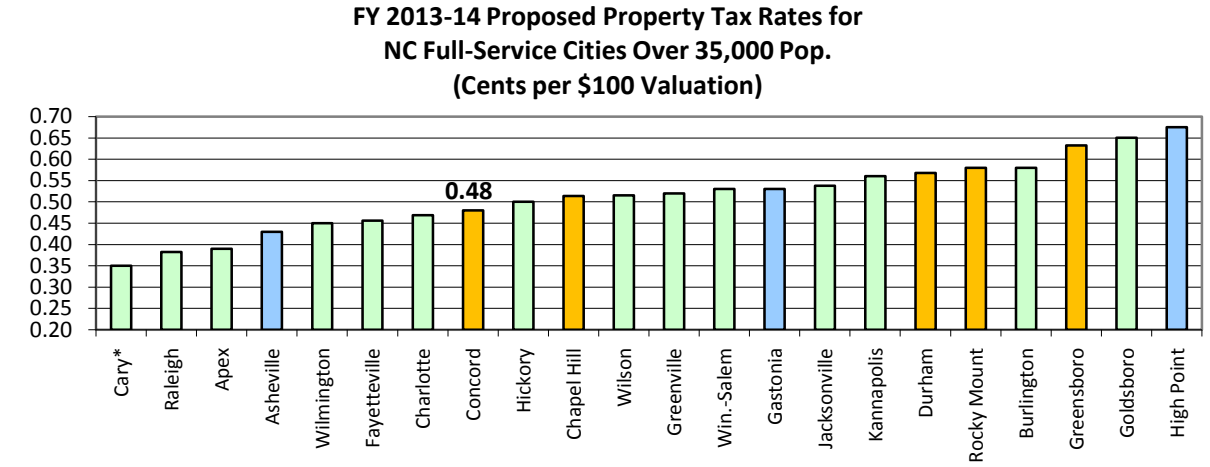
We started the budget process with all departments being asked to prepare a budget with no operational increases and continuing the operational expenditure cuts. However, departments were able to identify additional needs during the process so management could consider the impact of these operational cuts in an environment of a strengthening economy. The budget was balanced using conservative revenue projections, but not the worst case scenarios used during the fiscal years impacted by the recent recession. Though very gradual, we are seeing increases in sales tax revenues and in the interest in commercial and industrial development. Single family residential development has started to pick up, but at a slow pace. Multi-family development is more robust.

Per Council's direction, the focus has been on maintaining essential services provided to our residents and businesses. To do this and to continue to make basic capital purchases, we are recommending the use of

$1,640,000 from the City's Capital Reserve Funds. RESERVES ARE NOT BEING USED TO FUND OPERATIONAL LINE ITEMS.

The City Council is to be commended for continuing its past conservative practices, not only in projecting revenues, but also holding down expenditures and maintaining reserves to help meet essential needs. Operations continue to remain lean but these practices have enabled us to come out of the recession in a solid financial position. This budget recommends the "unfreezing" of a very few vacant positions and the addition of a few new positions in targeted areas. It also recommends two, small merit-based salary adjustments for co-workers.

For FY 2013-14, the recommended Concord property tax rate continues to be among the lowest third of full-service North Carolina municipalities with populations greater than 35,000 and the lowest of those that do not charge solid waste and/or recycling fees. Most of the cities whose property tax rates are lower than Concord's make extensive use of State authorized impact fees, and/or charge additional user fees for solid waste collection and/or disposal. The Property Tax Comparison chart illustrated below summarizes the proposed property tax rates for comparable cities.



Note:
*Cary - extensive use of impact fees.
Cities in green apply a fee for solid waste (for some or all services) in addition to property tax.
Cities in blue (Asheville, Gastonia and High Point) charge a nominal recycling fee, but not for garbage or yard waste.
Charlotte and Jacksonville residents are assessed a solid waste fee for disposal through property tax or utility bills.

The City has not been able to weather the recession without impacting jobs. This budget recommends 2 full-time positions be eliminated (neither currently filled) and 16 more remain "frozen" with no appropriated salary. The total projected savings from these positions in FY 2013-14 is $672,645. No sworn police positions or firefighter positions have been frozen. Including the above figures, we will have eliminated 24 full-time and 4 part-time positions since July 2010. When any position becomes vacant, we evaluate the duties to determine if is essential to providing basic services.

After several years of tight budgets and limited resources, several departments requested new positions during the FY 2013-14 budget process to meet increasing customer needs. Only a few requests were recommended, however the needs of those departments will remain going into the FY 2014-15 budget process. We are recommending 5 new full-time positions and 1 part-time position, along with the "unfreezing" of 3 frozen positions within the organization. Adding (or filling) these positions will enable these departments to provide a consistent level of service, as demands for our services continue to increase.

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 goal. This budget does recommend appropriating money out of reserves for some capital expenditures.

This stability in fund balance is possible only because our elected officials have been good stewards of the City's revenues in the past. Regardless of its size, over reliance on fund balance in any one fiscal year is a dangerous practice in times of slow growth, particularly if used for ongoing operations. With this diligence, we will continue to avoid the practice of over reliance on fund balance or retained earnings, which would require us to eventually generate ongoing replacement revenue or new sources of funding. With this in mind, we have limited the use of capital reserves in the General Fund to an amount approaching a 2 cent property tax increase.

The overall budgetary principles on which this document is based are:

- Basic City services are continued with funding at adequate levels.
- Revenue projections are estimated at realistic and conservative levels.
- Any service and facility expansion has been addressed using the Mayor/City Council Goals Statement as a guide.

EXPENDITURE HIGHLIGHTS BY FUND

While highlights of each operating fund are contained within the individual program summary pages located throughout this document, the expenditure highlights of major funds for the FY 2013-14 Recommended Budget are listed below:

GENERAL FUND

- *City Manager's Office* – Increased funding for Neighborhood Program matching grants.
- *City Manager's Office* – Funds needed to develop a Supervisor training program city-wide.
- *Public Services Administration* – Continued energy efficient improvements to shops/sheds ($10,000) and partial controls upgrade ($24,500) at the Brown Operations Center.
- *Human Resources* – Full compensation study of all positions/classifications - $100,000.
- *Finance* – Upgrade of Finance Plus Software - $75,000.
- *Legal* – Addition of an Assistant City Attorney position to help with personnel and workers compensation issues.
- *Police* – Addition of 2 Police Officer positions; 1 for Forensic Examination and 1 for Special Investigations.
- *Emergency Communications* – Unfreeze and fill one vacant Telecommunicator position.
- *Emergency Communications* – Purchase of additional equipment to provide considerable in-house maintenance of digital radios – there is a cost savings associated with this purchase.
- *Fire and Life Safety* – Replacement of SCBA breathing apparatus for all firefighters - $1,200,000 (using Capital Reserve funds).
- *Fire and Life Safety* – Renovation/security improvements to the Fire Admin Office area - $50,000.
- *Fire and Life Safety* – Increased maintenance needs at Fire Stations - $200,000.
- *Transportation* – Addition of resurfacing funds for the Glengrove Subdivision - $200,000.
- *Transportation Signals* – Addition of a Transportation Tech II position to assist in signal maintenance and timing (will receive offsetting revenue from DOT).
- *Solid Waste and Recycling* – Use of Mobile 311 tablet-based computing within solid waste trucks for more efficient pickup of bulky waste.

- *Solid Waste and Recycling* – Addition of funds for Electronics Recycling disposal ($18,750) and additional yard waste disposal costs ($20,000).
- *Solid Waste and Recycling* – Completion of Debris Management and Loose Leaf processing site at the Brown Operations Center - $145,288.
- *Fleet Services* – Budget of $1.7 million for fuel City-wide; the same as the current year budget.
- *Planning and Neighborhood Development* – Addition of part-time position to assist with management of the Clearwater Artists studios.
- *Planning and Neighborhood Development* – Funding for the Accela Plan Review software implementation (includes software and implementation costs) - $655,000.
- *Economic Development* – Replacement of tree lighting in the downtown area with warm white LED lighting - $18,925.
- *Parks and Recreation* – Unfreeze and fill vacant Parks and Recreation Supervisor position (recreation center staff).
- *Parks and Recreation* – ID card system for all Recreation Centers - $20,000.
- *Parks and Recreation* – Replace Les Myers Park playground - $30,000.
- *Parks and Recreation* – Replacement of gymnasium windows ($80,000) and design of center improvements ($50,000) at Hartsell Recreation Center.
- *Parks and Recreation* – Use of Capital Reserve funds to construct McEachern Greenway Cabarrus Phase - $440,000.

MUNICIPAL SERVICE DISTRICT FUND:

- Additional $15,000 in distribution of sales tax dollars to the Concord Downtown Development Corporation.

STORMWATER FUND:

- Replace culverts at Ruebens Road, Wyoming Drive at Grand Canyon, Treasure Drive, Chadbourne Ave, and Chelwood Drive - $1, 174,781.

ELECTRIC FUND:

- Continue upgrade of aging vaults/equipment in Downtown underground system - $150,000.
- Relocation of infrastructure for various DOT projects - $410,000.
- Upgrade of Substation I-1 and I-2 to a single station - $1,500,000.
- Cost for purchase of wholesale electricity projected to decline in FY14 due to success of peak shaving, the Peak Partners program, and lower fuel costs.

WATER FUND:

- Boosted Pressure Zone for fire flow improvements - $150,000.
- Waterline improvements related to various DOT projects - $1,600,000.
- Continued maintenance of waterlines, mains, and valves; replacement/upgrade of problem areas - $240,000.

WASTEWATER FUND:

- Small outfall sewer replacements/upgrades at Cabarrus County Boys and Girls Club, Southbrook, Wilkinson and Rosehaven, and Concord Business Park, Phase I and II - $230,000.
- Continue to invest in pipe lining for wastewater lines - $623,000.
- Elimination of pump station at Roberta Woods - $598,000.

PUBLIC TRANSIT FUND:

- Continue adding shelters and lighting of bus stops.
- Increase in fuel expenses for transit buses as well as costs to provide ADA services.

- Sunday service begins in October 2013, with a CMAQ grant covering 80% of the costs for the first 3 years.
- Arrival of new hybrid buses in March 2014 – to be paid for with 85% federal funding.

GOLF COURSE FUND:

- Budget reflects increased revenue/rounds associated with new course greens.
- Funding for preliminary design of potential Clubhouse expansion - $5,000.

AVIATION FUND:

- Includes startup costs for potential limited commercial service.
- Proposed Capital Improvement Plan (CIP) projects dependent on grant funding.

INTERNAL SERVICES FUND: The Internal Service amounts are charged back to user departments and are reflected in each department or fund's recommended budget amount. Highlights include:

- *Utilities Billing* – Outsourcing of the bill printing and mailing function.
- *Data Services* – Continue upgrade of City's network infrastructure and capacity.
- *Data Services* – Upgrade of Harris software for utility billing and collection.
- *Data Services* – Complete conversion process to Microsoft Outlook for email, utilizing Cloud-based storage.

The budget is presented in a format that groups expenditures into major areas: personnel services, operations, capital outlay, debt service, and non-departmental allocations. This format is consistent with Council's goal of developing a results-oriented budget with performance measures rather than just numbers not tied to specific goals and projects. This is an extension of the Mayor and Council's annual process of formally setting goals to track results. There has been a refinement of many departmental performance measures. Staff is working to meet the objective of only using measures that are meaningful to the elected officials and citizens and which truly reflect value added services. Staff also proposes that Concord continue participation in the North Carolina Local Government Performance Measurement Project as it has proven to assist in benchmarking and performance improvement.

The City Council adopted Fiscal Policies addressing Revenues, Capital Improvements, Accounting, Debt and Reserves. These policies have been updated annually as part of the Mayor/Council Goals and have been addressed in preparation of this budget.

The five-year Capital Improvement Program is also updated and also presented herein for your review.

PERSONNEL HIGHLIGHTS

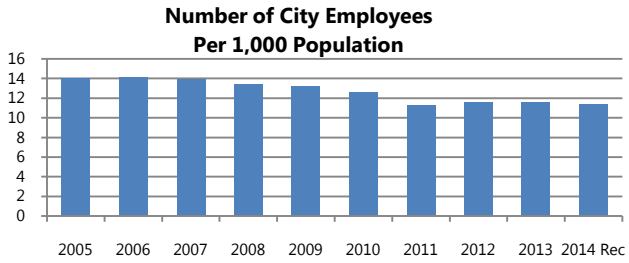
Personnel expenditures include salaries, FICA, group insurance, retirement, 401K, longevity pay, merit pay, and other miscellaneous benefits for co-workers. Contract, legal, medical, and other outside professional services are not included under personnel. They are included under the Operations category. For FY 2013-14, personnel expenditures account for $57,768,037 or 27% of the total budget.

It is recommended that the City provide two performance based opportunities for coworkers to be rewarded with a salary adjustment. First, all coworkers in permanent full-time and part-time positions would receive a 2% salary adjustment the first full payroll in July of 2013, provided they were rated at least "meets expectations" on their last performance evaluation. This adjustment would also apply to elected officials. Coworkers in a probationary or other status would not receive the 2% increase until that evaluation takes place and the employee receives a rating of "meets expectations".

In addition to this 2%, I am recommending a very modest merit based adjustment for those co-workers receiving a performance evaluation rating of "meets expectations" or better on the date of their annual evaluation during the upcoming fiscal year. Any co-worker, other than those coming off probationary status, receiving "meets expectations" will receive a 1% increase, co-workers receiving "exceeds expectations" will receive a 2% increase, and any co-worker with an "outstanding" rating on their evaluation will receive a 3% increase. Overall, salary ranges in the pay structure are not recommended for adjustment. However, the City's annual salary survey did identify the need to adjust salaries for a very few classifications that were found to be behind the labor market. Monies are budgeted to implement the study findings. Funding is also included to continue the longevity plan for those hired before July 1, 1996 and to continue existing career development plans.

Funds are also budgeted for an outside consultant to conduct a comprehensive position classification and pay study. With the economy recovering, we are experiencing challenges in attracting and retaining qualified coworkers for some positions.

A total of 8.5 FTE in additional staffing is recommended for FY 2013-14. Five new full-time positions and 1 part-time position are recommended for funding in this budget, while 3 current "frozen" positions are recommended to be funded and filled. To slightly offset these, 2 full-time vacant positions are recommended for elimination. The recommended positions are as follows:



<u>General Fund (6 full-time positions, 1 part-time position recommended)</u>

- Police:
  2 – Police Officer positions (1 Forensic Examiner, 1 Special Investigations)
- Emergency Communications:
  1 – Telecommunicator (previously frozen)
- Legal:
  1 – Assistant City Attorney
- Transportation – Signals:
  1 – Transportation Tech II (with revenue offsetting from the state for signal timing)
- Planning and Neighborhood Development:
  1 – Part-time position for Clearwater Studios
- Parks and Recreation:
  1 – Parks and Recreation Supervisor (previously frozen)

<u>Other Funds (1 full-time position)</u>

- Customer Service:
  1 – Customer Service Specialist

<u>Internal Service Fund (1 full-time position)</u>

- Building and Grounds:
  1 – Utility Service Worker (previously frozen)

The 2 vacant positions recommended for elimination are as follows:

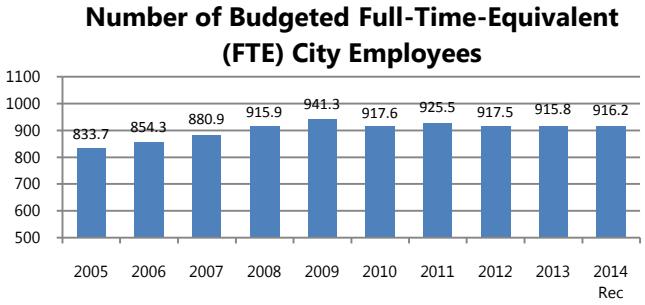
Water Resources (1 full-time position)

- Wastewater:
  1 - Wastewater Director

Internal Service Fund (1 full-time position)

- Utility Billing:
  1 – Meter Technician

A total of 916.20 full-time equivalent positions are recommended for funding, excluding the frozen positions listed below. At the present time, 15 full-time and 1 part-time positions are frozen with more subject to be frozen if they become vacant. The frozen positions are as follows:



General Fund (5 positions):
Solid Waste and Recycling:
1 – Utility Service Supervisor
2 – Equipment Operators

Parks and Recreation:
1 – Parks & Recreation Specialist

Fleet Services:
1 – Automotive Technician

Electric Fund (3 positions):
1 – Project Engineer
1 – Electric Systems Technician I
1 – Utility Locator

Water Resources Fund (2 positions):
1 – Staff Engineer
1 – Utility Service Worker

Aviation Fund (4 full-time positions):
1 – Custodian/Courier
1 – Aviation Supervisor (newly frozen)
1 – Executive Assistant (newly frozen)
1 – Sr. Customer Service Specialist (newly frozen)

Internal Service Fund (1 full-time and 1 part-time positions):
Building and Grounds:
1 – PT Custodian (20 hours/week)

Engineering:
1 – Staff Engineer

Unfortunately, health care costs continue to increase, resulting in another series of small increases in the amounts contributed by the City and by coworkers. The City's HRA health care plan continues to be used by most coworkers. Employees have the option of selecting this plan at a lower cost with the City paying most of the full cost for the individual. The alternate PPO based plan, which is similar to the plans used by most employers in the region, provides a "richer" level of benefits at a higher cost for coverage and the coworker must pay most of the additional cost over that of the HRA for employee only and family plans. Both plans are self-funded and administered by Blue Cross/Blue Shield.

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

A new provider took over staffing the Wellness Center with an additional focus on enhanced services from prevention and intervention to management of acute and chronic illnesses. In order to offer an incentive to coworkers for managing their health, employees who complete a Health Risk Assessment and certify they do not use tobacco, or that they will attend a tobacco cessation program if they do, will receive a reduction in monthly health care premium costs. The Health Risk Assessment will entail the completion of a questionnaire, biometric measures and a fasting blood draw.

While we have seen significant increases in City contributions from FY 2010-11 to FY 2011-12 and a slight decrease in FY 2012-2013, the North Carolina Local Government Employees Retirement System again increased the City's contribution per general employee from 6.74% to 7.17% of payroll for FY 2013-14. Contributions for law enforcement officers increased from 7.21% to 7.64%. The increase represents approximately $150,000 in additional City-wide dollars for FY2013-14 contributions. Due to actuarial projections, staff does anticipate the City's contribution rates to increase in future fiscal years, but perhaps not to the level originally projected during the depths of the recession.

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.

We also continue to monitor the impact of retiree health care benefits. As with other retiree benefits, these health care plans have gone through drastic changes over the years. Retiree healthcare subsidies started with large private employers, with governmental employers jumping in later as the struggle to compete with the salaries and benefits in the private sector became more pronounced. State governments, including North Carolina, jumped in next to cover teachers and other employees. At one time, over two-thirds of large private sector companies provided some type of retiree health care. Now about one third of large private sector organizations provide retiree health care. However, the majority of state and local governments still provide retiree health care at some level.

Staff is recommending that Concord continue to allocate $100,000 to go into the State trust fund established for this purpose in order for the city to participate in the future if it decides to do so. In the meantime, staff will continue to monitor what other local governments are doing in response and evaluate the use of this trust.

Finally, a new State mandate requires employers to reserve an amount equal to 1% of unemployment insurance taxable wages to stabilize the unemployment system. The amount across all funds is equal to $190,000 for the City of Concord.

KEY RECOMMENDATIONS, ACCOMPLISHMENTS AND CHALLENGES FOR THE FUTURE

The revenues projected in this budget recommendation are based on a number of conservative assumptions. As noted earlier, we have not used worst case numbers as the economic trends are finally showing improvement in many areas. Still we are still nowhere near pre-recession levels.

While this budget is designed to focus on the delivery of basic services, it also sets the framework for addressing priorities that prepare for the future.

THE ECONOMY AND REVENUES

Concord's economy is improving, even if the pace is slower than we would like. There is strong evidence of activity that is generating momentum.

There is has been an increase in inquiries related to industrial projects and/or expansions. Actual projects include, but are not limited to, the just completed Pre-Gel expansion, an expansion of Oiles's facilities in International Business Park and speculative buildings under construction or in the planning stages on International Drive and near the intersection of Derita and Poplar Tent Roads. These speculative buildings are very important as there must be an inventory to effectively compete for many of the prospects in today's industrial recruitment environment. Having "product" available is essential. Of course we are all excited about the new S&D campus being developed off Westwinds Boulevard near Concord Regional Airport. S&D is preparing to up-fit and expand existing speculative buildings they acquired to meet their needs. Nearby, Fly Right is preparing to bring in an additional flight simulator to enhance their ability to provide training for pilots of corporate aircraft.

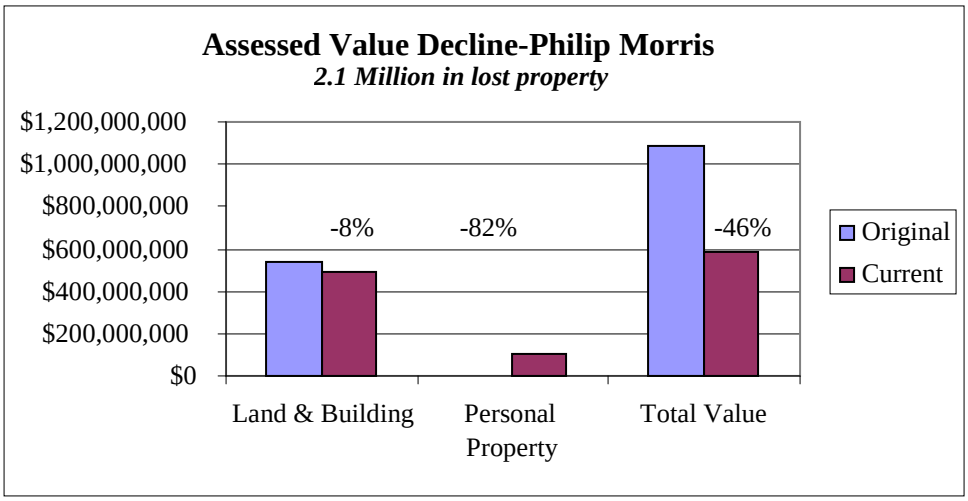
Developers are back at the table discussing the possible resurrection of larger commercial projects approved before the onset of the recession. There has also been an increase in the volume of inquiries for potential commercial construction at existing and proposed major thoroughfare intersections. Some of the potential or confirmed new businesses include multifamily residential, a charter school, a bank, convenience stores and grocery stores. Residents have certainly noticed the new businesses that have opened or are under construction in the Concord Mills area.

The City is also seeing several up-fit permits being issued in relationship to existing business properties. These are important as they show the interest in reinvestment in existing locations. Recent examples include the S&D expansion at the intersection of Concord Parkway and Rock Hill Church Road, the Verizon Wireless Retail and Popeye's on Concord Parkway. It appears more are on the way.

This spring, staff has received numerous inquiries from builders pursing approval extensions for previously platted single-family subdivisions and/or asking how to modify or update existing plans. Reports from the Cabarrus County Building Standards Office showed that in April the number of single-family detached home permits were the highest since 2008. Cabarrus County building permits in April totaled nearly $18.3 million. Of that total number, there were 33 new home permits issued in Concord in April with an estimated value of $5.4 million.

Concord is not back to the days of a booming economy, but we are seeing the strongest growth in investment in several years. We are also seeing growing sales tax revenues, though we are still not at pre-recession levels.

The General Fund realized the full impact of the loss of Philip Morris in FY 2012-13. The appeal of the Philip Morris tax valuation has been settled so values will not change until new development starts to take place on the property. The impact of Philip Morris as a water and wastewater utility customer was fully realized three years ago. As with the General Fund, any activity on the property will be a plus.



Good jobs remain a challenge for some. Cabarrus County continues to have one of the lowest unemployment rates in the Charlotte region, but jobs are still a concern. The March unemployment rate in Cabarrus County was 8.3%. While the decrease of 0.6% from March of 2012 was good news, it shows we all still have work to do to provide more good jobs for those that might be unemployed or underemployed.

There is no doubt our local economy is getting stronger. However, we also share the concerns of many regarding the uncertainties within the current political environment beyond the local level. The inability to reach political consensus is hurting this recovery. Despite these obstacles, things are getting better. We all hope this trend continues.

STATE GOVERNMENT

The General Assembly appears to be continuing its assault on local governments in areas such as land use, annexation and other areas of local control. However, the Legislature has thus far kept to the promise not to use State collected municipal revenues to balance the budget. However, there are actions under discussion that will impact local revenues.

The most far reaching effort is being branded as tax reform. While modernization is needed, it will remain to be seen if this results in true reform, such as the broadening and simplification of the base, or if it amounts to reductions and the shifting of responsibilities and/or reducing local revenues. Some State representatives have indicated the changes will be revenue neutral for local government, but at this point the details as to how that will take place have not been released.

GROWTH MANAGEMENT

It is ironic that many in the General Assembly have focused on the elimination of some of the tools local governments have used during the last decade to reduce the impact of rapid growth on the quality of life

of residents and the environment. Of course, the legislation impacting annexation has undermined a tool that has led to strong municipalities for over 50 years. Growth management has been one of the biggest challenges facing Concord over the past decade years and has often been a highly charged issue County-wide. Cabarrus local governments and Concord in particular, have come a long way in trying to control housing density, requiring higher development standards in rural areas and in reducing the impact of development on the environment.

Everyone realizes that with the proper tools in place, no growth is as bad, or worse, than too much. Concord is proud that the City reduced positions in targeted areas through attrition during the recession rather than laying coworkers off. Many of these areas were in departments that were supporting growth, such as planning and engineering. With the economy getting better, some employers in the public and private sectors who did lay people off are now hiring again. That means they will be trying to attract our existing coworkers at the same time the City may need to unfreeze some frozen positions due to the development review workload. Retaining these key people will be a challenge.

We continue to look for ways to be user friendly in this area. The recommended FY 2013-14 purchase of the Accela software currently used by Cabarrus County and the partnership Concord and the County are pursuing to make the development approval process more seamless is one example.

CITY HALL AND 30 MARKET STREET

Consistent with the Council goal established a few years ago, the design of a new City Hall located at the intersection of Cabarrus and Market, adjacent to the Police Headquarters, will begin in the new fiscal year. It is anticipated that the City will then move forward to bid and construct the facility. It is recommended this cost be financed rather than using reserves as this would deplete any excess in the capital reserve and fund balance over the City Council's goal.

A related issue is what will happen with the "old police headquarters" located at 30 Market. The occupants of the offices located on the main floor will move to the new City Hall. However, currently the Traffic Management Center is located on the bottom floor. If the building is slated to be demolished to make more room for construction and/or to develop other facilities consistent with the Downtown Master Plan, the City will need to find a new location for the Traffic Management Center. Staff has already started considering this need in case the decision is to demolish the building in the near future.

NEW WATER SOURCE AND EXISTING WASTEWATER NEEDS

Concord, Kannapolis and Albemarle are jointly funding a line to bring treated Yadkin River water from the Albemarle system. The bidding process has started for the project and construction will begin early in FY 2013-14. Concord will fund its portion from reserves.

Though no change is recommended this year, water rate increases will have to be evaluated annually against the amounts needed to fund major capital projects and to meet increasing environmental standards. It is likely that upfront capacity purchases, such as the "take or pay" amount in the Albemarle agreement, will result in the need to adjust rates in FY 2014-15.

Faced with the reality that Cabarrus County has no additional water sources within its boundaries, we must go outside to obtain water. As a result, water continues to be more expensive in Cabarrus County than for its neighbors who are adjacent to free water sources fed by larger rivers. The Water and Sewer Authority of Cabarrus County is completing the new master plan for the entire County. This data will be used to develop strategic plans for upcoming water and wastewater budgets.

The wastewater budget continues to be tight with limited dollars available to meet future capital needs. The recommendation does include funds for maintenance of the system, particularly in areas of Concord where aging lines are more likely to lead to rainfall infiltration, and some capital. There is no wastewater rate increase recommended, however, it must be noted as growth returns in future fiscal years, there will be a need for additional revenue to address critical needs.

ELECTRIC SYSTEM

The City's contract to purchase power from Duke Energy is based on Duke Energy's system average cost. Costs are tied to Duke's expenditures and go up (or down) depending upon market conditions and infrastructure investment.

As anticipated, wholesale costs from Duke Energy are starting to stabilize. This is leading to more predictability in the rates Concord charges its customers. In fact, FY 2012-13 saw the first Purchased Power Adjustment (PPA) that reduced user costs. We hope that increases needed for FY 2013-14, if any, will be minimal.

Duke Energy continues to pursue retail rate increases that would be consistent with what it has passed on to its wholesale customers like Concord. Duke has received considerable negative feedback in the political arena at it has attempted to raise retail rates. Concord is impacted by the comparison of the Concord rates with Duke's. Staff will continue to make sure the same principles applied to retail rate reviews are used for the setting of wholesale rates so our customers are not subsidizing Duke's retail customers. At the same time, the wholesale energy market is changing and Concord must be preparing now for future wholesale purchase contracts, including talking with all potential suppliers.

AIR AND SURFACE TRANSPORTATION

Air transportation

Concord Regional Airport (CRA) continues to be a vital resource in supporting the business and general aviation communities. FY 2012-13 has been a challenging year with the efforts at the Federal level to eliminate funding for the contract control tower program. At this point there is hope that funds will be restored for this program, at least until the end of the Federal fiscal year, but this has not been confirmed by the Federal Aviation Administration (FAA). If the funds are not forthcoming, Council has instructed staff to explore the development of alternative plans and partnerships for funding and staffing the control tower.

A promising development is the potential for the addition of scheduled commercial operations at Concord Regional Airport. There is interest in providing flights from CRA to a destination and back during particular days of the week. While there may be some upfront costs to make this arrangement work, it provides the opportunity for other revenue sources and solidifies the airports status to qualify for FAA funding for airports with commercial type operations.

Surface transportation

This budget maintains the Transportation Improvement Fund created by the City Council almost 15 years ago 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.

Because of developer and NCDOT delays, the projects anticipated for FY 2012-13 will be completed in FY 2013-14. This includes such projects as a traffic signal at the intersection of George Liles Parkway and Village Drive and the rehabilitation of Burrage Road. In addition, the FY 2013-14 funds will be used for connecting Weddington Road with Old Holland, continuing design work for improvements to Brookwood Avenue, matching dollars for the traffic management grant and the NE Subset sidewalk extension and the Virginia Street improvements. Of course, it also includes dollars that have been set aside previously for participation with NCDOT on other projects.

With the strengthening of the economy there are likely to be public/private opportunities that will arise in support of new investment that will create jobs. Such conversations are already going on with property owners and businesses in the I-85 – Exit 49 area with projects such as the connection of Weddington Road and Old Holland coming to the forefront. Other projects, such as the extension of George Liles Parkway, will open up more land for investment. The City will need to play a role in making sure the street systems serving such properties are well planned and are multi-modal in nature.

Staff has been able to develop a fully functional traffic management operation on a very tight budget. The traffic management grant will enable that staff to take this to another level. The traffic management center has been housed in the basement of 30 Market Street in the old Police Headquarters. The design and eventual construction of a new City Hall adjacent to 30 Market may very well impact this building. As a result, there will be a need to explore alternatives to this site as the design for a new City Hall gets underway. All other offices currently located in 30 Market will be housed in a new City Hall.

Projects impacting NCDOT facilities that are programmed with Concord's participation:

I 85 Widening Projects - (I-3803-B) and NC 73 to 29-601 Connector in Rowan County- Concord is participating with NCDOT to provide sidewalks and bicycle accommodations along both Poplar Tent Road and NC 73 for the sections impacted by the I-3803-B project. This entire project is underway and is projected to be complete in 2014. NCDOT is now getting ready to start another I-85 project from NC 73 to 29-601 Connector in Rowan County. This will include significant improvements to the interchanges at Exits 58 and 60.

Derita Road (U-4910) - Traffic congestion is choking this corridor. As a result, the City of Concord sought Federal monies to assist NCDOT in solving the problem. Unfortunately, most of the Federal money allocated ended up being subject to the equity formula, so Concord had to "trade off" and delay the larger Poplar Tent Road widening project through a requested TIP priority change in order to add Derita Road. Even with this change, Concord was required to pick up the total cost to match the Federal funds for this NCDOT Road. The match is estimated to be $3,036,763. Concord and NCDOT have entered into a Municipal Agreement, AECOM has been contracted to perform the design and permitting with right-of-way acquisition scheduled for 2012 with construction possibly to begin in 2014.

George Liles Parkway Extension (R-2246B) - With the closing of Philip Morris, it is imperative that this part of Concord be redeveloped to enhance tax base for Concord and Cabarrus County. The area adjacent to this road encompasses approximately 3000 acres of land zoned for business use. This project is essential to providing direct access to I-85. Right-of-way acquisition is underway and the project has been let by NCDOT.

CMAQ - Concord is working with NCDOT on two CMAQ road projects to improve NCDOT facilities. These require local matches that have been budgeted using the 2 cent fund. The first is the intersection of Poplar Tent and US 29 (C-4918-A). The City will manage the project during construction, which has an anticipated bid let date in 2013. Another CMAQ project is to provide extra capacity by expanding lanes

on South Union Street and Warren C. Coleman (C-4918-B); this project is scheduled for funding in the amount of $1,294,915 with Concord providing a 20% match. The anticipated bid let date is before the end of 2013. Of course, these let dates can moved back due to delays caused by the NCDOT approval process.

Cabarrus Avenue Bridge over Norfolk Southern Railroad (B-3421) – The replacement of this bridge has started. Concord is participating to add Texas Classic Railing, decorative lighting and sidewalks on Cabarrus Avenue. The project will also facilitate the closing of the at-grade railroad crossing on Corban Avenue with modifications to Powder Street to accommodate the change in the traffic pattern.

Public Transit

The Rider System saw a change in the contract operator when First Transit took over the contract operations of the Rider System in FY 2012-13. Eight (8) new 35' heavy duty low floor hybrid electric replacement buses have been ordered and will be placed into operation in FY 2013-14.

Concord continues the partnership with CATS on the 80x Concord Express running between Charlotte and Concord. It has been determined that the costs of operating the 79x route, providing limited service to the Speedway/Concord Mills area, was not worth the level of ridership. Funds for that route are not included.

PUBLIC SAFETY

As noted earlier, two new positions are recommended for the Police Department, along with the necessary vehicles and other equipment. The routine replacement of vehicles will take place to maintain the one car per officer plan.

During FY 2009-10, Council voted to accept a Federal SAFER grant to add 12 new firefighter positions. These positions were used to establish a new ladder company to serve the western side of the County. They began service using an existing ladder truck. The funding breakdown for the positions is as follows:

	FEMA	CITY
First year	90%	10%
Second year	80%	20%
Third year	50%	50%
Fourth year	30%	70%
Fifth year	0%	100%

In FY 2013-14 the City will be at the end of the fourth year of the grant and the beginning of the fifth year, so the FEMA supplement will go from 30% to no monetary support during the fiscal year.

The personnel funded by the grant and the related equipment are currently housed at an existing station. Land has just been acquired for a new station will be constructed near the Rocky River on Weddington Road to permanently house the personnel and equipment. This station will provide better protection and it will help support the City's enhanced Insurance Service Office (ISO) level 2 rating. The station will also house a Cabarrus County EMS unit and will be sitting at the proposed trail head for the Rocky River Greenway segment in that area, and adjacent to a proposed City park.

Another major budget item is to purchase self-contained breathing apparatus (SCBA) for each firefighter. Sometimes known as an air-pack, this is a device worn by firefighters to provide breathable air in

environments where there may be danger to life and health. All are being replaced at one time in order for the equipment to be compatible and interchangeable.

The new relationship with Charlotte taking over the backbone of the Cabarrus communications system is in operation with more improvements to come. The backbone has been put in place and the first six channels have been activated. This has already paid dividends as Charlotte Fire Department has been able to acquire grant funding, with local matches, to go toward about half of a new P-25 compliant system. Funds are included to complete the purchase of the rest of the P-25 compliant system including the conversion of the final six channels, though it is hoped that this regional partnership with Charlotte will continue to be beneficial and the Cabarrus entities will be better positioned to obtain the additional grant funding needed to complete the purchase. This transition is crucial as the old system is obsolete and will have no maintenance support in future years.

This agreement impacts the system backbone including software, and eventually hardware and its maintenance and upkeep by Charlotte. It does not impact Concord's continued operation of a separate communications/911 center to support its public safety and infrastructure departments.

RECREATION AND OPEN SPACE

PARTF, Carolina Thread Trail and other grant money is being used to help fund the construction of the first segment of the Rocky River greenway adjacent to Moss Creek, with the private donation of the land serving as an additional part of the match. The Rocky River greenway remains a priority. In FY 2011- 12 the City matched State funding controlled through the Carolina Thread Trail to acquire property on the northwest side of Weddington Road to ensure control of necessary property for that segment of the Rocky River Greenway.

Concord is in the process of finalizing the purchase of property across Weddington Road from this property to use for a trail head and parking for the Greenway section running from Weddington Road south toward Charlotte Motor Speedway. The 58 acre site also provides enough land to develop other needed recreation facilities for the western side of Concord. For example, City Council adopted a goal of developing a dog park for FY 2012-13. There has been a delay in locating a site for the dog park. This land will enable the City to develop facility using the funds already allocated in FY 2012-13. This is the same property where Fire Station 11 will be built, offering the opportunity for incorporating restroom facilities for these recreational uses.

Continued development of the McEachern Greenway is also a priority - $440,000 is recommended for the segment running from McGee Park north to Brookwood Avenue.

The Rocky River Golf Club continues to be one of the highest quality municipal golf courses in North Carolina. It has suffered in past years due to the impact of hot summers affecting the quality of the greens. In FY 2012-13 a project was completed to renovate the greens to return them to their original size and to plant a strain of grass more tolerant during the hottest months of the summer. This project was very successful and has had a positive impact on course revenues and perceptions of golfers who use the facility.

TECHNOLOGY

Today's customers demand that we keep up with technology as it impacts the way they interact with the City. With more and more people being technologically "savvy" and possessing smart devices, this creates a challenge during tight economic times.

City departments have responded in a variety of ways. For example, crews have tested Mobile 311 software and are prepared to use that technology to identify bulky and yard waste piles in lieu of requiring scheduling. That will help to quickly identify service needs in the field and document the desired action for tracking purposes.

City government is migrating to a new email system that will be housed in the "cloud" for this solution rather than the current in-house system on a server. This is eliminating the upfront costs of having to host the software and hardware and the need provide for constant updates to keep abreast with new technology.

Funds are budgeted to partner with Cabarrus County to acquire the same development review software the County uses and house it on their server. This will mean the end user will have one source to go to when going through the development process. While implementation of the software is costly, it will be very useful to engineers, and architects, as well as small business people who may not have the money to spend on support staff for their development project(s).

CUSTOMER SERVICE AND CITIZEN COMMUNICATIONS

The organization continues its focus on customer service. Coworkers on the Customer Service Design team include employees from each department who are leaders and who practice good customer service skills on a day-to-day basis. They are developing refresher courses to reemphasize this effort on service excellence. In addition, the Special Thanks And Recognition program (STAR) will continue to recognize coworkers who go above and beyond their regular duties. The "Journey through Concord" program continues. This program is designed to educate coworkers on the specific functions of the departments so they can help customers who have questions about other departments or services. "Journey through Concord" also provides coworkers an opportunity to understand how the City works together as a team to meet community needs.

In support of this effort, staff implemented ways to review operations and customer requirements for user-friendliness. Surveys, focus groups and other techniques such as "mystery shopper" are being used. This effort started at the beginning of FY2013 with efforts to gain feedback from internal customers working for the City concerning the support departments that function to help them get the job done. The City also conducted its biannual citizens' survey in 2012 and the findings were presented to City Council at the 2013 Planning Session.

Although the results of the biannual survey were very positive, the feedback from that instrument and the other efforts during the fiscal year are enabling us to focus on "continuous improvement". Departments have identified specific changes to make in reaction to the feedback from the survey of internal customers. The results from the "mystery shoppers" are in and that is also being used to target areas where our coworkers can improve customer services. All City coworkers are participating in a refresher course on customer service that will help reinforce the techniques that help to lead to satisfied customers.

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

parents about local government is through their children. Also, the highly successful Youth Council will continue this year. Concord 101 and the Public Safety Academy are very well received by participants. These programs give residents an opportunity to learn more about their municipal government and to provide feedback on important local needs and issues. Funds are budgeted to continue these programs in the new fiscal year.

The Customer Care Center continues to be essential in providing a human contact for citizens who phone in service needs. Customer Care handled 155,905 calls in 2012 for an average of 12,992 per month.

EMPLOYEE COMPENSATION

Due to the economic conditions during the recession, the City has been very modest in providing performance based salary adjustments, if at all. Here is what the City has done the past four fiscal years:

FY09/10: No merit increases, no adjustment to the pay structure
FY10/11: Flat, across-the board $600 salary increase at evaluation date
FY11/12: Across the board 1.5% or $600 (whichever was larger) salary increase effective December 2011
FY12/13: $400/$500/$600 lump-sum payments based on merit

It is clear that many employers in the public and private sectors are enhancing their compensation offers as the economy strengthens. During the recession, the City tried to benefit its coworkers by managing positions so to provide stability to employees. Many positions were frozen or eliminated, but no one was laid off. Now we are seeing other employers who laid off workers begin to rapidly ramp up to hire experienced personnel to meet the expanding workload. There were no overall adjustments to our pay structure that raised entry level salaries during this time. That is why this budget also includes money to fund a comprehensive classification and pay study. We want to make sure we capture the new reality in attracting and retaining good employees. We are already seeing some of our best professionals being targeted by other organizations, and other local governments and companies paying more to new employees for the same level of work.

It is human nature for many coworkers to forget this stability once opportunities start to open up. Also, younger generations of workers are clearly much more mobile during their careers. We are only as good as the people working for us so it is crucial that we keep our eye on this. We must attract and maintain good people who can work as a team and communicate well with internal and external customers. We must also continue to replace the baby boomer generation as these retirements accelerate

EXTERNAL AGENCY FUNDING

For FY 2013-14, external agencies requested $194,000 from the City of Concord. This compares to the $113,250 appropriated for such purposes in FY 2012-13. These agencies 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. While cutbacks in Federal spending are leading to a reduction in the CDBG allocation for Concord, staff recommends a slight increase in the dollars available for external agencies.

The recommendations call for again funding requests from many of the agencies that received City support last year. $70,000 of the $114,000 requested is recommended from the General Fund, a 7%

increase over FY 2012-13. $37,250 of the $66,000 requested is recommended in Community Development Block Grant monies, which represents a 4% increase over FY 2012-13. The individual agency funding recommendations are included within the budget of their associated functional areas as directed by Council.

CONCLUSION

The FY 2013-14 budget proposal operationalizes the goals for the City of Concord established by the Mayor and City Council. The services, programs, and facility needs prioritized in the City Council Goals Statement were addressed. In addition, basic services have been maintained.

While this budget is proposed by the City Manager, it is neither final nor is it necessarily a reflection of what will be approved by the City Council. The Mayor and City Council will review these recommendations to arrive at what it considers the proper expenditure of the available revenues for the upcoming year.

Respectfully submitted,

W. Brian Hiatt

W. Brian Hiatt
City Manager

GUIDE TO THE COMPONENTS OF THE FY2013-2014 OPERATING 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, Mayor and Council goals and objectives, and the budget ordinance.

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

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

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

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

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

Community Development Block Grant Fund (Fund 304): The CDBG fund accounts for federal grants under the Community Development Block Grant program.

Home Consortium Fund (Fund 254): This fund accounts for federal grants received to expand the supply of decent, affordable housing for low and very low income families with emphasis on rental housing, build state and local capacity to carry out affordable housing programs, and provide for coordinated assistance to participants and the development of affordable low income housing.

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

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

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

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

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

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

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

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

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

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

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

Debt Service / Capital Improvement Plan (CIP): The Debt Service section outlines the regulations municipalities in North Carolina must follow when issuing debt, the types of debt financing used by the City of Concord, and a summary of the City's current debt structure. The CIP section provides a brief summary of the City's capital improvement projects approved in the FY 13-14 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 bands, the FY 13-14 Fees and Charges Schedule, a City profile, and a glossary.

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

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

BUDGET PROCESS

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 budget forms and 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.

FY 2013-2014 OPERATING/CIP BUDGET & PERFORMANCE PLAN DEVELOPMENT CALENDAR

TASK	START DATE	DUE DATE(S)	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
CIP forms distributed	11/26/12	12/19/12												
Mgt. & Budget Team discuss process and calendar	12/2012	12/2012												
Budget software training	12/10/12 - 12/12/12	1/28/13												
Revenues estimated	12/17/12	4/30/13												
Budget Kickoff: Packets distributed to Dept Directors	1/15/13	1/15/13												
Council goals and objectives established at Mayor & City Council Planning Session	1/25/13	1/25/13												
External agency budget requests accepted and hearing before Mayor & City Council	1/31/13	2/28/13; 4/9/13												
Budget Requests, Budget Document Pages, 5-Year Capital/Personnel Estimates due for **Internal Service Depts. 2/8/13, for Operating Depts. 2/22/13**	2/8/13	2/22/13												
Departmental budget reviews	2/21/13	3/25/13												
Fees & Charges Schedule emailed to Dept Directors; Updates due	3/18/13	4/12/13												
City Manager's recommended budget compiled and presented to Mayor & City Council	04/01/13	05/29/13												
Budget available for public viewing at City Clerk's Office	05/29/13	06/13												
Mayor & City Council review budget and performance objectives, budget workshop held	05/29/13	06/11/13												
Public Hearing conducted; budget & Capital Improvement Plan adopted by City Council	06/13/13 (hearing)	06/13/13												
Evaluation of budget process	6/13	8/13												

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

WHAT'S NEW OR CHANGED FOR FY 2013-14

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

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

City Council Changes to the Manager's Recommended Budget:

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

New Funds and/or Budget Units:

No additional funds or budget units were created for FY 2013-14. During fiscal year 2012-13, supervision of the Emergency Management division was moved from Fire & Life Safety to the City Manager's Office.

Personnel Changes:

A total of 8.5 FTE in additional staffing is recommended for FY 2013-14. Five new full-time positions, one new part-time position, and three previously "frozen" positions are recommended to be funded and filled. Additional detail regarding these positions can be found below:

Police: Two new Police Officer positions are included in the budget. One position will provide additional support for the Special Investigations Unit and the other will enhance the city's forensic examination capabilities. The cost of these positions (salary and associated equipment) totals $201,574.

Telecommunicator: One Telecommunicator position that has been frozen since FY 2011-12 will be unfrozen to meet the staffing needs of the Emergency Communications division for a total cost of $40,114.

Assistant City Attorney: One Assistant City Attorney position will be added to the Legal department in order to assist with personnel issues, including Workers Compensation. These specialties were previously covered using outside council, but as the City's caseload grows, the Legal department projects that an additional in-house attorney will result in greater efficiencies and cost savings. The cost of this position and related supplies is $80,988.

Transportation Tech II: One Signal Technician position will be added to the Traffic Signals division of the Transportation department due to increased workload. The cost of this position is $43,828 which will be partially offset with State revenues.

Parks & Recreation Supervisor: One Parks & Recreation Supervisor position has been frozen since FY 2011-12. This position will be unfrozen and will serve as an Assistant Recreation Supervisor at Hartsell Recreation Center. Total cost for this position is $44,099.

Part-time Clearwater Artist Studio Manager: The Planning & Neighborhood Development department has requested a part-time manager position for Clearwater Artist Studios at a cost of $24,662.

Customer Service Specialist (Customer Service): One Customer Service Specialist position will be added to the Customer Service department in order to better handle increasing numbers of walk-in customers. This position will cost $36,010.

Utility Service Worker (Building & Grounds): This position is a reclassification of a previously frozen Utility Service Supervisor which will be responsible for maintaining the City's expanding greenway trail system. Costs for this position including salary, benefits, equipment, and a vehicle are $83,022.

Two full-time (both vacant) positions were eliminated as of July 1, 2013 for a cost savings of $121,770. A total of 15 full-time and 1 part-time positions remain frozen for the FY 2013-14 fiscal year.

Changes to the Budget Document:

The City of Concord no longer holds any General Obligation debt. As a result, the Debt Service/CIP section has been updated to reflect this change.

HISTORY AND BACKGROUND OF THE CITY OF CONCORD

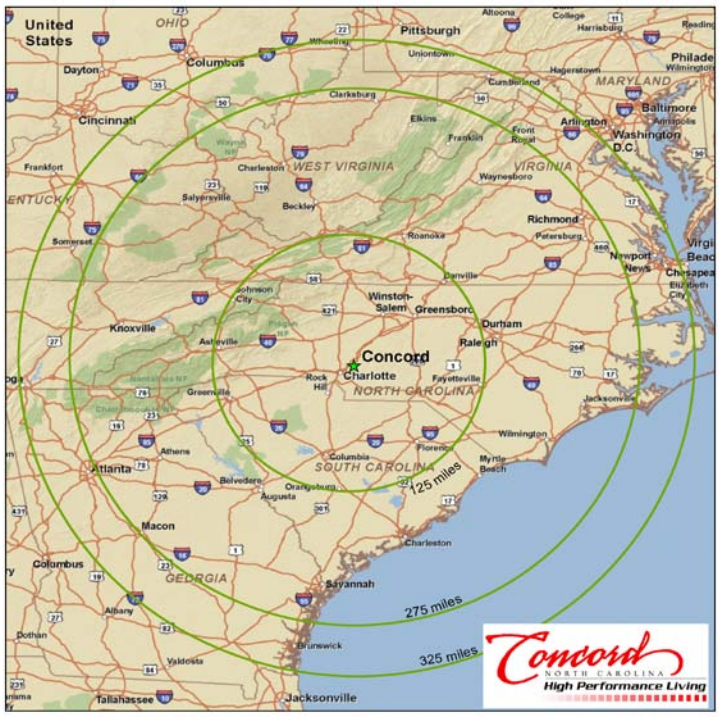
Concord's rich history dates back more than 200 years. In the late 1700's, the German and Scotch-Irish settlements in the area disagreed over exactly where the County seat of the newly formed County of Cabarrus should be located. Eventually, a compromise was reached, and the new city was founded in 1796 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 81,981 in 2013) has fueled Concord's economic vitality and influence as a key economic component of the Southeast 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, but have easy access to travel options if a trip is required. Concord is located conveniently along the I-85 corridor just minutes from Charlotte. U.S. routes 29 and 601, along with NC routes 49 and 73 serve drivers through, in and out of town. The City is also home to Concord Regional Airport, and within a half-hour drive to Charlotte-Douglas International Airport.

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



FY 2013-2014 CITY COUNCIL GOALS

On January 25, 2013, the Mayor and City Council held the annual planning session. The direction provided by the Mayor and Council during the planning session has been developed into a statement of goals for the City of Concord for FY 2013-2014. These goals guide budget development and implementation. In addition to this statement of goals the City has also developed a set of financial policies that are approved by City Council to guide the City in the financial management of all funds. Although North Carolina local governmental units must adhere to the requirements set forth in the North Carolina Local Government Budget and Fiscal Control Act, the financial policies approved by City Council are often more stringent than State requirements to assure the City of Concord will continue to function in a very fiscally sound manner. The FY 2013-2014 goals are presented according to functional areas. During the year, monthly functional meetings are held to monitor progress on these goals and to identify new issues that must be considered for long-range planning. City Departments are evaluated on their performance in meeting these goals.

General Government

- Aggressively communicate legislative goals and agendas to representatives for both the Federal and State legislative processes.
- Continue to maintain a fund balance goal of 30 to 35 percent of General Fund expenditures and use fund balance only for non-recurring capital expenditures.
- Continue to include a performance measurement component in the external agency process, requiring monitoring, and reporting of performance outcomes for funded agencies.
- Continue to adhere to approved financial management policies that maintain the City's financial strength and integrity including continuation of conservative revenue estimates that reflect economic conditions and the aggressive pursuit of revenues collections.
- Continue to prepare the City's annual budget document in compliance with criteria established to obtain the Government Finance Officers Association's (GFOA) budget award and submit the document for review to the GFOA.
- Continue to maintain a sound financial position that results in bond ratings that are at least as beneficial as current ratings.
- Continue to update and re-adopt the Capital Improvement Program, detailing capital projects, estimated costs, and funding sources.
- Continue to maintain accounting systems in compliance with the NC Local Government Budget and Fiscal Control Act.
- Continue to prepare the Comprehensive Annual Financial Report (CAFR) in compliance with the required criteria in order to obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Continue to finance capital costs so that future growth can help pay for major capital needs and improvements, but continue to use pay-as-go method for most other capital purchases.
- Explore alternatives for offering employer based medical coverage, including but not limited to creating and/or participating in a Private Exchange, eliminating or modifying the PPO plan, and stronger Wellness requirements.

Customer Service, User Friendliness, and Technology

- Continue to support the Customer Service Excellence emphasis with the proposed FY 2013-14 objectives, including the focus on internal and external user-friendliness.
- Continue to support the recognized neighborhood program and seek opportunities to enhance the quality of relationships, strengthen communications, and build capacity of neighborhood leaders.
- Proceed with coordinating a "User-Friendly" working group of City and County personnel, as well as the County's software vendor ACCELA, to develop the conversion and integrating program scope for the City's current Filemaker system.
- Implement Mobile 311 before March, 2013 to allow further evaluation during the Spring and Summer months to verify potential savings and to evaluate operational options that may provide additional efficiencies to further reduce cost. If necessary, utilize the Scouts to locate bulky waste and tag material not in compliance to maintain a responsive and timely code enforcement process.
- Continue to plan a future New City Hall capital improvement project, with design funded in FY 2013

Transportation

- Continue to routinely monitor projects and consider participation in additional projects to assure Transportation Fund

revenues are being used to fund highest priorities and funds are available for local matches to leverage additional projects with a focus on City infrastructure.

- Continue, at a minimum, appropriating existing revenue amounts using 2-cents of the Ad Valorem tax and $5.00 of the Vehicle tax for the Transportation Fund.
- Continue to maintain the $400,000 minimum balance in the Transportation Fund.
- Budget $150,000 annually within the Transportation Fund to implement priorities in the Pedestrian Improvement Plan based on established policy.
- Continue efforts to secure funding for Congestion Mitigation Air Quality (CMAQ), Federal Stimulus Package, Earmark, Economic Enhancement, Spot Safety, and Small Construction projects from the Federal government and/or the NCDOT and continue to coordinate associated local activities with NCDOT Division 10.
- Continue to apply funding revenues toward City infrastructure rehabilitation projects not addressed under routine maintenance programs.
- Continue efforts to obtain Congressional earmarks and FAA funding for Airport capital improvements and safety projects.
- Continue 24-hour operations at Concord Regional Airport, with fewer personnel during identified lower demand hours. Analyze all levels of staffing to ensure efficient use of resources.
- City Management to thoroughly evaluate the Concord Regional Airport management structure to allow clarification of roles and alignment of positions with FAA structure.
- Investigate and pursue expanding scheduled passenger charter service at Concord Regional Airport.

Environment/Solid Waste and Recycling/Stormwater

- Evaluate options for bulky waste collection service including adjusting the fee charged, types and amounts of materials collected, and other options; if a service level change is recommended as the best option for customer service and efficiency, educate the public on these changes before implementation on July 1.
- Support the efforts of the sustainability committee including the proposed FY2013-14 objectives and continued integration consideration of sustainability into City operations.
- Continue administration and monitoring of the Solid Waste and Recycling contract with Waste Pro.
- Continue emphasis on improving community appearance through regular street sweeping, litter pickup and removal of signs that violate City ordinance.
- Continue with the current bulky waste code enforcement procedure, which should require approximately 13 -14 days to complete. Code Enforcement will continue to simultaneously send the certified mail and the first class mail, hand deliver the letters when practical, and make the courtesy phone call to the property owner. Code Enforcement will continue to complete daily follow ups, site inspections on notice of violations that have been issued, and determine if there are ways to keep getting updates or notifications electronically.
- Continue to pursue strategies to reduce fuel consumption, including diversification of fueling methods, purchasing hybrid vehicles when possible, replacing aging light-duty vehicles with smaller more fuel-efficient vehicles, increasing fuel storage capacity and the use of blended fuels and target goals to reduce overall fuel consumption.
- Continue the current practice of only maintaining stormwater systems on public rights of way, and seek alternate funding mechanisms and encourage private owners to do the same to address drainage issues on property outside of public rights of way.

Utilities

- Continue discussions and planning for infrastructure to connect to the Albemarle water system.
- Continue to educate the public and all system customers on the importance of water conservation.
- Continue to pursue strategies to promote water conservation, blue plumbing, water re-use and investigate alternatives to reducing individual water use.
- Continue to work with WSACC to develop a plan to reuse water for irrigation and other permitted purposes.
- Continue to enforce consistent rights-of-way protection policy to include notification of property owners relative to existing obstructions, conflicts or structures within the utility right-of-way.
- Continue to follow the RW Beck recommendations for the Electric System.
- Allow the wholesale increases to be handled by the purchased power adjustment over the next few years that Duke has forecasted significant capital cost expenditures that will affect increases in the City's demand cost
- Continue to match Duke Energy's avoided cost rate for purchase of renewable generation projects that attach to the City's system

Planning & Economic Development/Redevelopment

- Continue implementation of the Logan Redevelopment Plan if financing becomes available to the private development partner.
- Continue to support the business recruitment and development efforts of the Concord Downtown Development Corporation (CDDC) in attracting new business and enhancing existing downtown businesses.

- Continue to work closely with economic development partners in Cabarrus County to present a complete coordinated recruitment and retention effort.
- Continue to regulate the design criteria for commercial development in accordance with the Concord Development Ordinance (CDO).
- Continue to utilize five specialized guidelines to create standards to promote low impact development into the CDO.
- Continue to update the five-year annexation plan.
- Continue to use policy for voluntary annexations that includes cost-benefit assessments and requirement of acceptance of water and sewer utility service where feasible.
- Continue to administer Small Area Plans as flexible guides for physical development.
- Continue the close working relationship between various City Departments on zoning and ordinance issues, and continue to use the methods in place to weigh the positives versus the negatives of future annexations.
- Evaluate the ownership patterns of all properties in a targeted neighborhood when planning major City investments or "partnerships for stronger neighborhoods" efforts. Pursue grants when practicable. Redirect real estate acquisition projects or tax collection cases as an opportunity to clear uninsurable title.
- Evaluate the level of the annual appropriation of funds to the Concord Downtown Development Corporation.
- Proceed with funding a part-time manager, 20 hours a week, using Clearwater revenue and general funds until site renovations are completed; at which time a nonprofit would be considered by Council to lease or own and operate the entire facility.
- Coordinate a committee of stakeholders to propose ordinance modifications to address street trees in future developments as well as develop maintenance guidelines/protocols for tree maintenance issues currently incurred.
- Work with developers of existing subdivisions that are currently approved but not landscaped or landscaped and not finalized to identify any potential conflicts.

Public Safety

- Continue to explore opportunities to make Fire Station #1 on Church Street a museum if Fire Station #1 is relocated to another location in the future.
- Continue to provide basic fire service and specialized services at current levels.
- Continue support of an Urban Archery Season consistent with state and local law.
- Continue the current approach to applying the City policy on vacant lot mowing and building demolitions, and increase the amount of funding for demolishing buildings, mowing vacant lots, and cleaning messy yards. Continue with the current operating procedures that Code Enforcement is utilizing. By eliminating approximately (11) days in the process, compliance is accomplished in a more timely manner.
- Continue to maintain code enforcement penalties and fees, with annual monitoring of potential changes in order to ensure that the penalties properly discourage code violations.
- Continue to support and actively participate in Project Safe Neighborhood.

Recreation/Parks/Open-Space

- Construct a dog park at a location to be determined that is compatible with the surrounding neighborhood.
- Proceed with existing Capital projects for the Riverwalk phase of the Rocky River Greenway and development of a park in the northwest area of Concord (informally known as Lake Howell Park) in accordance with established schedules.
- Continue to participate fully in the countywide greenway master planning effort.
- Continue active participation in and representation on the Carolina Thread Trail Advisory Board with goal of having greenway sections being designated as part of the Thread Trail.
- Continue to make full use of Carolina Thread Trail and Trust Funds money to acquire properties for future greenways if net cost to City is reduced.
- Continue to evaluate properties that are available, pursue joint development opportunities and master plan future park development, with a special focus on the northwest section of the City.

2013-2014 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 2013 that the following fund revenues and departmental expenditures, together with certain restrictions and authorizations are adopted.

SECTION I. GENERAL FUND: Revenues totaling $68,960,872 are hereby approved from the following sources:

Ad Valorem Taxes	$43,710,167
Sales Taxes	13,567,800
Unrestricted Intergovernmental Revenue	3,560,500
Restricted Intergovernmental Revenue	3,246,598
Licenses, Permits and Fees	1,762,500
Other Revenue	3,113,307
TOTAL	$ 68,960,872

A total of $68,960,872 is hereby authorized to be expended from the departmental accounts of the General Fund as follows:

Governing Body	$ 142,487
Public Services – Admin.	163,444
City Manager's Office	524,261
Risk Management	170,553
Human Resources Department	380,981
Wellness Center	313,747
Finance Department	548,173
Tax	448,844
Legal Department	287,359
Non-Departmental	7,038,510
Police Department	16,804,979
Code Enforcement	668,901
Communications	1,268,984
Radio Shop	345,666
Fire & Life Safety – Operations	15,180,819
Fire & Life Safety – Prevention	479,399
Fire & Life Safety – Training	408,062
Emergency Management	130,820
Streets & Traffic	5,219,945
Powell Bill	1,153,862
Traffic Signal Division	683,684
Traffic Services	521,362
Solid Waste & Recycling	6,171,051
Cemeteries	515,268
Fleet Services (costs are direct billed)	0
Planning and Neighborhood Development	2,396,920
Transportation Planning	316,506
Economic Development	1,695,211
Parks and Recreation	4,822,909
Parks and Recreation - Aquatics Program	158,165
TOTAL	$ 68,960,872

SECTION II. SPECIAL REVENUE FUNDS: Revenues totaling $4,989,199 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 and Housing Assistance Program.

A total of $4,989,199 is hereby authorized to be expended from Special Revenue Funds as follows:

Municipal Service District Fund	$ 101,775
Community Development Block Grant Fund	393,688
H.O.M.E. Consortium Fund	257,272
$5 Vehicle Tax – Transit Fund	310,000
Housing Assistance Voucher Program Fund	3,926,464
TOTAL	$ 4,989,199

SECTION III. ELECTRIC FUND: Revenues are hereby approved comprised of $80,815,575 in operating revenues, $190,000 in non-operating revenues, and an appropriation from retained earnings of $666,429 for one time capital project costs. A total of $81,672,004 is hereby authorized to be expended from the Electric Fund as follows:

Electric Administration	$ 3,015,443
Purchased Power	61,261,942
Maintenance - Power Lines	3,176,936

Tree Trimming	1,103,704
Electric Construction	11,108,796
Peak Shaving	1,155,545
Electric Engineering	716,628
Utility Locate Services	133,010
TOTAL	$ 81,672,004

SECTION IV. WATER FUND: Revenues are hereby approved comprised of $18,889,700 in operating revenue, non-operating revenue of $220,000, and an appropriation from retained earnings of $1,666,051 for one time capital project costs. A total of $20,775,751 is hereby authorized to be expended from the Water Fund as follows:

Hillgrove Water Plant	$ 3,306,739
Coddle Creek Water Plant	3,901,994
Waterlines - Operation & Maintenance	13,567,018
TOTAL	$ 20,775,751

SECTION V. WASTEWATER FUND: Revenues are hereby approved comprised of operating revenues of $14,627,000 and non-operating revenues of $110,000. A total of $14,737,000 is hereby authorized to be expended from the Wastewater Fund as follows:

Wastewater Operations & Maintenance	$ 14,737,000

SECTION VI. STORMWATER FUND: Revenues are hereby approved comprised of $3,724,717 in operating revenue and $46,000 in non-operating revenues. A total of $3,770,717 is hereby authorized to be expended from the Stormwater Fund as follows:

Stormwater Operations & Maintenance	$ 3,770,717

SECTION VII. AVIATION FUND: Revenues are hereby approved comprised of $10,165,766 in operating revenue, -$121,000 in non-operating revenue (due to credit card charges for service) and a transfer of $580,483 from the General Fund. An appropriation from retained earnings, $140,490 is included for one time capital and improvements at the airport. A total of $10,765,739 is hereby authorized to be expended from the Aviation Fund as follows:

Aviation Operating	$ 10,765,739

SECTION VIII. GOLF COURSE FUND: Revenues are hereby approved comprised of $1,462,860 in operating revenues, $22,352 in non-operating revenues, and a transfer from the General Fund of $991,999. A total of $2,477,211 is hereby authorized to be expended from the Golf Course Fund as follows:

Golf Course Operating	$ 2,477,211

SECTION IX. TRANSIT FUND: Revenues are hereby approved comprised of $240,000 in operating revenues, restricted intergovernmental revenue of $2,644,152, transfer of $310,000 from the $5 Vehicle Tax – Transit Fund, and a transfer from the General Fund of $576,042. A total of $3,770,194 is hereby authorized to be expended from the Transit Fund as follows:

Transit System Operating Fund	$ 3,770,194

SECTION X. PUBLIC HOUSING FUND: Revenues are hereby approved comprised of $330,000 in operating revenues, non-operating revenues of $878,023, and financing proceeds of $260,000. A total of $1,468,023 is hereby authorized to be expended from the Public Housing Fund as follows:

Public Housing Operations	$ 1,468,023

SECTION XI. DEBT SERVICE (FIRST CONCORD): Revenues are hereby approved comprised of transfers from operating funds in the amount of $3,355,175. A total of $3,355,175 is hereby authorized to be expended from First Concord for debt service payments as follows:

2010 LOBS $1,206,725
2005 COPS $1,145,900
160A-19 COPS $1,002,550

SECTION XII. ENCUMBRANCES AS OF JUNE 30, 2013: Funds appropriated in the 2012-2013 budget and encumbered at June 30, 2013, shall be authorized as part of the 2013-2014 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. All coworkers in regular full-time and part-time positions will receive a 2% salary adjustment the first full payroll in July of 2013, provided they were rated at least "achieves expectations" (or the

equivalent) on their last performance evaluation. This adjustment would also apply to elected officials. Coworkers in a probationary or other status would not receive the 2% increase until that evaluation takes place and the employee receives a rating of "achieves expectations".

In addition to this 2%, a merit based adjustment will be awarded for those co-workers receiving a performance evaluation rating of "achieves expectations" or better on the date of their annual evaluation during the upcoming fiscal year. Any co-worker, other than those coming off probationary status, receiving "achieves expectations" will receive a 1% increase, co-workers receiving "exceeds expectations" will receive a 2% increase, and any co-worker with an "outstanding" rating on their evaluation will receive a 3% increase.

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 2013-2014. This rate is based on an estimated valuation of $9,211,557,778 (including motor vehicles) and an estimated 97.70 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. This rate reflects an estimated valuation of $38,552,000 with an estimated 97.0 percent collection rate.

Allocation of the 2013-2014 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 2013-2014 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 2013-2014 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 2013-2014 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 2013.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

Ed Scott Padgett, Mayor

ATTEST:

Kim Deason, City Clerk

Vaughn M. Benshoff, City Attorney

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FUND AND BUDGET UNIT STRUCTURE (FY 2013-2014)

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. Risk Management – 4121
5. Human Resources – 4125
6. Wellness Center – 4126
7. Finance – 4130
8. Tax – 4140
9. Legal – 4150
10. Non-Departmental – 4190

Public Safety

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

Public Works

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

Economic Development

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

Cultural and Recreational

29. Parks and Recreation – 6120
30. 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 304 – COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

1. Administration – 3040
2. Projects 2011 – 3045

FUND 254 – HOME CONSORTIUM FUND

1. Administration – 2540
2. Projects 2011 – 2545

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

1. Addl. $5 Vehicle Tax – 8200

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 Oper. & Maint. – 7340

FUND 630 – PUBLIC TRANSIT FUND

1. Rider Transit System – 7610

FUND 640 – WASTEWATER RESOURCES FUND

1. Wastewaterlines Operations & Maintenance – 7420

FUND 650 – GOLF COURSE FUND

1. Rocky River Golf Club – 7501

FUND 680 – AVIATION FUND

1. Aviation Operations – 4530

FUND 690 – PUBLIC HOUSING FUND

1. Public Housing Operations – 1000

INTERNAL SERVICES FUND

FUND 800 – INTERNAL SERVICES FUND

1. Utilities Collections – 4200
2. Data Services – 4210
3. Billing – 4215
4. Customer Service – 4220
5. Engineering - 4230
6. Purchasing – 4250
7. Customer Care Center – 4260
8. Buildings & Grounds – 4270

CITY ORGANIZATIONAL CHART

Citizens of Concord

Mayor & City Council

City Attorney - 1 FTE

Deputy Attorney - 1 FTE
Assistant Attorney - 1 FTE
Support Services - 3 FTE

City Manager - 1 FTE

Deputy City Manager - 1 FTE

Assistant City Manager - 1FTE

Aviation - 33 FTE

Communications

Radio Shop - 2.5 FTE
Emergency Communications - 22.5 FTE

Fire & Life Safety

Fire & Life Safety Operations - 181 FTE
Fire Prevention - 6 FTE

Housing

Operations/Vouchers - 12 FTE

Parks & Recreation

Parks & Recreation - 21
Aquatics - 0 FTE (all staff are PT- temporary)

Police

Sworn - 160.25 FTE
Non-Sworn - 20 FTE
Code Enforcement - 7 FTE

Data Services (contract arrangement)

GIS - 1 FTE

Buildings & Grounds

Cemeteries - 8 FTE
Buildings & Grounds - 39.5 FTE

Rocky River Golf Course (contract arrangement)

Electric Systems

Administration - 2 FTE
Electric Construction - 34 FTE
Electric Engineering - 5 FTE
Peak Shaving - 2 FTE
Purchased Power - 0 FTE
Powerline Maintenance - 13 FTE
Tree Trimming - 9 FTE
Utility Locate Services - 4 FTE

Engineering - 24 FTE

Solid Waste & Recycling - 32 FTE

Stormwater - 19.77 FTE

Fleet Services - 13 FTE

Planning & Neighborhood Development

Planning & Neighborhood Dev. - 14.5 FTE
CDBG - 1 FTE
HOME - 1 FTE

Transportation

Traffic Services - 5 FTE
Traffic Signals - 5 FTE
Streets & Traffic - 27 FTE

Water Resources

Hillgrove Water Treatment Plant - 14.5 FTE
Coddle Creek Water Treatment Plant - 15.5 FTE
Waterlines Operations - 34.24 FTE

Wastewater Resources - 29.99 FTE

Public Transit - 2.70 FTE

City Manager's Office

Clerk - 1 FTE
Administrative Support - 1 FTE
Risk Management- 3 FTE
Public Affairs- 2 FTE
Econ. Develop. & Sustainability - 1 FTE
Emergency Management - 1 FTE

Finance

Billing - 10 FTE
Customer Service - 15.5 FTE
Finance - 14 FTE
Purchasing - 7 FTE
Tax - 4.5 FTE
Utilities Collections - 4.5 FTE
Customer Care Center - 9.75 FTE

Human Resources - 7 FTE

Wellness Center (contract arrangement)

Note: City Manager provides functional supervision to City Attorney and coordinates prioritization of staff legal support.

MAJOR REVENUE SOURCES

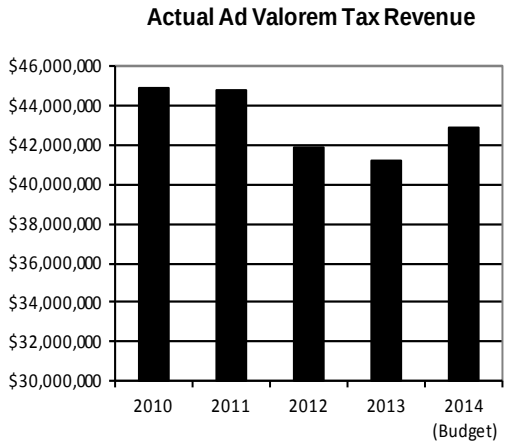
A balanced budget requires that anticipated revenues equal planned expenditures. Therefore, anticipated revenue is the key driver of the budget development process. The City's revenue forecasting philosophy has always been conservative, and it is no different for this fiscal year. Economic forecasting is not an exact science and at times relies upon the best professional judgment of the forecaster. To reduce the risks of miscalculating revenues or expenditures, the City identifies as many factors as possible that may contribute to changes in revenue and expenditures, such as population growth, property values, development and the economy.

The following brief discussion outlines the City's major revenue sources and the City's general assumptions.

GENERAL FUND

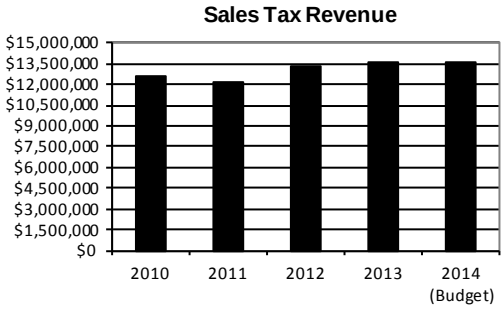
The General Fund budget for the 2013-14 fiscal year totals $68,960,972 compared to the current amended budget of $77,603,839 for FY 2012-13. It is important to note that the amended 2012-13 budget includes a onetime appropriation from fund balance in the amount of $6.5 million which was placed in the City's capital reserve fund for future projects. Factoring out transfers, financing proceeds and appropriations from fund balance (non operating revenue); there is a revenue increase of $1,373,207 (2%) when compared to the current amended budget. The increase in revenues for the City's General Fund budget proposal is a result of modest growth in the local option sales tax receipts and a 4% growth in the City's assessed values. The City's tax rate of 0.48¢ per $100 will not change. 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 2013-14 fiscal years.

Property Taxes: The budget is balanced with a property tax rate of $.48 per $100 valuation. This will yield $43,710,167 in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 97.70%. The tax base used in this budget preparation represents a 4% increase in property values for a total valuation of $9,211,557,778 (including motor vehicles). One cent on the City's tax rate produces $892,962 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. The City continues to feel the effects of the Philip Morris plant closure, which has impacted property tax values, resulting in a total assessed value decline of 82% ($895 million) since the closure was announced in June of 2007. The property value losses associated with Philip Morris should now be fully realized in prior years and future declines are not anticipated.



*Prior year's revaluation reflected in FY13 Budget

Sales Taxes: Local sales taxes levied by the City and 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 $13,567,800 for fiscal year 2013-14, a 1% increase when compared to the prior year budget. Sales tax allocations for Cabarrus County are based on proportional property tax levies. The City has projected a 1.5% increase in local option sales tax allocations for FY 2013-14 when compared to FY 2012-13 anticipated collections. The City continues to apply a conservative approach when estimating this revenue source, but current trends indicate that local option sales tax will continue to grow.

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%). The estimated telecommunications sales tax included for FY 2013-14 is $620,000, which represents no growth when compared to FY13 estimated collections.

The N.C. Department of Revenue distributes part of the state sales tax collected on video programming and telecommunication services to counties and cities. Local governments receive 23.6% of the sales tax collections from video programming service, an additional 7.7% of the existing telecommunications sales tax and 37.1% of sales tax collections on satellite television service. The estimated video programming sales tax included in FY 2013-14 is $540,000, which represents no growth in this revenue source when compared to FY13 estimates.

Utility Franchise Tax: As of July 1, 1999, each city's share of the utility franchise fee is based on actual receipts from companies that provide electricity. The State levies a 3.22% franchise tax on the total gross receipts of all businesses within the State that provide electricity. An amount equal to 3.09% of the total gross receipts of electricity service derived from the sale within any municipality is distributed to the municipality in which these gross sales are made. These funds are collected by the State and are distributed to the City of Concord based on the actual receipts from the providers for services provided within the city limits. This revenue source is expected to be $2,250,000 for FY 2013-14, which represents no growth when compared to the estimate for the current year.

Powell Bill Street Allocation: These funds represent redistribution by the State of a portion of the motor fuel taxes collected. 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. One-quarter of distribution is based on the number of miles of local streets in the City and the remainder is distributed on a population basis. These funds are expected to provide $2,100,000 for FY 2013-14, 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.

Privilege License Taxes: Each business activity operating within the City limits is required to purchase a privilege license to conduct such business. These taxes are a revenue measure provided to cities by the North Carolina General Statutes. Staff recommends continuing a gross receipts basis for our privilege license ordinance. A total of $1,000,000 in revenues has been estimated in this budget, which represents no growth when compared to current year estimates.

Fund Balance: The City's unassigned General Fund balance was $43,248,336 as of June 30, 2012. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund

balance at June 30, 2013, as unassigned fund balance is not expected to materially change. 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 is now experiencing a slowing economy, our conservative policies and procedures are even more important. The recommended budget does appropriate $1,600,000 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 contributes available resources to this Capital Reserve Fund. Although these reserves (approximately $16,600,000) 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

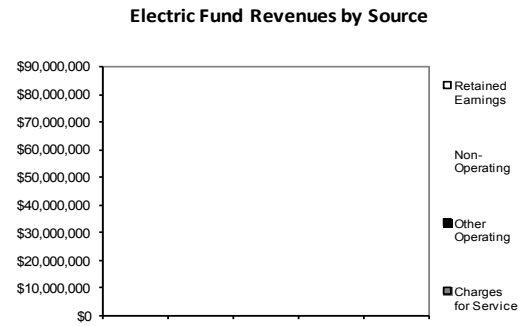
The Municipal Service District tax rate is $0.23 per $100 assessed valuation. Also, included in the Special Revenue Fund is the budget request for Community Development Block Grant Funds, the H.O.M.E. Program, the $5 Vehicle Tax fund (Transit), and the Section 8 Housing Vouchers program. The special revenue funds total $4,989,199.

ENTERPRISE FUNDS

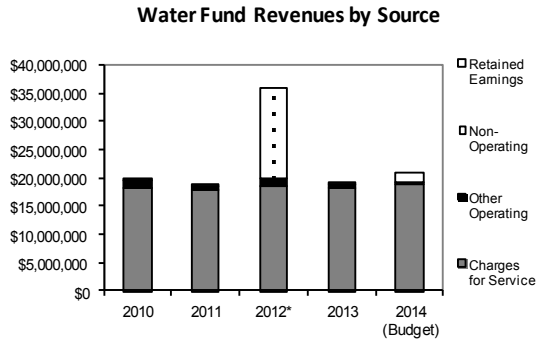
Stormwater, Electric, Water and Wastewater rates and charges will generate $115,644,542 in revenues.

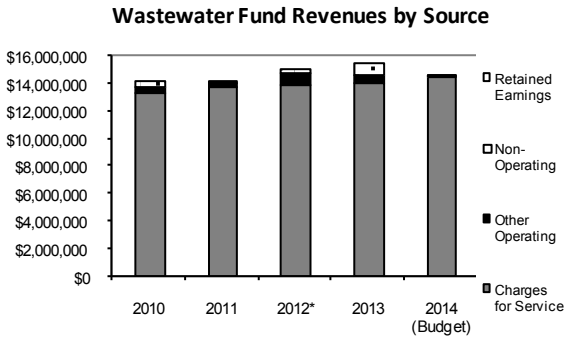
Stormwater: The Stormwater Fund is comprised of $3,724,717 in operating revenue and $46,000 in non-operating revenues. No rate or fee increases are proposed for the Stormwater program. Rate revenue for FY 2014 is expected to remain stable when compared to FY 2013 year-end estimates.

Electric Fund: The Electric Fund is comprised of $80,815,575 in operating revenues and $190,000 in non-operating revenues, with an appropriation from the rate stabilization reserve in retained earnings of $666,429. 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 2014 budget proposal does not project increases in purchase power rate adjustments. FY 2014 rate revenue is anticipated to remain stable.



Water Fund: The Water Fund is comprised of $18,889,700 in operating revenue, non-operating revenue of $220,000 and an appropriation from retained earnings of $1,666,051 for one time capital project costs. Water revenues are estimated using no growth in consumption and no rate adjustments are recommended. There are currently more than 34,500 customers in the system. The City's water rate structure is designed to promote water conservation. The rate structure includes a base fee and a volume rate per 1,000 gallons of consumption for inside and outside customers. Residential customers have three-tiered volume rates, the greater the consumption, the higher the volume rate. Industrial and commercial customers are charged a uniformed volume rate.





Wastewater Funds: The Wastewater Fund is comprised of operating revenue of $14,627,000, non-operating revenues of $110,000, and no appropriation from retained earnings. Wastewater revenues are estimated using no growth in consumption. There are currently more than 31,500 customers. No increase in wastewater rates is recommended.

Public Transit: The Public Transit budget is comprised of $240,000 in operating revenue, $2,644,152 in restricted intergovernmental revenue, and transfers of $886,042. In FY 2013-14, Concord's General Fund contribution to the Transit system is $576,042, which includes our portion of the CATS 79x service. No fare increases are proposed for the adoption of the FY 2013-14 budget.

Golf Course: The Golf Course Fund anticipates earned revenue for FY 2013-14 to increase 17.6% when compared to the proposed budget of the prior year. Revenue projections had been reduced in FY 2013 due to a greens renovation project that resulted in temporary greens being used during for several months. Total revenues are estimated at $1,462,860 from operations and an additional transfer from the General Fund of $991,999 the majority of which is designated towards debt service.

Aviation: The Aviation budget is comprised of $10,165,766 in operating revenue, $-121,000 in non-operating revenue and a transfer of $580,483 from the General Fund. An appropriation from retained earnings, $140,490, is included for one time capital and improvements at the airport. Fuel Sales have been budgeted with no material increases. There are some minor adjustments to fees charged for hangar rentals and other miscellaneous fees charged at the airport.

INTERNAL SERVICES FUND

The Internal Services Fund – comprised of Data Services, Customer Service, Utilities Collections, Billing, Engineering, Call Center, Buildings and Grounds and Purchasing – totals $9,798,545. 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.

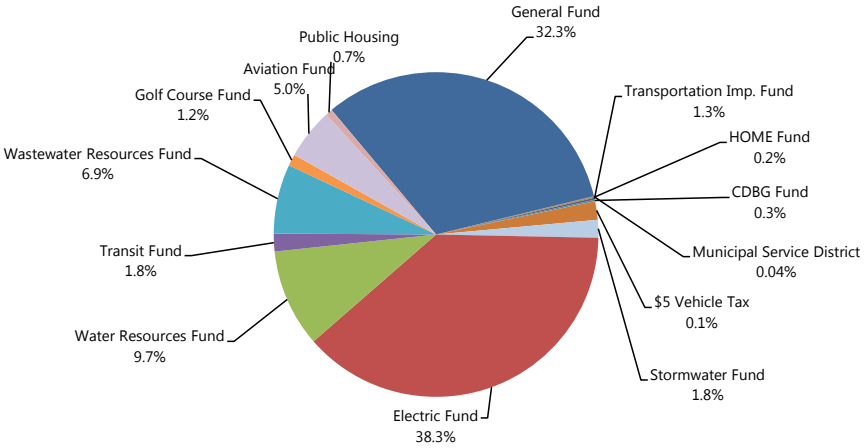
All rates, fees, and charges are listed in the Schedule of Fees and Charges.

City Revenues

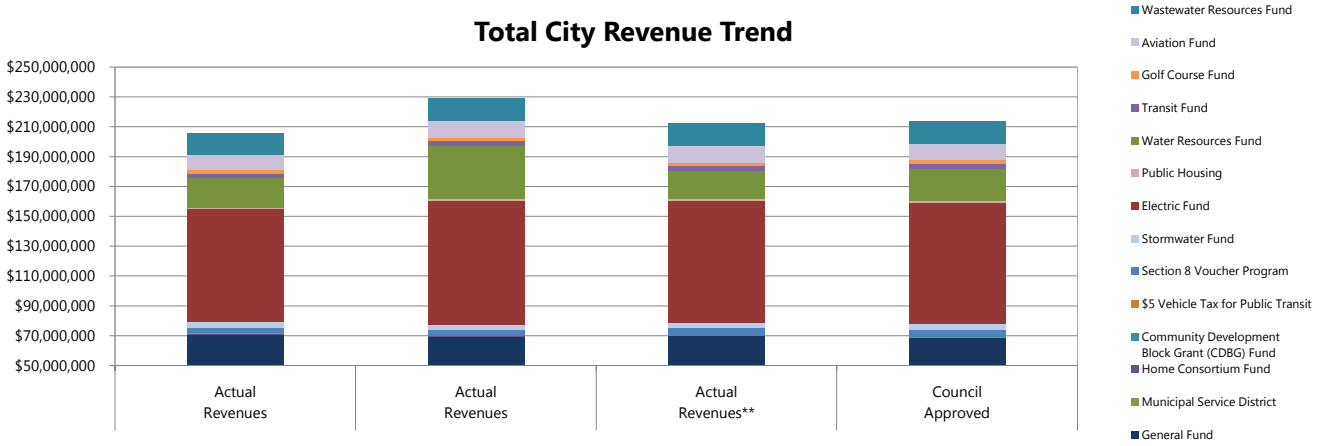
By Fund	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
General Fund	$ 70,900,160	$ 69,610,405	$ 77,603,839	$ 69,939,222	$ 68,960,872	$ 68,960,872
Municipal Service District	$ 81,730	$ 81,680	$ 99,212	$ 99,263	$ 101,775	$ 101,775
Home Consortium Fund	$ 92,815	$ 132,746	$ 273,320	$ 98,870	$ 257,272	$ 257,272
Community Development Block Grant (CDBG) Fund	$ 167,876	$ 120,526	$ 455,764	$ 297,597	$ 393,688	$ 393,688
$5 Vehicle Tax for Public Transit	$ 301,896	$ 312,623	$ 344,511	$ 320,103	$ 310,000	$ 310,000
Section 8 Voucher Program	$ 3,946,296	$ 3,339,718	$ 3,721,124	$ 4,636,094	$ 3,926,464	$ 3,926,464
Stormwater Fund	$ 3,715,344	$ 3,765,500	$ 3,762,965	$ 3,745,026	$ 3,770,717	$ 3,770,717
Electric Fund	$ 75,516,130	$ 83,494,855	$ 85,283,445	$ 81,131,380	$ 81,672,004	$ 81,672,004
Water Resources Fund	$ 19,710,501	$ 35,717,710	$ 19,959,768	$ 19,358,500	$ 20,775,751	$ 20,775,751
Transit Fund	$ 3,057,431	$ 2,883,219	$ 3,568,886	$ 3,125,791	$ 3,770,194	$ 3,770,194
Wastewater Resources Fund	$ 14,269,425	$ 14,986,916	$ 14,555,776	$ 15,212,155	$ 14,737,000	$ 14,737,000
Golf Course Fund	$ 2,494,065	$ 2,329,268	$ 2,340,986	$ 2,352,763	$ 2,477,211	$ 2,477,211
Aviation Fund	$ 10,435,435	$ 11,240,883	$ 12,269,931	$ 11,144,206	$ 10,765,739	$ 10,765,739
Public Housing	$ 1,177,442	$ 851,711	$ 1,134,384	$ 1,110,676	$ 1,468,023	$ 1,468,023
TOTAL CITY REVENUES	**$ 205,866,545**	**$ 228,867,760**	**$ 225,373,911**	**$ 212,571,647**	**$ 213,386,710**	**$ 213,386,710**
% budget change						

* as amended **as of 9/3/2013

FY 2013-2014 City-wide Revenues (by Fund)



Total City Revenue Trend



City Expenditures

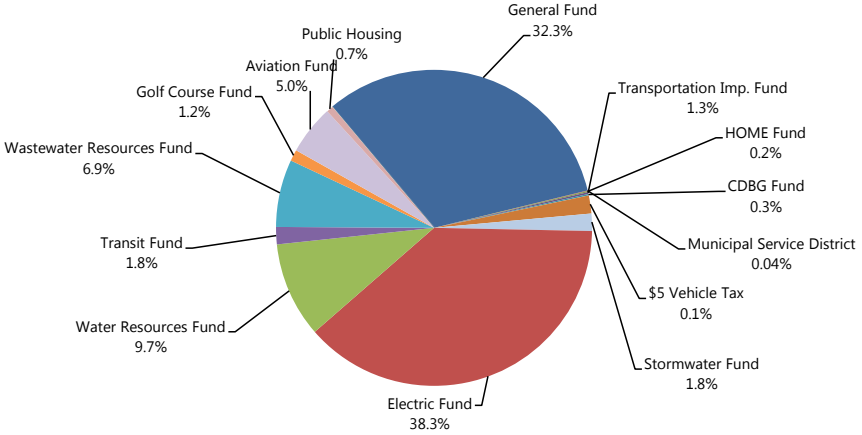
By Fund	2010-2011 Actual Expenses	2011-2012 Actual Expenses**	2012-2013 Council Approved	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
General Fund	$ 68,939,754	$ 64,834,529	$ 77,603,839	$ 72,259,284	$ 68,960,872	$ 68,960,872
Municipal Service District	$ 81,728	$ 81,678	$ 99,212	$ 99,263	$ 101,775	$ 101,775
Home Consortium Fund	$ 15,098	$ 119	$ 273,320	$ 93	$ 257,272	$ 257,272
Community Development Block Grant (CDBG) Fund	$ 350,968	$ 272,232	$ 455,764	$ 303,396	$ 393,688	$ 393,688
$5 Vehicle Tax for Public Transit	$ 301,897	$ 312,623	$ 344,511	$ 320,103	$ 310,000	$ 310,000
Section 8 Voucher Program	$ 3,688,768	$ 4,068,095	$ 3,721,124	$ 4,588,823	$ 3,926,464	$ 3,926,464
Stormwater Fund	$ 4,282,110	$ 2,832,978	$ 3,762,965	$ 4,162,999	$ 3,770,717	$ 3,770,717
Electric Fund	$ 62,978,269	$ 76,034,850	$ 85,283,445	$ 78,855,726	$ 81,672,004	$ 81,672,004
Water Resources Fund	$ 15,618,502	$ 20,604,131	$ 19,959,768	$ 16,149,891	$ 20,775,751	$ 20,775,751
Transit Fund	$ 2,629,242	$ 2,845,646	$ 3,568,886	$ 3,128,553	$ 3,770,194	$ 3,770,194
Wastewater Resources Fund	$ 14,370,561	$ 13,994,818	$ 14,555,776	$ 13,966,088	$ 14,737,000	$ 14,737,000
Golf Course Fund	$ 2,502,300	$ 2,366,147	$ 2,340,986	$ 2,372,081	$ 2,477,211	$ 2,477,211
Aviation Fund	$ 11,507,486	$ 11,766,408	$ 12,269,931	$ 11,728,617	$ 10,765,739	$ 10,765,739
Public Housing	$ 1,227,287	$ 1,385,703	$ 1,134,384	$ 1,503,413	$ 1,468,023	$ 1,468,023
Internal Service Fund***	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL CITY EXPENDITURES	**$ 188,493,971**	**$ 201,399,957**	**$ 225,373,911**	**$ 209,438,330**	**$ 213,386,710**	**$ 213,386,710**

% budget change

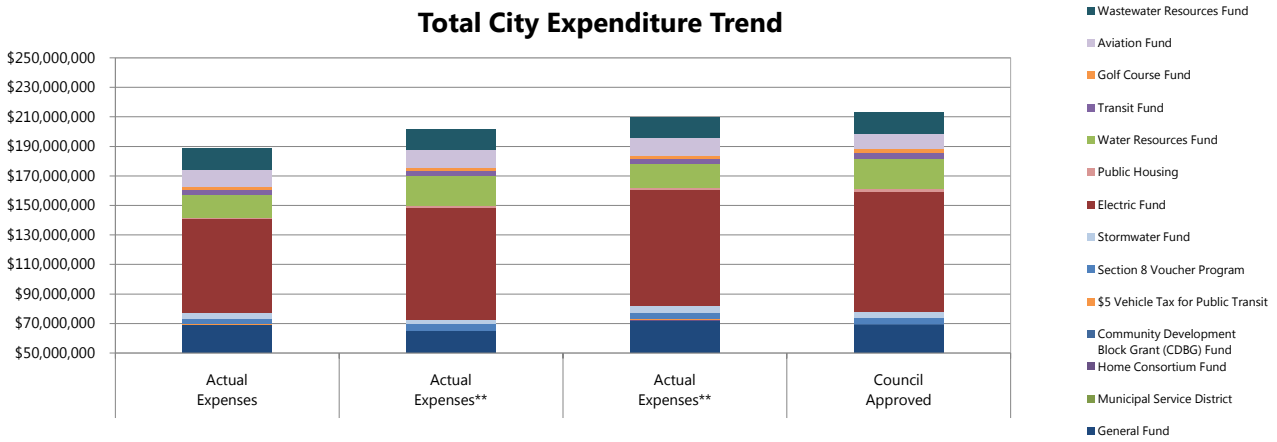
* as amended **as of 9/3/2013

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

FY 2013-2014 City-wide Revenues (by Fund)



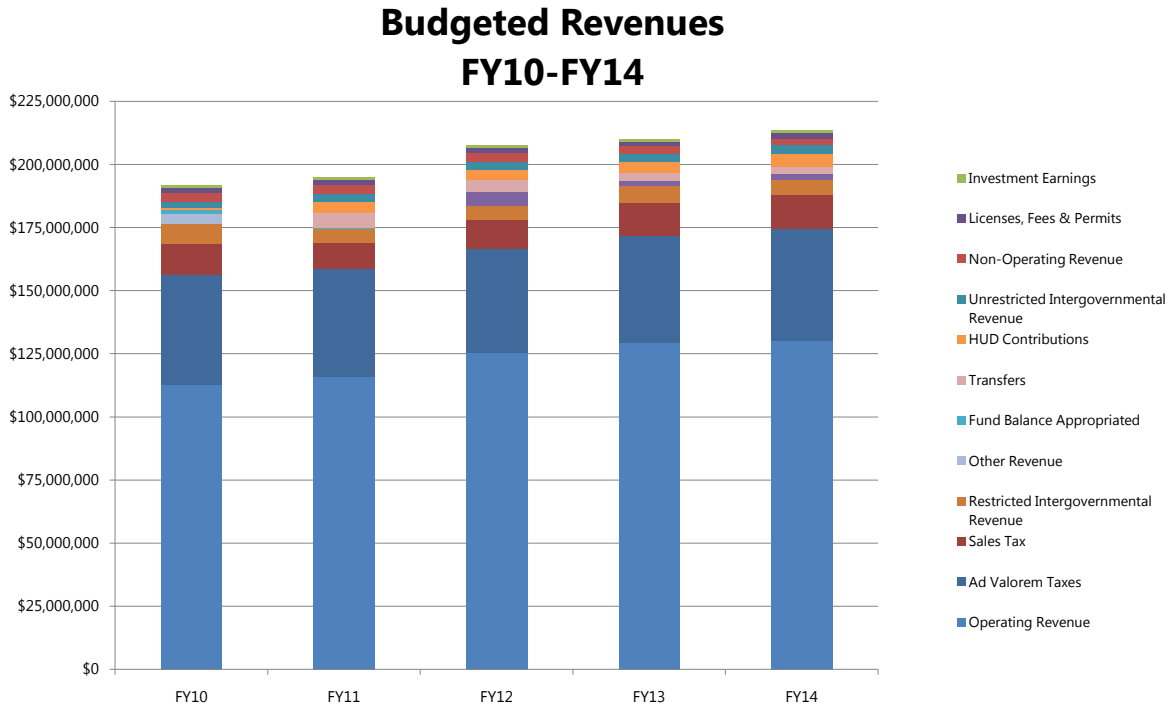
Total City Expenditure Trend



FY 2013-2014 Budget

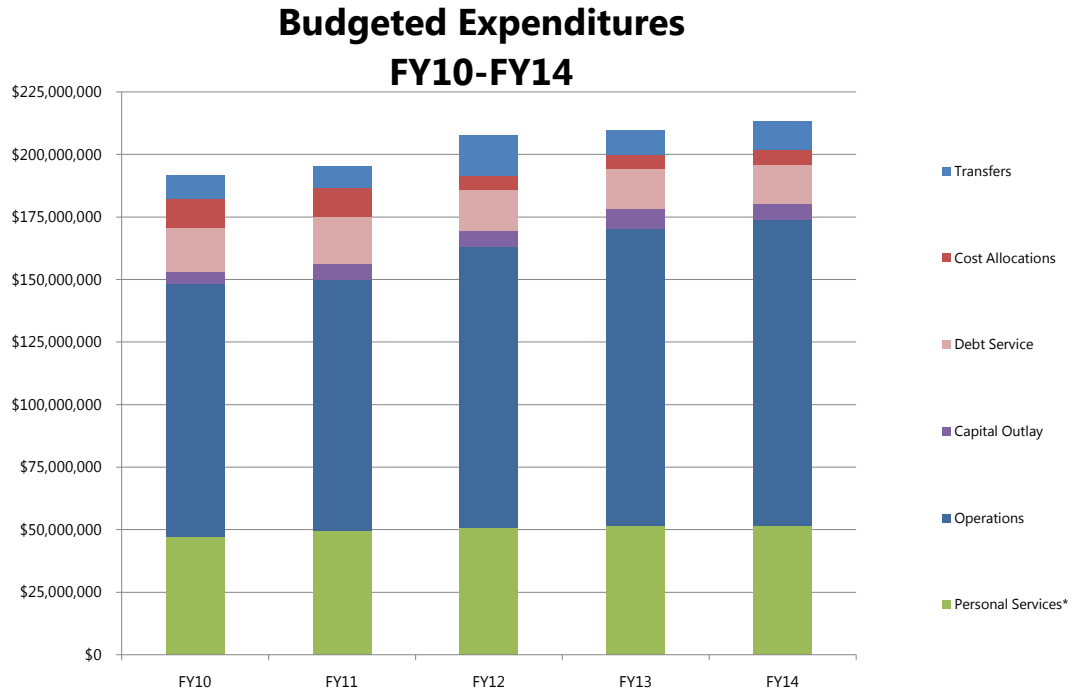
	General Fund	Special Revenue Funds					
Revenues:	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	$5 Vehicle Tax	Stormwater
Ad Valorem Taxes	$ 43,710,167	$ 86,010	$ -	$ -	$ -	$ -	$ -
Sales Tax	$ 13,567,800	$ -	$ -	$ -	$ -	$ -	$ -
Licenses, Fees & Permits	$ 1,762,500	$ -	$ -	$ -	$ -	$ 310,000	$ -
Unrestricted Intergovernmental Revenue	$ 3,560,500	$ -	$ -	$ -	$ -	$ -	$ -
Restricted Intergovernmental Revenue	$ 3,246,598	$ -	$ -	$ 162,439	$ 378,688	$ -	$ -
Operating Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,724,717
Other/Non-Operating Revenue	$ 2,689,737	$ -	$ 1,100	$ 48,331	$ 15,000	$ -	$ 1,000
Investment Earnings	$ 372,600	$ -	$ -	$ -	$ -	$ -	$ 45,000
Retained Earnings Appropriated	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund Balance Appropriated	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HUD Contributions	$ -	$ -	$ 3,925,364	$ -	$ -	$ -	$ -
Transfers	$ 50,970	$ 15,765	$ -	$ 46,502	$ -	$ -	$ -
TOTAL REVENUE	**$ 68,960,872**	**$ 101,775**	**$ 3,926,464**	**$ 257,272**	**$ 393,688**	**$ 310,000**	**$ 3,770,717**
Expenditures:							
Personal Services*	$ 37,643,268	$ -	$ 270,492	$ 58,987	$ 67,576	$ -	$ 1,183,213
Operations	$ 23,357,620	$ 101,775	$ 3,655,972	$ 198,285	$ 326,112	$ 310,000	$ 607,319
Capital Outlay	$ 1,698,545	$ -	$ -	$ -	$ -	$ -	$ 305,000
Debt Service	$ 2,931,273	$ -	$ -	$ -	$ -	$ -	$ -
Cost Allocations	$ (1,806,881)	$ -	$ -	$ -	$ -	$ -	$ 443,991
Transfers	$ 5,137,047	$ -	$ -	$ -	$ -	$ -	$ 1,231,194
TOTAL EXPENDITURES	**$ 68,960,872**	**$ 101,775**	**$ 3,926,464**	**$ 257,272**	**$ 393,688**	**$ 310,000**	**$ 3,770,717**

*Note: Personal Service costs for the Internal Service Fund ($6,113,314) are captured in the Cost Allocations line above

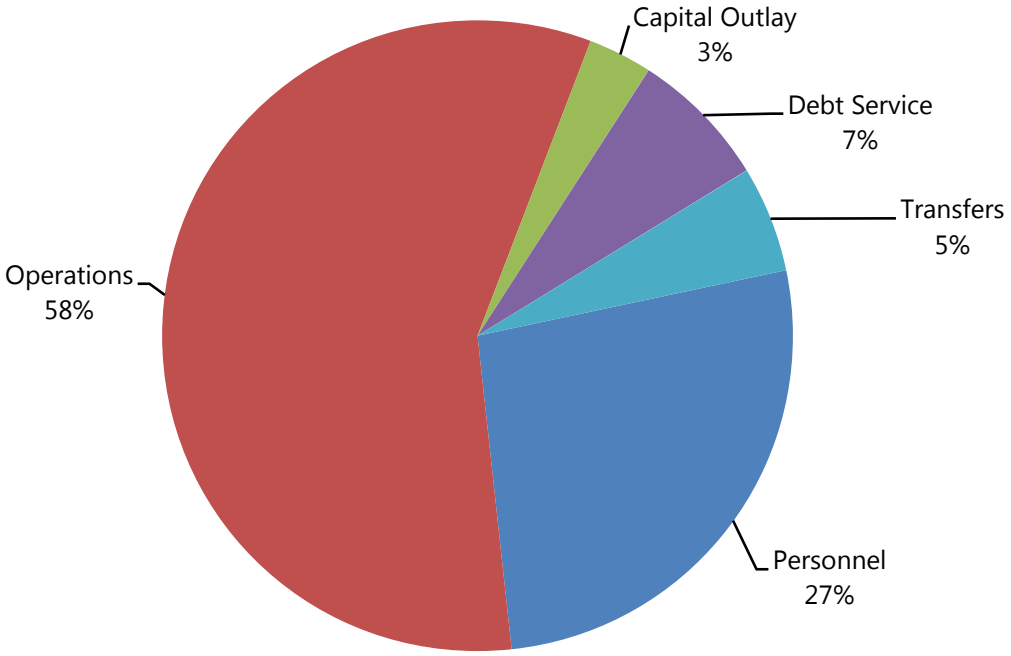


Summary By Fund

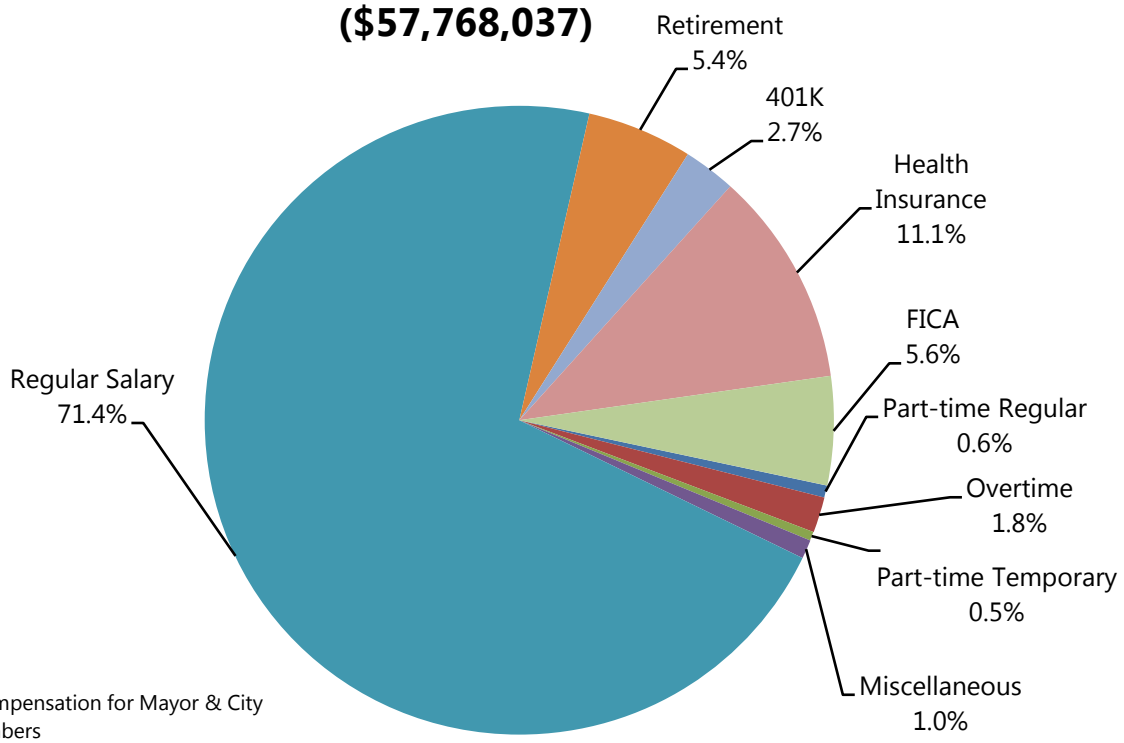
Enterprise Funds								
Revenues:	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing	All Funds
Ad Valorem Taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 43,796,177
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,567,800
Licenses, Fees & Per	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,072,500
Unrestricted Intergovernmental Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,560,500
Restricted Intergovernmental Revenue	$ -	$ -	$ 2,644,152	$ -	$ -	$ -	$ -	$ 6,431,877
Operating Revenue	$ 80,815,575	$ 18,889,700	$ 240,000	$ 14,627,000	$ 1,462,860	$ 10,165,766	$ 330,000	$ 130,255,618
Other/Non-Operating Revenue	$ -	$ 40,000	$ -	$ -	$ 22,352	$ (161,000)	$ 16,500	$ 2,673,020
Investment Earnings	$ 190,000	$ 180,000	$ -	$ 110,000	$ -	$ 40,000	$ -	$ 937,600
Retained Earnings Appropriated	$ 666,429	$ 1,666,051	$ -	$ -	$ -	$ 140,490	$ -	$ 2,472,970
Fund Balance Appro	$ -	$ -	$ -	$ -	$ -	$ -		$ -
HUD Contributions	$ -	$ -	$ -	$ -	$ -	$ -	$ 861,523	$ 4,786,887
Transfers	$ -	$ -	$ 886,042	$ -	$ 991,999	$ 580,483	$ 260,000	$ 2,831,761
TOTAL REVENUE	**$ 81,672,004**	**$ 20,775,751**	**$ 3,770,194**	**$ 14,737,000**	**$ 2,477,211**	**$ 10,765,739**	**$ 1,468,023**	**$ 213,386,710**
Expenditures:								
Personal Services*	$ 4,944,015	$ 3,705,325	$ 154,371	$ 1,665,740	$ -	$ 1,644,302	$ 317,434	$ 51,654,723
Operations	$ 66,018,453	$ 6,762,799	$ 3,574,668	$ 7,282,838	$ 1,474,661	$ 7,533,352	$ 876,952	$ 122,080,806
Capital Outlay	$ 2,845,500	$ 701,500	$ -	$ 754,000	$ -		$ 260,000	$ 6,564,545
Debt Service	$ 3,058,997	$ 4,908,164	$ -	$ 2,312,912	$ 1,002,550	$ 1,230,386	$ -	$ 15,444,282
Cost Allocations	$ 2,938,945	$ 2,398,653	$ 41,155	$ 1,792,555	$ -	$ 355,206	$ -	$ 6,163,624
Transfers	$ 1,866,094	$ 2,299,310	$ -	$ 928,955	$ -	$ 2,493	$ 13,637	$ 11,478,730
TOTAL EXPENDITU	**$ 81,672,004**	**$ 20,775,751**	**$ 3,770,194**	**$ 14,737,000**	**$ 2,477,211**	**$ 10,765,739**	**$ 1,468,023**	**$ 213,386,710**



FY 13-14 Expenditures by Line-item Category
(City total = $213,386,710)



FY 13-14 Summary of Budgeted City-wide Compensation Expenditures*
($57,768,037)



*Includes compensation for Mayor & City Council Members

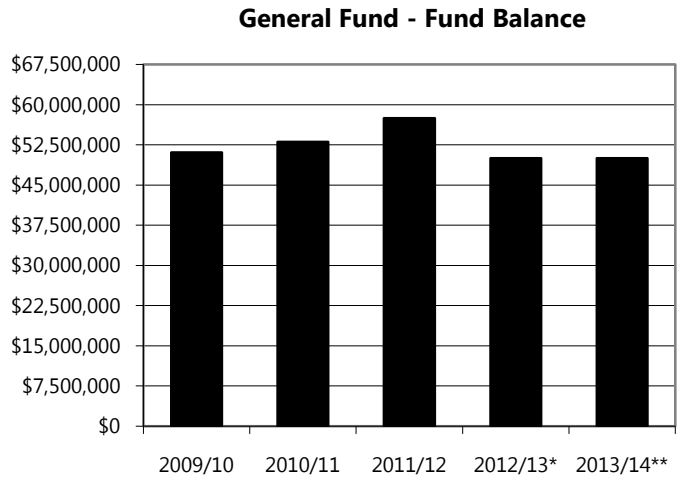
Fund Balances / Net Assets

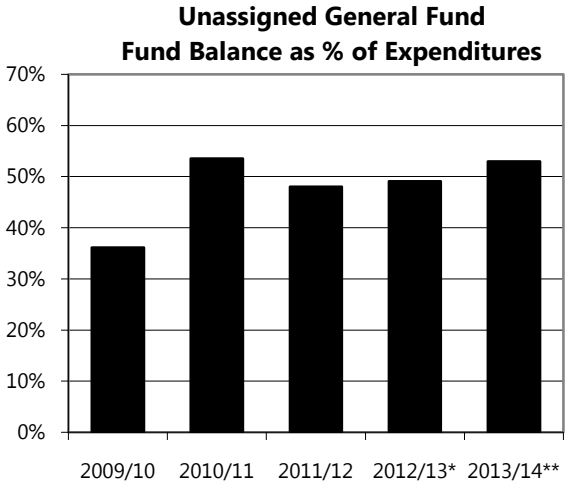
Amounts shown as fund balance for Governmental Funds represent a running total of monies over the years that remain unspent after all budgeted expenditures have been made. For many years, the North Carolina Local Government Commission has recommended that units retain an amount of available fund balance 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. The City implementated GASB #34 in the FY 2001-02 Comprehensive Annual Financial Report (CAFR). One component of this change involved the reporting of net assets (total assets less liabilities) in Proprietary Funds as opposed to retained earnings (accumulated earnings of funds after all budget business expenses have been made).

Fund Balances	**2009/10**	**2010/11**	**2011/12**	**2012/13***	**2013/14****
General Fund	$ 51,068,523	$ 49,565,000	$ 57,480,127	$ 49,978,336	$ 49,978,336
Other Governmental Funds	$ 20,914,517	$ 19,914,517	$ 22,271,455	$ 28,271,455	$ 28,271,455
Totals	$ 71,983,040	$ 69,479,517	$ 79,751,582	$ 78,249,791	$ 78,249,791
Net Assets					
Business Type Activities - Enterprise Funds					
Electric Fund	$ 70,890,040	$ 75,000,000	$ 88,702,887	$ 85,603,000	$ 84,937,000
Water Fund	$ 79,953,853	$ 76,000,000	$ 87,737,772	$ 86,637,770	$ 85,600,000
Wastewater Fund	$ 53,576,556	$ 53,500,000	$ 58,342,053	$ 58,009,000	$ 58,009,000
Aviation Fund	$ 67,443,193	$ 67,000,000	$ 66,158,930	$ 65,329,930	$ 65,189,930
Stormwater Fund	$ 52,892,559	$ 52,900,000	$ 53,002,720	$ 52,993,720	$ 52,993,720
Other Enterprise Funds	$ 13,030,925	$ 13,000,000	$ 15,410,714	$ 15,400,000	$ 15,400,000
Totals	$ 337,787,126	$ 337,400,000	$ 369,355,076	$ 363,973,420	$ 362,129,650

* unaudited

** estimate





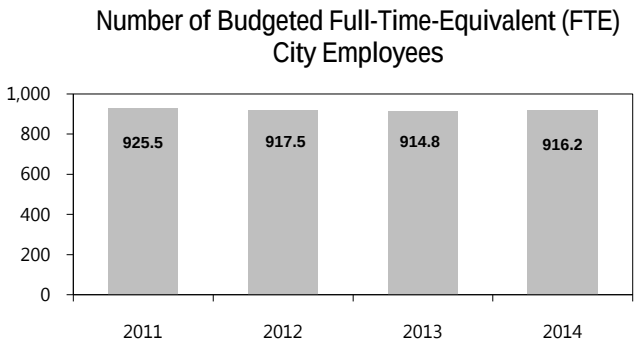
Personnel Summary

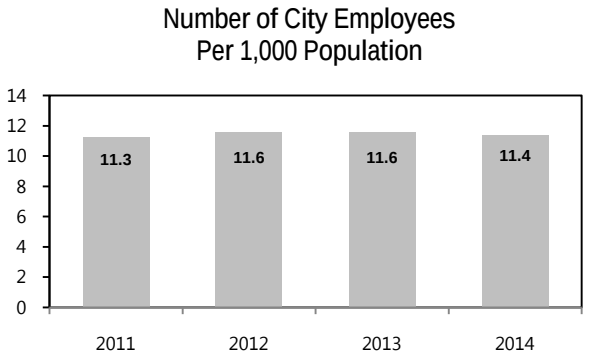
Personnel counts are calculated using the full-time-equivalent (FTE) method for all full-time and permanent part-time city employees (seasonal and temporary positions are not included). The FTE converts the hours worked by a position into a percentage of a full year's number of hours. For most city positions,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

Budget Unit	FY 2010-11 FTE	FY 2011-12 FTE	FY 2012-13 FTE	FY 2013-14 FTE*
GENERAL FUND				
General Government				
Public Services Administration	2	1	1	1
City Manager's Office	6	5	6	6
Risk Management	2	2	3	3
Human Resources	6	7	7	7
Finance	13.35	14	14	14
Tax	4.5	4.5	4.5	4.5
Legal	5	5	5	6
Non-Departmental	0	0	0	0
Public Safety				
Police	177.25	178.25	178.25	180.25
Code Enforcement	7	7	7	7
Communications	22.5	21.5	21.5	22.5
Radio Shop	4.5	3.5	3.5	2.5
Fire & Life Safety (Operations)	182	182	181	181
Fire & Life Safety (Prevention)	6	6	6	6
Fire & Life Safety (Training)	2	2	4	4
Emergency Management	2.85	2.85	1	1
Public Works				
Streets & Traffic	27	27	27	27
Powell Bill (staff part of Streets & Traffic)	0	0	0	0
Traffic Services	5	5	5	5
Traffic Signals	4	4	4	5
Solid Waste & Recycling	33	32	32	32
Cemeteries	8	8	8	8
Fleet Services	13	13	13	13
Economic Development				
Planning & Neighborhood Development	17.85	15	14	14.5
Transportation Planning (contract)	0	0	0	0
Economic Development	0	1	1	1
Culture & Recreation				
Parks & Recreation	22	20	20	21
Parks & Recreation - Aquatics (seasonal staff)	0	0	0	0
Total FTE General Fund	**572.8**	**566.6**	**566.75**	**572.25**
OTHER FUNDS				
Municipal Service District Fund	0	0	0	0
HOME Consortium Fund	1.5	0.9	0.9	1
Transportation Improvement Fund	0	0	0	0
CDBG Fund	1.3	1.1	1.1	1
Addl. $5 Vehicle Tax (Transit) Fund	0	0	0	0

Budget Unit	FY 2010-11 FTE	FY 2011-12 FTE	FY 2012-13 FTE	FY 2013-14 FTE*
Stormwater Fund				
Stormwater Operations	20.25	20.25	20.25	19.77
Electric Systems Fund				
Electric Administration	2	2	2	2
Purchased Power	0	0	0	0
Powerlines Maintenance	13	13	13	13
Tree Trimming	9	9	9	9
Electric Construction	34	34	34	34
Peak Shaving	2	2	2	2
Electric Engineering Services	5	5	5	5
Utility Locate Services	5	4	4	4
Water Resources Fund				
Hillgrove Water Treatment Plant	14.5	14.5	14.5	14.5
Coddle Creek Water Treatment Plant	15.5	15.5	15.5	15.5
Waterlines Operations & Maintenance	34.75	34.75	34.75	34.24
Public Transit Fund				
Rider Transit System	2	2.75	2.55	2.7
Wastewater Resources Fund				
Wastewaterlines Operations & Maintenance	30	30	30	30
Golf Course Fund				
Golf Course Operations (contract)	0	0	0	0
Aviation Fund				
Aviation Operations	35.25	36	36	33
Public Housing / Sec. 8 Vouchers Funds				
Public Housing Operations / Vouchers Program	16	14	13	12
Internal Services Fund				
Utilities Collections	4.5	4.5	4.5	4.5
Data Services (contract)	1	1	1	1
Billing	11	11	11	10
Customer Service	16	16	15.5	15.5
Engineering	25	25	24	24
Purchasing	8	7	7	7
Customer Care Center	7.65	8.15	8.5	9.75
Buildings & Grounds	38.5	39.5	39	39.5
Total FTE Other Funds	**352.7**	**350.9**	**348.1**	**344.0**
Total FTE All City Funds	**925.5**	**917.5**	**914.8**	**916.2**

* For FY14, 2 FTE were eliminated and the equivalent of 15.5 FTE are not funded, but remain authorized for the future.





BACKGROUND ON THE CITY'S CUSTOMER SERVICE INITIATIVE

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 he or she 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.

Upon the direction of the City Council, a Customer Service Design Team composed of representatives from each department began a series of weekly meetings in September 2007. The Design Team was tasked with defining excellent customer service and determining the best way to bring other city coworkers on board. Concord residents and city customers also provided input through several focus groups. From these meetings, 9 Key Principles of excellent customer service emerged.

Once these principals were developed, a training program was created as a way to bring the Initiative to coworkers. In February 2008, the Design Team presented the Initiative to Department Heads and City Council members at the annual Planning Session. In March and April 2008, nearly 900 coworkers received introductory training in the 9 Key Principles. The annual Supervisory Summit for departmental managers brought in additional leadership training focused on enhancing the city's customer service efforts. The following spring, individualized, department-specific trainings were rolled out to coworkers across the city. All new city coworkers receive this training during their orientation.

9 Key Principals of Excellent Customer Service

1. Concern for the Individual
2. Professional Service
3. Timeliness
4. Customer Focus
5. Effective Communications
6. Teamwork
7. Fair & Equitable Service
8. Taking Ownership
9. Great Service Recovery

Noteworthy elements of the City's Customer Service Initiative include:

I Saw a STAR (Special Thanks And Recognition)

Above and Beyond Customer Service Awards are presented to individuals, work teams, or departments who demonstrate innovative, especially unique, or thoughtful levels of customer service (to both internal and external customers) associated with going "above and beyond" what might normally be expected. Coworkers may be nominated by fellow city staffers or Concord citizens.

Specialized Customer Service Training

With the assistance of the Design Team, each department developed and presented training sessions specifically tailored to meet that department's needs.

BACKGROUND ON THE CITY'S PERFORMANCE MEASUREMENT EFFORTS

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

Why do local governments measure performance? There are a number of reasons, which include:[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

Several noteworthy elements of the City's performance measurement efforts include:

The Productivity Improvement Team ("The PIT Crew")

This team advises City Management and the Finance Department on the implementation of performance measurement and generates productivity improvement ideas for possible future implementation.

Striving Towards Excellence Program (STEP)

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

North Carolina Local Government Performance Measurement Project

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

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

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

In the spring of 2001, the City began an aggressive effort to incorporate the use of performance measures in all city departments. Most departments report performance information, which can be found on individual departmental pages later in this document. The implementation and enhancement of performance measurement is a continuous journey that will be reflected in future 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 10/11 Actual	FY 11/12 Actual	FY 12/13 Budget	*FY 13/14 Request*	*FY 13/14 Manager Rec.*	***FY 13/14 Council Approved***
General Fund monies							
Boys & Girls Club of Cabarrus County	Parks & Rec	6,000	6,000	6,000	15,000	6,000	6,000
Cabarrus Arts Council, Inc.	Parks & Rec	27,000	25,000	25,000	30,000	25,000	25,000
Cabarrus County Museum of Fine Art & African American History	Econ Dev	1,500	1,500	1,500	-	-	-
Cabarrus Events Association	Econ Dev	5,000	5,000	5,000	5,000	5,000	5,000
Cabarrus Victims Assistance Network (CVAN) Sustaining Grant	Police	9,500	9,500	9,500	10,000	9,500	9,500
Habitat for Humanity Cabarrus County (Affordable Housing Grant)	Planning & Nbhd	17,874	10,000	7,000	6,000	6,000	6,000
Historic Cabarrus, Inc./Concord Museum ($5,000 for a Sustaining Grant, $5,000 for a Special Project Grant)	Econ Dev	6,000	5,000	5,000	15,000	10,000	10,000
Hope Haven (formerly Serenity House)	Planning & Nbhd	-	-	-	15,000	2,000	2,000
Multicultural Community Student Union	Parks & Rec	2,000	2,000	2,000	2,500	2,000	2,000
Safe Alliance (formerly United Family Services)	n/a	-	-	0	10,000	-	-
Special Olympics Cabarrus County	Parks & Rec	-	2,000	2,000	2,000	2,000	2,000
Teen Court (Conflict Resolution Center)	Police	-	2,500	2,500	3,500	2,500	2,500
Sub-total		**$74,874**	**$68,500**	**$65,500**	**$114,000**	**$70,000**	**$70,000**
Utility Fund monies							
Cabarrus Cooperative Christian Ministries	Water, Electric, Wastewater	10,000	12,000	12,000	14,000	13,000	13000
Sub-total		**$10,000**	**$12,000**	**$12,000**	**$14,000**	**$13,000**	**$13,000**
Community Development Block Grant monies							
Cabarrus Arts Council, Inc.	CDBG	2,000	1,750	1,500	3,000	1,500	1,500
Cabarrus Cooperative Christian Ministry	CDBG	6,500	6,000	6,000	6,000	6,000	6,000
Cabarrus Literacy Council	CDBG	5,000	4,000	4,000	4,000	4,000	4,000
Cabarrus Meals on Wheels	CDBG	4,500	4,000	4,000	4,500	4,000	4,000
Coltrane LIFE Center, Inc.	CDBG	4,500	4,000	4,000	5,000	4,000	4,000
Hispanic Learning Center	CDBG	4,500	4,000	2,000	8,000	2,000	2,000
Hope Haven - Sustaining (formerly Serenity House)	CDBG	4,500	3,500	3,000	10,000	3,500	3,500
Hope Haven -Affordable Housing (formerly Serenity House)	CDBG	-	-	-	9,000	1,000	1,000
Prosperity Community Connection Inc.	CDBG	1,500	1,500	1,500	1,500	1,500	1,500
Prosperity Unlimited, Inc. Sustaining Grant	CDBG	10,000	9,000	8,000	10,000	8,000	8,000
Safe Alliance (formerly United Family Services)	CDBG	2,000	1,750	1,750	5,000	1,750	1,750
Sub-total		**$45,000**	**$39,500**	**$35,750**	**$66,000**	**$37,250**	**$37,250**
		FY 10/11	FY 11/12	FY 12/13	*FY 13/14*	*FY 13/14*	***FY 13/14***
TOTAL		**$129,874**	**$120,000**	**$113,250**	**$194,000**	**$120,250**	**$120,250**

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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, Risk Management (a division of 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 Operations, Fire Prevention, Fire Training, and Emergency Management.

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

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

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

General Fund Revenues

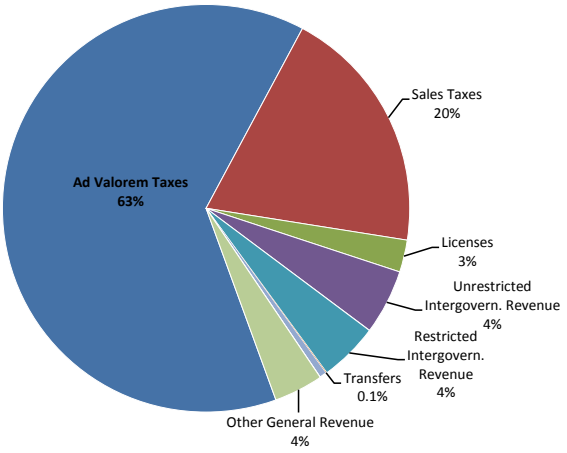
Fund 100

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Ad Valorem Taxes	$ 44,131,597	$ 43,106,416	$ 42,056,017	$ 43,327,075	$ 43,710,167	$ 43,710,167
Sales Taxes	$ 12,226,782	$ 13,366,521	$ 13,472,634	$ 14,046,489	$ 13,567,800	$ 13,567,800
Licenses	$ 1,647,409	$ 1,872,177	$ 1,695,803	$ 1,884,659	$ 1,762,500	$ 1,762,500
Unrestricted Intergovernmental Revenue	$ 3,670,222	$ 3,400,380	$ 3,474,000	$ 3,682,697	$ 3,560,500	$ 3,560,500
Restricted Intergovernmental Revenue	$ 3,251,864	$ 3,508,460	$ 3,819,897	$ 3,574,415	$ 3,246,598	$ 3,246,598
Transfers	$ 1,650,136	$ 170,573	$ -	$ -	$ 50,970	$ 50,970
Investment Earnings	$ 807,519	$ 535,905	$ 265,000	$ (156,206)	$ 372,600	$ 372,600
Fund Balance Appropriated	$ -	$ -	$ 9,416,504	$ -	$ -	$ -
Other General Revenue	$ 3,514,631	$ 3,649,973	$ 3,403,984	$ 3,580,093	$ 2,689,737	$ 2,689,737
TOTAL REVENUES	**$ 70,900,160**	**$ 69,610,405**	**$ 77,603,839**	**$ 69,939,222**	**$ 68,960,872**	**$ 68,960,872**
% budget change	*-2%*	*-2%*		*0%*		*-11%*
*Fund Balance****						
Beginning	*$ 51,068,523*	*$ 53,028,928*	*$ 53,028,928*	*$ 57,480,127*	*$ 57,480,127*	*$ 57,480,127*
Ending	*$ 53,028,928*	*$ 53,028,928*	*$ 57,480,127*	*$ 57,480,127*	*N/A*	*N/A*

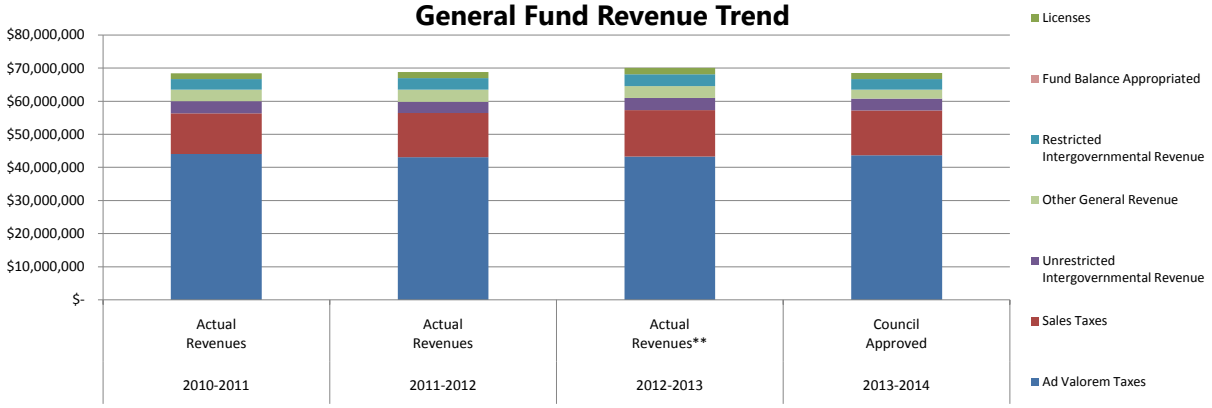
* as amended

** as of 9/3/2013 ***Ending Fund Balance for FY13 and Beginning Fund Balance for FY14 are estimates only.

FY 13-14 General Fund Revenues
(by source)



General Fund Revenue Trend



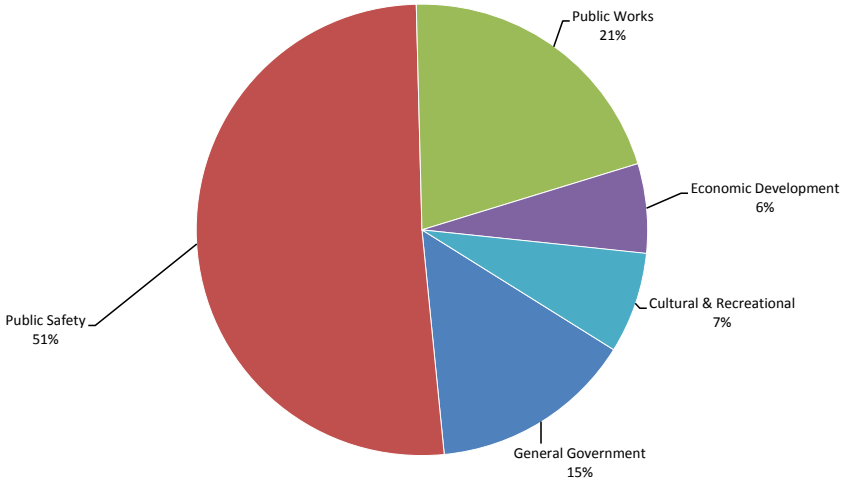
General Fund Expenditures

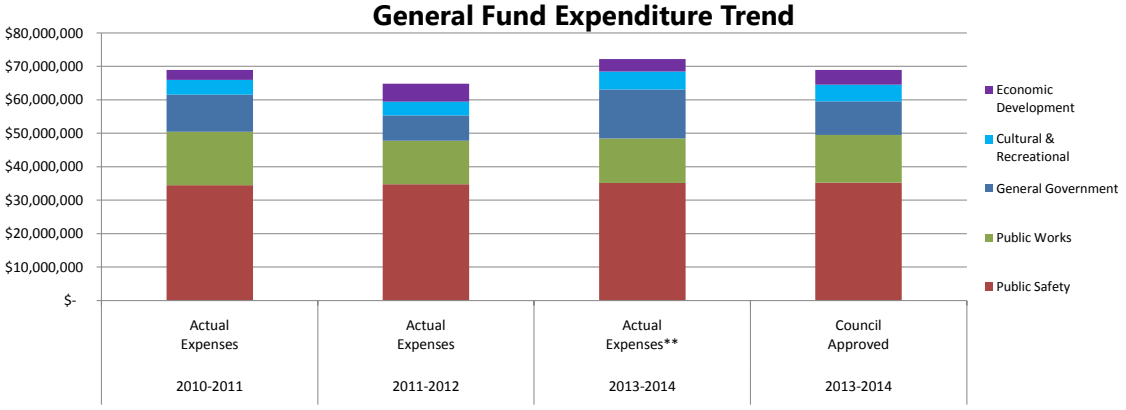
By Function	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2013-2014 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
General Government	$ 11,162,655	$ 7,554,043	$ 14,911,000	$ 14,639,881	$ 10,018,359	$ 10,018,359
Public Safety	$ 34,454,849	$ 34,811,566	$ 36,384,408	$ 35,172,423	$ 35,287,630	$ 35,287,630
Public Works	$ 16,018,861	$ 12,982,810	$ 16,006,713	$ 13,340,234	$ 14,265,172	$ 14,265,172
Economic Development	$ 2,961,898	$ 5,330,221	$ 4,589,310	$ 3,710,992	$ 4,408,637	$ 4,408,637
Cultural & Recreational	$ 4,341,491	$ 4,155,889	$ 5,712,408	$ 5,395,754	$ 4,981,074	$ 4,981,074
TOTAL EXPENDITURES	**$ 68,939,754**	**$ 64,834,529**	**$ 77,603,839**	**$ 72,259,284**	**$ 68,960,872**	**$ 68,960,872**
% budget change	*-6%*	*-6%*		*11%*		*-11%*

* as amended

**as of 9/3/2013

FY 13-14 General Fund Expenditures
(by Function)





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, Risk Management, 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 James S. Greene, Deputy City Manager, at (704) 920-5206 or greenej@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.

Risk Management: The Risk Management division of the City Manager's Office provides health and safety training, administers worker's compensation, ensures the City is in compliance with the Americans with Disabilities Act, and reviews the Property and Casualty Insurance program. For additional information, contact Julie Waller, Worker's Compensation and Safety Administrator, at (704) 920-5111 or wallerj@concordnc.gov.

Human Resources: The Human Resources Department coordinates employment, personnel actions, benefit plans, wellness programs, and professional development of City employees. For additional information, contact Jeannine Sargent, Director of Human Resources, at (704) 920-5101 or sargentj@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 Jeannine Sargent, Director of Human Resources, at (704) 920-5101 or sargentj@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 Collection Division is responsible for the billing and collection of all current and delinquent property taxes and privilege licenses. For additional information, contact Rita Ellison, Tax Collector, 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 Albert M. Benshoff, City Attorney, at (704) 920-5114 or benshoff@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.

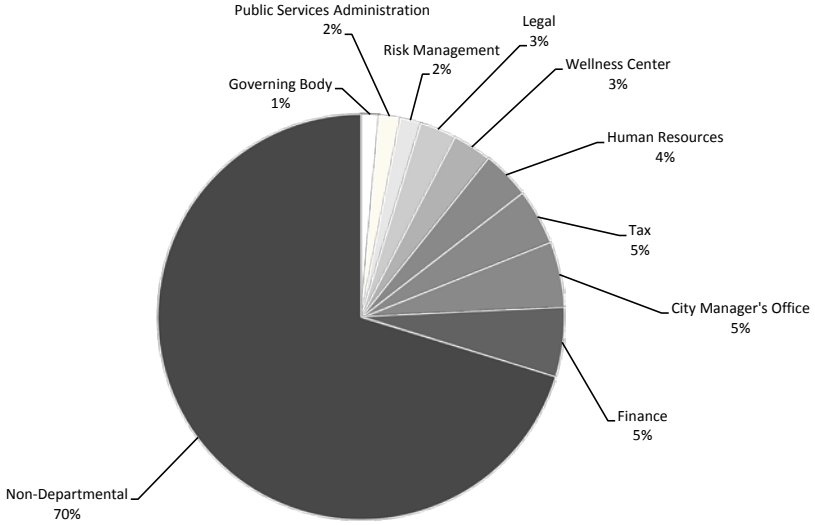
General Government Expenditures

Budget Unit (General Fund)	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Governing Body	$ 158,777	$ 170,819	$ 157,762	$ 142,606	$ 142,487	$ 142,487
Public Services Administration	$ 360,325	$ 415,312	$ 284,022	$ 511,699	$ 163,444	$ 163,444
City Manager's Office	$ 307,655	$ 362,716	$ 521,465	$ 382,257	$ 524,261	$ 524,261
Risk Management	$ 68,003	$ 113,881	$ 143,867	$ 99,888	$ 170,553	$ 170,553
Human Resources	$ 282,037	$ 288,219	$ 350,024	$ 284,277	$ 380,981	$ 380,981
Wellness Center	$ 178,810	$ 162,688	$ 306,530	$ 312,822	$ 313,747	$ 313,747
Finance	$ 471,337	$ 574,009	$ 504,089	$ 480,003	$ 548,173	$ 548,173
Tax	$ 380,946	$ 411,872	$ 396,543	$ 393,717	$ 448,844	$ 448,844
Legal	$ 233,090	$ 255,081	$ 243,809	$ 230,288	$ 287,359	$ 287,359
Non-Departmental	$ 8,721,676	$ 4,799,446	$ 12,002,889	$ 11,802,324	$ 7,038,510	$ 7,038,510
Total Expenditures	**$ 11,162,655**	**$ 7,554,043**	**$ 14,911,000**	**$ 14,639,881**	**$ 10,018,359**	**$ 10,018,359**
% budget change	*-37%*	*-32%*		*94%*		*-33%*

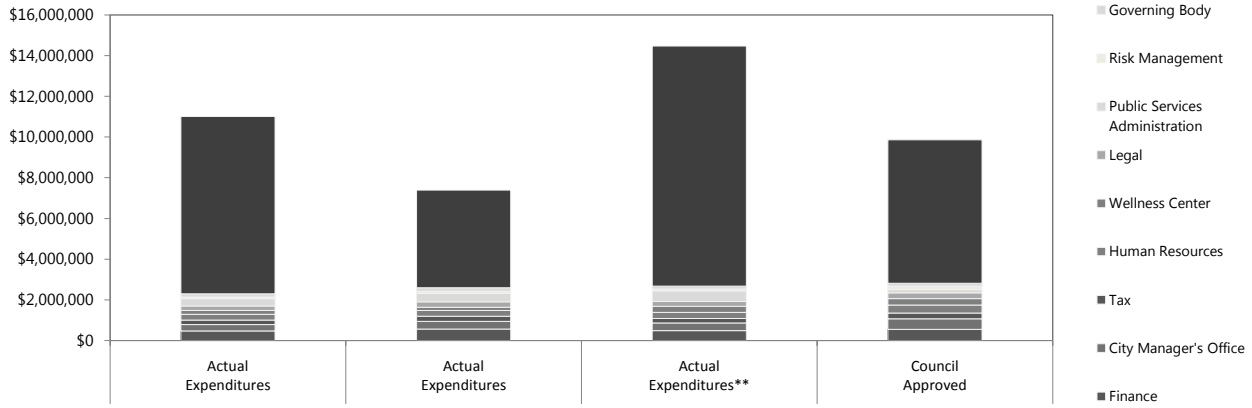
* as amended

** as of 9/3/2013

FY 13-14 General Government Expenditures
(by Budget Unit)



General Government Expenditure Trend



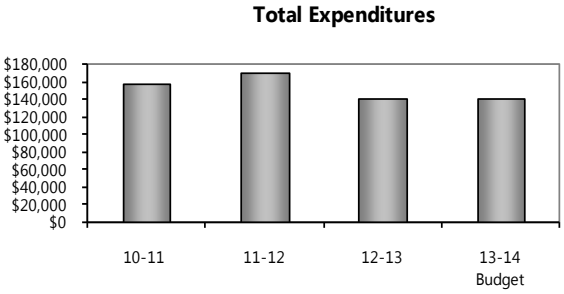
GOVERNING BODY

MISSION: The mission of the City of Concord is to partner with our community to deliver services, preserve, protect and enhance the quality of life of citizens, and plan for the future. The Governing Body is responsible for the City's legislative governance and policy setting.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Funded City-services while responding to the 2011 property revaluation.
- Continued maintaining a healthy fund balance and capital reserves account while meeting necessary expenses on a pay-as-you-go basis.
- Supported a plan to enhance and re-energize the recognized neighborhoods program.
- Completed 83 percent of stated Council goals for the year by December 31, 2012.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

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

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

N/A

PERFORMANCE GOALS:

Major Service Area: **See "Mayor and Council Goals and Objectives"**

BUDGET SUMMARY:

Cost Center #: 4110	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 157,407	$ 159,835	$ 164,662	$ 163,397	$ 163,737	$ 163,737
Operations	$ 180,417	$ 203,609	$ 174,824	$ 160,708	$ 146,197	$ 146,197
Capital Outlay	$ -	$ -	$ 7,523	$ -	$ -	$ -
Cost Allocations	$ (179,047)	$ (192,625)	$ (189,247)	$ (181,499)	$ (167,447)	$ (167,447)
Total Expenditures	**$ 158,777**	**$ 170,819**	**$ 157,762**	**$ 142,606**	**$ 142,487**	**$ 142,487**
% budget change	*1%*	*8%*		*-17%*		*-10%*
* as amended						
**as of 9/3/2013						

PUBLIC SERVICE ADMINISTRATION

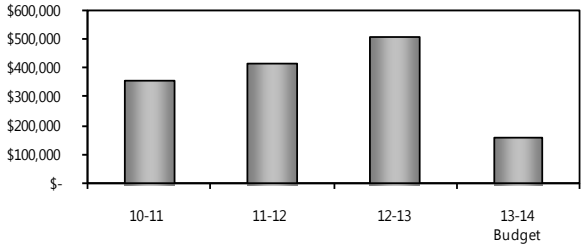
MISSION: The Public Services Administration Department exists to provide effective leadership, coordinate services and promote new initiatives for the infrastructure/development departments with the desire to support and achieve the goals of the Mayor, City Council, and the City Manager.

PROGRAM LOCATOR:

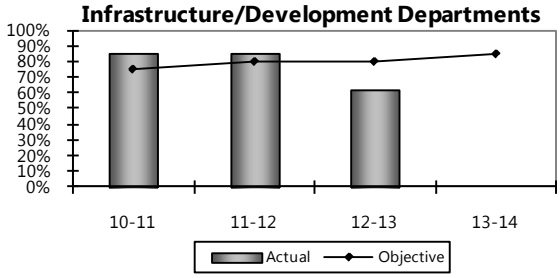
Fund: General Fund
Functional Area: General Government
Department: **Public Service Administration**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Performance Objectives Achieved by Infrastructure/Development Departments



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Continue to reduce energy use at the Brown Operations Center by approximately 10%
- Completed construction of new equipment wash bay.
- Jointly funded MPA intern with the City of Kannapolis for second year.
- Added energy saving lighting.
- Continued repair of Brown Center access drives and parking area.
- Completed design and bidding of storage shed.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to fund energy efficiency projects.
- Complete Arc Flash study at Brown Operations Center.
- Develop parking and equipment storage areas at the Brown Operations Center once storage shed is completed.
- Continue to resurface Brown Operations Center's parking area and drives as funding allows.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Conduct team building exercises for department heads.
- Pursue change outs of lights, thermostats and HVAC to reduce energy use.

PERFORMANCE GOALS:

Major Service Area: **Support and Direction**

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

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Support & Direction	% of performance objectives achieved by infrastructure/development departments	Effectiveness	85%	85%	75%	62%	85%	100%
Support & Direction	# of departments ending fiscal year at or below budget without a budget amendment	Effectiveness	11	10	10	10	11	11
Support & Direction	# of preventable accidents per 100 infrastructure/ development co-workers	Effectiveness	15	8	4	24	3	0
Support & Direction	Reduction in KWH (as compared to year-end FY09)	Efficiency	10%	12%	6%	21.7%	15%	15% (compared to FY09)

BUDGET SUMMARY:

Cost Center #: 4115

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 179,089	$ 176,469	$ 185,828	$ 184,517	$ 186,607	$ 186,607
Operations	$ 230,722	$ 344,984	$ 319,430	$ 270,296	$ 357,349	$ 357,349
Capital Outlay	$ 19,316	$ -	$ -	$ -	$ -	$ -
Debt Service	$ 332,929	$ 332,190	$ 331,232	$ 331,232	$ 330,159	$ 330,159
Cost Allocation	$ (401,731)	$ (468,331)	$ (924,468)	$ (646,346)	$ (710,671)	$ (710,671)
Transfers	$ -	$ 30,000	$ 372,000	$ 372,000	$ -	$ -
	$ 360,325	**$ 415,312**	**$ 284,022**	**$ 511,699**	**$ 163,444**	**$ 163,444**
% budget change	*-88%*	*15%*		*23%*		*-42%*
**as of 9/3/2013						
Authorized FTE	**2.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

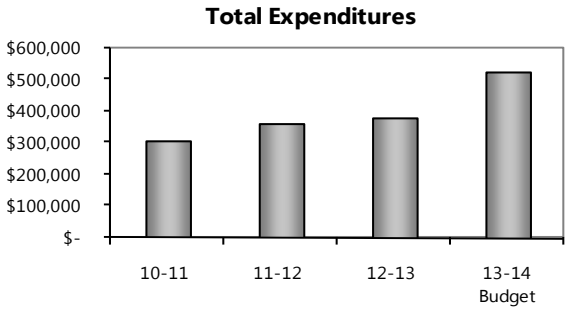
CITY MANAGER'S OFFICE

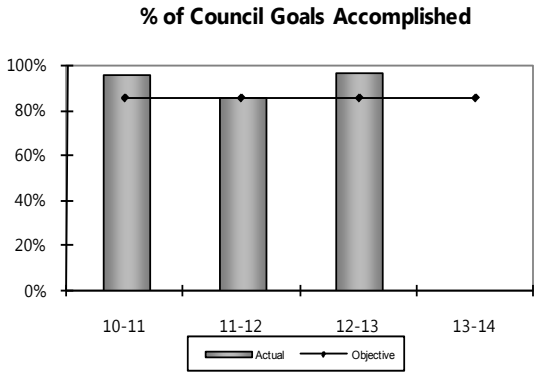
MISSION: The City Manager's Office exists to ensure that City services are planned and delivered to all citizens in the most efficient, economical and effective manner and that our citizens are informed and aware of City government.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Conducted surveys of internal and external customers with a focus on user-friendliness.
- Refreshed and reinforced the City's Customer Service emphasis throughout the organization.
- Transitioned the *Partnerships for Stronger Neighborhoods* Program into the City Manager's Office to enhance the City's public affairs efforts.
- Researched and implemented programs/activities that would enhance the Neighborhood Program.
- Coordinated the City's role in the 2012 Democratic National Convention in Charlotte September 3-6th.
- Transitioned the Emergency Management function into the City Manager's Office.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Enhance concordnc.gov with an updated look and investigate mobile device capability.
- Continue to invest in technology to better serve citizens and customers.
- Reinvest in our coworkers with a higher range of performance-based salary increases for eligible coworkers, after several years of modest or no salary increases due to the economy.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Identify methods to focus on providing excellent external and internal customer service.
- Continue with monthly staff and functional meetings to review progress with departmental goals and responsibilities.
- Continue working with City departments to foster more environmentally-friendly and conservation-minded practices.

PERFORMANCE GOALS:

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

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

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

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

Major Service Area: **Customer Service**

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

Major Service Area: **Public Affairs**

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

Major Service Area: **Records**

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

Major Service Area: **Sustainability**

Goal: To provide education, leadership, and monitoring for the City's internal efforts to make Concord a more sustainable community in the long term—addressing environmental, economic, and social elements of sustainability appropriate for the City to pursue.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Assistance to Mayor and Council	% of Council Members rating overall satisfaction with Admin. as "very" or "somewhat" satisfied	Effectiveness	NA	100%	95%	100%	95%	98%
Coordination City Depts.	% of City Departments rating overall satisfaction with Admin. as "very" or "somewhat" satisfied	Effectiveness	NA	91%	95%	94%	95%	98%
Coordination City Depts.	# of calls reported by employees in "Eyes and Ears" program	Workload	638	1,616	1,000	565	1,000	1,715
Coordination City Depts.	% of Council Goals accomplished	Effectiveness	96%	86%	85%	97%	85%	100%
Records	% of draft regular meeting minutes ready for adoption by next month	Effectiveness	100%	100%	100%	100%	100%	100%
Public Affairs	# of hits on the City's website	Workload	565,997	584,355	550,000	618,697	550,000	550,000
Public Affairs	% of 3rd grade teachers rating overall satisfaction with Civic Education Program as "very" or "somewhat"	Effectiveness	100%	100%	100%	100%	100%	95%
Public Affairs	% of Concord 101 participants rating overall satisfaction with program as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	100%	98%
Public Affairs	% of customers 'Very' to 'Somewhat' satisfied with Neighborhood program	Effectiveness	75%	NA	90%	NA	90%	90%
Coordination of City Depts.	% of citizens rating overall satisfaction with City services "very" or "somewhat"	Effectiveness	75%	NA	90%	92%	95%	96%

BUDGET SUMMARY:

Cost Center #: 4120	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 435,670	$ 577,409	$ 659,493	$ 656,040	$ 662,747	$ 662,747
Operations	$ 154,829	$ 162,524	$ 233,543	$ 168,042	$ 252,790	$ 252,790
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Cost Allocations	$ (282,844)	$ (377,217)	$ (371,571)	$ (441,825)	$ (391,276)	$ (391,276)
Total Expenditures	**$ 307,655**	**$ 362,716**	**$ 521,465**	**$ 382,257**	**$ 524,261**	**$ 524,261**
% budget change	*-17%*	*18%*		*5%*		*1%*
Total Revenues	**$ 3,843**	**$ 1,680**	**$ 1,500**	**$ 1,585**	**$ 1,500**	**$ 1,500**
Net Costs	**$ 303,812**	**$ 361,036**	**$ 519,965**	**$ 380,672**	**$ 522,761**	**$ 522,761**
* as amended						
**as of 9/3/2013						
Authorized FTE	**6.00**	**5.00**	**6.00**	**6.00**	**6.00**	**6.00**

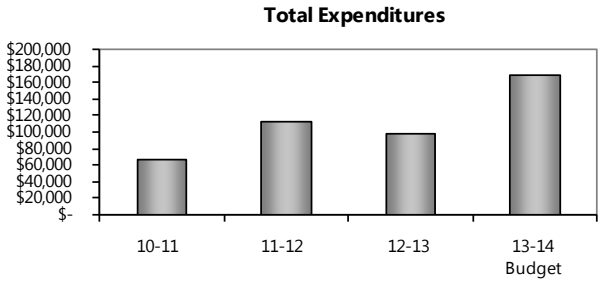
RISK MANAGEMENT

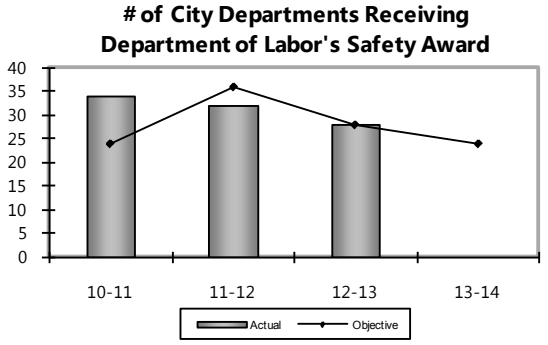
MISSION: Risk Management is committed to providing a comprehensive safety and risk management program that contributes to the safety and health of all co-workers as well as protecting the City's physical and financial resources. Risk Management's goals are to identify, analyze, and reduce risks or exposures and make recommendations for appropriate levels of risk retention, risk transfer, and loss control measures.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Administers Workers' Compensation Program, including claims management as well as ensuring co-workers receive excellent medical care due on-the-job injuries and illnesses.
- Oversees/reviews the City's insurance coverage.
- Conducts OSHA Safety and Health Training Programs for all co-workers annually.
- Administers the City's Substance Abuse Program for post-accident and random drug and alcohol testing to ensure regulatory compliance with various federal and state agencies.
- ADA Coordinator. Provides technical support to City departments, employees, and citizens regarding the Americans with Disabilities Act (ADA) by coordinating and implementing ADA training and responding to questions regarding ADA requirements.

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- 30 Departments/divisions received safety award from the NC Department of Labor, representing the majority of Concord's 915 FTE positions.
- Changed Insurance Broker to address coverage deficiencies and improve property & liability insurance coverage for the City.
- Changed Workers' Compensation Carrier in order to improve medical providers and services for co-workers and reduce costs for on-the-job injuries.
- Produced a cost savings of $496,975 using our vehicle accident tracking system including subrogation procedures; we were able to recover costs from other insurance companies in the amount of $62,576.27.
- Coordinated and assisted departments with insurance coverage for over 23 special events, ensuring that events have proper insurance coverage limits. This reduces risk and liability to the City, co-workers, and citizens.
- Changed audiometric vendor and purchased a new hearing booth and software in order to conduct annual hearing tests at the Wellness Center. In the past, the City spent a total of $26,876.30 for testing using a mobile van. This new equipment and software was purchased for $15,180 and installed at the Wellness Center, making testing more convenient for all shifts. This enables the City to remain in compliance with OSHA Standards.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Transferred a position from Engineering to provide additional support.
- Annual Motor Vehicle Record (AMR) checks.
- Property Appraisals for City-owned buildings.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to evaluate the City's brokers, third party administrators, and insurance coverage to ensure services and coverage are sufficient at the lowest possible costs.
- Policy Development; revise several policies; including Vehicle, Substance Abuse, and Workers' Compensation.

PERFORMANCE GOALS:

Major Service Area: **Contracts Review**

Goal: To review City contracts with outside vendors to ensure insurance coverage requirements are met and verify certificates of insurance.

Major Service Area: **Risk Management & Insurance Coverage**

Goal: To review the City's Insurance coverage, loss runs, accident analysis, and exposures in order to reduce hazards, risks, and operational costs. Manage all property & liability claims for the City.

Major Service Area: **Safety & Training**

Goal: To be in compliance with OSHA regulations, provide OSHA Safety & Health training to co-workers to educate and equip co-workers to stay healthy, reduce injuries, and increase work safety on-the-job.

Major Service Area: **Substance Abuse Testing**

Goal: To administer the City's Substance Abuse Program for post-accident and random drug and alcohol testing, in compliance with various federal and state regulations.

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

Goal: To ensure co-workers receive appropriate medical attention for on-the-job injuries, assist co-workers through the claims process, and explain their rights under the NC Workers' Compensation Act. Act as a resource to departments and monitor light duty assignments and return to work protocols.

Major Service Area: **Vehicle Accidents**

Goal: To review all vehicle accidents with the City's Accident Review Board, assessing preventability, taking corrective action, and addressing serious safety violations to determine how to prevent future accidents.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Safety	# of departments receiving Department of Labor Safety Award	Effectiveness	34	32	28	28	24	30
Safety	% of employees receiving OSHA required training courses	Workload	New for FY14	New for FY14	New for FY14	New for FY14	80%	85%
Worker's Comp.	# of Worker's Comp injuries	Workload	80	98	60	71	120	≤ 50
Worker's Comp.	% annual savings since 2010 from reductions Worker's Comp. Med Costs	Effectiveness	New for FY14	New for FY14	New for FY14	New for FY14	30%	35%
Vehicle Accidents.	# of vehicle accidents	Workload	77	118	90	71	125	100
Risk & Insurance Coverage	# of Property, Auto, & Liability claims filed with insurance carrier	Workload	39	46	90	79	90	NA

BUDGET SUMMARY:

Cost Center #: 4121

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 105,325	$ 165,888	$ 214,132	$ 135,199	$ 189,954	$ 189,954
Operations	$ 33,775	$ 70,362	$ 119,656	$ 78,883	$ 164,536	$ 164,536
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Transfers	$ -	$ (122,369)	$ -	$ -	$ -	$ -
Cost Allocations	$ (71,097)	$ -	$ (189,921)	$ (114,194)	$ (183,937)	$ (183,937)
Total Expenditures	**$ 68,003**	**$ 113,881**	**$ 143,867**	**$ 99,888**	**$ 170,553**	**$ 170,553**
% budget change	*-55%*	*67%*		*-12%*		*19%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**2.00**	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

HUMAN RESOURCES

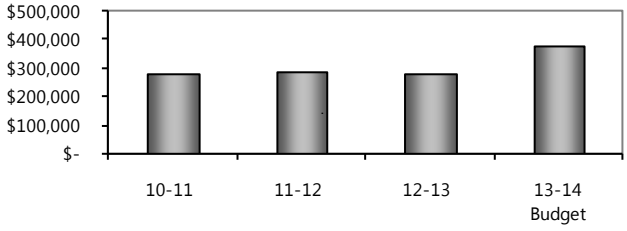
MISSION: The Human Resources Department is responsible for managing the strategic and operational workforce related activities of the City of Concord. Their philosophy is to consistently provide all customers with professionalism, expertise and high quality customer service in the administration of HR policies and procedures. Major areas include: classification/compensation, benefits administration, employee training and development, employee relations, position management, performance management, recruitment and selection, occupational health, wellness and cost management of delivery of services.

PROGRAM LOCATOR:

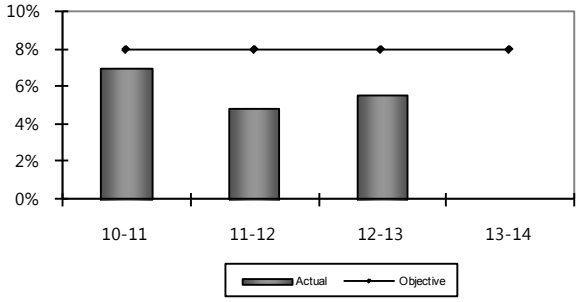
Fund: General Fund
Functional Area: General Government
Department: **Human Resources**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Turnover Rate



MAJOR SERVICE(S) PROVIDED:

- Employee Retention
- Recruitment and Selection
- Employee Relations
- Cost Management

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Facilitated the implementation of the new Applicant Tracking System.
- Conducted administrative, management, supervisory, and co-worker training on-site and via webinars; prepared on-line tutorial with "anytime" access to training.
- Re-launched Performance Review and Development System and conducted co-worker and supervisory training sessions.
- Completed two Human Resources Service Delivery Surveys.
- Conducted and implemented Annual Compensation Study and salary adjustments.
- Continued to ensure compliance with HR Legislation and requirements such as: Health Care Reform, e-Verify, EEO4, Medicare Part D Compliance, and Governmental Ethics & Campaign Reform Act.
- Conducted Annual Open Enrollments.
- Managed Military Apprenticeship Program with the Police Department.
- Coordinated Internal Equity Study.
- Implemented Gradience FMLA Tracking system.
- Coordinated and presented annual Jo Atwater Award.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Implement web-based recruitment system from the requisition approval process to the final hire and on-boarding, to ensure everything is compliant.
- Conduct and administer Annual Salary Survey.
- Continue to ensure compliance with HR Legislation and requirements such as: Health Care Reform, e-Verify, EEO4, Medicare Part D Compliance, and Governmental Ethics & Campaign Reform Act.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Keep abreast of employment practices, laws, and regulations to ensure compliance.
- Review and approve Personnel Action Notices in an effort to reduce and eliminate potential payroll errors.
- Conduct annual Compensation Study in order to retain co-workers and ensure competitiveness in the labor market.
- Develop wellness initiatives to reduce health care costs.

PERFORMANCE GOALS:

Major Service Area: **Retention**

Goal: To provide for the retention of the City's existing workforce in order to provide efficient delivery of services through an experienced base of co-workers.

Major Service Area: **Recruitment and Selection**

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

Major Service Area: **Employee Relations**

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

Major Service Area: **Cost Management**

***Goal*:** To provide cost efficient service to co-workers in order to maximize the use of City resources.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Retention	Turnover Rate	Effectiveness	9%	7%	4.9%	5.6%	<8	< 8
Retention	# of involuntary separations	Effectiveness	7	3	<8	7	<8	< 14
Retention	# of voluntary separations	Effectiveness	60	42	<45	NA	<50	< 79
Recruitment & Selection	Average # of days from open-to-fill for full-time job vacancies	Effectiveness	54	54	50	53	50	< 50
Employee Relations	% of grievances resolved at department level	Effectiveness	90%	70%	75%	80%	75%	>88%
Cost Mgmt.	Cost per employee	Efficiency	$305	$692	$300	$297	$800	<$808

BUDGET SUMMARY:

Cost Center #: 4125

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 378,489	$ 417,955	$ 497,615	$ 452,382	$ 497,197	$ 497,197
Operations	$ 160,757	$ 173,491	$ 220,214	$ 158,613	$ 296,953	$ 296,953
Capital Outlay	$ 33,884	$ 50,254	$ -	$ -	$ -	$ -
Cost Allocations	$ (291,093)	$ (353,481)	$ (367,805)	$ (326,718)	$ (413,169)	$ (413,169)
Total Expenditures	**$ 282,037**	**$ 288,219**	**$ 350,024**	**$ 284,277**	**$ 380,981**	**$ 380,981**
% budget change	*2%*	*2%*		*-1%*		*9%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**6.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**

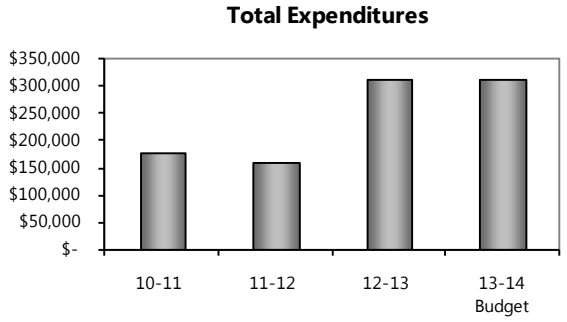
WELLNESS CENTER

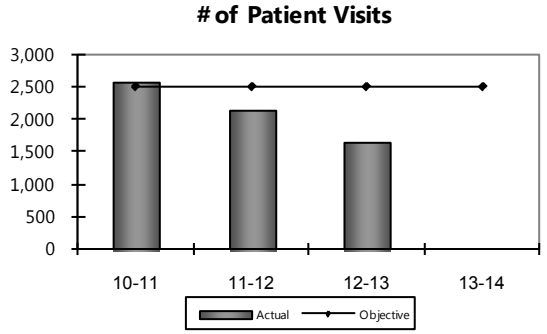
MISSION: To create an environment dedicated to improving the health and wellness of our coworkers by diagnosing and treating illnesses/injuries and providing opportunities for employees to learn the skills they need in order to optimize their health and well being. The Wellness Center is committed to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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Illness prevention and risk-reduction counseling and support groups.
- Treatment of chronic and acute episodic injuries, illnesses and accidents.
- Comprehensive physical examinations for
  - o Current Coworkers, firefighters, police officers, telecommunicators and volunteer firefighters
  - o Pre-Employment (telecommunicators & police officers)
  - o Immunizations
- Illness prevention and risk-reduction counseling and support groups.
- Enhanced Workers Compensation Services.
- Drug Testing:
  - o Pre-Employment
  - o Post-Hire
  - o Reasonable suspicion

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Sponsored 3rd Annual Breast Cancer Awareness Walk – Recognized in NorthEast Foundation Book of Names as a benefactor at the Sponsor Level.
- Partnered with Weight Watchers to offer on-site meetings resulting in a total of 1,567 pounds lost during a three-month City sponsorship and coordinated continued on-site meeting sessions.
- Successfully transitioned Wellness service providers.
- Conducted Wellness Center open house event to introduce Healthstat as new service provider.
- Coordinated Health Risk Assessments and biometric screenings for 785 participants.
- Assisted with men's health awareness initiative and event.
- Coordinated tobacco cessation program.
- Offered Get Fit 60 Day Challenge program.
- Implemented on-site Audiogram and Spirometry testing.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue enhanced services offered by new contract providers.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Develop additional wellness initiatives to reduce health care costs.
- Provide education on topics such as:
  - o Nutrition
  - o Weight loss
  - o Diabetes management
  - o Breast cancer awareness
  - o Heart health
  - o Cancer prevention
  - o Stress management

PERFORMANCE GOALS:

Major Service Area: **Education**

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

Major Service Area: **Customer Service**

Goal: To enhance the level of customer service provided to co-workers by proving cost saving alternatives.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Education	Number of risk-reduction or patient education programs (i.e., smoking cessation, weight management)	Workload	32	17	10	15	20	5
Health	Number of Patient Visits	Workload	2,582	2,149	2,500	1,655	2,500	2,400
Customer Service	Savings to Employees	Efficiency	$164,801	$133,610	$125,000	$110,893	NA	$30,000

BUDGET SUMMARY:

Cost Center #: 4126

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Operations	$ 283,826	$ 254,390	$ 460,296	$ 496,542	$ 472,736	$ 472,736
Cost Allocations	$ (105,016)	$ (91,702)	$ (153,766)	$ (183,720)	$ (158,989)	$ (158,989)
Total Expenditures	**$ 178,810**	**$ 162,688**	**$ 306,530**	**$ 312,822**	**$ 313,747**	**$ 313,747**
% budget change	*254%*	*-9%*		*92%*		*2%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

FINANCE

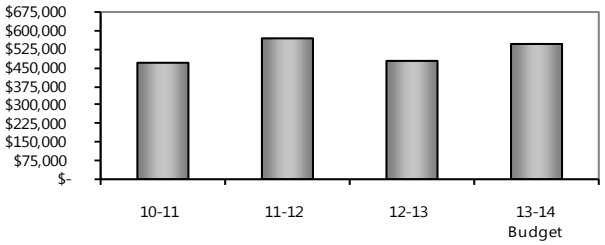
MISSION: The Finance Department exists to provide sound and innovative financial management in the areas of financial record keeping, accounting, payroll, accounts payable, and budgeting to the Mayor and City Council, City Management, City departments, regulatory agencies, vendors and U.S. financial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

PROGRAM LOCATOR:

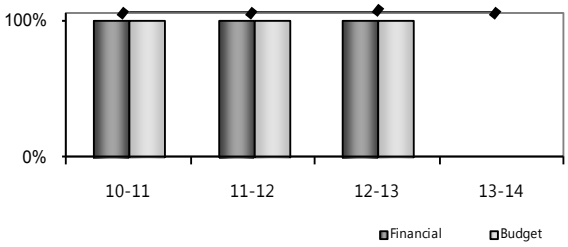
Fund: General Fund
Functional Area: General Government
Department: **Finance**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



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



MAJOR SERVICE(S) PROVIDED:

- Accounts Payable Processing
- Payroll Processing
- Accounting
- Budgeting & Performance Measurement
- Evaluation

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Received 11th consecutive Distinguished Budget Presentation Award for the FY2013 budget document and 24th consecutive Certificate of Achievement in Financial Reporting from GFOA for FY2013.
- Finance staff completed a successful upgrade of time and attendance software.
- Continued to review/revise performance measures.
- Reviewed/revised the City's travel policy.
- Established new procedures for monitoring monthly cash balances to reduce banking fees.
- Piloted a centralized electronic grant records system and will expand city-wide in FY14.
- Grant Accountants created a new communication and instructional quarterly Grant Newsletter used by all grant applicants/teams.
- Trained an Accountant to serve as a backup for Public Housing accounting and reporting. The Accountant achieved certification as a HOME Program Specialist.
- Performed internal controls audits of payroll records to improve compliance and accuracy.
- Began building worksheets for monthly cash flow statement.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Increase user-friendliness of forms and procedures.
- Increase the number of ACH and pcard payments.
- Upgrade the City's financial software.
- Find ways to reduce paper with electronic records.
- Expand internal audit reviews.
- Continue Public Housing accounting and reporting training.
- Research and create an Electronic Records policy to coordinate with record retention compliance.
- Update accounting records for pre-issuance of a new debt issuance for City Hall construction.
- Continue building on the Cash Flow statement to forecast cash needs and uses, primarily for investing and debt service functions.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

Major Service Area: **Accounting**

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

Major Service Area: **Payroll**

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

Major Service Area: **Accounts Payable**

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

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Accounting	Receipt of GFOA Certificate of Excellence in Financial Reporting	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes
Accounting	% of journal entries made as corrections	Effectiveness	2.6%	3.2%	<10%	2.9%	<10%	8%
Accounting	% of external reporting deadlines met	Effectiveness	100%	100%	100%	100%	100%	100%
Payroll	Payroll accuracy rate	Effectiveness	99.4%	99.9%	100%	99.7%	100%	99%
Accounts Payable	% of vendors paid on-time	Effectiveness	95.9%	95.5%	93%	95.7%	93%	95%
Accounts Payable	% of payments made electronically	Efficiency	42%	45%	40%	44.3%	50%	55%
Accounts Payable	% of late payments resulting from delayed departmental submission	Effectiveness	79%	72%	75%	70.6%	75%	NA
Budgeting & Perf. Meas.	% of departments rating overall satisfaction with budget process as "very" or "somewhat satisfied"	Effectiveness	NA	NA	98%	NA	100%	100%
Budgeting & Perf. Meas.	Receipt of GFOA Distinguished Budget Presentation Award	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes

BUDGET SUMMARY:

Cost Center #: 4130

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 868,973	$ 909,476	$ 948,487	$ 948,228	$ 943,551	$ 943,551
Operations	$ 103,879	$ 112,323	$ 122,291	$ 114,046	$ 134,980	$ 134,980
Capital Outlay	$ -	$ 53,428	$ 5,000	$ 5,000	$ 75,000	$ 75,000
Cost Allocations	$ (501,515)	$ (501,218)	$ (571,689)	$ (587,271)	$ (605,358)	$ (605,358)
Total Expenditures	**$ 471,337**	**$ 574,009**	**$ 504,089**	**$ 480,003**	**$ 548,173**	**$ 548,173**
% budget change	*1%*	*22%*		*-16%*		*9%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**13.00**	**14.00**	**14.00**	**14.00**	**14.00**	**14.00**

TAX

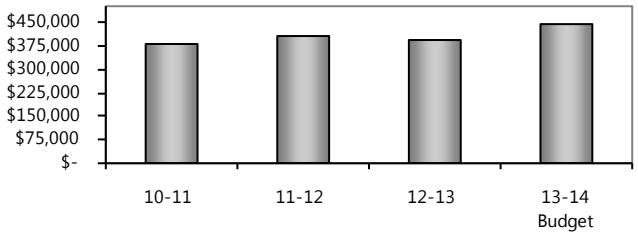
MISSION: The Tax Division exists to provide accurate and timely tax and business license billings, processing of payments and enforcement of collections in order to provide the City with the resources for the delivery of quality public services and assist Council in ensuring a fair and equitable tax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

PROGRAM LOCATOR:

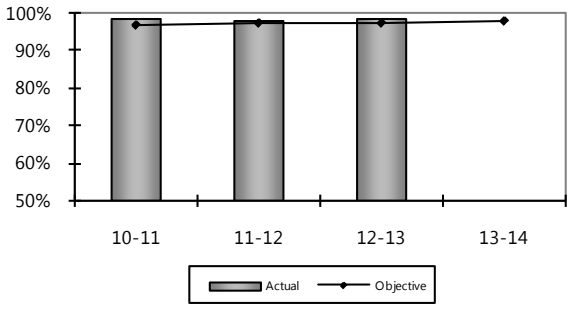
Fund: General Fund
Functional Area: General Government
Department: Finance
Division: **Tax**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Taxes Collected



MAJOR SERVICE(S) PROVIDED:

- Billing and Processing of Tax Bills
- Privilege License Processing
- Cemetery Record maintenance

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Expanded Privilege License collections to include property management companies not previously required to purchase a license.
- Business License officer collected $77,717.18 as of 4/15/2013.
- FY13 Property Tax Collection Rate 97.95% as of Mar 31st.
- Added PIN search to City website.
- Added link to view PDF copy of Tax Bill to website
- Streamlined Privilege License Ordinance and corrected collection rate for specific General Statute categories.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Purge Tax Records that extend beyond the Statue of Limitations.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Business License Officer works from a delinquent list to minimize travel and continues to visit many businesses to educate business owners and ensure proper licensure.
- Actively pursuing all methods of tax collection including attachment and garnishment of wages and bank accounts, Debt Set Off collection.
- More thoroughly research returned mail to reroute to current owner/address.
- Complete the conversion of Oakwood Cemetery records to electronic form.

PERFORMANCE GOALS:

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

Goal: To provide timely distribution of tax bills to property owners, which in turn will enable and encourage the property owners to pay their bills early. Employ all lawful means to collect all taxes due the City in accordance with North Carolina Laws.

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

Major Service Area: **Privilege License Processing**

Goal: To collect all Business License fees due to the City in order to provide proper resources needed to provide City services.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Billing & Processing of Tax Bills	Cost per taxpayer bill serviced*	Efficiency	$9.11	$12.07	<$10	$10.14	<$12	<$9
Privilege License Processing	% of privilege license payments received by July 1	Effectiveness	61%	64%	60%	84%	NA	65%
Billing & Processing of Tax Bills	% of taxes collected	Effectiveness	99%	98.65%	98.17%	98.8%	98%	98%

* Calculation based on tax year, not fiscal year (ex. 2011 fiscal year uses 2012 tax year data.)

BUDGET SUMMARY:

Cost Center #: 4140	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 237,216	$ 243,583	$ 243,977	$ 247,616	$ 245,984	$ 245,984
Operations	$ 127,567	$ 144,859	$ 148,223	$ 141,938	$ 180,171	$ 180,171
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Cost Allocations	$ 16,164	$ 23,430	$ 4,343	$ 4,163	$ 22,689	$ 22,689
Total Expenditures	**$ 380,946**	**$ 411,872**	**$ 396,543**	**$ 393,717**	**$ 448,844**	**$ 448,844**
% budget change	*-5%*	*8%*		*-4%*		*13%*
Total Revenues	**$ 1,363,617**	**$ 1,488,082**	**$ 1,389,617**	**$ 1,513,851**	**$ 1,411,000**	**$ 1,411,000**
Net Costs	**$ (982,671)**	**$ (1,076,210)**	**$ (993,074)**	**$ (1,120,134)**	**$ (962,156)**	**$ (962,156)**
* as amended						
**as of 9/3/2013						
Authorized FTE	**4.50**	**4.50**	**4.50**	**4.50**	**4.50**	**4.50**

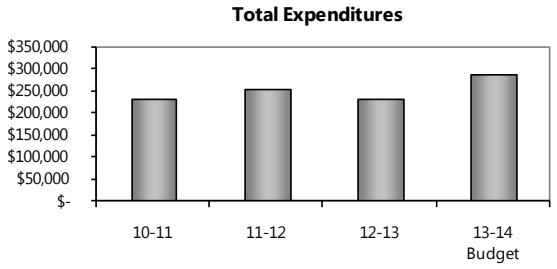
LEGAL

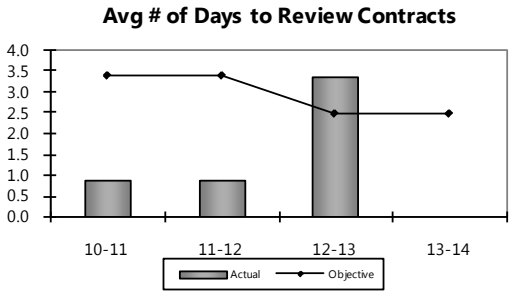
MISSION: The Legal Department exists to provide efficient and effective in-house legal counsel to all City departments, the City Manager's Office, the Mayor, City Council, Planning and Zoning Commission, Zoning Board of Adjustment, and the Historic Districts Commission with the desire to reduce the City's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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Title searches and easement acquisitions for Concord-Kannapolis-Albemarle water line.
- I-85 / Poplar Tent Road project.
- Acquisition of right of way for improvements to US Hwy 29 at Poplar Tent and NC Hwy 601 at Highway 49.
- Greenway acquisitions, including Rocky River Greenway.
- Economic Developments, including, among others, S & D Coffee and Celgard.
- Air Traffic Control sequester litigation.
- Researched and assembled documents for public records requests.
- Performed 265 title searches for code enforcement, subdivision and utility projects; negotiated and acquired 99 properties for City utilities and infrastructures.
- Title searches, loan and satisfaction documents for HUD/down payment assistance loans administered through Planning & Neighborhood Development.
- Represented City in litigation matters, including code enforcement, personnel, civil rights cases, eminent domain, collections, contracts and bankruptcies.
- Reviewed 440 contracts in an average of 1.7 day

FY 2013-14 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS

- In depth reorganization and revisions to CDO
- Title searches and easement acquisitions for Concord/Kannapolis-Albemarle waterline
- Assemble heirs' property data base
- Title project for Barber-Scotia property

STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE

- Staff to attend continuing education classes.
- Keep City staff, elected officials, and appointed officers informed & trained on proper legal procedures and changing laws.
- Efficient review of contracts in a timely manner.
- Cross-train staff so there is no decrease in efficiency when absences occur.
- Scan historic documents for general use.
- Updating CDO and COD to conform with changes in GIS to shorten and make more user-friendly.

PERFORMANCE GOALS:

Major Service Area: **Sound Legal Representation**

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

Major Service Area: **Real Property**

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

Major Service Area: **Contracts**

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

Major Service Area: **Debt Collection**

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

Major Service Area: **City Code**

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

Major Service Area: **Education**

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

Major Service Area: **Advise Policy Makers**

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Real Property	# of title searches	Workload	308	233	N/A	265	N/A	N/A
Contracts	Avg. days turnaround time to review written contracts	Effectiveness	0.9	0.9	2.5	3.4	3.5	3.5
Education	% of state mandated training completed by Attorneys & staff	Effectiveness	100%	100%	100%	100%	100%	100%
Education	Create, maintain, & update a bank of legal bulletins on the City's intranet	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes

BUDGET SUMMARY:

Cost Center #: 4150

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 380,546	$ 424,106	$ 424,489	$ 429,720	$ 502,644	$ 502,644
Operations	$ 70,695	$ 81,873	$ 100,192	$ 67,416	$ 107,716	$ 107,716
Cost Allocations	$ (218,151)	$ (250,898)	$ (280,872)	$ (266,848)	$ (323,001)	$ (323,001)
Total Expenditures	**$ 233,090**	**$ 255,081**	**$ 243,809**	**$ 230,288**	**$ 287,359**	**$ 287,359**
% budget change	*5%*	*9%*		*-10%*		*18%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**5.00**	**5.00**	**5.00**	**5.00**	**6.00**	**6.00**

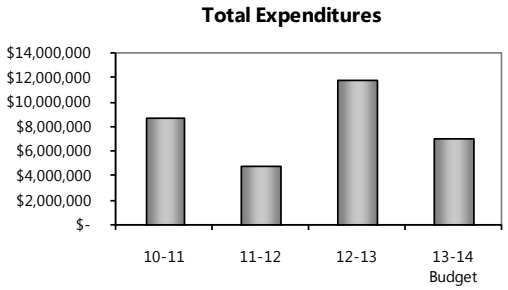
NON-DEPARTMENTAL

MISSION: N/A

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- N/A

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Funded Concord's share of Rider Transit System.

FY 2013-14 MAJOR BUDGET CHANGES/NEW REQUESTS/FOCUS AREAS

- Continue Concord Express contract with CATS for 80x bus (funding transferred to Transit).
- Fund needed repairs and maintenance for City facilities.
- $780,000 made available for billing of City street lighting to Electric fund.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- N/A

PERFORMANCE GOALS:

- N/A

PERFORMANCE SUMMARY:

- N/A

BUDGET SUMMARY:

Cost Center #: 4190

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ -	$ -	$ 166,546	$ 100,000	$ 500,000	$ 500,000
Operations	$ 1,208,468	$ 1,620,887	$ 1,212,176	$ 1,147,578	$ 2,997,634	$ 2,997,634
Capital Outlay	$ -	$ 14,685	$ -	$ -	$ -	$ -
Debt Service	$ 502,595	$ 284,046	$ 275,281	$ 275,277	$ 265,480	$ 265,480
Cost Allocations	$ 820,343	$ 617,601	$ 721,735	$ 701,052	$ 762,035	$ 762,035
Transfers	$ 6,190,270	$ 2,262,227	$ 9,627,151	$ 9,578,417	$ 2,513,361	$ 2,513,361
Total Expenditures	**$ 8,721,676**	**$ 4,799,446**	**$ 12,002,889**	**$ 11,802,324**	**$ 7,038,510**	**$ 7,038,510**
% budget change	*-30%*	*-45%*		*146%*		*-41%*

* as amended
**as of 9/3/2013

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 Operations, 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 Guy Smith, Chief of Police, at (704) 920-5008 or via email at smithg@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.

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. Additional information regarding the Emergency Communications Department or the Radio Shop may be obtained by contacting Chris Linker, Director of Emergency Communications, at (704) 920-590 or via email at linkerc@concordnc.gov.

Fire Operations: The Fire Operations Division 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 T. Randy Holloway, Chief of Fire and Life Safety, at (704) 920-5522 or via email at hollowayr@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 of Fire & Life Safety.

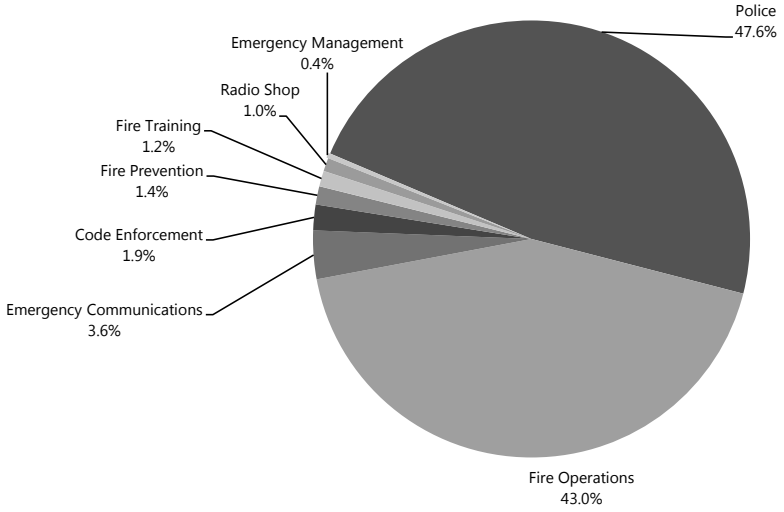
Emergency Management: The Emergency Management Division provides planning and coordination for natural and manmade emergencies or disasters for the citizens of the City of Concord. Additional information regarding Emergency Management may be obtained by contacting Jim Sells, Emergency Management Coordinator,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

Public Safety Expenditures

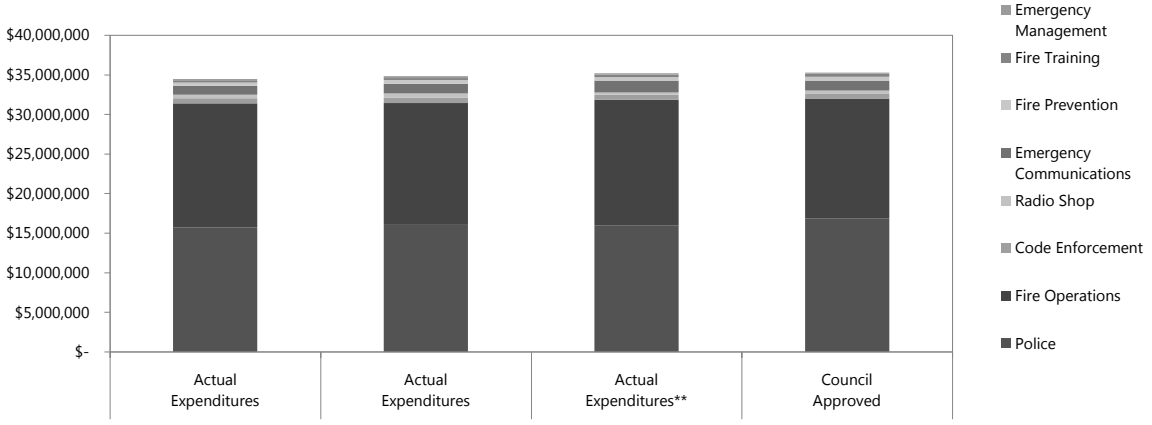
Budget Unit (General Fund)	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Police	$ 15,681,551	$ 16,152,393	$ 16,898,028	$ 15,925,949	$ 16,804,979	$ 16,804,979
Code Enforcement	$ 652,243	$ 679,483	$ 717,600	$ 658,052	$ 668,901	$ 668,901
Emergency Communications	$ 1,137,468	$ 1,206,541	$ 1,506,046	$ 1,499,732	$ 1,268,984	$ 1,268,984
Radio Shop	$ 447,836	$ 531,025	$ 285,144	$ 268,957	$ 345,666	$ 345,666
Fire Operations	$ 15,706,171	$ 15,291,474	$ 16,034,808	$ 15,893,798	$ 15,180,819	$ 15,180,819
Fire Prevention	$ 384,395	$ 457,263	$ 462,502	$ 462,958	$ 479,399	$ 479,399
Fire Training	$ 213,605	$ 245,035	$ 325,643	$ 327,572	$ 408,062	$ 408,062
Emergency Management	$ 231,578	$ 248,352	$ 154,635	$ 135,405	$ 130,820	$ 130,820
Total Expenditures	**$ 34,454,849**	**$ 34,811,566**	**$ 36,384,408**	**$ 35,172,423**	**$ 35,287,630**	**$ 35,287,630**
% budget change	*6%*	*1%*		*1%*		*-3%*

* as amended
** as of 9/3/2013

FY 13-14 Public Safety Expenditures
(by Budget Unit)



Public Safety Expenditure Trend



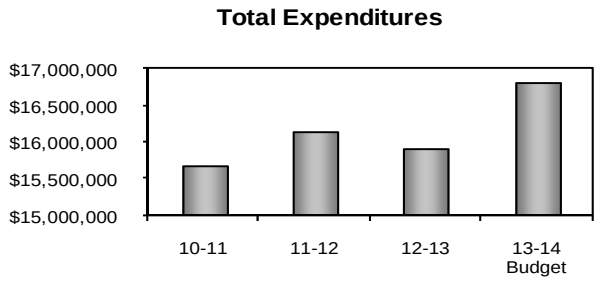
POLICE

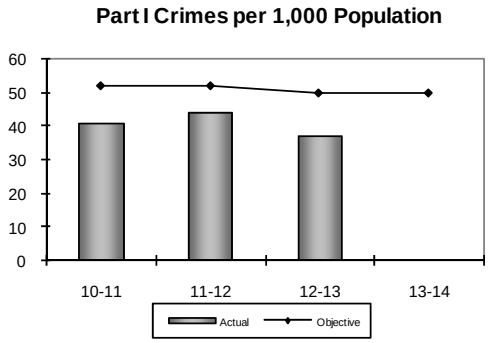
MISSION: Concord Police Department exists to maximize the quality of life of the citizens of the City and its visitors by combating crime and the fear of crime. We will uphold the law fairly and firmly by building community partnerships, solving problems, and being accountable. We will do all this with integrity, common sense, sound judgment, and respect for cultural diversity.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Community Oriented Police Service
  - Problem-Solving
  - Criminal Investigations
  - Crime Prevention

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Problem-Oriented Policing - Patrol Officers opened or closed 98 problem-solving projects between Jan. 1, 2012 and Dec. 31, 2012.
- Juvenile Project Safe Neighborhood - The project is modeled after the Adult Project Safe Neighborhood program. JPSN identifies juveniles who are serious offenders and offers positive alternatives to incarceration.
- For the second year, **No Guns** were found in City service area schools.
- Neighborhood Watch Program - Community Service Unit assisted 17 neighborhoods in organizing efforts to take a stand against crime.
- 2013 Police Ford Interceptors with new decals were deployed with vehicle decals designed by police coworkers. The design was awarded an honorable mention at the National Police Fleet Expo. The nationally published magazine, *Law and Order* posted a photo in the August edition.
- Due to participation in the 2012 Democratic National Convention, 90 officers were equipped with new gas masks and helmets. Through the DNC grant, the department received 20 ballistic riot helmets and protective armor. As a result, the department established countless regional, state, & federal law enforcement partnerships.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Will add (2) new Police Officers: (1) for CID, (1) for Support Services, and all uniforms, equipment, vehicles, etc.
- New Request of (15) laptops, (22) Wireless cards for CID and surveillance cameras, a GPS Tracker Unit for CID, (1) RMS License for Major G. Hatley.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- The Telephone Reporting Unit creates uncommitted time for officers, allowing more time on community contacts and problem solving. The T.R.U. was able to collect 13% of all police reports for 2012. As much as this has enhanced our efforts, we still continue to seek a target of 20% on T.R.U. report taking in 2013.
- Charlotte Regional Information Sharing System (COPLINK) was implemented at CPD spring 2012. The collective sharing of database information enhances the officer's speed in making decisions for legal actions/investigations in the field. We have trained 20 officers and will complete training for all patrol officers by end of 2013.
- Accountability sessions directed at criminal hotspots that reflect total Part I crimes for an area.
- Community Policing philosophy continues with emphasis on community partnerships, problem solving, accountability and customer service.

PERFORMANCE GOALS:

Major Service Area: **Community Oriented Police Service**

Goal: To provide a refined and enhanced community oriented policing philosophy to the citizens of Concord to reduce crime as well as the fear of crime.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Community Oriented Policing (COP)	Number of closed problem-solving projects	Workload	90	69	≥65	93	≥65	≥65
COP	Number of dispatched calls per officer	Workload	582	525	<900	488	<750	570
COP	Number of incoming calls per 1,000 population	Workload	1,610	1,391	<2,500	1,322	<1,800	<2,500
COP	Average monthly staffing level	Workload	98%	98%	99%	97%	99%	99%
COP	Part I crimes per 1,000 population	Effectiveness	41	44	52	37	50	55
COP	% of Part I cleared of those reported	Effectiveness	60%	59%	45%	61%	60%	40%
COP	Number of crashes at top five intersections	Effectiveness	140	151	160	169	160	150
COP	Average response time to high priority calls in minutes	Effectiveness	5.4	5.37	5.1	5.23	5	5.1
COP	% of required neighborhood meetings attended	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4310

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 11,417,565	$ 11,610,488	$ 12,055,325	$ 11,804,008	$ 11,880,666	$ 11,880,666
Operations	$ 1,355,814	$ 2,135,368	$ 2,749,988	$ 2,143,731	$ 2,732,149	$ 2,732,149
Capital Outlay	$ 588,625	$ 734,104	$ 461,954	$ 371,635	$ 542,000	$ 542,000
Debt Service	$ 1,146,456	$ 1,127,455	$ 1,106,040	$ 1,106,025	$ 1,085,300	$ 1,085,300
Grant Expenditures	$ 53,774	$ 96,020	$ 36,251	$ 31,454	$ -	$ -
Cost Allocations	$ 1,119,317	$ 441,958	$ 488,470	$ 469,096	$ 564,864	$ 564,864
Transfers	$ -	$ 7,000	$ -	$ -	$ -	$ -
Total Expenditures	**$ 15,681,551**	**$ 16,152,393**	**$ 16,898,028**	**$ 15,925,949**	**$ 16,804,979**	**$ 16,804,979**
% budget change	*1%*	*3%*		*-1%*		*-0.6%*
Total Revenues	**$ 290,397**	**$ 377,021**	**$ 437,923**	**$ 455,403**	**$ 250,000**	**$ 250,000**
Net Costs	**$ 15,391,154**	**$ 15,775,372**	**$ 16,460,105**	**$ 15,470,546**	**$ 16,554,979**	**$ 16,554,979**
* as amended						
**as of 9/3/2013						
Authorized FTE	**177.25**	**178.25**	**178.25**	**178.25**	**180.25**	**180.25**

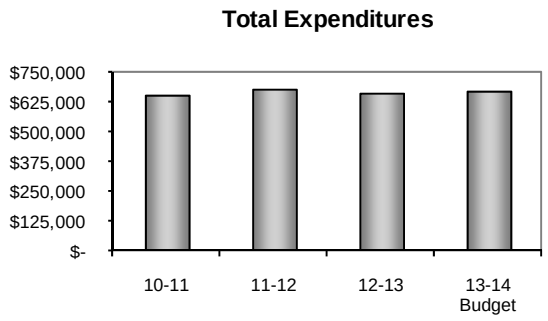
CODE ENFORCEMENT

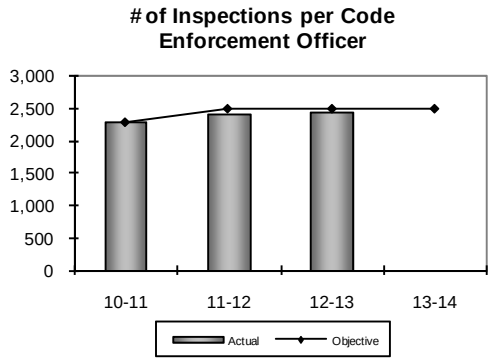
MISSION: The Code Enforcement Unit of the Concord Police Department exists to maximize the quality of life of the citizens of the City and its visitors by combating crime and the fear of crime. We will uphold the law fairly and firmly by building community partnerships, solving problems, and being accountable. We will do all this with integrity, common sense, sound judgment, and respect for cultural diversity.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Demolition of 14 Substandard Structures.
- Removal of over 6,700 unlawful signs.

FY 2013-2014 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- There are no major budget changes/new requests/focus areas.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Enhanced coordination with Solid Waste department for more efficient bulky waste removal.
- Improved process for abating nuisance issues on vacant lots with undetermined ownership.
- Implementation of dual mailing of notices by first class and certified mail when required to reduce minimum compliance times.

PERFORMANCE GOALS:

Major Service Area: **Code Enforcement**

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

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj	FY13 Actual	FY14 Obj.	Benchmark Target
Code Enforcement	# of neighborhood sweeps conducted by Code Enforcement	Workload	8	9	9	12	9	6
Code Enforcement	# of inspections per Code Enforcement Officer	Workload	2,299	2,500	2,500	2,460	2,500	N/A
Code Enforcement	# of inspections per day per officer	Workload	9.6	10	10	10.3	10	N/A
Code Enforcement	% of substandard housing violations resolved within 90 days	Effectiveness	38%	48%	12%	47%	12%	15%

BUDGET SUMMARY:

Cost Center #: 4312

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 433,924	$ 477,559	$ 479,171	$ 484,958	$ 475,291	$ 475,291
Operations	$ 183,292	$ 180,816	$ 215,929	$ 152,885	$ 193,610	$ 193,610
Capital Outlay	$ 17,159	$ 21,108	$ 22,500	$ 20,209	$ -	$ -
Cost Allocations	$ 17,868	$ -	$ -	$ -	$ -	$ -
Total Expenditures	**$ 652,243**	**$ 679,483**	**$ 717,600**	**$ 658,052**	**$ 668,901**	**$ 668,901**
% budget change	*5%*	*4%*		*-3%*	*-7%*	*-7%*
Total Revenues	**$ 75,331**	**$ 90,208**	**$ 80,000**	**$ 79,855**	**$ 75,000**	**$ 75,000**
Net Costs	**$ 576,912**	**$ 589,275**	**$ 637,600**	**$ 578,197**	**$ 593,901**	**$ 593,901**
* as amended						
** as of 9/3/2013						
Authorized FTE	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**

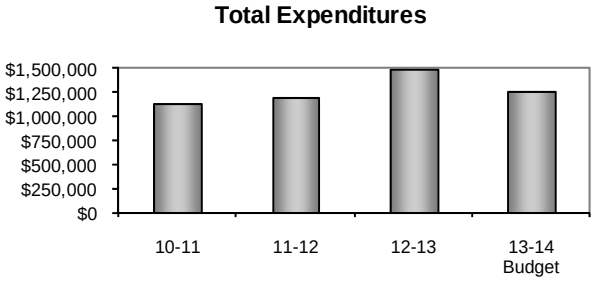
EMERGENCY COMMUNICATIONS

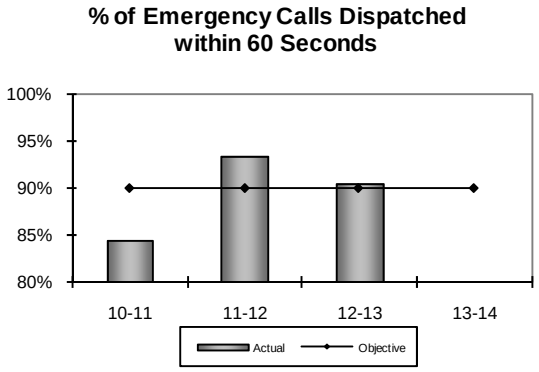
MISSION: The Emergency Communications Department exists to provide, through partnerships with other departments, a high level of customer service to citizens in their time of need by quick and efficient handling of calls and providing information to responding departments.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Call-taking
- Dispatching

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- New Radio Consoles were installed at five workstations as part of the radio system update.
- All Computer Aided Dispatch workstations were purchased and installed with new CAD interface.
- Positron 911 phones were updated by Cabarrus County to use IP 911 trunks.
- DVS Recording system was updated to record the new P25 Radio System.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Replace three workstations.
- Unfreeze and fund a vacant Telecommunicator position.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Overhaul of Fire Response Plans database in ONESolution CAD to enhance response of apparatus.
- Creation of video library to reduce or eliminate remedial training needs for specific job functions.

PERFORMANCE GOALS:

Major Service Area: **Call-taking**

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

Major Service Area: **Dispatching**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Call-taking	Avg. # of seconds from ring to answer	Effectiveness	4.3	4.5	<5	4.7	<5	< 5
Call-taking	% of initial call-taking entry for emergency calls within 30 seconds	Effectiveness	91.2%	93.4%	>90%	94.3%	>90%	> 90%
Call-taking	Avg. # of calls answered per Telecommunicator	Workload	6,204	5,366	<8,000	5,221	<8,000	< 8,000
Dispatching	% of emergency calls dispatched within 60 seconds	Effectiveness	84.5%	93.4%	>90%	90.4%	>90%	> 90%
Dispatching	Cost per 911 call answered	Efficiency	$10.59	$11.86	<$12	Pending	<$12	< $12

BUDGET SUMMARY:

Cost Center #: 4315	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,071,794	$ 1,100,672	$ 1,131,419	$ 1,127,434	$ 1,158,299	$ 1,158,299
Operations	$ 63,809	$ 90,744	$ 97,301	$ 84,097	$ 96,649	$ 96,649
Capital Outlay	$ 1,866	$ 13,995	$ -	$ 11,120	$ -	$ -
Grant Expenditures	$ -	$ -	$ 271,432	$ 271,431	$ -	$ -
Cost Allocations	$ -	$ 1,130	$ 5,894	$ 5,650	$ 14,036	$ 14,036
Total Expenditures	**$ 1,137,468**	**$ 1,206,541**	**$ 1,506,046**	**$ 1,499,732**	**$ 1,268,984**	**$ 1,268,984**
% budget change	*5%*	*6%*		*24%*		*-16%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**22.50**	**21.50**	**21.50**	**21.50**	**22.50**	**22.50**

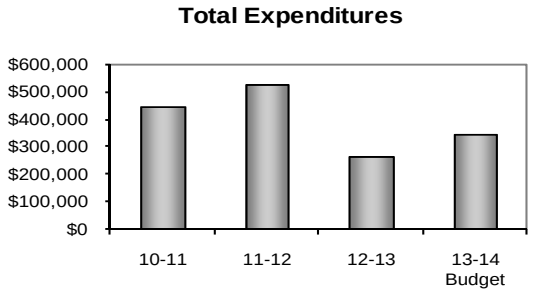
RADIO SHOP

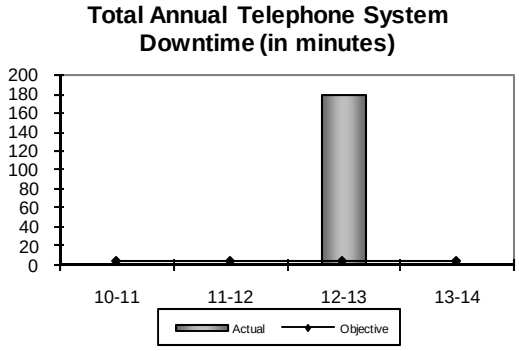
MISSION: The Radio Shop exists to provide, through partnership with other governmental entities and departments, reliable and cost effective maintenance to the communications infrastructure that links our citizens, employees and services together.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Telephone System
- Radio System
- Vehicle Electronics/Lighting

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Assisted with the transfer of radio infrastructure to City of Charlotte for inclusion to the regional network.
- Reduction of staff after retirement of an employee that had been maintaining the radio infrastructure.
- Worked with the Federal Communications Commission to re-license the radio systems that were moved to narrowband.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Purchase new monitoring and tuning equipment to keep field equipment properly functioning.
- Work with all departments that use radios on the planning to upgrade the last half of the system and relocate the remaining users to the new system.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Start monitoring mobile and portable radio performance and adjusting transmitter adjustments as needed.
- Continue planning the public works, utility and transit radio updates for move to the P25 radio network.

PERFORMANCE GOALS:

Major Service Area: **Telephone System**

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

Major Service Area: **Radio System**

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

Major Service Area: **Vehicle Systems**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Radio System	#of field radios maintained	Workload	2,836	1,892	900	982	900	900
Telephone System	Total annual telephone system downtime (in minutes)	Effectiveness	0	0	<5	180	< 5	<5
Vehicle Systems	% of installations within the last 3 months not needing corrections or repairs	Effectiveness	NA	100%	>95%	100%	>95%	>95%

Note: Beginning in FY13, radio system maintenance has been contracted out to the City of Charlotte.

BUDGET SUMMARY:

Cost Center # 4330	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 235,394	$ 200,251	$ 173,664	$ 171,058	$ 147,715	$ 147,715
Operations	$ 66,407	$ 107,650	$ 49,690	$ 36,125	$ 47,956	$ 47,956
Capital Outlay	$ 72,038	$ 160,692	$ -	$ -	$ 89,395	$ 89,395
Debt Service	$ 63,704	$ 62,432	$ 61,790	$ 61,774	$ 60,600	$ 60,600
Cost Allocations	$ 10,293	$ -	$ -	$ -	$ -	$ -
Total Expenditures	**$ 447,836**	**$ 531,025**	**$ 285,144**	**$ 268,957**	**$ 345,666**	**$ 345,666**
% budget change	*19%*	*19%*		*-49%*		*21%*
Total Revenues	**$ 223,553**	**$ 187,141**	**$ 118,761**	**$ 95,242**	**$ 97,062**	**$ 97,062**
Net Costs	**$ 224,283**	**$ 343,884**	**$ 166,383**	**$ 173,715**	**$ 248,604**	**$ 248,604**
* as amended						
**as of 9/3/2013						
Authorized FTE	**4.50**	**3.50**	**3.00**	**3.50**	**2.50**	**2.50**

FIRE OPERATIONS

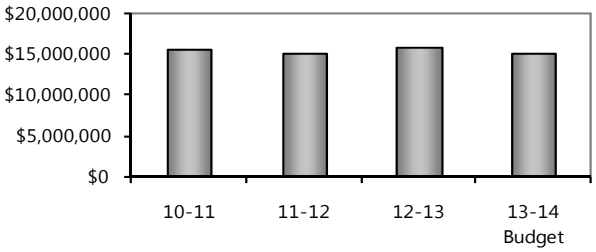
MISSION: The Concord Department of Fire & Life Safety exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression,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

PROGRAM LOCATOR:

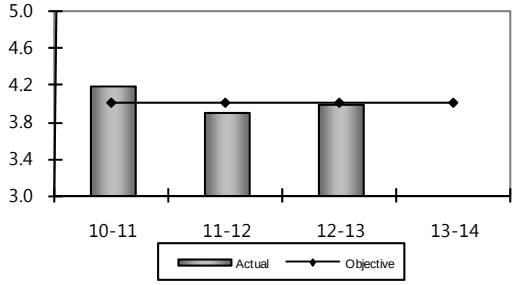
Fund: General Fund
Functional Area: Public Safety
Department: Fire & Life Safety
Division: **Fire Operations**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Average Travel Time to Priority 1 Calls (in minutes)



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Democratic National Convention activities in Concord and provided backup to Charlotte Fire Department as needed during event.
- NCOSFM completed a Fire Protection (ISO) Rating resulting in an improvement to Class 2.
- Continued to assess needs and plan for additional fire & life safety services in the western and southern growth areas.
- Continued to work on operational and capital needs to comply with the National Fire Protection Association Standard 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by a Career Fire Department.
- Received and put into service one new triple combination pumper (E-8) manufactured by Pierce Manufacturing.
- Land for Fire Station 11 acquired and architect firm selected.
- Fire Mechanic position transferred to Fleet in order to improve efficiency and safety of personnel.
- Architect selected and design work complete for Fire Station 5 renovations.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Replacement of Self-contained Breathing Equipment.
- Renovations of Fire Station 5.
- Construction of Fire Station 11 to serve the Bruton Smith Blvd area of the city.
- Continue to provide basic fire/rescue services to the community in difficult economic period.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Review of Redeployment Plan (this plan provides a roadmap for distribution of fire companies in the future).
- Continued provision of basic level services.
- More emphasis on accountability at all levels of the Department.
- Review of all programs and processes to improve operations.

PERFORMANCE GOALS:

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

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

Major Service Area: **Special Operations**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Fire	Percentage of fires confined to area(s) involved on arrival	Effectiveness	94%	95%	85%	90%	85%	90%
Fire	Transmit an "all clear" within 10 minutes	Effectiveness	81%	78%	80%	78%	80%	90%
Fire	Transmittal of "under control" within 15 minutes	Effectiveness	88%	89%	85%	91%	90%	90%
Fire / Special Operations	Property saved to loss ratio	Effectiveness	99%	96%	98%	92.7%	98%	98%
Fire / Special Operations	Property protected to lost ratio	Effectiveness	99%	99%	99%	99%	99%	99%
Fire / Special Operations	Average travel time to priority 1 calls (in minutes)	Effectiveness	4.2	<3.9	<4	4	<4	<4
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (supp.)	Effectiveness	85%	80.9%	85%	83%	85%	90%
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (EMS)	Effectiveness	72%	75%	85%	85%	85%	90%
Fire / Special Operations	Percentage for full assignment arrival within 8 minutes	Effectiveness	85%	92%	85%	88%	85%	95%
Fire / Special Operations	Percentage of turnouts of less than 60 seconds (7:00am – 9:59pm) (0700-2200)	Effectiveness	92%	93%	90%	95%	90%	90%
Fire / Special Operations	Percentage of turnouts of less than 90 seconds (10:00pm – 6:59am) (2201-0659)	Effectiveness	92%	90%	90%	96%	90%	90%

BUDGET SUMMARY:

Cost Center #: 4340	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 11,544,361	$ 11,598,603	$ 11,563,198	$ 11,521,096	$ 11,372,821	$ 11,372,821
Operations	$ 1,435,995	$ 1,799,667	$ 1,996,888	$ 1,995,683	$ 2,105,188	$ 2,105,188
Capital Outlay	$ 826,024	$ 372,419	$ 492,313	$ 413,549	$ 403,850	$ 403,850
Debt Service	$ 331,569	$ 974,061	$ 855,649	$ 859,311	$ 731,179	$ 731,179
Cost Allocations	$ 806,022	$ 496,724	$ 496,883	$ 474,282	$ 567,781	$ 567,781
Transfers	$ 762,201	$ 50,000	$ 629,877	$ 629,877	$ -	$ -
Total Expenditures	**$ 15,706,171**	**$ 15,291,474**	**$ 16,034,808**	**$ 15,893,798**	**$ 15,180,819**	**$ 15,180,819**
% budget change	*10%*	*-3%*		*4%*		*-5%*
Total Revenues	**$ 540,214**	**$ 536,310**	**$ 386,261**	**$ 402,791**	**$ 284,229**	**$ 284,229**
Net Costs	**$ 15,165,957**	**$ 14,755,164**	**$ 15,648,547**	**$ 15,491,007**	**$ 14,896,590**	**$ 14,896,590**
* as amended						
**as of 9/3/2013						
Authorized FTE	**182.00**	**182.00**	**181.00**	**181.00**	**181.00**	**181.00**

FIRE PREVENTION

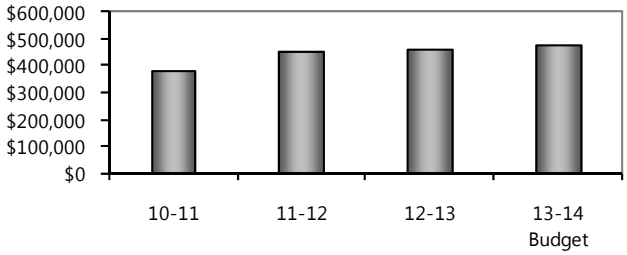
MISSION: The Concord Department of Fire & Life Safety exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression,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

PROGRAM LOCATOR:

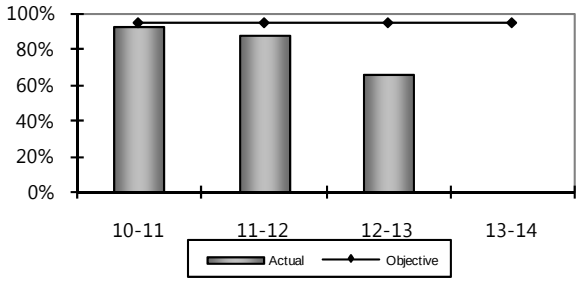
Fund: General Fund
Functional Area: Public Safety
Department: Fire & Life Safety
Division: **Fire Prevention**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Fire Code Violations Cleared within 90 Days



MAJOR SERVICE(S) PROVIDED:

- Fire Inspections
- Fire Investigations
- Plan Review
- Code Enforcement

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Completed first full year of Shift Inspector/Investigator/Safety Officer Program.
- Division met State Inspection Schedule for FY-13.
- Division personnel completed various courses during the year in fire investigation and inspector upgrade classes to maintain NC Inspector Certifications.
- Continued to effectively use personnel from other departments to meet required inspections.
- Continued move toward paperless inspection format.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to provide basic level inspection and investigation service to the community during current economic conditions.
- Make changes in programs to incorporate ISO's new rating schedule criteria into the Fire Prevention Division, including movement toward inspecting all commercial occupancies annually.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

Major Service Area: **Fire Inspections**

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

Major Service Area: **Fire Investigations**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Fire Inspections	% of fire code violations cleared within 90 days	Effectiveness	93%	88%	95%	66%	95%	95%
Fire Inspections	% of level three occupancies inspected per year	Effectiveness	100%	100%	100%	100%	100%	100%
Fire Inspections	% of level two occupancies inspected per year	Effectiveness	100%	100%	100%	100%	100%	100%
Fire Inspections	% of level one occupancies inspected per three years	Effectiveness	100%	100%	100%	100%	100%	100%
Fire Invest.	% of arson fires with cause determined	Effectiveness	92%	73%	80%	83%	80%	50%

BUDGET SUMMARY:

Cost Center #: 4341	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 376,009	$ 443,953	$ 454,939	$ 455,088	$ 461,407	$ 461,407
Operations	$ 8,386	$ 13,310	$ 7,563	$ 7,870	$ 17,992	$ 17,992
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total Expenditures	**$ 384,395**	**$ 457,263**	**$ 462,502**	**$ 462,958**	**$ 479,399**	**$ 479,399**
% budget change	*2%*	*19%*		*1%*		*4%*
* as amended						
** as of 9/3/2013						
Authorized FTE	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**

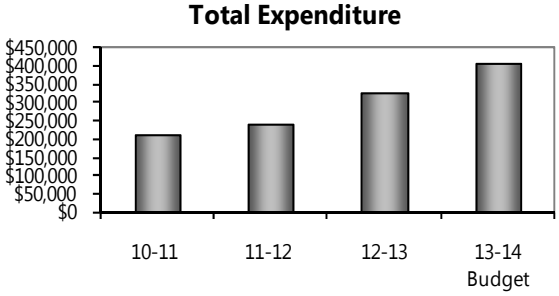
FIRE TRAINING & SAFETY

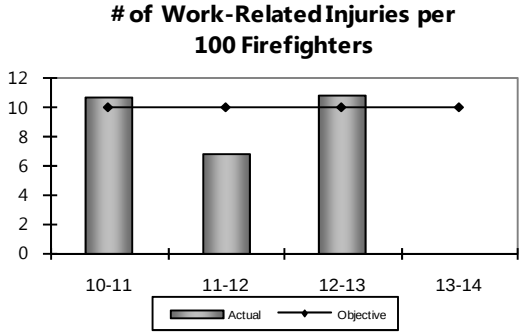
MISSION: The Concord Department of Fire & Life Safety exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression,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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Manage Department Safety Program.
- Manage Career Development Program, Continuing Education Program, Recruit Training Program and Specialized Training.
- Present Life Safety Education Programs to the community.

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Recruit Class 19 Graduation.
- Rapid Intervention Certification Program Presented.
- Reserve Firefighter Program Training Conducted.
- Conducted Fire Officer I Certification Class.
- Conducted Fire Officer II Certification Class.
- Conducted Fire Instructor I Certification Class.
- Conducted Fire Instructor II Certification Class.
- Child Passenger Safety Seat Program.
- Life Safety Education.
- Officer Candidate School-I Class 6 Graduation.
- Officer Candidate School-II Class 2 Graduation.
- AFFF annual burn completed for Airport's FAA139 Certification.
- NCOSFM Driver Operator Courses presented.
- 2 Fire Instructor I Certification Courses presented.
- 1 Fire Instructor II Certification Courses presented.
- Swift Water Rescue course completed for assigned personnel.
- Conducted assessments for Battalion Chief, Battalion Captain, Captain, Specialist, Senior Firefighter, and Firefighter II.
- Life Safety Education (and 2 Educator positions) transitioned into the Training Division.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Conduct assessments for Battalion Chief, Battalion Captain, Captain, Specialist, Senior Firefighter, and Firefighter II.
- Provide Safety updates as needed through year.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Increased efforts toward safety training to curtail accidents and reduce injuries.
- Increased emphasis on wellness activities to increase number of personnel reaching acceptable level of fitness.
- Concerted effort toward specialty certification areas.
- Continue training program for Reserve Firefighters to reach goal of this pool providing supplemental staffing.

PERFORMANCE GOALS:

Major Service Area: **Safety**

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

Major Service Area: **Training**

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

Major Service Area: **Life Safety Education**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Safety	% of department members scoring at or above 11 METS on the annual fitness evaluation	Effectiveness	N/A	N/A	90%	80.7%	90%	90%
Safety	% of department members, 40 years or older completing 25 pushups or more on the annual fitness evaluation	Effectiveness	N/A	N/A	75%	54.5%	75%	75%
Safety	% of department members, under the age of 40 completing 30 pushups or more on the annual fitness evaluation	Effectiveness	N/A	N/A	75%	79.8%	75%	75%
Safety	% of department personnel performing the static plank for at least 2 minutes during the annual fitness evaluation	Effectiveness	N/A	N/A	70%	66%	NA	70%
Safety	# of work-related injuries per 100 Firefighters	Effectiveness	10.8	6.9	10	10.9	10	7
Safety	# of vehicle and equipment accidents	Effectiveness	3.6	17	10	8	10	7
Training	% of personnel certified as Hazardous Material Technicians	Effectiveness	55%	54%	60%	51%	60%	60%
Training	% of personnel certified as USAR Technicians	Effectiveness	21%	26%	25%	27%	25%	25%
Training	% of personnel compliant with FAA 139 ARFF	Effectiveness	13%	18%	12%	14%	12%	25%
Life Safety Education	% of residential fires where the dwelling has no working smoke alarms	Effectiveness	6%	<1%	<10%	18%	NA	0%
Life Safety Education	% of fires where juveniles are involved in ignition	Effectiveness	5%	6%	5%	3%	NA	<2.5%

BUDGET SUMMARY:

Cost Center #: 4342	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 145,217	$ 180,013	$ 258,974	$ 258,568	$ 325,034	$ 325,034
Operations	$ 68,388	$ 65,022	$ 66,669	$ 69,004	$ 83,028	$ 83,028
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total Expenditures	**$ 213,605**	**$ 245,035**	**$ 325,643**	**$ 327,572**	**$ 408,062**	**$ 408,062**
% budget change	*-21%*	*15%*		*34%*		*25%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**2.00**	**2.00**	**4.00**	**4.00**	**4.00**	**4.00**

EMERGENCY MANAGEMENT

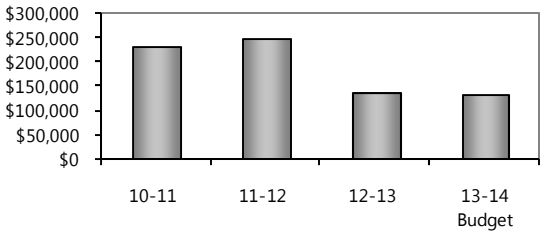
MISSION: The Emergency Management Division mission is to implement an Integrated Emergency Management framework using sound risk management principles that will improve the quality of life and minimize the effects of a disaster through mitigation, preparedness, response and recovery services.

PROGRAM LOCATOR:

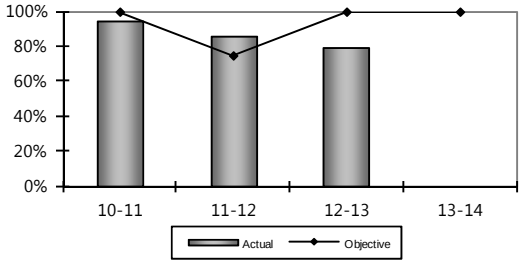
Fund: General Fund
Functional Area: Public Safety
Department: City Manager's Office
Division: **Emergency Management**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Schools Successfully Passing Annual Tornado Drills



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Completed a disaster response exercise of the Emergency Operations Center, Concord Regional Airport Security Plan and Traffic Incident Management System for I-85.
- Served on the Executive Steering Committee for the 2012 Democratic National Convention and coordinated the municipal stand-by.
- Completed the annual evaluation of municipal tornado drills.
- Implemented a building safety inspection program for City Departments.
- Hazmat response invoice recovery rate of 12.61%
- Complete risk assessments for Concord Fire and Life Safety, Concord Water Resources, Concord Electrical Utilities, and Parks and Recreation.
- Completed an update to the Concord Natural Hazard Mitigation Plan.
- Implemented a See Something/Say Something awareness program and Bomb Making Materials Awareness Program.
- Upgraded the Concord Emergency Operations Center.
- Conducted research into local preparedness for lockdown/blackout response. This will be incorporated into the annual safety drill audits for schools.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Risk Management and Emergency Management will be combined under the Assistant City Manager to better coordinate and address municipal risks.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Revision of the Emergency Operations Plan and Emergency Management Ordinance.
- Evaluation of current committees to determine feasibility of combination of those with similar duties.
- Development of a Point of Distribution Program for employees and families to receive advance medication in the event of a community wide health event.
- Hiring process for a joint position with Emergency and Risk Management.
- Implementation of an online training software package
- Assisting Planning with improving the CRS rating system.

PERFORMANCE GOALS:

Major Service Area: **Emergency Management**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Emergency Mgt.	% of schools in the City that successfully pass annual tornado drills	Effectiveness	95%	86%	100%	NA	80%	100%
Emergency Mgt.	% of schools in the City that successfully pass fire evacuation drills	Effectiveness	New for FY12	75%	100%	90%	100%	100%
Emergency Mgt	% of schools that successfully pas lockdown/blackout drills	Effectiveness	New for FY14	New for FY14	New for FY14	New for FY14	100%	100%
Emergency Mgt	% of municipal departments passing annual safety drills (tornado, lockdown, fire)	Effectiveness	New for FY12	75%	100%	90%	100%	100%
Emergency Mgt.	% of City departments conducting monthly building safety audits	Effectiveness	New for FY14	New for FY14	New for FY14	New for FY14	50%	100%
Emergency Mgt.	% of applicable City departments reporting Hazardous Materials storage	Effectiveness	New for FY12	85%	100%	95%	100%	100%
Emergency Mgt.	% of hazardous material response invoices recovered	Efficiency	New for FY12	40%	75%	13%	75%	100%

BUDGET SUMMARY:

Cost Center #: 4343

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 212,892	$ 217,229	$ 127,364	$ 125,328	$ 103,480	$ 103,480
Operations	$ 18,687	$ 31,123	$ 27,271	$ 10,077	$ 27,340	$ 27,340
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total Expenditures	**$ 231,578**	**$ 248,352**	**$ 154,635**	**$ 135,405**	**$ 130,820**	**$ 130,820**
% budget change	*-7%*	*7%*		*-45%*		*-15%*
* as amended						
** as of 9/3/2013						
Authorized FTE	**2.85**	**2.85**	**1.00**	**1.00**	**1.00**	**1.00**

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 329 miles of city streets with more than 400 miles of curb and gutter, approximately 200 miles of sidewalk , and 16 bridges. Additional information regarding the Streets & Traffic Division may be obtained by contacting Joseph K. Wilson III, P.E. Transportation Director, at (704) 920-5362 or via email at wilsonj@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 Joseph K. Wilson III, P.E., Transportation Director, at (704) 920-5362 or via email at wilsonj@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 Joseph K. Wilson III, P.E., Transportation Director, at (704) 920-5362 or via email at wilsonj@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 Joseph K. Wilson III, P.E., Transportation Director, at (704) 920-5362 or via email at wilsonj@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 Allen Scott, Director of Solid Waste & Recycling, at (704) 920-5370 or via email at scotta@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

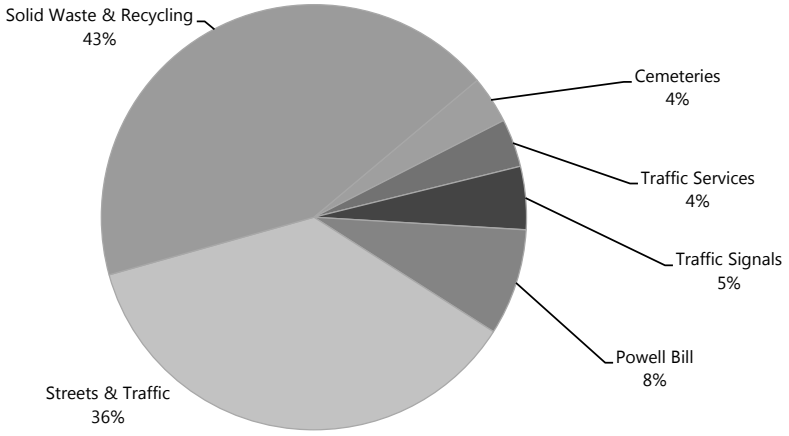
Budget Unit (General Fund)	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2103 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Streets & Traffic	$ 4,328,205	$ 4,084,490	$ 4,515,555	$ 3,795,100	$ 5,219,945	$ 5,219,945
Powell Bill	$ 2,055,004	$ 1,772,994	$ 3,360,413	$ 1,802,806	$ 1,153,862	$ 1,153,862
Traffic Signals	$ 502,067	$ 556,371	$ 679,111	$ 637,167	$ 683,684	$ 683,684
Traffic Services	$ 477,504	$ 502,654	$ 543,165	$ 469,932	$ 521,362	$ 521,362
Solid Waste & Recycling	$ 8,180,287	$ 5,553,911	$ 6,299,635	$ 5,876,466	$ 6,171,051	$ 6,171,051
Cemeteries	$ 475,793	$ 457,056	$ 511,603	$ 503,946	$ 515,268	$ 515,268
Fleet Services***	$ -	$ 55,334	$ 97,231	$ 254,817	$ -	$ -
Total Expenditures	**$ 16,018,861**	**$ 12,982,810**	**$ 16,006,713**	**$ 13,340,234**	**$ 14,265,172**	**$ 14,265,172**
% budget change	*9%*	*-19%*		*3%*		*-11%*

* as amended

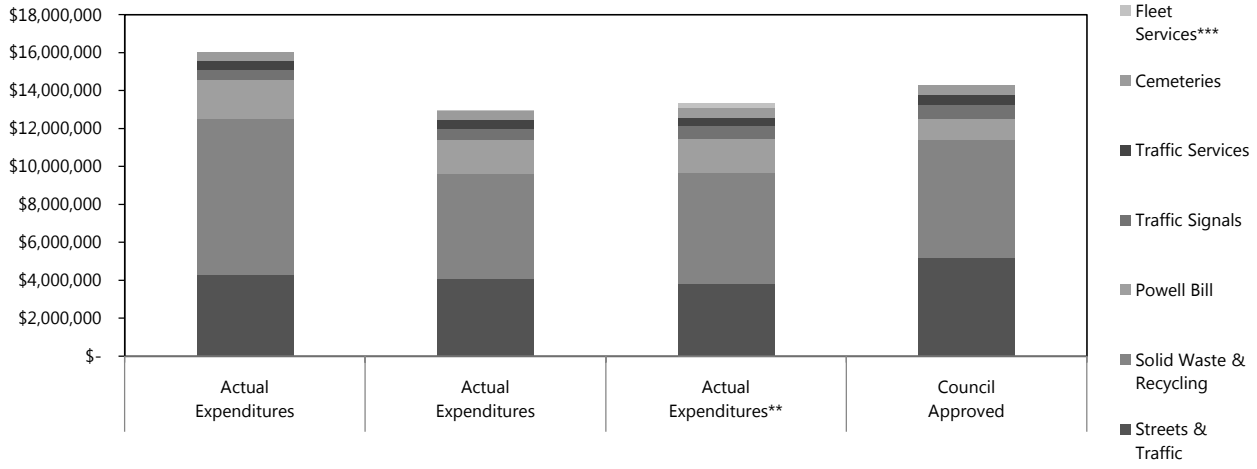
** as of 9/3/2013

***Fleet Services moved to the General Fund in FY12. Past expenditures can be found in the Internal Service Fund.

FY 13-14 Public Works Expenditures
(by Budget Unit)



Public Works Expenditure Trend



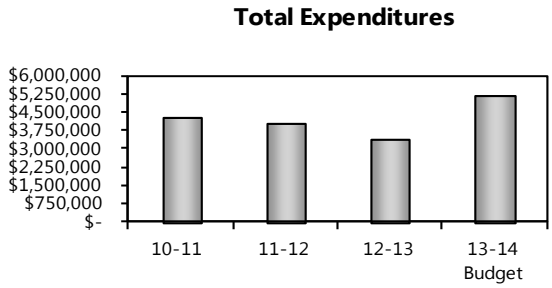
STREETS AND TRAFFIC

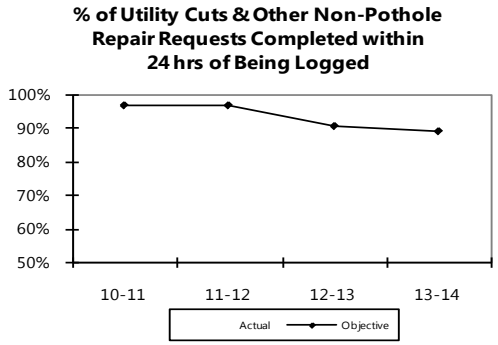
MISSION: The Streets & Traffic Division exists to manage, inspect, perform maintenance, and enhance the safety and serviceability of the City of Concord's Street, Bike and Pedestrian Systems for the benefit and welfare of the traveling public.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICES (S) PROVIDED:

- Non-Powell Bill eligible Roadway Maintenance and small Construction or Enhancement Projects
- Emergency response and resolution of service area street problems.
- Traffic Engineering, Technical Support, Contract and Customer Services
- Infrastructure Inspection and Quality Assurance

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Provided $500,000 to repave/preserve additional streets annually to improve the City's average pavement rating.
- Provided 37% funding to complement 63% Powell Bill funding to replace two equipment trailers and one dump truck.
- Provided partial funding for 3-way share among Streets and Traffic, Powell Bill, and Signals for mini-excavator to perform trenching work (side-walk maintenance, signal and communication fiber installation, etc.) in constrained locations.
- Continued use of private sector contracting for specialized, non-Powell Bill eligible maintenance operations to achieve maximum efficiency using available funding.
- Continued citizen education efforts through Recognized Neighborhood group meetings, Civic Ed, and Concord 101.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue funding initiative to repave and preserve additional streets annually to improve the City's average pavement rating.
- Provide 37% funding to complement 63% Powell Bill funding to replace STR 636 Dump Truck, STR 391 Pick-up Truck, STR 041 Mower Tractor with appurtenances, and STR 640 Patch Roller.
- Provide funding for contracted concrete repair services to supplement sidewalk maintenance by City forces to achieve maximum effectiveness of operations.
- Continue evaluation and use of other private sector contracting for specialized, non-Powell Bill eligible maintenance operations to achieve maximum efficiency using available funding.
- Continue funding to provide career development programs to increase coworker proficiency through Rowan Cabarrus Community College (RCCC) and the Institute for Transportation Research and Education (ITRE).

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to explore new methods to improve operational procedures to achieve higher benefit cost ratios for all programs, services, and activities performed by the Street and Traffic Division.
- Continue use of asset-resource management software to evaluate performance effectiveness to maximize effectiveness and efficiency of non-Powell Bill operations.
- Continue to participate in the UNC Institute of Government's Benchmarking Project to measure service profiles against other NC cities of comparable population size.
- Monitor and quickly identify potential expenditure problems and improve management.

PERFORMANCE GOALS:

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

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

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

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

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Traffic Eng., Tech. & Customer Service	Average response / analysis time (in days) for traffic safety and speeding complaints	Effectiveness	16	16	18	13	15	18
Roadway Maint. & Constr.	% of repairs to utility cuts and other non-pothole repair customer requests completed within 24-hrs. of being logged	Effectiveness	78%	83%	90%	90%	89%	95%
Traffic Eng., Tech. & Customer Service	% of customer inquiries responded to within 24-hrs	Effectiveness	94%	96%	95%	97%	97%	95%

BUDGET SUMMARY:

Cost Center #: 4510

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 639,398	$ 619,113	$ 621,373	$ 646,973	$ 1,623,453	$ 1,623,453
Operations	$ 426,277	$ 915,741	$ 1,497,973	$ 855,509	$ 1,208,627	$ 1,208,627
Capital Outlay	$ 211,658	$ 69,480	$ 143,552	$ 70,801	$ 86,580	$ 86,580
Debt Service	$ 590,190	$ 232,402	$ 225,230	$ 225,226	$ 217,211	$ 217,211
CIP Projects	$ -	$ -	$ -	$ -	$ -	$ -
Cost Allocations	$ 422,533	$ 257,036	$ 290,335	$ 259,499	$ 317,509	$ 317,509
Transfers	$ 2,038,149	$ 1,990,718	$ 1,737,092	$ 1,737,092	$ 1,766,565	$ 1,766,565
Total Expenditures	**$ 4,328,205**	**$ 4,084,490**	**$ 4,515,555**	**$ 3,795,100**	**$ 5,219,945**	**$ 5,219,945**
% budget change	*-8%*	*-6%*		*-7%*		*16%*
Total Revenues	**$ 277,334**	**$ 398,244**	**$ 452,288**	**$ 405,857**	**$ 411,869**	**$ 411,869**
Net Costs	**$ 4,050,871**	**$ 3,686,246**	**$ 4,063,267**	**$ 3,389,243**	**$ 4,808,076**	**$ 4,808,076**

* as amended

** as of 9/3/2013

After adoption, Personnel costs are allocated back to Powell Bill funds using project hours.

Authorized FTE	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**

POWELL BILL

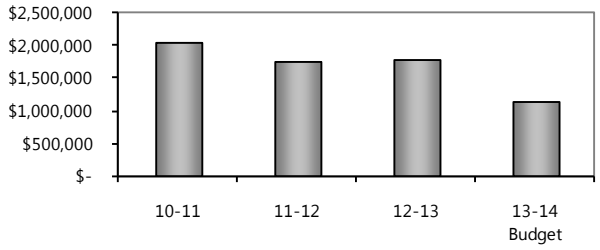
MISSION: Powell Bill funds are used to maintain and enhance City of Concord Street, Bike, and Pedestrian Systems for the benefit and welfare of the traveling public through the restricted local use of state-shared motor vehicle fuel taxes.

PROGRAM LOCATOR:

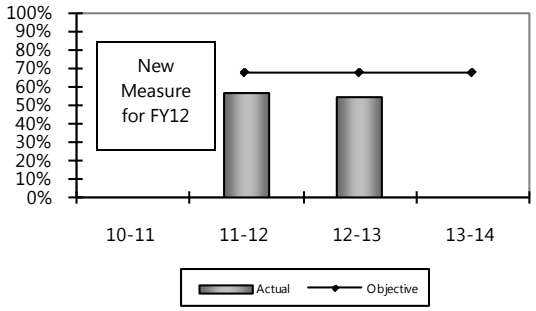
Fund: General Fund
Functional Area: Public Works
Department: Transportation
Division: **Powell Bill**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of City Lane Miles Rated 85% or Better



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Focused on reducing the current street repaving cycle time by maximizing the number of lane miles resurfaced and / or preserved with available Powell Bill funds and to provide regular street maintenance, sidewalk maintenance, bridge maintenance, and street right-of-way operations.
- Provided 63% funding to complement 37% non-Powell Bill funding to replace 2 equipment trailers and one dump truck.
- Continued to provide funding of specialized Powell Bill eligible private sector contract services such as consulting engineering for bridge inspections, tree and limb removal, guardrail maintenance, railroad arm gear maintenance and installation of raised pavement markers and thermoplastic pavement markings on City streets.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to focus on reducing the current street repaving cycle time by maximizing the number of lane miles resurfaced and / or preserved with available Powell Bill funds and to provide regular street maintenance, sidewalk maintenance, bridge maintenance, and street right-of-way operations.
- Provide 63% funding to complement 37% non-Powell Bill funding to replace STR 636 Dump Truck, STR 391 Pick-up Truck, STR 041 Mower Tractor with appurtenances, and STR 640 Patch Roller.
- Provide 100% funding to replace snow plow and spreader for replacement vehicle STR 636.
- Continue to provide funding for specialized Powell Bill eligible private sector contract services such as consulting engineering for bridge inspections, tree and limb removal, guardrail maintenance, railroad arm gear maintenance and installation of raised pavement markers and thermoplastic pavement markings on City streets.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

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

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

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

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

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Roadway Maint. & Construct.	Cost of asphalt maintenance per lane mile	Efficiency	$2,462	$1,562	$2,400	NA	$2,200	$2,400
Roadway Maint. & Construct.	% of reported pot holes repaired within 24-hours	Effectiveness	83%	96%	95%	90%	95%	95%
Bridge Maint. & Upkeep	% of City bridges rated at good or better on a bi-annual basis	Effectiveness	Next Rating 2012	65%	85%	NA	NA	100%
Roadway Maint. & Construct.	% of lane miles rated 85% or better	Effectiveness	51%	57%	68%	55%	95%	68%
Roadway Maint. & Construct.	% of lane miles rated below 45%	Effectiveness	New for FY12	3%	1%	4%	1%	1%
Roadway Maint. & Construct.	Average Pavement Rating % of Entire System (street-lane-miles)	Effectiveness	New for FY12	83%	83%	81%	84%	85%
ROW Maint. Ops	% of mowing routes rated monthly at satisfactory or better during growing season	Effectiveness	98%	100%	100%	100%	NA	95%

BUDGET SUMMARY:

Cost Center #: 4511

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 998,862	$ 1,002,686	$ 1,026,711	$ 953,699	$ 6,000	$ 6,000
Operations	$ 807,080	$ 606,281	$ 2,191,952	$ 726,132	$ 951,142	$ 951,142
Capital Outlay	$ 163,549	$ 164,027	$ 141,750	$ 122,975	$ 196,720	$ 196,720
Cost Allocations	$ 46,473	$ -	$ -	$ -	$ -	$ -
Transfers	$ 39,040	$ -	$ -	$ -	$ -	$ -
Total Expenditures	**$ 2,055,004**	**$ 1,772,994**	**$ 3,360,413**	**$ 1,802,806**	**$ 1,153,862**	**$ 1,153,862**
% budget change	*-3%*	*-14%*		*2%*		*-66%*
Total Revenues	**$ 2,088,751**	**$ 2,101,620**	**$ 2,168,910**	**$ 2,168,910**	**$ 2,100,000**	**$ 2,100,000**
Net Costs	**$ (33,747)**	**$ (328,626)**	**$ 1,191,503**	**$ (366,104)**	**$ (946,138)**	**$ (946,138)**
* as amended						
**as of 9/3/2013						
Authorized FTE	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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

TRAFFIC SIGNALS

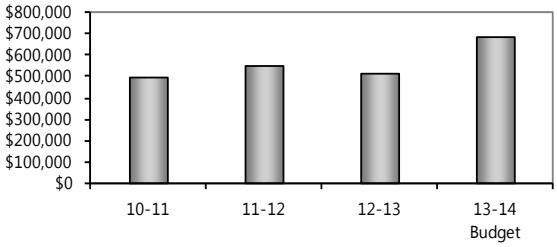
MISSION: The Signal Division maintains, optimizes, and enhances traffic control signals, intersection control beacons, and school zone flashers, owned by the City of Concord and the NCDOT for the benefit and welfare of the traveling public. Additionally, the Signal Division manages and maintains the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

PROGRAM LOCATOR:

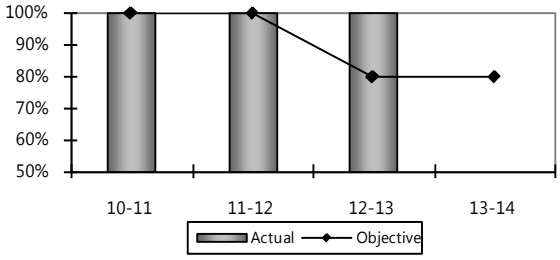
Fund: General Fund
Functional Area: Public Works
Department: Transportation
Division: **Traffic Signals**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



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



MAJOR SERVICE(S) PROVIDED:

- Maintenance of 111 Traffic Control Signals, 6 Intersection Control Beacons, 22 School Zone Flashers, and 8 Pedestrian Signal Heads.
- Signal optimization and equipment diagnostic services.
- Manages and maintains the City's fiber optic network.
- Emergency response and resolution of service area signal problems.

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Completed year two (2) of Schedule C and Schedule D maintenance operations on NCDOT signals in the Concord Area.
- Continued funding to supplement NCDOT reimbursements for regular and routine signal maintenance on City and NCDOT service area signals.
- Secured $1 Million TSCP Grant which included funding for a $200,000 Local Match for interconnection of 100-130 signalized intersections in the Concord are along with installation of 20-30 traffic surveillance cameras and ITS infrastructure.
- Completed CMS - Buffer Zone Grant Project associated with the Democratic National Convention.
- Completed construction of new mast arm signal assembly on Cabarrus Ave., W as part of the Dorland Ave., SW Realignment Project.
- Completed Cabarrus Ave., W / Union Cemetery Rd. Turn Lane and Signal Modification Project.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue funding to supplement NCDOT reimbursements for regular and routine signal maintenance on City and NCDOT service area signals.
- Continue expansion and integration of City signal operations at the Traffic Management Center.
- Continue funding of pedestrian signalization in conjunction with signal assembly upgrades
- Continue Flashing Yellow Arrow (FYA) Upgrade Program to designated signal assemblies in coordination with the NCDOT.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Expand use of integrated signal communication and traffic management software at the Traffic Management Center to improve efficiency of operations associated with upgrades to 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 offerings of NCDOT and IMSA courses.
- Monitor and quickly identify potential expenditure problems and improve management of assets through the use of monthly budget and work plan review meetings.

PERFORMANCE GOALS:

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

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

Major Service Area: **Signal Optimization**

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Signal Emergency Maint.	% on-site response to malfunctioning signals made within 2-hrs or less	Effectiveness	100%	100%	100%	100%	100%	100%
Signal Indication Maint.	% of repairs to indication failures within 24-hrs or less	Effectiveness	98%	100%	95%	100%	100%	100%
Signal Preventative Maint.	% of NCDOT signals checked on time to meet Schedule C requirement (once/year)	Effectiveness	100%	100%	80%	100%	80%	100%
Signal Preventative Maint.	% of NCDOT signals optimized on time to Schedule D maintenance (once/year)	Effectiveness	100%	66%	100%	60%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4513

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 223,455	$ 232,946	$ 242,206	$ 241,474	$ 277,230	$ 277,230
Operations	$ 228,235	$ 277,579	$ 330,397	$ 300,833	$ 357,881	$ 357,881
Capital Outlay	$ 23,387	$ 19,250	$ 75,950	$ 65,567	$ 23,000	$ 23,000
Cost Allocations	$ 26,991	$ 21,596	$ 30,558	$ 29,293	$ 25,573	$ 25,573
Transfers	$ -	$ 5,000	$ -	$ -	$ -	$ -
Total Expenditures	**$ 502,067**	**$ 556,371**	**$ 679,111**	**$ 637,167**	**$ 683,684**	**$ 683,684**
% budget change	*-29%*	*11%*		*15%*		*1%*
Total Revenues	**$ 126,357**	**$ 178,311**	**$ 157,000**	**$ 247,458**	**$ 247,500**	**$ 247,500**
Net Costs	**$ 375,710**	**$ 378,060**	**$ 522,111**	**$ 389,709**	**$ 436,184**	**$ 436,184**
* as amended						
** as of 9/3/2013						
Authorized FTE	**4.00**	**4.00**	**4.00**	**4.00**	**5.00**	**5.00**

TRAFFIC SERVICES

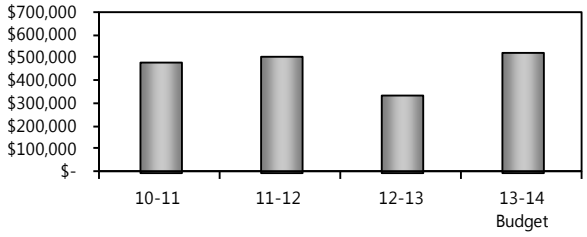
MISSION: Traffic Services exists to maintain, evaluate, and enhance traffic control signs, pavement markings, and traffic safety measures on the City of Concord's Street, Bike, and Pedestrian Systems for the benefit and welfare of the traveling public.

PROGRAM LOCATOR:

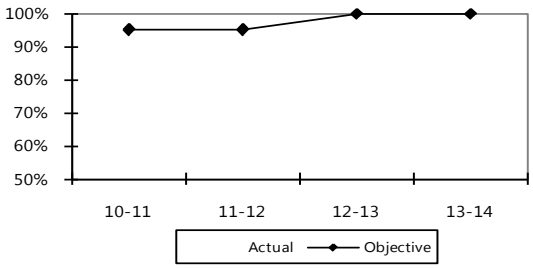
Fund: General Fund
Functional Area: Public Works
Department: Transportation
Division: **Traffic Services**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



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



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Supported traffic and pedestrian control associated with special events and activities in the City of Concord.
- Continued responsibilities associated with the decal striping of City of Concord vehicles.
- Continued Regulatory and Warning Sign and the Raised Pavement Marker maintenance programs.
- Used retroreflective & spectroanalysis compliance surveys to maintain a current inventory database coupled with asset-resource management control through GIS and Cityworks to comply with FHWA and MUTCD regulations.
- Provided emphasis on maintaining current level of service (LOS) within approved funding allocation(s).

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Provide emphasis on maintaining current level of service (LOS) within approved funding allocation(s).
- Fund retroreflective & spectroanalysis compliance operations to maintain a current inventory database. This is coupled with asset-resource management control through GIS and Cityworks to ensure compliance with FHWA and MUTCD.
- Continue Raised Pavement Marker Program on major City streets to provide positive guidance for drivers during low-light and inclement weather conditions.
- Provide 50% funding from Traffic Services with 50% funding from Signals for a gasoline powered utility cart with light bar to serve pedestrian and traffic control support for CMS Events, Downtown Special Events and other events involving high pedestrian limited maneuverability operations.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to explore new methods to improve operational procedures to achieve cost savings for all programs, services, and activities performed by the Traffic Services Division.
- 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.
- Provide opportunities for career development programs to increase coworker proficiency thru IMSA and RCCC.
- Monitor and quickly identify potential expenditure problems and improve management of assets through the use of monthly budget and work plan review meetings.

PERFORMANCE GOALS:

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

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

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

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

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

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Traffic Control Signage & Pavement Markings	% of STOP sign knock downs responded to within 1 hour	Effectiveness	100%	100%	100%	100%	100%	100%
Traffic Control Signage & Pavement Markings	% of in-field work orders for regulatory or warning sign replacements made within 72 hours	Effectiveness	84%	100%	100%	100%	100%	95%
Traffic Control Signage & Pavement Markings	% of programmed sign replacements made within one week of scheduling	Effectiveness	100%	100%	100%	100%	100%	100%
Traffic Services Tech. Assistance	% of on-call assistance for utility emergency or incident operations made within two hours	Effectiveness	100%	100%	100%	100%	100%	100%
Custom Signs & Decals	% of custom sign requests completed within 2 weeks for internal customers	Effectiveness	100%	100%	100%	100%	100%	100%
Custom Signs & Decals	% of rezoning/special use notice postings made accurately within the legal time requirement	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center # 4514	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 296,661	$ 302,371	$ 305,874	$ 304,964	$ 301,452	$ 301,452
Operations	$ 125,487	$ 154,068	$ 212,777	$ 141,404	$ 181,944	$ 181,944
Capital Outlay	$ 16,404	$ 6,525	$ -	$ -	$ 8,000	$ 8,000
Cost Allocations	$ 38,953	$ 27,665	$ 24,514	$ 23,564	$ 29,966	$ 29,966
Transfer	$ -	$ 12,025	$ -	$ -	$ -	$ -
Total Expenditures	**$ 477,504**	**$ 502,654**	**$ 543,165**	**$ 469,932**	**$ 521,362**	**$ 521,362**
% budget change	*-5%*	*5%*		*-7%*		*-4%*
Total Revenues	**$ 3,995**	**$ 5,840**	**$ 2,500**	**$ 1,520**	**$ 5,000**	**$ 5,000**
Net Costs	**$ 473,509**	**$ 496,814**	**$ 540,665**	**$ 468,412**	**$ 516,362**	**$ 516,362**
* as amended						
** as of 9/3/2013						
Authorized FTE	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

SOLID WASTE & RECYCLING

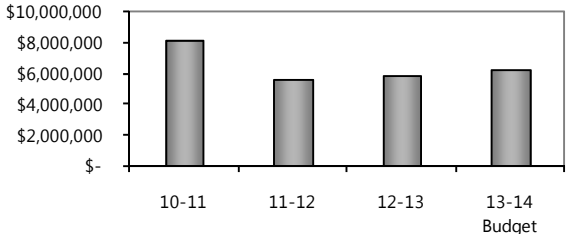
MISSION: The Solid Waste & Recycling department exists to provide residential garbage, recycling, yard waste collection and disposal, and provides businesses with waste reduction and recycling opportunities in order to protect and preserve public health and safety, and to protect and enhance the physical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

PROGRAM LOCATOR:

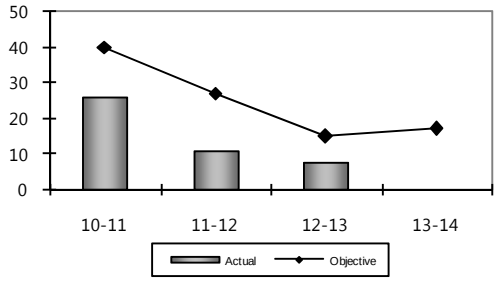
Fund: General Fund
Functional Area: Public Works
Department: **Solid Waste & Recycling**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Complaints per 1,000 Collection Points (Garbage & Bulky Waste)



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-2013 MAJOR ACCOMPLISHMENTS:

- Evaluated Mobile 311 and developed capability for advanced location of yard waste and bulky collection to maximize collection efficiencies, and to eliminate bulky waste scheduling requirement. Implementation will begin July 8, 2013.
- Recycling participation increased from 62% to 68% with addition of 95 gallon recycling carts and remained steady during FY 2012-2013.
- The average monthly recycling tonnage has increased from 462 to 474 tons per month for a 2.5% increase compared to FY 2012, which is 50% above the FY 2011 collection rate.
- Conducted monthly crew meetings to review performance data and to solicit Coworker input to establish appropriate performance measures and evaluate cost reduction measures for yard waste and City-provided recycling services.
- Constructed 72 ft. by 120 ft. fabric shelter for solid waste at Brown Operations Center. This structure provides needed warehousing capacity and a location for repair, cleaning and redistribution of damage rollout carts. Repair and reuse of damaged carts will reduce the annual cart purchase budget by $24,000 to $37,000.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to focus public education and communication program to increase the curbside recycling participation rate and tons collected.
- Implement Mobile 311 to locate bulky waste, eliminating the need for customers to call and schedule collection.
- Construct leaf processing site at the Operations Center and review options for a Debris Management Site location.
- Continue to identify waste reduction and promotion of recycling to show good faith effort in achieving NC state-wide waste reduction goal of 40% below the FY 1991-1992 per capita waste generation rate.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue automated waste and recycling collection program and customer education efforts about changes in bulky waste service and pre-collection requirements.
- Continue development of *CityWorks* and *Mobile 311* to monitor weekly Yard Waste & Bulky Waste Collection Performance.
- Develop appropriate performance measures for individual Yard Waste crews.
- Continue to meet with individual crews to discuss performance measures and achievable goals.
- Continue to utilize all practical methods including press releases, utility bill inserts, and *ConnectCTY* to notify citizens of the leaf collection schedule and any changes that might occur during the season.
- Continue conducting customer satisfaction survey that will target recycling participation and other service areas in the City of Concord.

PERFORMANCE GOALS:

Major Service Area: **Residential Garbage/Bulky/Recycling Collection**

Goal: 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.

Major Service Area: **Commercial Cardboard/Office Paper/Commingled Recycling Collection**

Goal: To provide attractive commercial recycling programs to businesses in order to promote waste reduction and to provide cost reduction opportunities in the business community.

Major Service Area: **Yard Waste Collection**

Goal: To provide yard waste collection to City residents in order to keep neighborhoods clean and attractive.

Major Service Area: **White Goods, Metal, Tire, & Building Material Collection**

Goal: 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.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Residential Garbage Collection	Tons per 1,000 population	Workload	300	292	285	285	280	275
Residential Garbage & Bulky Collection	Contractor complaints per 1,000 collection points	Effectiveness	28	11	15	8	15	12
Residential Recycling Collection	% of customers participating in curb-side recycling program	Effectiveness	71%	76%	75%	76%	77%	80%
Residential Recycling Collection	Avg. pounds of recyclables collected per household per year in curbside recycling program	Effectiveness	259	398	410	402	400	425
Commercial Recycling Collection	# of commercial corrugated recycling customers	Workload	373	421	405	407	430	440
Commercial Recycling Collection	# of commercial office white/mixed paper recycling customers	Workload	208	246	250	222	250	270
Yard Waste Collection	Pounds per Collection Point	Effectiveness	New for FY14	New for FY14	New for FY14	New for FY14	614	NA
Yard Waste Collection	Cost per Collection Point	Efficiency	$63.27	$72.30	$65	$56	$63	$60

BUDGET SUMMARY:

Cost Center #: 4520

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,668,383	$ 1,610,532	$ 1,735,001	$ 1,673,375	$ 1,727,542	$ 1,727,542
Operations	$ 5,957,522	$ 3,524,298	$ 3,820,883	$ 3,482,089	$ 3,934,077	$ 3,934,077
Capital Outlay	$ 98,105	$ 255,288	$ 330,500	$ 305,833	$ 130,000	$ 130,000
Transfers	$ -	$ 54,712	$ 240,000	$ 240,000	$ 125,288	$ 125,288
Cost Allocations	$ 456,276	$ 109,081	$ 173,251	$ 175,169	$ 254,144	$ 254,144
Total Expenditures	**$ 8,180,287**	**$ 5,553,911**	**$ 6,299,635**	**$ 5,876,466**	**$ 6,171,051**	**$ 6,171,051**
% budget change	*34%*	*-32%*		*6%*		*-2%*
Total Revenues	**$ 1,839,960**	**$ 1,852,926**	**$ 1,796,700**	**$ 1,754,941**	**$ 1,715,100**	**$ 1,715,100**
Net Costs	**$ 6,340,327**	**$ 3,700,985**	**$ 4,502,935**	**$ 4,121,525**	**$ 4,455,951**	**$ 4,455,951**
* as amended						
** as of 9/3/2013						
Authorized FTE	**33.00**	**31.00**	**31.00**	**31.00**	**31.00**	**31.00**

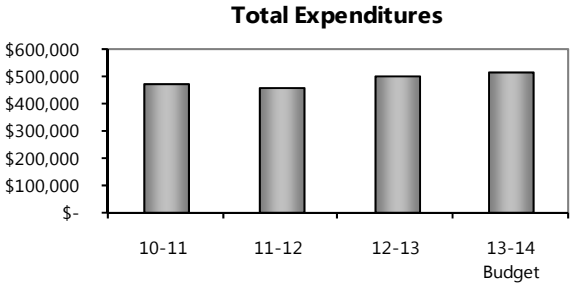
CEMETERIES

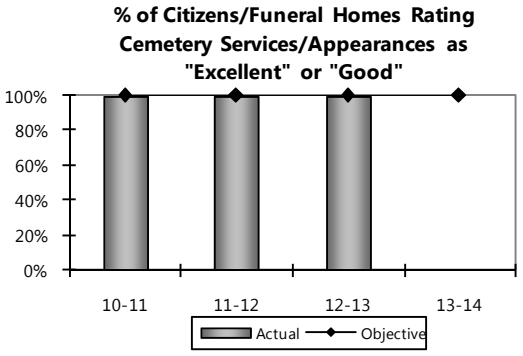
MISSION: The Cemetery Division provides for the comprehensive and continuous operation and maintenance of the City cemeteries in an efficient, accurate and professional manner.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Cemetery Operations

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Banded all trees to combat cankerworm infestation.
- Removed all dead or dying trees from cemeteries.
- Continued to promote the Columbarium with new signs installed.
- Monuments toppled during vandalism righted.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- New roof for Oakwood offices.
- New aggressive process to bring fire ant infestation under control.
- Purchase of new 48 inch mower to improve efficiency.
- Aggressive maintenance of certain grave sites prone to sinking.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Monthly staff meetings designed to improve customer service.
- Work towards integrating new Department Director into Cemeteries operation.

PERFORMANCE GOALS:

Major Service Area: **Cemetery Operations**

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Cemetery Operations	% of citizens/funeral homes rating Cemetery services/appearance as "Excellent" or "Good"	Effectiveness	100%	100%	100%	100%	100%	100%
Cemetery Operations	% of Cemetery work orders responded to within 24 hours	Effectiveness	100%	100%	100%	100%	100%	100%
Cemetery Operations	% of Cemetery mowing completed on time	Effectiveness	98%	100%	100%	89%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4540	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 385,891	$ 390,908	$ 424,349	$ 404,395	$ 400,195	$ 400,195
Operations	$ 39,022	$ 62,196	$ 79,289	$ 91,645	$ 105,112	$ 105,112
Capital Outlay	$ 30,522	$ -	$ 7,500	$ 7,460	$ 9,000	$ 9,000
Cost Allocations	$ 20,359	$ 3,952	$ 465	$ 446	$ 961	$ 961
Total Expenditures	**$ 475,793**	**$ 457,056**	**$ 511,603**	**$ 503,946**	**$ 515,268**	**$ 515,268**
% budget change	*-9%*	*-4%*		*10%*		*0.7%*
Total Revenues	**$ 105,865**	**$ 111,526**	**$ 98,000**	**$ 102,362**	**$ 100,000**	**$ 100,000**
Net Costs	**$ 369,928**	**$ 345,530**	**$ 413,603**	**$ 401,584**	**$ 415,268**	**$ 415,268**
* as amended						
** as of 9/3/2013						
Authorized FTE	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**

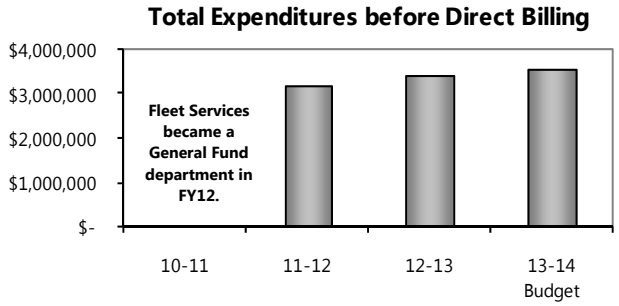
FLEET SERVICES

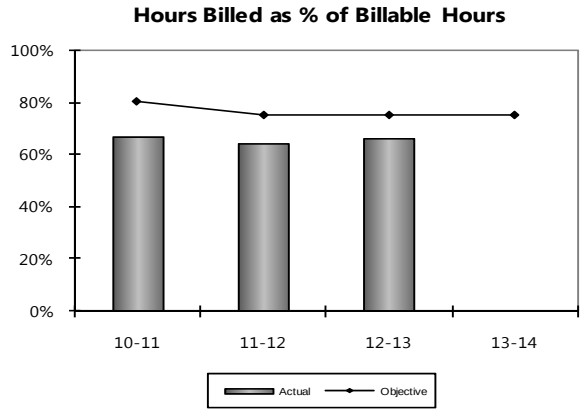
MISSION: Fleet Services provides City departments with the most timely and cost-effective vehicle/equipment maintenance, repair, and fueling services. Our focus is to maintain a competitive advantage by providing the best value to our customers, which will in turn allow a greater level of service to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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Fleet is recognized by the NC Benchmarking Program as having the lowest cost per Vehicle Equivalent Unit for 5 years in a row.
- Received the Top 100 Fleets designation for 2012, which is the third consecutive year.
- Incorporated the Fire Department mechanic into Fleet Services to better support and streamline the repair of fire apparatus.
- Converted the current BOC wash bay into a service bay for the fire apparatus.
- Received and commissioned 36 new Ford Police Interceptor Police cars for the Police Dept.
- Incorporated the Airport fueling system within the Fleet's system, which monitors all transactions, and has saved 15% on fuel usage at the Airport.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Upgrade last 4 computers to enable our fleet management software to be upgraded, proving more features to enhance customer service.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Use the Fleet Liaison Quarterly Meeting to pass information and training to the departments, and to receive ideas and feedback to better enhance service.
- Educate co-workers using the Journey through Concord Program on how to use Fleet Services.
- Focus mechanic training on specific sources of vehicle come-backs as identified by new fleet software.
- Obtain ASE Blue Seal Certification for Fleet Services.

PERFORMANCE GOALS:

***Major Service Area*: Maintenance**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Maintenance	Hours billed as % of billable hours	Efficiency	67%	64%	75%	66%	75%	80%
Maintenance	% of work orders completed within 24 hours	Effectiveness	98%	99%	98%	98%	99%	98%
Maintenance	% of work orders that require repeat repairs within 30 days	Effectiveness	0.6%	0.3%	0.4%	0.5%	0.4%	0.4%
Maintenance	% of customers rating overall service as "Excellent" or "Good"	Effectiveness	85%	98%	98%	97%	98%	NA
Maintenance	Fleet Availability Rate	Effectiveness	98%	99%	99%	98%	99%	NA

BUDGET SUMMARY:

Cost Center #: 4550

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ -	$ 796,605	$ 838,890	$ 831,849	$ 858,424	$ 858,424
Operations	$ -	$ 2,408,053	$ 2,817,748	$ 2,517,583	$ 2,703,965	$ 2,703,965
Capital Outlay	$ -	$ -	$ 93,000	$ 71,745	$ 30,000	$ 30,000
Cost Allocations	$ -	$ -	$ 20,074	$ -	$ -	$ -
Fleet Direct Billing	$ -	$ (3,149,324)	$ (3,672,481)	$ (3,166,360)	$ (3,592,389)	$ (3,592,389)
Other Appropriations						
Total Expenses	**$ -**	**$ 55,334**	**$ 97,231**	**$ 254,817**	**$ -**	**$ -**
% budget change				*1%*		*-2%*

* as amended

** as of 9/3/2013

Note - Fleet Services moved from the Internal Services Fund to the General Fund. Prior year actuals can be found in the Internal Services section of this document.

Authorized FTE		**13.00**	**13.00**	**13.00**	**13.00**	**13.00**

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 Margaret Pearson, Planning & Neighborhood Development Director, at (704) 920-5151 or via email at pearsonm@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 Joseph K. Wilson III, P.E. Transportation Director, at (704) 920-5362 or via email at wilsonj@concordnc.gov.

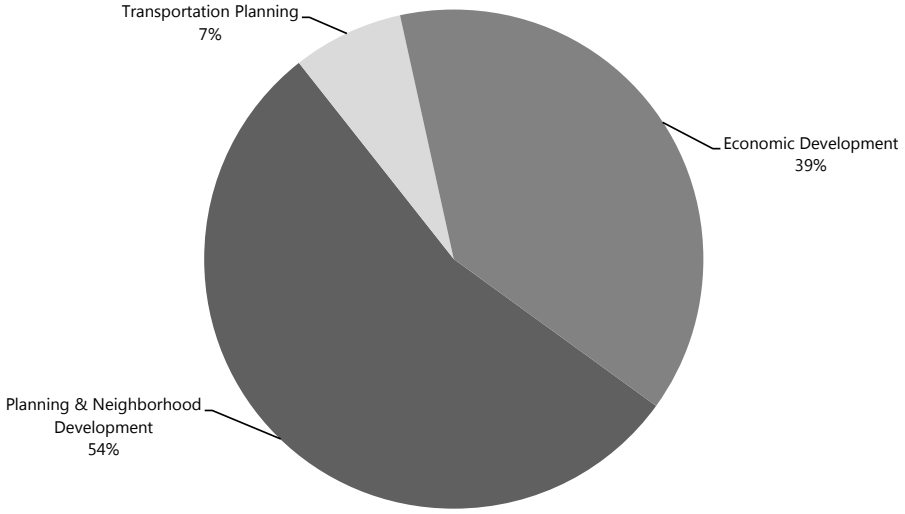
Economic Development: Economic Development administers local, state and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities. Additional information regarding Economic Development may be obtained by contacting Jeff Young, Economic Development and Sustainability Director, at (704) 920-5132 or via email at youngj@concordnc.gov.

Economic Development Expenditures

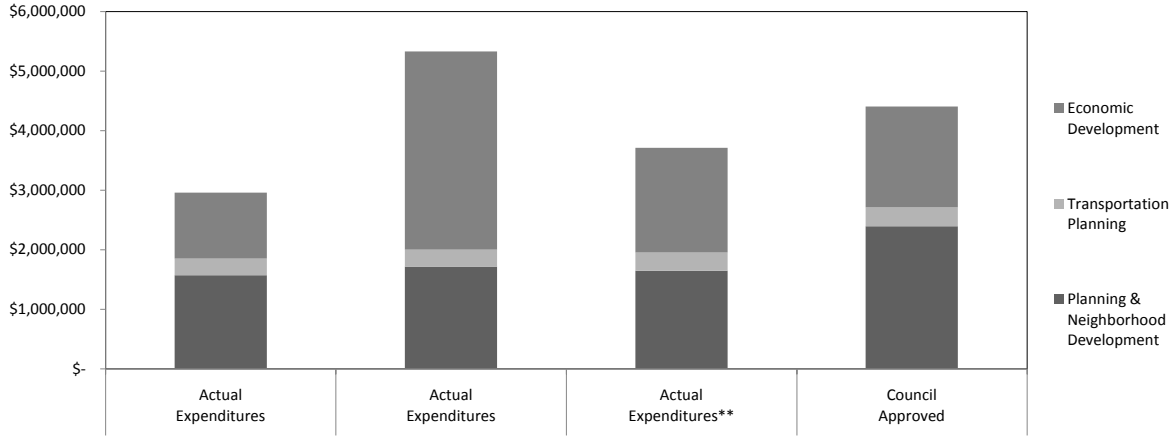
By Department (General Fund)	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Planning & Neighborhood Development	$ 1,572,970	$ 1,716,367	$ 1,789,802	$ 1,646,425	$ 2,396,920	$ 2,396,920
Transportation Planning	$ 280,071	$ 286,320	$ 312,478	$ 306,619	$ 316,506	$ 316,506
Economic Development	$ 1,108,857	$ 3,327,534	$ 2,487,030	$ 1,757,948	$ 1,695,211	$ 1,695,211
Total Expenditures	**$ 2,961,898**	**$ 5,330,221**	**$ 4,589,310**	**$ 3,710,992**	**$ 4,408,637**	**$ 4,408,637**
* as amended	*5%*	*80%*		*-30%*		*-4%*

**as of 9/3/2013

FY 13-14 Economic Development Expenditures (by Budget Unit)



Economic Development Expenditure Trend



PLANNING & NEIGHBORHOOD DEVELOPMENT

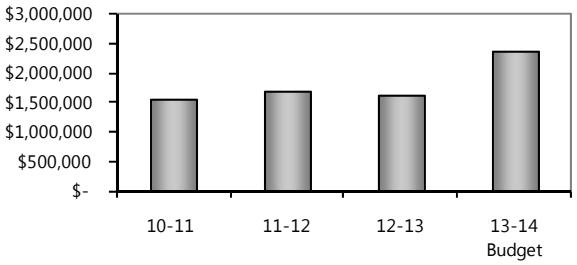
MISSION: The Planning & Neighborhood Development Department exists to provide courteous, effective and accurate planning, development and inspection services to the City of Concord residents and development community in order to build a thriving, prosperous, and safe community that enhances the quality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

PROGRAM LOCATOR:

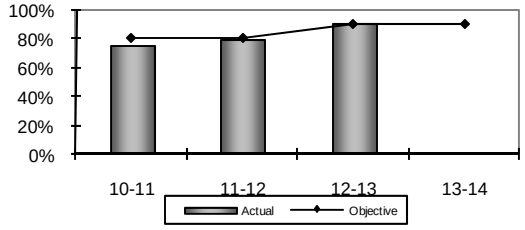
Fund: General Fund
Functional Area: Economic Development
Department: **Planning & Neighborhood Development**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Customers "Very" or "Somewhat" Satisfied with Business Assistance



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Continued to implement strategies learned from the School of Government's development review benchmarking project.
- Completed the transfer of the old public works site to Carolina Courts.
- Completed the close out of the Brownfield Economic Grant.
- Completed Ph. II renovations at Clearwater Artist Studios.
- Worked with Walgreens developer toward the former Heilig Meyers building and 5/3 properties for the construction of a new Walgreens.
- Selected artists to replace the downtown murals.
- Continued to work with the Carlisle Development for the next phase of Logan redevelopment.
- Partnered with Habitat to purchase and build homes.
- Submitted successful Action Plan and Caper Report to HUD. Met 1.5 CDBG spending ratios.
- Oversaw development of a web-based (internet) GIS mapping program for use by employees and citizens.
- Conducted a planning and training session with the Planning and Zoning Commission to identify revisions to staff reports, agendas/procedures.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Work with the County to implement new software Accela for Plan Review.
- Complete downtown mural installations for the bicentennial parking lot and the Market/Union passageways with signed agreement from property owner.
- Hire part-time manager to oversee Clearwater Artist Studios.
- Continue to work with Walgreens developer to develop the old Heilig Meyers site including demolition of the building.
- Continue to generate informational service specific Website, newsletters and pamphlets for citizen/developer education and assistance.
- Continue to use HUD funds to facilitate faster turnaround time for projects implementation through administration.
- Digital delivery of Planning Commission staff report materials and case files.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Conduct weekly staff meetings to discuss all upcoming projects including those that appear before various boards, commission and 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.

PERFORMANCE GOALS:

Major Service Area: **Development Plan Review**

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

Major Service Area: **Downtown Business Assistance**

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

Major Service Area: **Permitting**

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

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

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

Major Service Area: **Public Hearings**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Dev. Plan Review	% of plans approved within 2 submittals	Effectiveness	88%	86%	85%	96%	85%	95%
Dev. Plan Review	# of plans submitted	Workload	233	271	NA	268	NA	NA
Permitting	% of customers satisfied with permitting process	Effectiveness	80%	85%	90%	90%	90%	95%
Public Hearings	% of board members rating overall satisfaction with the agenda information completeness as "Very Satisfied" or "Satisfied"	Effectiveness	97%	97%	95%	100%	95%	100%
Business Assistance	% of customers "very" or "somewhat" satisfied with business assistance	Effectiveness	NA	80%	90%	90%	90%	90%

BUDGET SUMMARY:

Cost Center #: 4910

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,279,478	$ 1,111,639	$ 1,069,867	$ 1,067,526	$ 1,102,952	$ 1,102,952
Operations	$ 166,086	$ 209,060	$ 283,440	$ 189,317	$ 205,835	$ 205,835
Capital Outlay	$ -	$ 141,859	$ 10,000	$ 9,196	$ 10,000	$ 10,000
Cost Allocations	$ 82,406	$ 187,809	$ 418,206	$ 372,097	$ 396,300	$ 396,300
Transfers	$ 45,000	$ 66,000	$ 8,289	$ 8,289	$ 681,833	$ 681,833
Total Expenditures	**$ 1,572,970**	**$ 1,716,367**	**$ 1,789,802**	**$ 1,646,425**	**$ 2,396,920**	**$ 2,396,920**
% budget change	*-7%*	9%		-4%		*34%*
Total Revenues	**$ 146,329**	**$ 202,195**	**$ 179,686**	**$ 234,967**	**$ 209,600**	**$ 209,600**
Net Costs	**$ 1,426,641**	**$ 1,514,172**	**$ 1,610,116**	**$ 1,411,458**	**$ 2,187,320**	**$ 2,187,320**
* as amended						
**as of 9/3/2013						
Authorized FTE	**17.85**	**15.00**	**14.00**	**14.00**	**14.50**	**14.50**

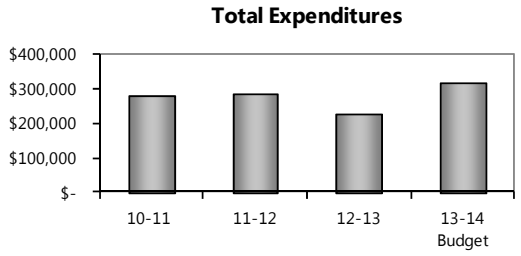
TRANSPORTATION PLANNING

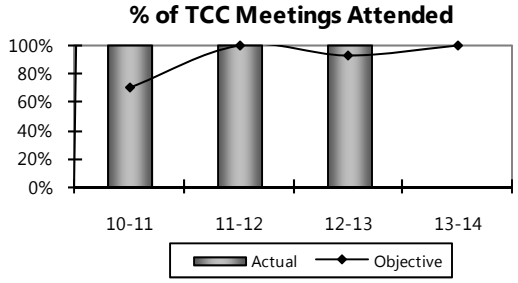
MISSION: Transportation Planning is accomplished through local urban design efforts and a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (CRMPO). CRMPO plans for regional transportation needs including highway, transit, air, bicycle and pedestrian facilities within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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Managed identification and selection process for the CRMPO's contract services for consulting planning.
- Provided delegated staff and participated with regional partners on issues of air quality, transportation planning, finance, and project delivery with the Technical Coordination Committee (TCC) of the CRMPO and the CRAFT Technical Committee.
- Coordinated with City infrastructure departments, the consulting engineers, and the NCDOT to finalize plans for the CMAQ Poplar Tent Rd. / US Hwy. 29, the NC Hwy. 3 / US Hwy. 601 Intersection Improvement Projects, and the Derita Rd. Widening Project prior to letting bids.
- Assisted and moved the CMAQ NE Subset Sidewalk Extension Project from scheduled to active status.
- Revised and updated the City's Comprehensive Transportation Plan (CTP).

FY 2013-2014 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to provide delegated staff support and participating funds to work with regional partners on transportation issues as coordinated through the CRMPO.
- 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 work on LRTP / Metrolina Model Maintenance including annual updates to socioeconomic base year data, changes to the Model network(s) and complete work on the Conformity Report.
- Continue to work with City infrastructure departments, consulting engineers, the CRMPO and its contracted agents to complete construction of local approved projects on the State Transportation Improvement Plan (STIP).

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Improve communication efforts between the City and member jurisdictions within the framework of the CRMPO.
- Improve delegated staff involvement and support to CRAFT.
- Continue to support efforts and interagency communications for ranking TIP 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) for the metropolitan area.
- Continue to communicate and coordinate efforts to support the Regional Model and the Long Range Transportation Plan (LRTP).

PERFORMANCE GOALS

***Major Service Area*: MPO Transportation Planning**

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

***Major Service Area:* Regional Coordination**

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

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
MPO Transportation Planning	% of TCC meetings attended	Effectiveness	100%	100%	100%	100%	100%	100%
Regional Coordination	% of Regional Model Executive Committee meetings attended	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY

Cost Center #: 4915	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Operations	$ 280,071	$ 286,320	$ 312,478	$ 306,619	$ 316,506	$ 316,506
Total Expenditures	**$ 280,071**	**$ 286,320**	**$ 312,478**	**$ 306,619**	**$ 316,506**	**$ 316,506**
% budget change	*3%*	*2%*		*7%*		*1.3%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

ECONOMIC DEVELOPMENT

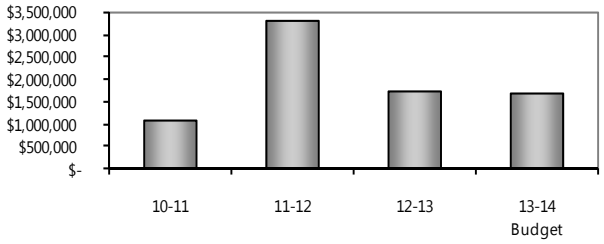
MISSION: Economic Development administers local, state and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities.

PROGRAM LOCATOR:

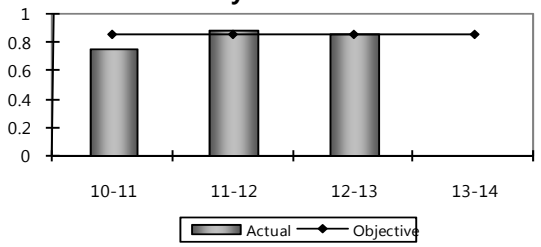
Fund: General Fund
Functional Area: Economic Development
Department: City Manager's Office
Division: **Economic Development**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Customers Rating Overall Satisfaction as "Very" or "Somewhat"



MAJOR SERVICE(S) PROVIDED:

- Recruit, retain, and help expand businesses.
- Facilitate redevelopment to assist developers through complex renovation / reuse projects in the Center City which pose higher risks than vacant land development elsewhere.
- Track Center City investment to monitor public and private investment in the Center City.

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Facilitated retention/expansion of S&D Coffee, one of the City's oldest and most important businesses and a corporate headquarters.
- Worked with film and TV site consultants to locate potential scene locations in Concord.
- Assisted Beacon Partners facilitate development of a new business park to provide much needed new sites for economic development.
- Researched and developed numerous financial incentive scenarios to facilitate attracting a new educational and entertainment venue for Concord Mills, the Sea Life Aquarium.
- Continued close partnership with the Cabarrus EDC, as well as the Concord DDC.
- Staff served on Design and Business Development Corporation Board of Directors.
- Carolina Courts opened attracting multi-sport tournaments, clinics, camps and leagues bringing thousands of people to Downtown.
- Worked closely with a developer to redevelop the former 5/3 Bank and Heilig Meyers properties.
- Collaborated with Engineering, Transportation, and businesses on McCachern Street to ensure the streetscape improvement project went smoothly

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to partnerships with the Cabarrus Economic Development Corp. and Concord Downtown Development Corp.
- Continue efforts and partnerships toward reuse of the former Philip Morris facility and property.
- Support further development of alternative energy companies and other emerging sectors.
- Expand online marketing of Concord for economic development and continue to update the City's business development website.
- Continue to work with the Cabarrus Creamery ownership on Creamery redevelopment..
- Continue to assist developers with the permit process of the City.
- Finalize the development of a Walgreens in Downtown in the 5/3 / Heilig Meyers block.
- Continue redevelopment efforts at Clearwater Artists Studios.
- Continue to work closely with existing center city industrial property owners to fully utilize or redevelop their properties
- Assist in the McCachern Street improvements.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

***Major Service Area*: Redevelopment Facilitation**

Goal: To provide enhanced investment and redevelopment opportunities within the developed and older areas of Concord in a timely manner to simplify project complexity, reduce risk factors, attract capital investment and create jobs.

***Major Service Area:* Investment Tracking**

Goal: To provide accurate information in a timely manner to developers, elected officials and City management regarding public and private investment in the Center City in order to guide and support investment decisions.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Redevelop-ment Facilitation	% of customers rating overall satisfaction as 'Very' or 'Somewhat' satisfied	Effectiveness	75%	89%	85%	86%	85%	90%
Investment Tracking	Total public and private investment in downtown redevelopment	Effectiveness	$1.4M	$4.7M	NA	$918,338	NA	NA
Investment Tracking	Total public and private investment in Cabarrus Avenue redevelopment	Effectiveness	$1.02M	$83,540	NA	$700	NA	NA
Investment Tracking	Total public and private investment in Church Street redevelopment	Effectiveness	$3.2M	$29.1M	NA	$8M	NA	NA

BUDGET SUMMARY

Cost Center #: 4920

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ -	$ 141,154	$ 140,243	$ 140,203	$ 139,428	$ 139,428
Operations	$ 1,108,857	$ 3,186,380	$ 2,345,856	$ 1,616,853	$ 1,554,822	$ 1,554,822
Cost Allocations	$ -	$ -	$ 931	$ 892	$ 961	$ 961
Total Expenditures	**$ 1,108,857**	**$ 3,327,534**	**$ 2,487,030**	**$ 1,757,948**	**$ 1,695,211**	**$ 1,695,211**
% budget change	*28%*	*200%*		*-47%*		*-32%*
Total Revenues	**$ -**	**$ 324,606**	**$ 708,468**	**$ 390,468**	**$ 262,000**	**$ 262,000**
Net Costs	**$ 1,108,857**	**$ 3,002,928**	**$ 1,778,562**	**$ 1,367,480**	**$ 1,433,211**	**$ 1,433,211**
* as amended **as of 9/3/2013						
Authorized FTE	**0.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

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.

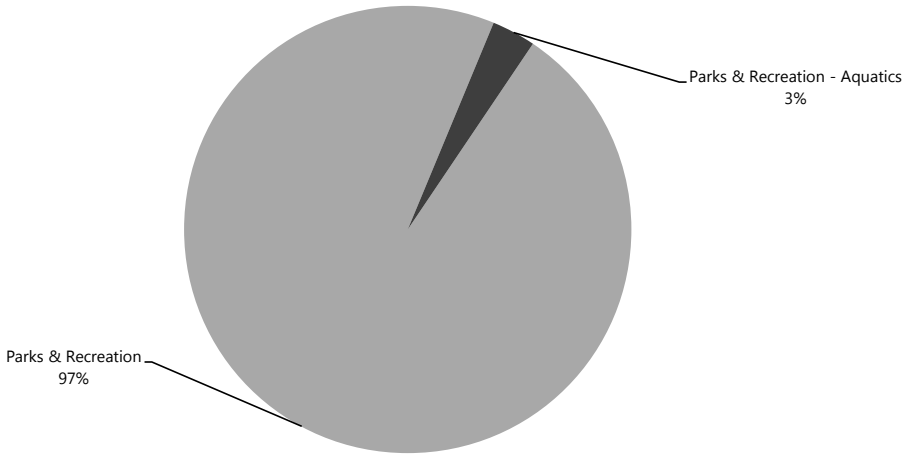
Parks & Recreation- Aquatics: The Parks & Recreation Department- Aquatics operates the McInnis Aquatics Center. Additional information may be obtained by contacting Bob Dowless, Director of Parks & Recreation, at (704) 920-5600 or via email at dowless@concordnc.gov.

Cultural & Recreation Expenditures

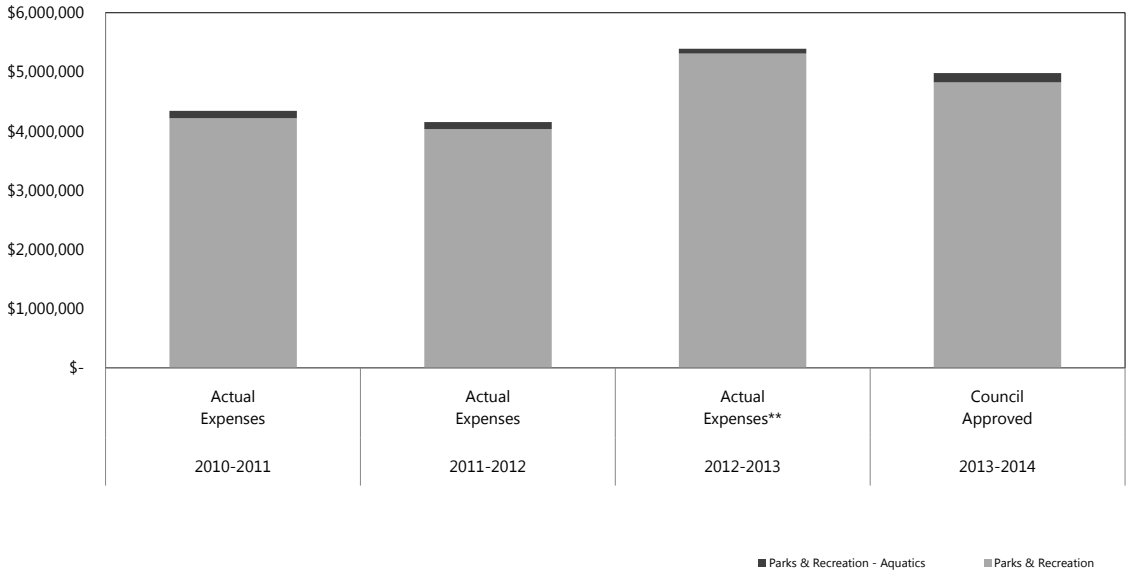
Budget Unit (General Fund)	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Parks & Recreation	$ 4,219,740	$ 4,032,309	$ 5,579,606	$ 5,309,757	$ 4,822,909	$ 4,822,909
Parks & Recreation - Aquatics	$ 121,751	$ 123,580	$ 132,802	$ 85,997	$ 158,165	$ 158,165
Total Expenditures	**$ 4,341,491**	**$ 4,155,889**	**$ 5,712,408**	**$ 5,395,754**	**$ 4,981,074**	**$ 4,981,074**
% budget change	*-24%*	*-4%*		*30%*		*-13%*

* as amended
**as of 9/3/2013

FY 13-14 Cultural & Recreation Expenditures
(by Budget Unit)



Cultural & Recreational Expenditure Trend



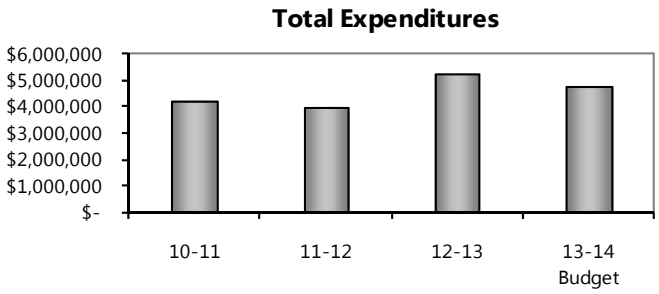
PARKS AND RECREATION

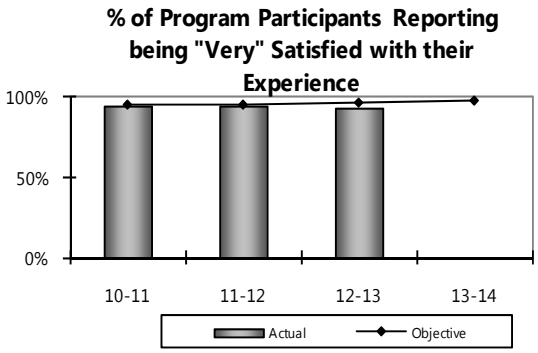
MISSION: The Parks and Recreation Department exists to provide recreation services, parks, and facilities that enrich the lives of all residents and promote the opportunity for a healthy lifestyle.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Renovations to Academy Center gym.
- Began construction of Rocky River Greenway, Moss Creek Phase.
- Evaluated a location for a Dog Park.
- Land acquisition for McEachern Greenway, Cabarrus Avenue Phase.
- Completed design of Les Myers lower parking lot.
- Purchased initial phase of new weight equipment at Logan Multi Purpose Center.
- Began replacement of light poles and bleachers.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Complete construction of Rocky River Greenway Moss Creek Phase.
- Identify site for a Dog Park.
- Apply for PARTF grant for Rocky River Greenway, Riverwalk Phase.
- Design renovations of lower level of Hartsell Center.
- Restore funding for a frozen Assistant Supervisor position for Hartsell Center.
- Security upgrades at all recreation centers.
- Complete replacement of light poles and bleachers.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Emphasis on customer and staff security at recreation centers.
- Emphasis on expanded project management capabilities of professional staff.
- Continue partnering with Engineering Dept to develop trails and parks.
- Emphasis on customer services to the public through technical means (Facebook and website development, the Operations Manuals).
- Aggressive search and evaluation of new facility opportunities in high growth areas.

PERFORMANCE GOALS:

Major Service Area: **Customer Service**

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

Major Service Area: **Facility Development**

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

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

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

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

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

Major Service Area: **Facility Operations**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Facility Development	Number of donations, partnerships and funding sources secured	NA	6	5	7	5	7	10
Festivals, Events, Programs, Athletics	% cost recovery of extended adult programs	Efficiency	86%	60%	60%	92%	90%	90%
Festivals, Events, Programs, Athletics	% of program participants reporting being "very" satisfied with their experience	Effectiveness	91%	96%	97%	94%	99%	100%
Festivals, Events, Programs, Athletics	# of youth participating in youth programming	Workload	9,974	10,813	12,000	10,868	12,500	15,000
Festivals, Events, Programs, Athletics	% of volunteers, coaches and contract instructors reporting being "very" satisfied with their experience	Effectiveness	91%	96%	97%	97%	99%	100%
Festivals, Events, Programs, Athletics	% of Youth Council participant rating overall satisfaction with Youth Council Program as "very" or "somewhat" satisfied	Effectiveness	98%	100%	100%	100%	100%	100%
Recreation Center Op. & Programming	Total Attendance at Recreation Centers	Efficiency	93,846	74,558	75,000	79,014	78,000	80,000
Facility Operations	Dept's revenue as % of operating expenditures	Effectiveness	15%	16%	17%	16%	18%	20%
Facility Operations	# of vandalism incidents	Effectiveness	40	37	35	34	35	NA
Customer Service	Resident Outreach: number of Facebook Friends	Effectiveness	New for FY13	New for FY13	300	860	675	700
Customer Service	Resident Outreach: % of on-line registrations of total	Effectiveness	New for FY13	New for FY13	25%	23%	30%	60%

BUDGET SUMMARY:

Cost Center #: 6120	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,147,157	$ 1,173,696	$ 1,409,686	$ 1,349,896	$ 1,304,729	$ 1,304,729
Operations	$ 989,791	$ 1,097,237	$ 1,465,420	$ 1,365,080	$ 1,349,299	$ 1,349,299
Capital Outlay	$ 6,708	$ 61,227	$ 45,634	$ -	$ 95,000	$ 95,000
Debt Service	$ 89,845	$ 258,224	$ 250,253	$ 250,251	$ 241,344	$ 241,344
Cost Allocations	$ 1,573,838	$ 1,411,925	$ 1,662,613	$ 1,598,530	$ 1,782,537	$ 1,782,537
Transfers	$ 412,402	$ 30,000	$ 746,000	$ 746,000	$ 50,000	$ 50,000
Total Expenditures	**$ 4,219,740**	**$ 4,032,309**	**$ 5,579,606**	**$ 5,309,757**	**$ 4,822,909**	**$ 4,822,909**
% budget change	*-25%*	*-4%*		*32%*		*-14%*
Total Revenues	**$ 218,332**	**$ 226,243**	**$ 205,411**	**$ 251,789**	**$ 210,600**	**$ 210,600**
Net Costs	**$ 4,001,408**	**$ 3,806,066**	**$ 5,374,195**	**$ 5,057,968**	**$ 4,612,309**	**$ 4,612,309**
* as amended						
** as of 9/3/2013						
Authorized FTE	**22.00**	**20.00**	**20.00**	**20.00**	**21.25**	**21.25**

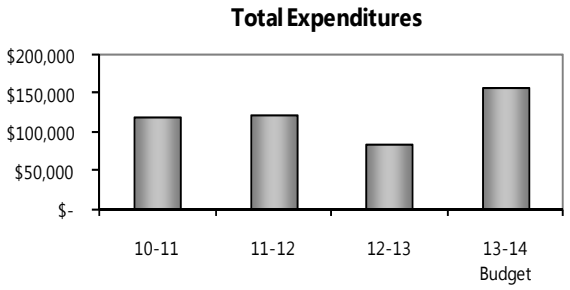
PARKS AND RECREATION AQUATICS

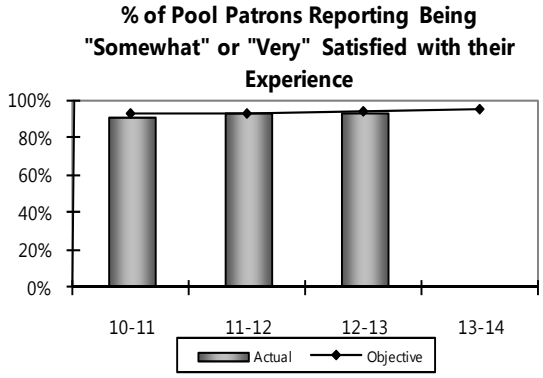
MISSION: The Parks and Recreation Department exists to provide recreation services, parks and facilities that enrich the lives of all residents and promote the opportunity for a healthy lifestyle.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Pool Operations
- Pool Programs

FY 2012-2013 MAJOR ACCOMPLISHMENTS:

- Removed existing plaster-coated pool deck and replaced it with brushed concrete that will last 15 years. 3/4 of the deck was renovated.
- Improved customer service by creating a fenced picnic area on the deck.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Replace existing plaster-coated deck with brushed concrete that will last 15 years. Remaining 1/4 of the deck will be renovated. This addresses safety and customer service concerns.
- Improve customer satisfaction by limiting the days/hours that large groups can come to the pool, which increases the time available for families to attend.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Focused staff training to increase customer satisfaction, including discussion of complaint resolution at staff meetings.
- Increase staff training regarding safety awareness, swim instruction and WSI certifications.
- Travel and use of Operations Manual for improved customer service.
- Increased collection of customer satisfaction surveys.

PERFORMANCE GOALS:

Major Service Area: **Pool Operations**

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

Major Service Area: **Pool Programs**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Pool Operations	% of pool patrons reporting being "somewhat" or "very" satisfied with their experience	Effectiveness	91%	93%	94%	93%	95%	100%
Pool Operations	# of aquatics injuries	Effectiveness	0	1	0	0	0	0
Pool Programs	Aquatic Center Attendance	Workload	6,496	6,746	6,800	6,275	6,850	7,500
Pool Programs	Aquatics revenues as a % of operating expenditures	Effectiveness	49%	43%	44%	42%	45%	48%

BUDGET SUMMARY:

Cost Center #: 6121

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 52,881	$ 36,754	$ 85,366	$ 58,247	$ 84,729	$ 84,729
Operations	$ 39,370	$ 38,531	$ 47,436	$ 27,750	$ 73,436	$ 73,436
Capital Outlay	$ 29,500	$ 48,295	$ -	$ -	$ -	$ -
Total Expenditures	**$ 121,751**	**$ 123,580**	**$ 132,802**	**$ 85,997**	**$ 158,165**	**$ 158,165**
% budget change	*49%*	*2%*		*-30%*		*19%*
Total Revenues	**$ 47,782**	**$ 39,012**	**$ 49,300**	**$ 44,025**	**$ 37,175**	**$ 37,175**
Net Costs	**$ 73,969**	**$ 84,568**	**$ 83,502**	**$ 41,972**	**$ 120,990**	**$ 120,990**

* as amended

** as of 9/3/2013

Note: All aquatics staff are temporary part-time.

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 2013, Community Development Block Grant (CDBG) – Administration and Projects 2013, 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 2013: 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 Margaret Pearson, Planning & Neighborhood Development Director, at (704) 920-5151 or via email at pearsonm@concordnc.gov.

HOME Consortium - Administration and Projects 2013: 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 Margaret Pearson, Planning & Neighborhood Development Director, at (704) 920-5151 or via email at pearsonm@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. 105-561. The purpose of this tax is to raise revenue for capital and operating expenses associated 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.

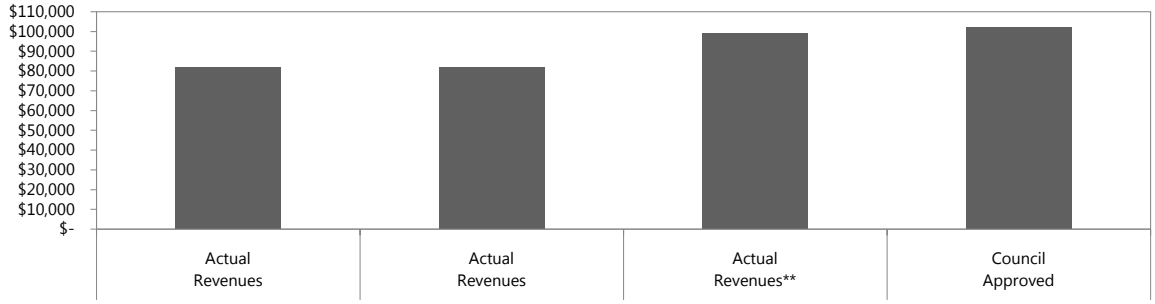
Municipal Service District Revenue

Fund 201

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Current Levy Collection	$ 81,730	$ 81,680	$ 99,212	$ 99,263	$ 101,775	$ 101,775
Total Revenue	**$ 81,730**	**$ 81,680**	**$ 99,212**	**$ 99,263**	**$ 101,775**	**$ 101,775**
% budget change	*6%*	*0%*		*22%*		*3%*

* as amended
**as of 9/3/2013

Municipal Service District Revenue Trend

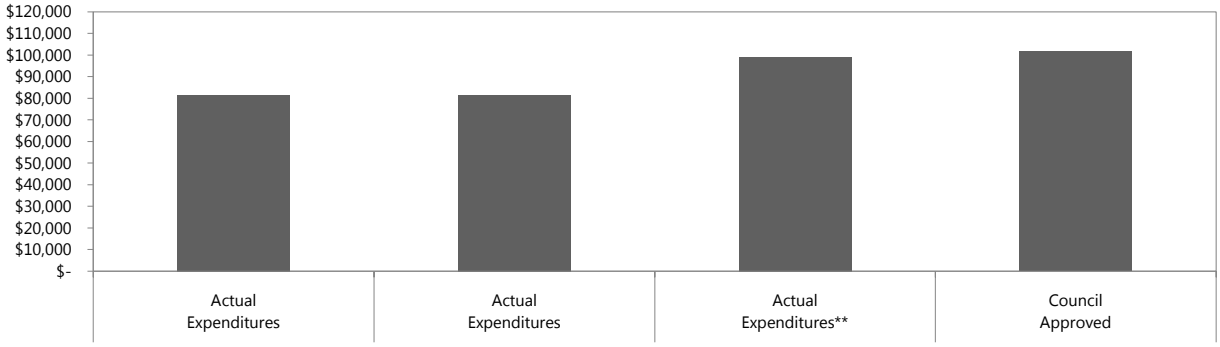


Municipal Service District Expenditures

Budget Unit	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Concord Downtown Development Corp.	$ 81,728	$ 81,678	$ 99,212	$ 99,263	$ 101,775	$ 101,775
Total Expenditures	**$ 81,728**	**$ 81,678**	**$ 99,212**	**$ 99,263**	**$ 101,775**	**$ 101,775**
% budget change	*6%*	*0%*		*22%*		*3%*

* as amended
**as of 9/3/2013

Municipal Service District Expenditure Trend



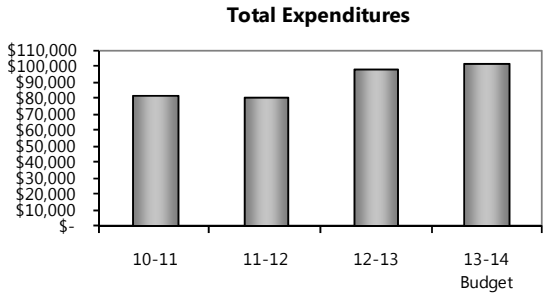
MUNICIPAL SERVICE DISTRICT

MISSION: N/A

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- N/A

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Maintains a tax rate for the district of $0.23 per $100 of valuation.
- Adds approximately $15,000 in sales tax revenue generated by the ad valorem tax levy of the service district.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- N/A

PERFORMANCE GOALS:

Major Service Area: **N/A**

Goal: N/A

PERFORMANCE SUMMARY:

- N/A

BUDGET SUMMARY:

Cost Center #: 5000

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Operations	$ 81,728	$ 81,678	$ 99,212	$ 99,263	$ 101,775	$ 101,775
Total Expenditures	**$ 81,728**	**$ 81,678**	**$ 99,212**	**$ 99,263**	**$ 101,775**	**$ 101,775**
% budget change	*6%*	*0%*		*22%*		*3%*

* as amended

**as of 9/3/2013

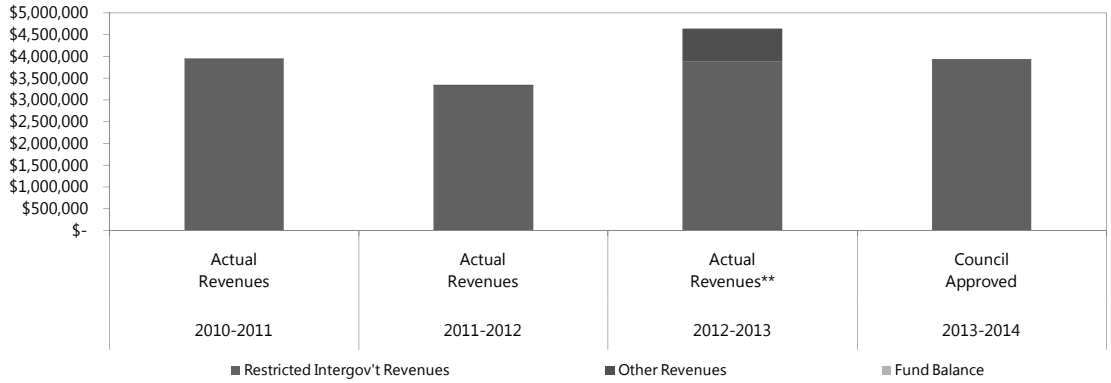
Section 8 Voucher Program Revenues

Fund 210

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Restricted Intergov't Revenues	$ 3,933,998	$ 3,336,254	$ 3,719,424	$ 3,880,347	$ 3,925,364	$ 3,925,364
Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -
Other Revenues	$ 12,298	$ 3,464	$ 1,700	$ 755,747	$ 1,100	$ 1,100
Total Revenue	**$ 3,946,296**	**$ 3,339,718**	**$ 3,721,124**	**$ 4,636,094**	**$ 3,926,464**	**$ 3,926,464**
% budget change	*12%*	*-15%*		*39%*		*6%*

* as amended
**as of 9/3/2013

Section 8 Revenue Trend

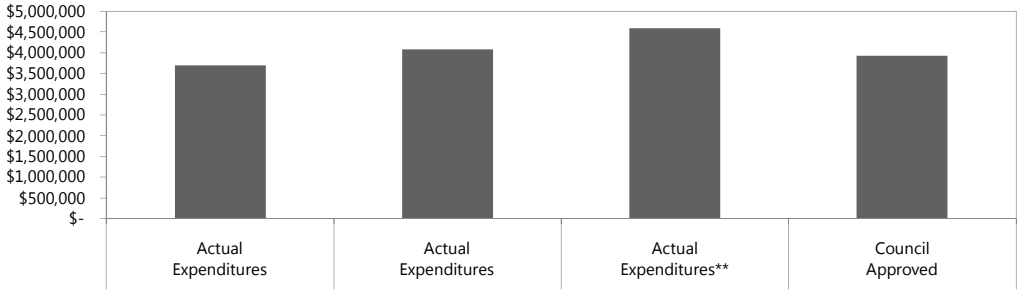


Section 8 Voucher Program Expenditures

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Section 8 Voucher Program	$ 3,688,768	$ 4,068,095	$ 3,721,124	$ 4,588,823	$ 3,926,464	$ 3,926,464
Total Expenditures	**$ 3,688,768**	**$ 4,068,095**	**$ 3,721,124**	**$ 4,588,823**	**$ 3,926,464**	**$ 3,926,464**
% budget change	*7%*	*10%*		*13%*		*6%*

* as amended
**as of 9/3/2013

Section 8 Voucher Program Expenditure Trend



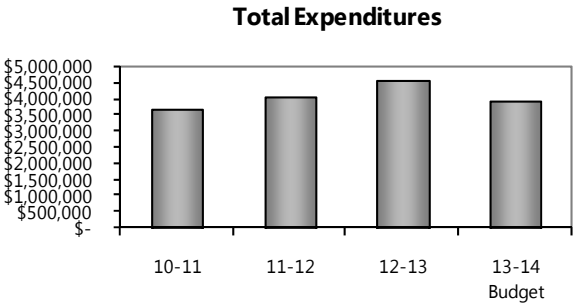
SECTION 8 HOUSING CHOICE VOUCHER PROGRAM

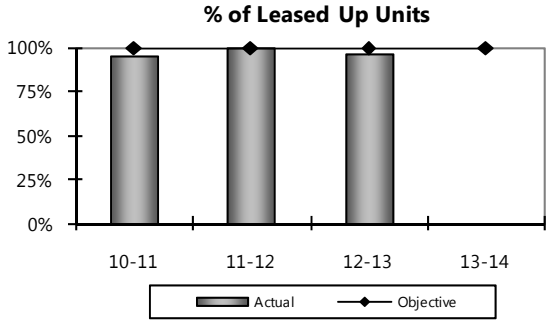
MISSION: The City of Concord Housing Department serves low-income families for whom conventional housing is unaffordable. Our mission is to provide these families with decent, safe, and sanitary housing while supporting their efforts to achieve economic independence and self-sufficiency.

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHT





MAJOR SERVICE(S) PROVIDED:

- Decent, safe, sanitary housing for clients
- Family self-sufficiency
- Accounting
- Education

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Developed a Public Housing portal on the City's website to complete a department goal to make our department more accessible to internal and external customers.
- Continued to maintain High Performer Status for this program.
- As we continue to promote homeownership and economic independence, we had two resident graduates from the Family Self- Sufficiency Program this year.
- The Housing Department has been hosting Landlord Workshops to educate and train landlords on updated HUD rules and regulations.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Upgrade software system to keep track of useful management information that improves service and delivery.
- Promote work and self-sufficiency among Public Housing and Section 8 residents.
- Work closely with community partners to research, identify and align resources to assist families on the path to a life of economic independence.
- Encourage self-sufficiency of participant families and assist in the expansion of family opportunities which address educational, socio-economic, recreational, and other human resource needs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Provide decent, safe, and sanitary housing in good repair – in compliance with program uniform physical condition standards – for very-low and low- income families.
- Promote fair housing and the opportunity for very low-income and low-income families of all races, ethnicities, national origins, religions, ethnic backgrounds, and with all types of disabilities, to participate in the 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 semiannual landlord workshops.

PERFORMANCE GOALS:

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

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

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

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

Major Service Area: **Accounting**

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

Major Service Area: **Education**

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

Major Service Area: **Self-Sufficiency**

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Decent, Safe, and Sanitary Housing	Percentage of leased units	Effectiveness	95%	100%	100%	96%	100%	100%
Family Self Sufficiency	# of participants in the FSS program	Effectiveness	21	25	25	25	25	25
Education	% of New Landlords attending Landlord Forums/Workshops	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 1500	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Administration	$ 315,058	$ 323,981	$ 272,276	$ 295,100	$ 270,492	$ 270,492
Housing Assistance Pymts.	$ 2,887,340	$ 3,698,737	$ 3,404,220	$ 4,258,426	$ 3,650,558	$ 3,650,558
Maintenance / Other Expen.	$ 486,370	$ 45,377	$ 44,628	$ 35,297	$ 5,414	$ 5,414
Total Expenditures	**$ 3,688,768**	**$ 4,068,095**	**$ 3,721,124**	**$ 4,588,823**	**$ 3,926,464**	**$ 3,926,464**
% budget change	*6.7%*	*10.3%*		*12.8%*		*6%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**5.50**	**6.50**	**5.50**	**5.50**	**4.50**	**4.50**

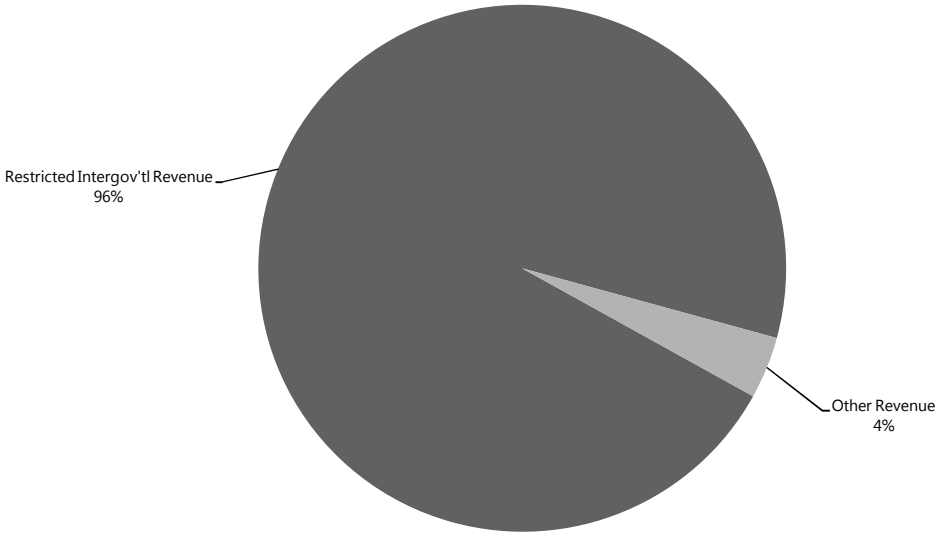
Community Development Block Grant Revenues

Fund 304

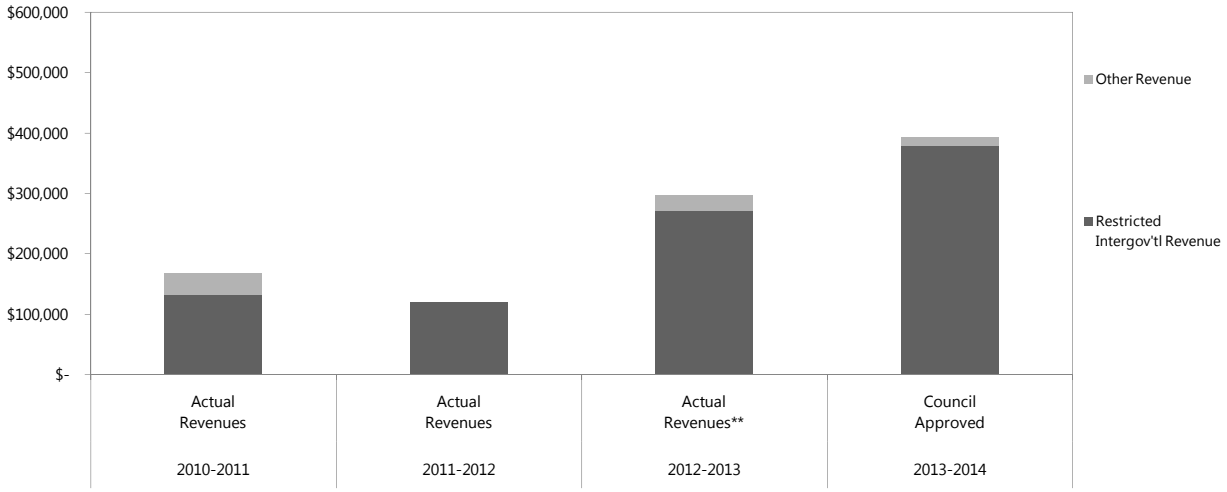
	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Restricted Intergov'tl Revenue	$ 133,316	$ 120,526	$ 420,764	$ 272,099	$ 378,688	$ 378,688
Other Revenue	$ 34,560	$ -	$ 35,000	$ 25,498	$ 15,000	$ 15,000
Total Revenue	**$ 167,876**	**$ 120,526**	**$ 455,764**	**$ 297,597**	**$ 393,688**	**$ 393,688**
% budget change	*-66%*	*-28%*		*147%*		*-14%*

* as amended
**as of 9/3/2013

FY 13-14 CDBG Revenue



CDBG Revenue Trend

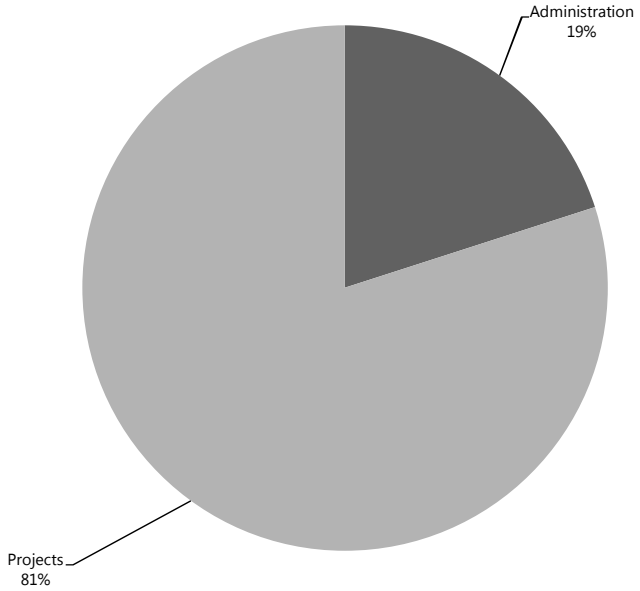


Community Development Block Grant Expenditures

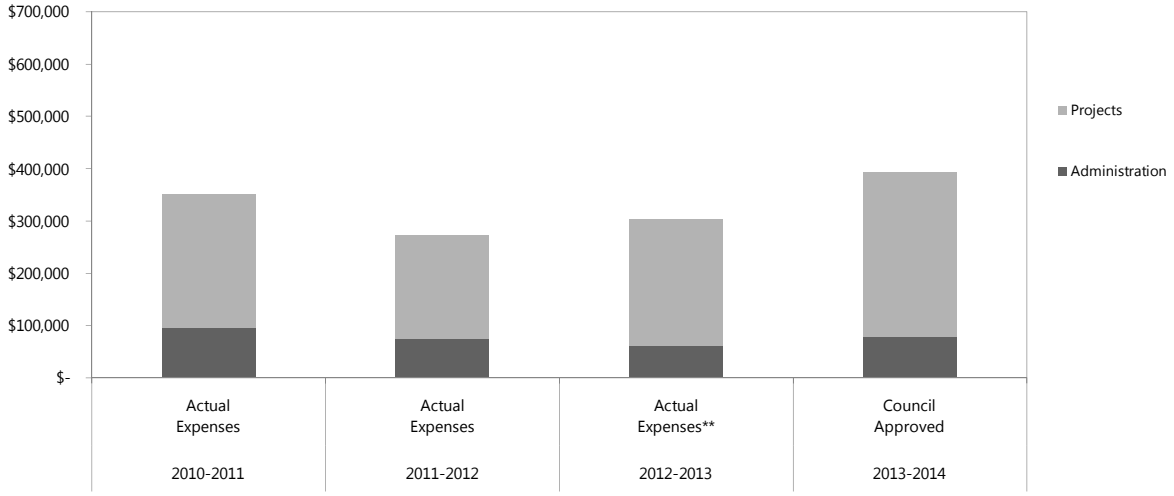
Budget Unit	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Administration	$ 95,067	$ 75,803	$ 91,153	$ 61,037	$ 78,738	$ 78,738
Projects	$ 255,901	$ 196,429	$ 364,611	$ 242,359	$ 314,950	$ 314,950
Total Expenditures	**$ 350,968**	**$ 272,232**	**$ 455,764**	**$ 303,396**	**$ 393,688**	**$ 393,688**
% budget change	*-28%*	*-22%*		*11%*		*-14%*

* as amended
**as of 9/3/2013

FY 13-14 CDBG Expenditures



CDBG Expenditure Trend



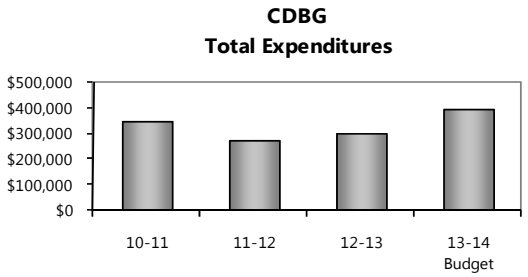
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - ADMINISTRATION AND PROJECTS 2013

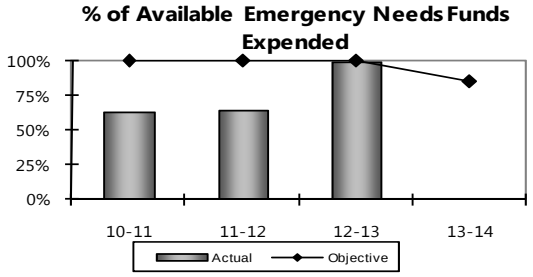
MISSION: The CDBG program for the City of Concord exists to provide individual citizens, neighborhoods, non-profit organizations and other government agencies with neighborhood revitalization assistance, housing rehabilitation, new home construction, job creation, infrastructure improvements, code enforcement,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

PROGRAM LOCATOR:

Fund: Community Development Block Grant
Functional Area: CDBG 2013
Department: Business & NBHD Services
Division: **CDBG Admin. & Projects 2013**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- CDBG Administration and Sub-Recipient Program Management
- Emergency Needs Program Assisting Low and Moderate-Income Homeowners

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Completed Consolidated Annual Performance Evaluation Report.
- Completed 11 Emergency Needs Projects.
- Completed Wood Turner Studio renovations at Clearwater and campus landscaping, signage and lighting.
- Funded sidewalk construction project on Old Charlotte Road.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS /FOCUS AREAS:

- Continue housing rehabilitation efforts to assist low and moderate-income families.
- Continue demolition and clearance activities of dilapidated structures.
- Continue revitalization effort in Logan and Gibson Village.
- Continue with Market and Parking Lot site improvements and basement floor rehabilitation efforts at Clearwater Artist Studio.
- Continue to partner with Habitat to build affordable housing in LMI neighborhoods.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to enhance service delivery of emergency needs program.
- Continue efforts to work with local community agencies (sub-recipients) to provide funding assistance for service programs and operations.
- Continue to work with Transportation Department to identify infrastructure (sidewalks) needs in LMI communities.
- Developing new partnerships with social service agencies to increase assistance to a greater number of low and moderate income families.

PERFORMANCE GOALS:

Major Service Area: **CDBG Administration**

Goal: To provide on-going technical assistance, on-site monitoring visits and program support to CDBG sub-recipients in order to achieve full regulatory compliance through effective program administration.

Major Service Area: **Emergency Needs**

Goal: To provide timely assistance to low and moderate-income homeowners with emergency repairs in order to achieve program objectives and expend grant funds in a timely manner.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
CDBG Admin.	% of sub-recipients that are in full compliance	Effectiveness	100%	100%	100%	100%	100%	100%
Emergency Needs	% of available Emergency Needs funds expended	Effectiveness	63%	65%	100%	50%	85%	100%
CDBG Admin.	% of Allowable Administrate funds expended	Effectiveness	New for FY12	100%	100%	100%	100%	100% of Grant Allocation
CDBG Admin.	# of households assisted with emergency needs	Workload	New for FY12	11	7	8	12	NA
CDBG Admin.	% of funds expended to meet CDBG spending ratio	Effectiveness	New for FY12	1x	< 1.5x	1.5x	<1.5x	<1.5x Grant Allocation

BUDGET SUMMARY:

CDBG Administration

Cost Center #: 3040

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 90,734	$ 68,435	$ 77,260	$ 57,868	$ 67,576	$ 67,576
Operations	$ 4,333	$ 7,368	$ 13,893	$ 3,169	$ 11,162	$ 11,162
Total Expenditures	**$ 95,067**	**$ 75,803**	**$ 91,153**	**$ 61,037**	**$ 78,738**	**$ 78,738**
% budget change	*-39%*	*-20%*		*-19%*		*-14%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**1.30**	**1.10**	**1.10**	**1.10**	**1.00**	**1.00**

NOTE (1): CDBG budgets are "project" budgets and remain in use over multiple fiscal years.
NOTE (2): An additional 0.9 FTE located in Home Consortium - Administration budget.

CDBG Projects

Cost Center #3045

	2010-2011 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Operations	$ 255,901	$ 196,429	$ 364,611	$ 242,359	$ 314,950	$ 314,950
Total Expenditures	**$ 255,901**	**$ 196,429**	**$ 364,611**	**$ 242,359**	**$ 314,950**	**$ 314,950**
% budget change	*-23%*	*-23%*		*23%*		*-14%*
* as amended						
**as of 9/3/2013						

HOME Consortium Revenues

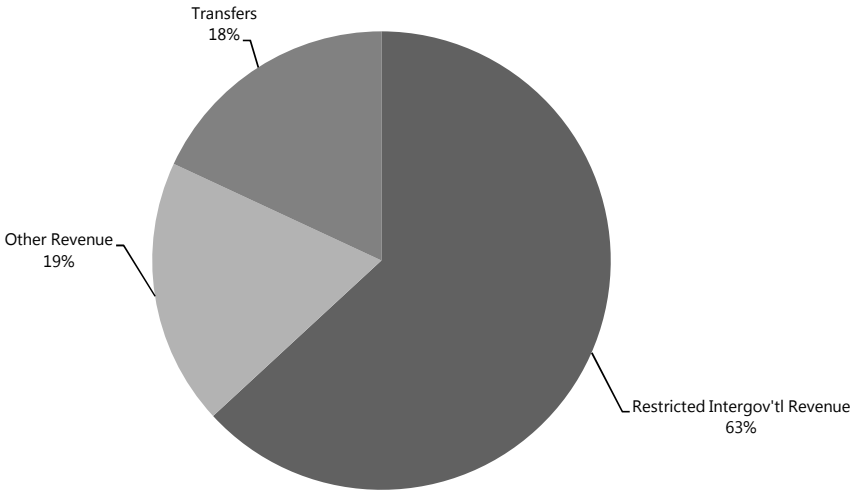
Fund 254

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Restricted Intergov'tl Revenue	$ -	$ 40,672	$ 177,126	$ -	$ 162,439	$ 162,439
Other Revenue	$ 29,157	$ 39,888	$ 46,711	$ 49,387	$ 48,331	$ 48,331
Transfers	$ 63,658	$ 52,186	$ 49,483	$ 49,483	$ 46,502	$ 46,502
Total Revenue	**$ 92,815**	**$ 132,746**	**$ 273,320**	**$ 98,870**	**$ 257,272**	**$ 257,272**
% budget change	-20%	43%		-26%		*-6%*

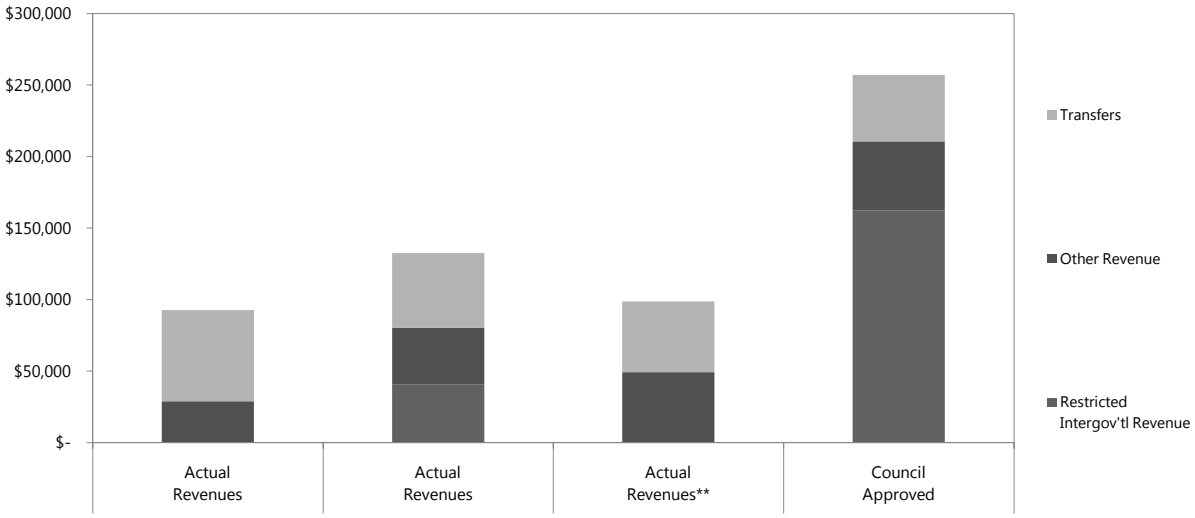
* as amended

**as of 9/3/2013

FY 13-14 HOME Consortium Revenues



HOME Revenue Trend



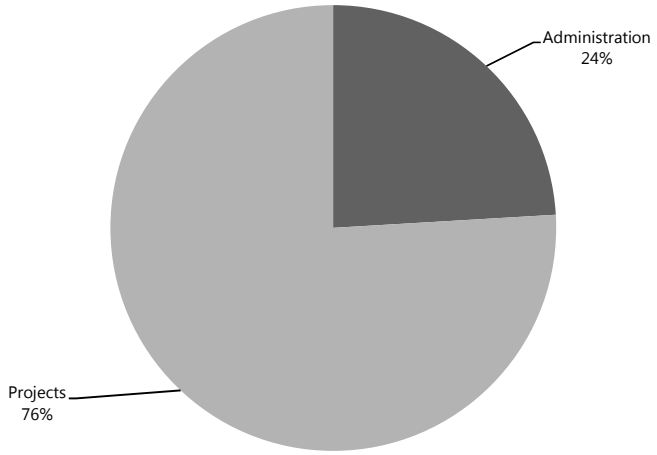
HOME Consortium Expenditures

Budget Unit	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2011-2012 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Administration	$ 15,098	$ 119	$ 63,369	$ 93	$ 61,908	$ 61,908
Projects	$ -	$ -	$ 209,951	$ -	$ 195,364	$ 195,364
Total Expenditures	**$ 15,098**	**$ 119**	**$ 273,320**	**$ 93**	**$ 257,272**	**$ 257,272**
% budget change	*-92%*	*-99%*		-22%		-6%

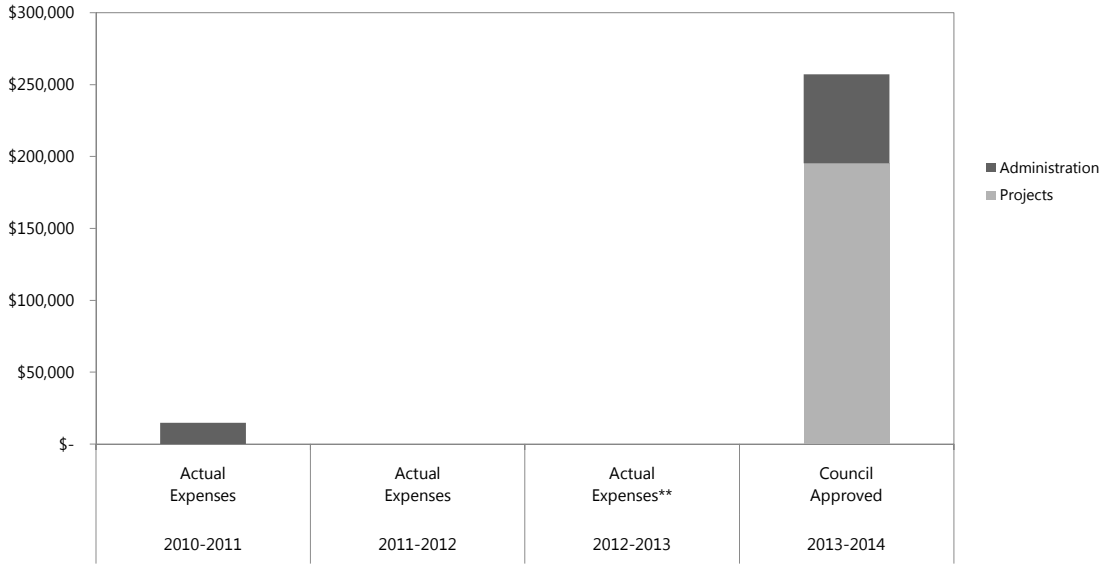
* as amended

**as of 4/30/2013

FY 13-14 Home Consortium Expenditures



HOME Expenditure Trends



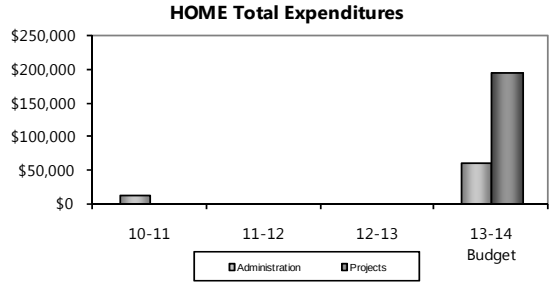
HOME CONSORTIUM
ADMINISTRATION AND PROJECTS 2013

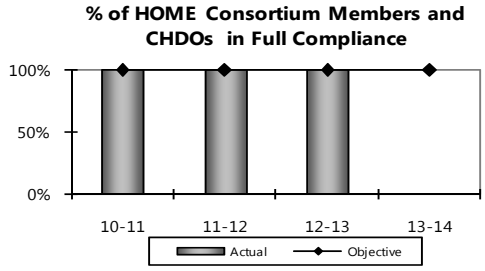
MISSION: The HOME Consortium exists to provide low and moderate-income citizens with major housing rehabilitation, new home construction, and homebuyer assistance to improve their quality of life and enhance the vitality, safety, and attractiveness of neighborhoods.

PROGRAM LOCATOR:

Fund: HOME Consortium 2013
Functional Area: HOME 2013
Department: Planning & Nbhd Services
Division: **HOME Admin. & Projects 2013**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Conducted 3 HOME Consortium meetings/ workshops and 4 HOME Consortium monitoring visits.
- Helped 2 families with down payment assistance.
- Completed 4 whole-house rehabilitation projects.
- Completed "unspecified site" environmental review to encompass HOME Consortium.
- Provided HOME funds for 23 unit multifamily rehabilitation project.
- Partnered with Habitat for Humanity to construct a new home in the LMI neighborhood.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Focusing efforts to assist with multi-family development and rehabilitation projects.
- Continue assistance for families who need whole-house rehabilitation repairs.

STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continuing to enhance reporting forms for HOME Consortium that meet HUD requirements.
- On-going training sessions for HOME Consortium members to provide tools to administer HOME projects more efficiently and effectively.
- Continue to provide training opportunities for staff to enhance their administrative skill sets.
- Strengthen new housing policies that will (1) increase administrative efficiency and (2) the amount of assistance given to low- and moderate-income families.

PERFORMANCE GOALS:

***Major Service Area*: Lead Agency Administration**

Goal: To provide HOME consortium members and participating CHDO's technical assistance and regular monitoring visits in order to maintain compliance with program regulations.

***Major Service Area:* Down Payment Assistance**

Goal: To offer down payment assistance and homebuyer education in order to provide homeownership opportunities to qualified buyers.

***Major Service Area:* New Construction**

Goal: To construct and sell new affordable single-family homes to provide increased homeownership opportunities to qualified low and moderate income buyers.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Lead Agency Admin.	% of HOME consortium members and participating CHDOs that are in full compliance	Effectiveness	100%	100%	100%	100%	100%	100%
HOME Admin.	% of allowable administrative funds expended	Effectiveness	New for FY12	55%	90%	90%	90%	10%
Home Rehabilitation	# of households assisted with whole house rehabilitation	Workload	New for FY12	8	5	2	5	NA
Down Payment Assistance	% of homebuyers receiving down payment assistance after completion of homebuyer education classes	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

HOME Administration

Cost Center #: 2540

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 14,970	$ -	$ 56,698	$ -	$ 58,987	$ 58,987
Operations	$ 128	$ 119	$ 6,671	$ 93	$ 2,921	$ 2,921
Total Expenditures	**$ 15,098**	**$ 119**	**$ 63,369**	**$ 93**	**$ 61,908**	**$ 61,908**
% budget change	*-79%*	*-99%*		*-22%*		*-2%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**1.30**	**0.90**	**0.90**	**0.90**	**1.00**	**1.00**

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

HOME Projects

Cost Center #: 2545

	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures**	2012-2013 Council Approved*	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ -	$ -	$ -	$ -	$ -	$ -
Operations	$ -	$ -	$ 209,951	$ -	$ 195,364	$ 195,364
Transfers	$ -	$ -	$ -	$ -	$ -	$ -
Total Expenditures	**$ -**	**$ -**	**$ 209,951**	**$ -**	**$ 195,364**	**$ 195,364**
% budget change	*-100%*					*-7%*
* as amended						
**as of 9/3/2013						

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

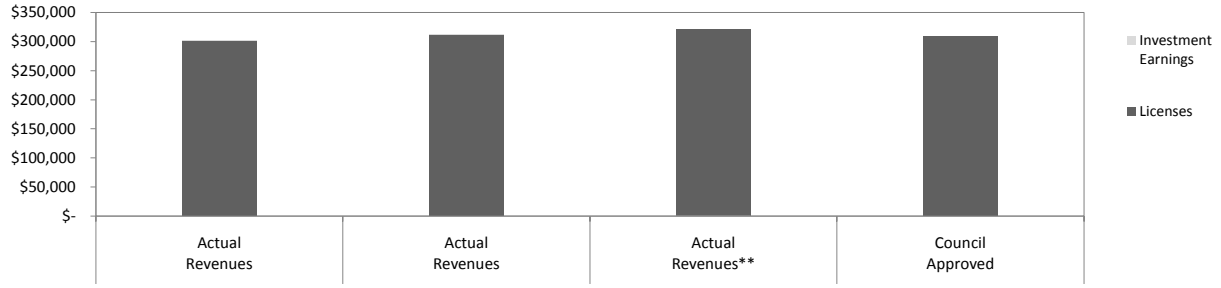
Additional $5 Vehicle Tax (Transit) Revenue

Fund 292

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Licenses	$ 301,145	$ 312,021	$ 344,511	$ 320,241	$ 310,000	$ 310,000
Investment Earnings	$ 751	$ 602	$ -	$ (138)	$ -	$ -
Total Revenues	**$ 301,896**	**$ 312,623**	**$ 344,511**	**$ 320,103**	**$ 310,000**	**$ 310,000**
% budget change	*1%*	*4%*		*2%*		*-10%*

* as amended
** as of 9/3/2013

Additional $5 Vehicle Tax - Transit Revenue

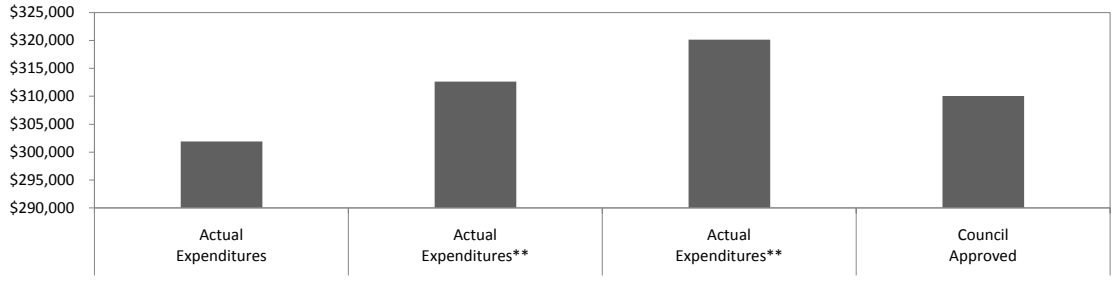


Additional $5 Vehicle Tax (Transit) Expenditures

By Department	2010-2011 Actual Expenditures	2011-2012 Actual Expenditures**	2012-2013 Council Approved	2012-2013 Actual Expenditures**	2013-2014 Manager Recommended	2013-2014 Council Approved
Transfer to Public Transit	$ 301,897	$ 312,623	$ 344,511	$ 320,103	$ 310,000	$ 310,000
Total Expenditures	**$ 301,897**	**$ 312,623**	**$ 344,511**	**$ 320,103**	**$ 310,000**	**$ 310,000**
% budget change	*-19%*	*4%*	*25%*	*2%*		*-10%*

* as amended
** as of 9/3/2013

Additional $5 Vehicle Tax - Transit Expenditures



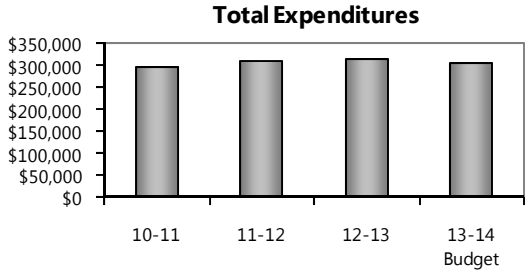
ADDITIONAL $5 VEHICLE TAX- TRANSIT

MISSION: N/A

PROGRAM LOCATOR:

Fund: Additional $5 Vehicle Tax - Transit
Functional Area: Addl. $5 Vehicle Tax - Transit
Department: **Addl. $5 Vehicle Tax - Transit**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Budget unit serves as a Special Revenue Fund pass through agent for funding dedicated to Public Transit

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- N/A

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- N/A

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- N/A

PERFORMANCE SUMMARY:

- N/A

PERFORMANCE GOALS:

Major Service Area: **N/A**

Goal: N/A

BUDGET SUMMARY:

Cost Center #: 8200

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Transfers	$ 301,897	$ 312,623	$ 344,511	$ 320,103	$ 310,000	$ 310,000
Total Expenditures	**$ 301,897**	**$ 312,623**	**$ 344,511**	**$ 320,103**	**$ 310,000**	**$ 310,000**
% budget change	*-19%*	*4%*		*2%*		*-10%*

* as amended
**as of 9/3/2013

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 Projection 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 the maintenance and construction, and financial solvency of the City's electric utility system.

Purchased Power: Purchased Power accounts for the purchase of wholesale power from Duke Power Co., Southeaster Power Administration, and BFI for retail sale in the City's electrical distribution system.

Powerlines Maintenance: Powerlines Maintenance is responsible for provision of preventive maintenance and emergency repairs of power lines, substations, power delivery stations, peak shaving generation plants, electric metering, and SCADA operations.

Tree Trimming: Tree trimming is responsible for maintaining clearance of trees from power lines in order to minimize the interruption of electric service to customers.

Electric Construction: Electric Construction is responsible for construction of additions and extension of the electric system's infrastructure as required to meet growing demands for electric services in the City's Electric System service area.

Peak Shaving: Peak Shaving is the arrangement whereby the Electric System generates electricity during periods of time when customer demands for electricity are greatest. The power the City is required to produce during "peak" times is diminished by the amount of power that the City generates through peak shaving. Since purchased power is traditionally more expensive during "peak" power use times, utilization of peak shaving results in a monetary savings for the City.

Electric Engineering Services: Electric Engineering Services is responsible for all engineering and design functions for the construction, upgrade, and maintenance of the electric system infrastructure. The Division has both internal and external customers.

Utility Locate Services: Utility Locate Services is responsible for identifying and marking underground stormwater, water, electric, and wastewater lines.

Water Fund: Water Resources operates and maintains the City of Concord's water system, providing safe drinking water to the citizens of Concord. Additional information regarding any Water Resources division may be obtained by contacting Christie Putnam, Director of Water Resources, at (704) 920-5343 or via email at putnamc@concordnc.gov.

Hillgrove Water Treatment Plant: Hillgrove Water Treatment Plant provides up to 12,000,000 gallons per day (MGD) of treated drinking water.

Coddle Creek Water Treatment Plant: Coddle Creek Water Treatment Plant provides up to 12,000,000 gallons per day (MGD) of treated drinking water.

Waterlines Operations & Maintenance: Waterlines Operations & Maintenance is responsible for the efficient operation and maintenance of water lines and connections 24 hours a day.

Transit Fund: The Concord/Kannapolis Area Transit System - or Rider – is responsible for providing the highest quality passenger transportation services for the citizens of Concord and Kannapolis. The Cities of Concord and Kannapolis partner to provide the Rider service with Concord serving as the lead agency. Additional information regarding Transit System may be contacting LJ Weslowski, Director of Transit, at (704) 920-5878 or via email at weslowlj@concordnc.gov.

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 Merl Hamilton, Assistant City Manager, (704) 920-5201 or via email at hamiltom@concordnc.gov.

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

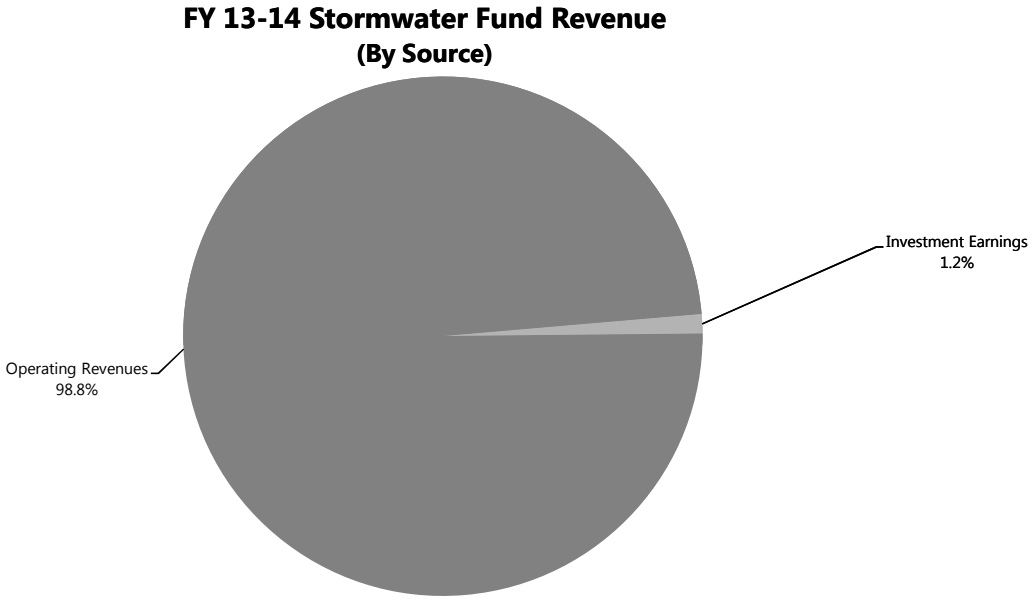
Stormwater Fund Revenues

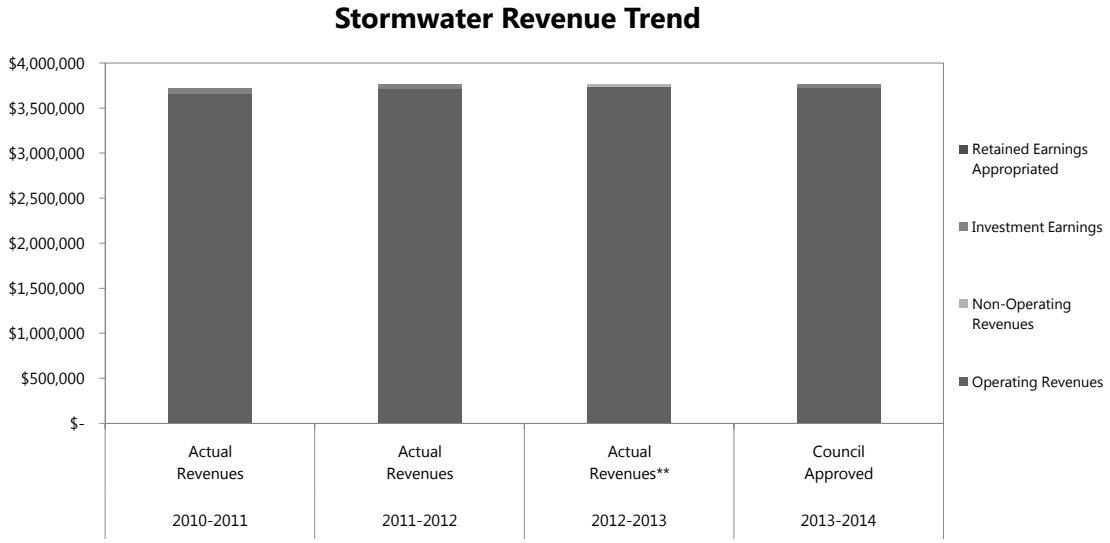
Fund 600

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Restricted Intergov't Revenue	$ -	$ 1,052	$ -	$ 1,567	$ -	$ -
Non-Operating Revenues	$ -	$ -	$ 31,913	$ 31,913	$ 1,000	$ 1,000
Investment Earnings	$ 64,602	$ 51,343	$ 60,000	$ (26,488)	$ 45,000	$ 45,000
Operating Revenues	$ 3,650,742	$ 3,713,105	$ 3,662,000	$ 3,738,035	$ 3,724,717	$ 3,724,717
Retained Earnings Appropriated	$ -	$ -	$ 9,052	$ -	$ -	$ -
Total Revenues	**$ 3,715,344**	**$ 3,765,500**	**$ 3,762,965**	**$ 3,745,026**	**$ 3,770,717**	**$ 3,770,717**
% budget change	*-7%*	*1%*		*-1%*		*0%*

* as amended

**as of 9/3/2013





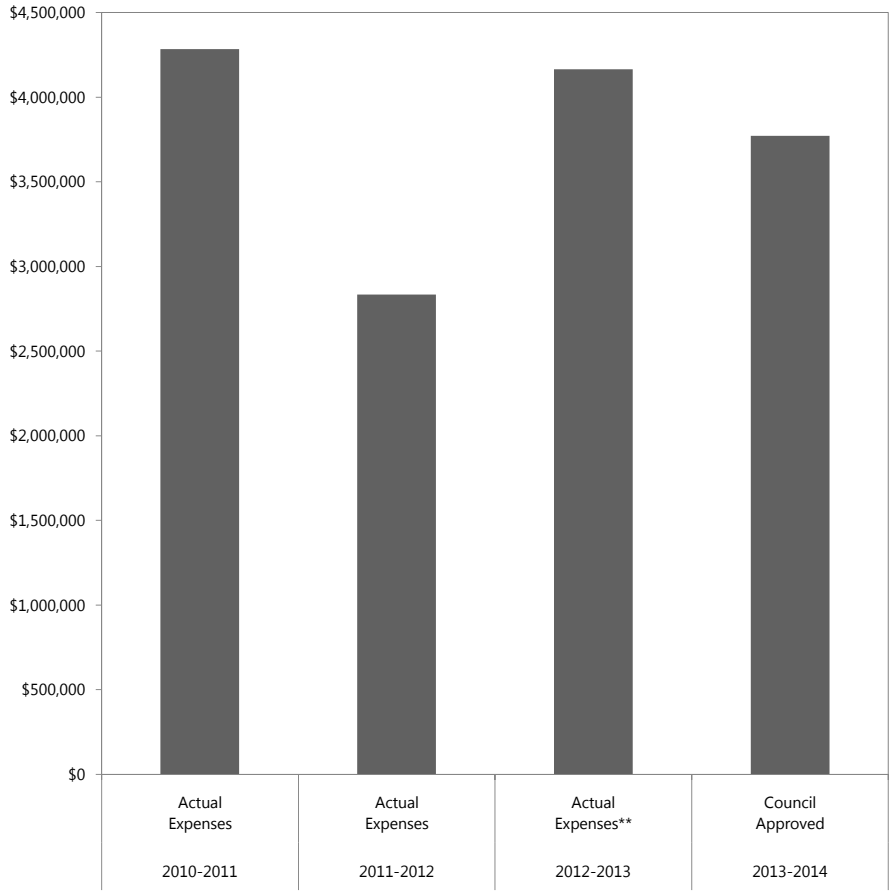
Stormwater Fund Expenditures

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Stormwater Operations	$ 4,282,110	$ 2,832,978	$ 3,762,965	$ 4,162,999	$ 3,770,717	$ 3,770,717
Total Expenditures	**$ 4,282,110**	**$ 2,832,978**	**$ 3,762,965**	**$ 4,162,999**	**$ 3,770,717**	**$ 3,770,717**
% budget change	*1%*	*-34%*		*47%*		*0%*

* as amended

**as of 9/3/2013

Stormwater Expenditure Trend



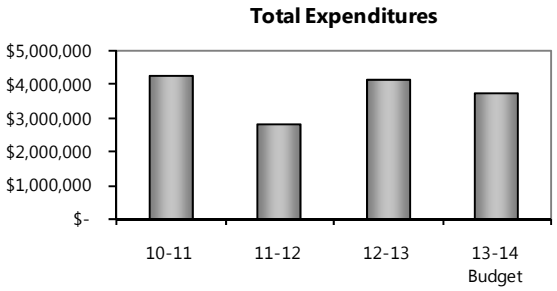
STORMWATER OPERATIONS & MAINTENANCE

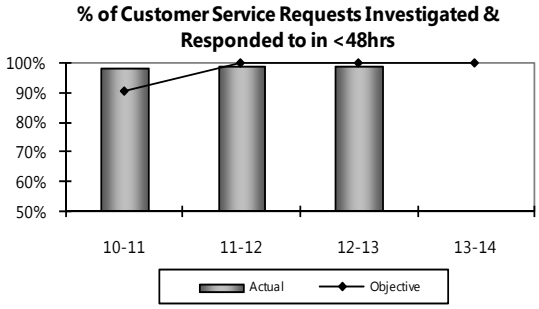
MISSION: Stormwater Operations and Maintenance exists to provide timely response to customer inquiries concerning drainage, water quality, and stormwater utility; maintain the existing stormwater infrastructure within City maintained rights-of-way and easements; implement the NPDES Phase II Stormwater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

PROGRAM LOCATOR:

Fund: Stormwater Fund
Functional Area: Utilities - Stormwater
Department: **Stormwater Operations & Maint.**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Received positive feedback from NCDENR inspection conducted in December.
- Completed upsizing culvert on Franklin Street in accordance with Masterplan recommendations.
- The Stormwater Management Advisory Committee continues to meet and discuss communitywide stormwater issues.
- Combined with Water and Wastewater into a comprehensive Water Resources Department. Several management positions were reallocated among all three funds.
- Began the 3 Mile Branch/Cold Water Creek Watershed Master Plan.
- Replaced the James St. culvert.
- Replaced culvert on Union St.
- Replaced aging excavator, allowing greater opportunities for construction projects.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue stormwater master planning to identify capital needs related to water quality, streams, and drainage systems.
- Implement the employee training program for good housekeeping compliance.
- Finalize and implement the Illicit Discharge Detection and Elimination program procedures guide.
- Replace aging sweeper truck to ensure compliance with Phase II requirements.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Train additional employees in BMP inspection process to facilitate increased water quality protection.
- Continue improvement to the performance management tracking system.
- Implement new programs as needed to comply with the new NPDES Phase II stormwater permit.

PERFORMANCE GOALS:

Major Service Area: **Respond to Customer Inquires Related to Drainage and Stormwater Quality**

Goal: To respond to stormwater inquiries within 2 working days and schedule meetings with customers or initiate investigations to evaluate customer concerns and identify necessary corrective actions.

Major Service Area: **Maintain Drainage System within City Street Rights-of-Way**

Goal: To clean and video inspect drainage structures to determine the physical condition and identify illicit discharges in order to continue a comprehensive preventative maintenance program, and to promote an effective stormwater system.

Major Service Area: **Maintain NPDES Phase II Compliance**

Goal: To implement required NPDES Phase II Stormwater program elements in order to reduce pollution and erosion caused by stormwater runoff.

Major Service Area: **Review Development Plans to Ensure Compliance with City Ordinances**

Goal: To complete review in a timely manner and assure a complete and thorough review to support development while assuring compliance with City ordinances and required NPDES Phase II Stormwater program elements.

Major Service Area: **Provide Scheduled Street Sweeping within City Limits to Enhance Water Quality**

Goal: To complete established sweeping routes on schedule in order to reduce pollution from streets reaching streams and degrading water quality.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Street Sweeping	Total number of times streets swept per year	Workload	16	12	12	16	12	12
Customer Service	% service requests investigated & responded to within 2 working days	Effectiveness	98%	99%	100%	99%	100%	100%
NPDES Phase II	Total number of Phase II education events	Workload	50	42	30	58	30	30
NPDES Phase II	% of BMPs inspected per year	Workload	New for FY12	51%	25%	38%	25%	25%
NPDES Phase II	% of development plans reviewed by internal deadline	Effectiveness	New for FY12	99%	100%	98%	100%	100%
Safety	# of preventable accidents	Effectiveness	New for FY12	0	0	0	0	0

BUDGET SUMMARY:

Cost Center #: 7100

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,174,196	$ 1,211,629	$ 1,214,651	$ 1,242,366	$ 1,183,213	$ 1,183,213
Operations	$ 263,243	$ 397,967	$ 629,867	$ 413,697	$ 607,319	$ 607,319
Capital Outlay	$ -	$ 100,742	$ 238,670	$ (42,748)	$ 305,000	$ 305,000
Depreciation	$ 1,596,328		$ -	$ 1,578,115	$ -	$ -
Debt Service	$ 3,836	$ 43,372	$ 43,372	$ 43,372	$ -	$ -
Cost Allocations	$ 692,258	$ 487,438	$ 444,034	$ 417,496	$ 443,991	$ 443,991
Transfers	$ 552,250	$ 591,830	$ 1,192,371	$ 510,701	$ 1,231,194	$ 1,231,194
Total Expenditures	**$ 4,282,110**	**$ 2,832,978**	**$ 3,762,965**	**$ 4,162,999**	**$ 3,770,717**	**$ 3,770,717**
% budget change	*1%*	*-34%*		*47%*		*0%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**20.25**	**20.25**	**20.25**	**20.25**	**19.77**	**19.77**

Electric Systems Revenue

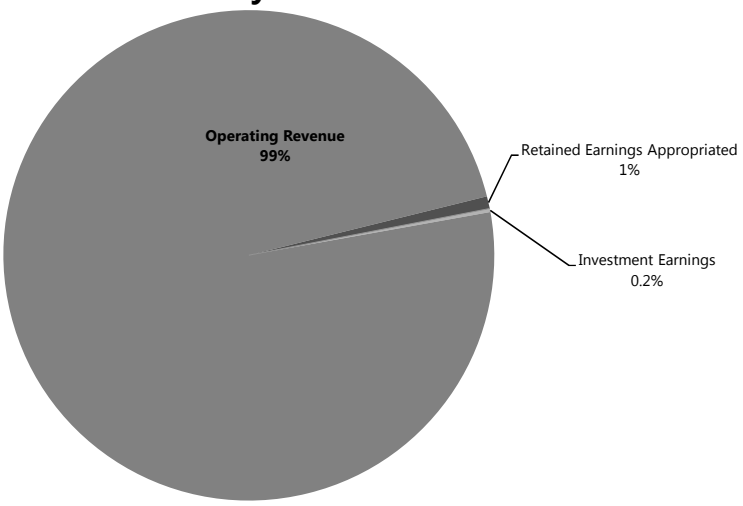
Fund 610

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Non-Operating Revenues	$ 5,526	$ 99,094	$ 62,388	$ 73,969	$ -	$ -
Investment Earnings	$ 539,578	$ 426,914	$ 240,695	$ (137,086)	$ 190,000	$ 190,000
Operating Revenue	$ 74,971,026	$ 78,889,045	$ 81,852,067	$ 81,194,497	$ 80,815,575	$ 80,815,575
Retained Earnings Appropriated	$ -	$ -	$ 3,128,295	$ -	$ 666,429	$ 666,429
Transfers	$ -	$ 4,079,802	$ -	$ -	$ -	$ -
Total Revenues	**$ 75,516,130**	**$ 83,494,855**	**$ 85,283,445**	**$ 81,131,380**	**$ 81,672,004**	**$ 81,672,004**
% budget change	*7%*	*-1%*		*-3%*		*-4%*

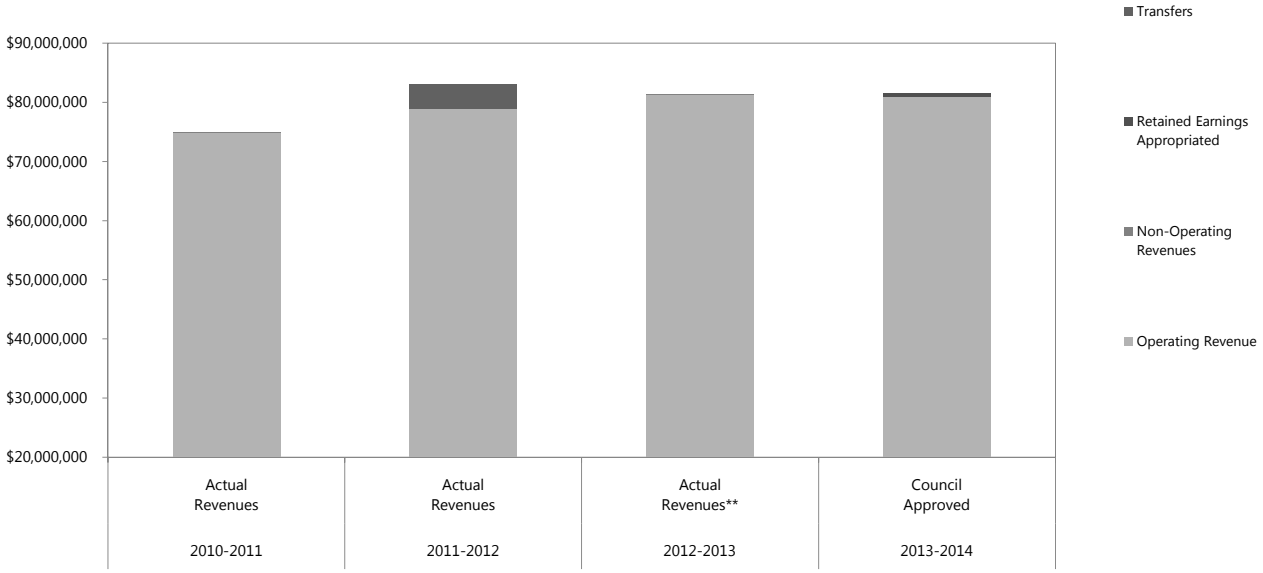
* as amended

**as of 9/3/2013

FY13-14 Electric Systems Revenues



Electric Systems Revenue Trend



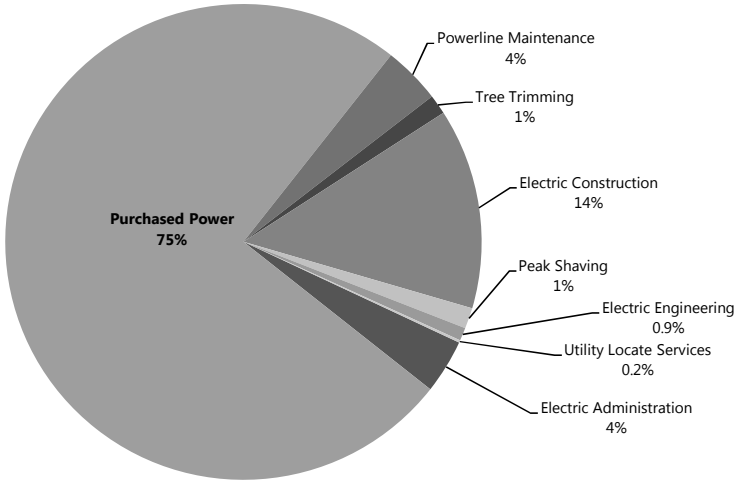
Electric Systems Expenditures

Budget Unit	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Electric Administration	$ 1,751,376	$ 2,321,096	$ 3,104,380	$ 2,640,265	$ 3,015,443	$ 3,015,443
Purchased Power	$ 47,693,615	$ 50,898,083	$ 62,190,627	$ 56,681,692	$ 61,261,942	$ 61,261,942
Powerline Maintenance	$ 2,305,073	$ 3,500,803	$ 1,770,412	$ 2,506,039	$ 3,176,936	$ 3,176,936
Tree Trimming	$ 911,635	$ 785,433	$ 976,101	$ 819,327	$ 1,103,704	$ 1,103,704
Electric Construction	$ 8,998,524	$ 16,927,813	$ 15,175,815	$ 14,522,211	$ 11,108,796	$ 11,108,796
Peak Shaving	$ 738,062	$ 931,318	$ 1,281,689	$ 919,371	$ 1,155,545	$ 1,155,545
Electric Engineering	$ 466,634	$ 561,224	$ 661,363	$ 639,982	$ 716,628	$ 716,628
Utility Locate Services	$ 113,349	$ 109,080	$ 123,058	$ 126,839	$ 133,010	$ 133,010
Total Expenses	**$ 62,978,269**	**$ 76,034,850**	**$ 85,283,445**	**$ 78,855,726**	**$ 81,672,004**	**$ 81,672,004**
% budget change	*-1%*	*21%*		*4%*		*-4%*

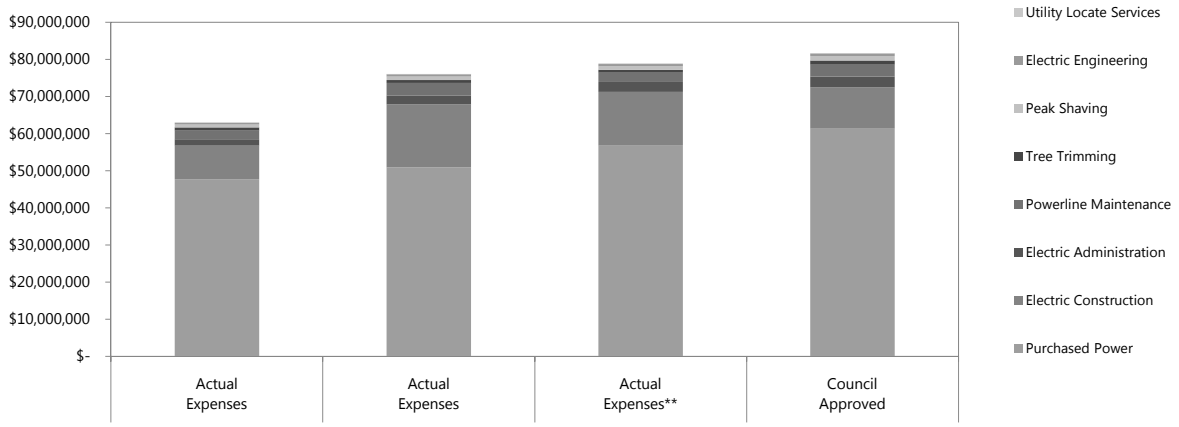
* as amended

**as of 9/3/2013

FY13-14 Electric Systems Expenditures



Electric Systems Expenditure Trends



ELECTRIC SYSTEMS ADMINISTRATION

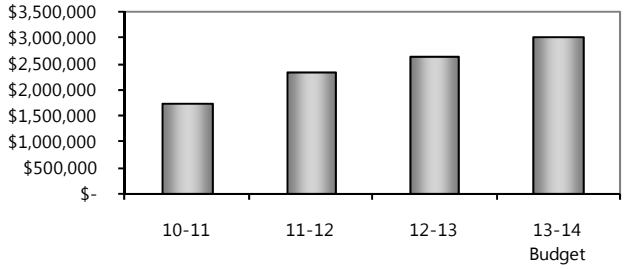
MISSION: Electric Systems Administration exists to ensure that the City of Concord's electric system operates in a manner that provides a reliable source of electric power to the City's customers in a fiscally responsible manner that is safe for employees, customers, and the general public.

PROGRAM LOCATOR:

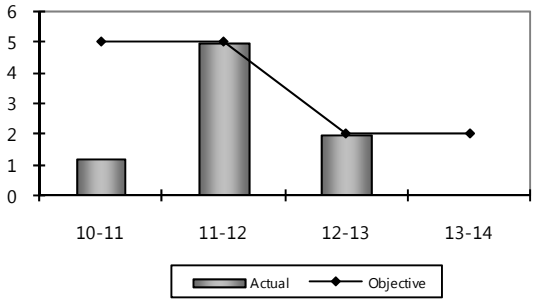
Fund: Electric Fund
Functional Area: Utilities-Electric
Department: Electric Systems
Division: **Electric Administration**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



Average # of Reportable Incidents



MAJOR SERVICE(S) PROVIDED:

- Safety
- Electric System Management

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Implemented the Peak Partner Program that notifies our customers of time of forecasted peak electric demand. This voluntary program can help the City control its wholesale power cost and help reduce rate increase to our customers.
- Offered a new electric rate for large commercial/industrial customer that can reduce their electric cost and also reduce the City's wholesale cost.
- Implemented a Key Accounts Program with our top 15 electric customers. Each account was visited to introduce the program and each account was assigned an electric staff members as a main point of contact for their electric questions and concerns.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continuation of Legal and Engineering funding. These funds are required to support possible audits and review of wholesale power rates, annual adjustments, system design, and SERC/NERC compliance as anticipated.
- Continuation of a payment in Lieu of Taxes to the General Fund.
- Continuation of a Rate Stabilization Fund and Reserves for future Electric needs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Bi-monthly staff meetings ensure clear understanding of departmental objectives and individual roles.
- Regular departmental safety meetings are held to ensure personnel are adequately trained and understand expectations regarding safe working practices.

PERFORMANCE GOALS:

Major Service Area: **Safety**

Goal: To provide a safe work environment for employees in order to minimize safety risks.

BUDGET SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Safety	Average # of reportable incidents	Effectiveness	1.2	5	2	2	2	5

BUDGET SUMMARY:

Cost Center #: 7200

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 179,126	$ 200,087	$ 196,369	$ 201,903	$ 201,552	$ 201,552
Operations	$ 405,329	$ 260,408	$ 382,800	$ 362,640	$ 523,360	$ 523,360
Depreciation & Amortization	$ 2,659	$ -	$ -	$ -	$ -	$ -
Other Appropriations	$ -	$ -	$ 527,000	$ 527,000	$ 542,500	$ 542,500
Cost Allocations	$ 653,261	$ 1,340,601	$ 1,729,581	$ 1,530,092	$ 1,741,937	$ 1,741,937
Transfers	$ 511,000	$ 520,000	$ 268,630	$ 18,630	$ 6,094	$ 6,094
Total Expenses	**$ 1,751,376**	**$ 2,321,096**	**$ 3,104,380**	**$ 2,640,265**	**$ 3,015,443**	**$ 3,015,443**
* as amended	*171%*	*-71%*		*14%*		*-3%*
**as of 9/3/2013						
Authorized FTE	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

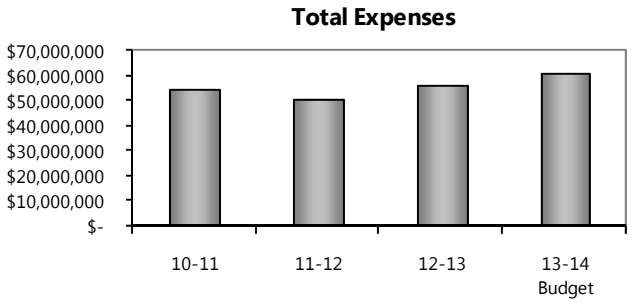
PURCHASED POWER

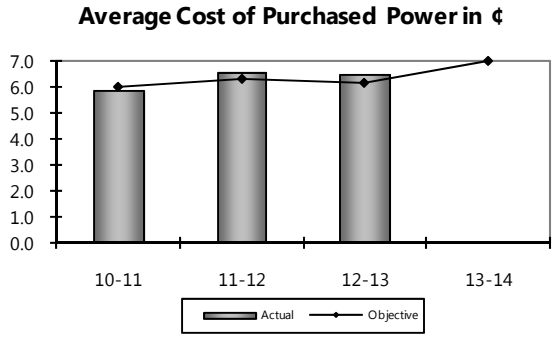
MISSION: The Purchased Power Department exists to maintain a dependable, reliable and affordable source of electricity for resale to customers of the City of Concord's Electric System.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Purchased Power**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Purchase Wholesale Power:
  - Monitor current contracts for the City's purchase of wholesale power to ensure economic and operational integrity and reliability
  - Monitor monthly wholesale power bills to ensure accuracy.
  - Predict anticipated electric system peaks and determine load ratio share calculations that will be used for annual billing projections.

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Offering of customer programs and a new rate to help reduce the City's wholesale demand cost.
- Staff has used available peak shaving resources and will reduce purchased power expense by approximately $4.7 million during the current fiscal year.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- FY14 budget reflects a $1.05 million (1.7%) decrease in wholesale purchased power expenses over budgeted figure for FY13.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

Major Service Area: **Purchase Wholesale Power**

Goal: Ensure the accuracy of all payments for purchased power by reviewing and comparing metering data and bill calculations.

Goal: Predict annual system peak and load ratio share calculations that will minimize end impact of end of year true up process.

***Major Service Area*:** **Resource Management**

Goal: To provide efficient utilization of resources in order to limit or reduce costs of electric system operation.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Purchase Wholesale Power	Accuracy rate for purchased power payments	Workload	100%	100%	100%	100%	100%	100%
Resource Mngt.	Average cost of purchased power (in cents)	Effectiveness	6¢	6.56¢	7¢	6.52¢	7¢	6¢

BUDGET SUMMARY:

Cost Center #: 7210	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Operations	$ 55,064,197	$ 50,898,083	$ 62,190,627	$ 56,681,692	$ 61,261,942	$ 61,261,942
Total Expenses	**$ 55,064,197**	**$ 50,898,083**	**$ 62,190,627**	**$ 56,681,692**	**$ 61,261,942**	**$ 61,261,942**
% budget change	*15%*	*-8%*		*11%*		*-1%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

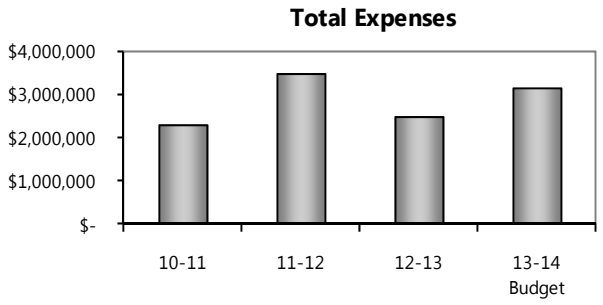
MAINTENANCE POWERLINES

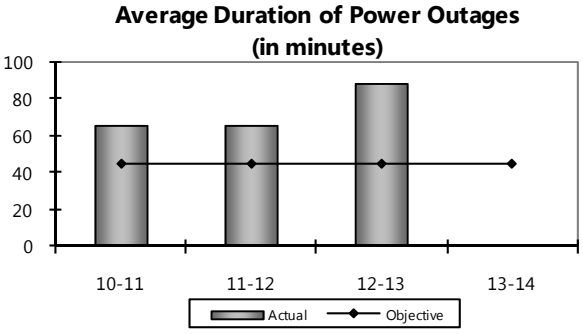
MISSION: The Maintenance Powerlines Division exists to ensure that all of the City's electric customers receive safe and reliable electric service by maintaining, measuring, and monitoring the City's power supply.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Maintenance Powerlines**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Maintenance Powerlines coworkers successfully deployed to assist the Peak Shaving Division with operation of Generation facilities to reduce peak demand, thereby lowering purchase power costs.
- Completed rebuilding of substation F to new metal clad enclosed switchgear.
- Completed conversion of 4 substations to a fiber optic communications platform.
- Changed out residential electric meters as part of a change-out program to maintain a growing electrical system with new hardware and materials.
- Continued expansion of wireless Ethernet SCADA Communication Line Network.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to change out residential electric meters as part of the change-out program and to maintain a growing electric system with new hardware and materials.
- Complete conversion of 2 substations to a fiber optic communications platform.
- Initiate advanced metering infrastructure on key accounts to better track energy consumption profiles.
- Extend Sky-Pilot wireless system to accommodate distribution automation initiatives and support data backhaul.
- Initiate pilot project to gage effectiveness of advanced metering infrastructure.
- Complete conversion of Substation "J" outdated electromechanical relaying to current design fully electronic relay protection scheme.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- A routine preventive maintenance and emergency repair program is maintained to ensure effectiveness of power lines, substations, power delivery stations, peak shaving generation plants, electric metering and SCADA operations.
- Staff will continue to evaluate outage data to improve system reliability.
- Staff is implementing the wireless Ethernet SCADA Communication Line Network. This will enable remote access of the SCADA servers and provide the ability to remotely monitor and control strategic system protective devices. This provides a more rapid response to power outages.
- Staff will continue career development training.
- SCADA Dept. will work with GIS to update and ensure a viable and reliable mapping database.

PERFORMANCE GOALS:

Major Service Area: **System Monitoring**

Goal: To provide timely response to power outages for business and residential customers in order to minimize power disruptions.

Major Service Area: **Electric Equipment Maintenance**

Goal: To provide system maintenance of electrical equipment in order to ensure constant flow of power.

Major Service Area: **Testing/Installation**

Goal: To ensure the accuracy and integrity of all electric meter systems in order to maintain compliance with State regulations and proper billing.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
System Monitoring	Average duration of power outages (in minutes)	Effectiveness	66	66	45	89	45	45
Electric Equipment Maint.	% of outages caused by mechanical failure	Effectiveness	3.13%	1.98%	2%	1.5%	2%	N/A
Meter Testing / Installation	# of watt-hr. meters tested/calibrated	Workload	3,000	2,378	3,000	2,504	3,000	N/A

BUDGET SUMMARY:

Cost Center #: 7220

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 871,750	$ 889,475	$ 931,900	$ 843,179	$ 906,361	$ 906,361
Operations	$ 200,245	$ 244,990	$ 450,169	$ 311,352	$ 509,543	$ 509,543
Capital Outlay	$ -	$ 43,233	$ 175,000	$ -	$ 25,000	$ 25,000
Depreciation & Amortization	$ 1,125,671	$ -	$ -	$ 1,138,155	$ -	$ -
Cost Allocations	$ 107,407	$ 15,105	$ 33,343	$ 33,353	$ 26,032	$ 26,032
Transfers	$ -	$ 2,308,000	$ 180,000	$ 180,000	$ 1,710,000	$ 1,710,000
Total Expenses	**$ 2,305,073**	**$ 3,500,803**	**$ 1,770,412**	**$ 2,506,039**	**$ 3,176,936**	**$ 3,176,936**
% budget change	*2%*	*-7%*		*-28%*		*79%*
**as of 9/3/2013						
	13.00	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**

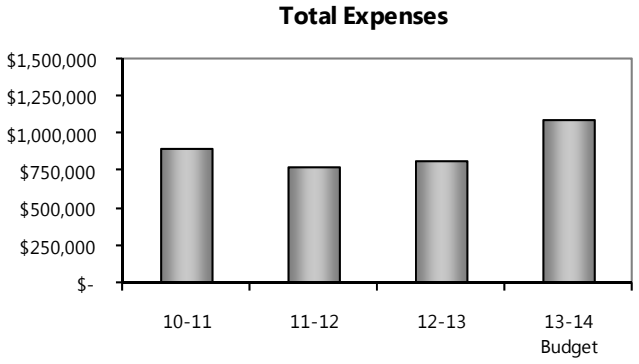
TREE TRIMMING

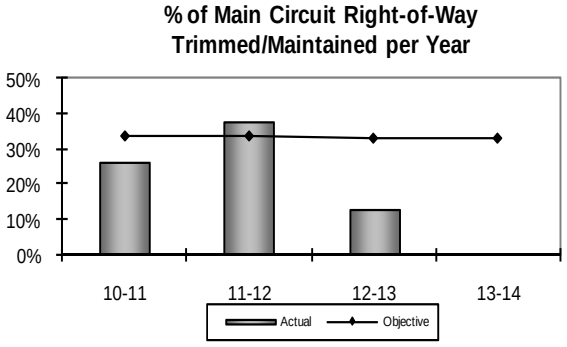
MISSION: The City's Tree Trimming Department exists to maintain clearance of trees and plant growth in power line rights-of-way and easements in a manner that provides more reliable electric service to the City's electric customers.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Tree Trimming**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Line Clearance Tree Trimming

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Reduced customer concerns with personal contact or by leaving a door hanger prior to performing removal and/or trimming of customers' trees.
- Continued career development training for tree trimming personnel to enhance level of service and proficiency for customers.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue tree replacement program, which encourages re-planting of low growing trees in order to minimize future maintenance of power line rights-of-way and improve reliability of electric service to customers.
- Continue utilization of contract labor to augment in-house personnel in clearing power line rights-of-way. This will enhance the reliability of service provided to customers.
- Continue to educate the public on the need for proper ROW clearance.
- Improve our low growth line clearance preventative maintenance programs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

Major Service Area: **Tree Trimming**

Goal: To provide timely notification to customers of tree trimming services scheduled near or on their property in order to heighten awareness of work crew activity and customer service.

Goal: To provide thorough tree trimming and timely response to customer tree maintenance in order to minimize potential or further damage to electrical infrastructures and property.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Tree Trimming	% of customers receiving personal or door hanger notification of service on their property within 24 hrs of scheduled tree trimming	Effectiveness	100%	100%	100%	100%	100%	100%
Tree Trimming	% of main circuit right-of-way trimmed/ maintained per year	Effectiveness	26%	38%	33%	13%	33%	33.3%
Tree Trimming	% of power outages caused by trees and tree limbs	Effectiveness	12%	11%	10%	18%	10%	10%

BUDGET SUMMARY:

Cost Center #: 7230

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 615,675	$ 429,536	$ 542,868	$ 459,806	$ 550,306	$ 550,306
Operations	$ 212,926	$ 353,550	$ 396,055	$ 333,450	$ 473,682	$ 473,682
Capital Outlay	$ -	$ -	$ 30,000	$ -	$ 74,000	$ 74,000
Depreciation & Amortization	$ 29,496	$ -	$ -	$ 18,227	$ -	$ -
Cost Allocations	$ 53,538	$ 2,347	$ 7,178	$ 7,844	$ 5,716	$ 5,716
Transfers	$ -	$ -	$ -	$ -	$ -	$ -
Total Expenses	**$ 911,635**	**$ 785,433**	**$ 976,101**	**$ 819,327**	**$ 1,103,704**	**$ 1,103,704**
% budget change	*25%*	*-15%*		*4%*		*13%*
**as of 9/3/2013						
	9.00	**9.00**	**9.00**	**9.00**	**9.00**	**9.00**

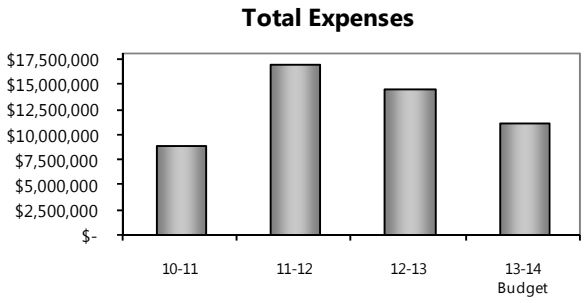
ELECTRIC CONSTRUCTION

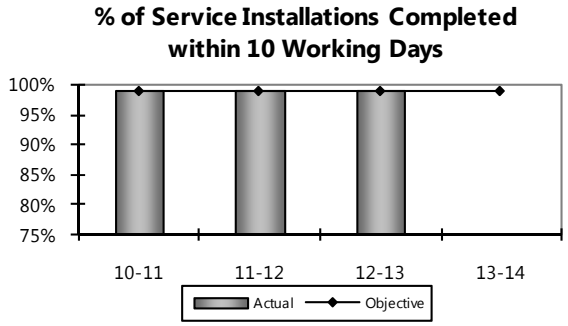
MISSION: The Electric Construction Department exists to extend, construct, and install major overhead and underground electric facilities for current and future City of Concord electric customers to meet the needs for electric system capacity.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Electric Construction**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Electric Construction
  - Underground Utility Construction
  - Overhead Utility Construction

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Provided final lighting for George Liles Blvd. and Poplar Tent corridors.
- Inspected wooden pole lines; replaced and upgraded poles as required.
- Completed renovations to vaults in the downtown underground system.
- Completed installation of new 12 KV circuit exits at substation F.
- Completed replacement of major GOAB switching facilities.
- Began installation of primary feeds to major apartment complex in the Mills East section.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to replace aging Bucket Trucks and equipment as budget allows.
- Continue career development training of electric maintenance and construction personnel in order to provide continuous improvement of employee proficiency and enhance their ability to provide the level of service our customers expect.
- Continue to improve lighting along major streets and thoroughfares throughout the City with a focus on the George Liles Blvd. extension.
- Continue to inspect and remediate several wooden pole lines that comprise strategic distribution circuits. These pole lines exceed 30 years old and require documentation of their general condition and remediation of deterioration.
- Provide funding for upgrades to three additional aging vaults and equipment in Downtown underground system.
- Start construction of primary duct bank system to feed additional loads in the North section of the International Business Park.
- Begin replacement of 12KV circuit exits at substation I.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

Major Service Area: **Electric Construction**

Goal: To provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable time period.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Electric Const.	% of service installations completed within 10 working days	Effectiveness	99%	99%	99%	99%	99%	99%
Electric Const.	% of outdoor lights installed within 5 working days	Effectiveness	99%	99%	99%	99%	99%	99%
Electric Const.	% of street lights repaired within 2 working days	Effectiveness	99%	99%	99%	99%	99%	99%

BUDGET SUMMARY:

Cost Center #:7240

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 2,179,716	$ 2,418,064	$ 2,466,972	$ 2,635,330	$ 2,515,284	$ 2,515,284
Operations	$ 1,867,332	$ 1,835,833	$ 1,963,001	$ 1,889,562	$ 1,651,891	$ 1,651,891
Capital Outlay	$ (566,456)	$ 1,695,864	$ 2,060,204	$ (729,730)	$ 1,845,500	$ 1,845,500
Depreciation & Amortization	$ 2,725,861	$ -	$ -	$ 2,736,008	$ -	$ -
Debt Service	$ 1,387,032	$ 7,551,310	$ 3,195,792	$ 3,132,623	$ 3,058,997	$ 3,058,997
CIP Projects	$ (498,335)	$ 43,844	$ 517,738	$ (113,035)	$ 560,000	$ 560,000
Cost Allocations	$ 1,806,009	$ 1,382,898	$ 1,422,108	$ 1,421,453	$ 1,327,124	$ 1,327,124
Transfers	$ 97,366	$ 2,000,000	$ 3,550,000	$ 3,550,000	$ 150,000	$ 150,000
Total Expenses	**$ 8,998,524**	**$ 16,927,813**	**$ 15,175,815**	**$ 14,522,211**	**$ 11,108,796**	**$ 11,108,796**
* as amended	*-18%*	*-3%*		*-14%*		*-27%*
**as of 9/3/2013						
Authorized FTE	**34.00**	**34.00**	**34.00**	**34.00**	**34.00**	**34.00**

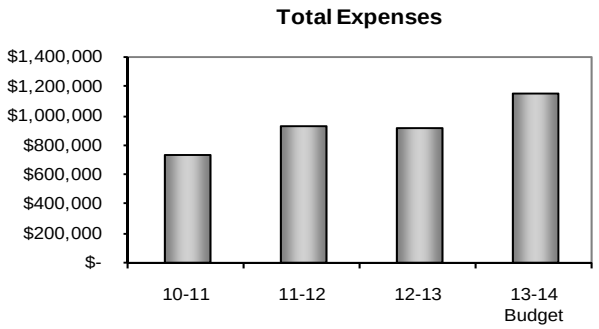
PEAK SHAVING

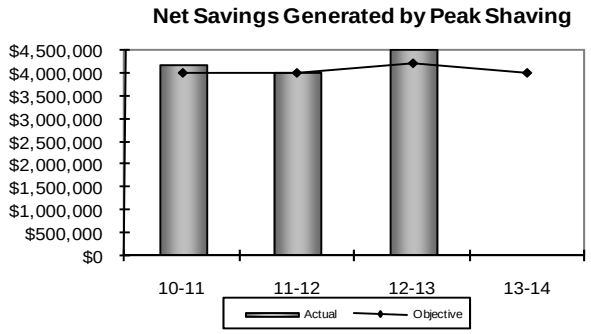
MISSION: The Peak Shaving Department exists to ensure the availability of its Peak Shaving generation resources in a manner that will reduce the City's expense for purchased power.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Peak Shaving**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Peak Shaving Generation

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Utilized peak shaving resources to reduce approximately $4.0 million from the City's purchased power expense.
- Major preventative maintenance was performed to maintain peak shaving generator effectiveness.
- Begin testing to determine compliance for RICE NESHAP.
- Installed second phase of mitigation equipment to reduce diesel exhaust emissions in compliance with new Environmental Protection Agency standards.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Install third phase of mitigation equipment to reduce diesel exhaust emissions in compliance with new Environmental Protection Agency standards.
- Continue to utilize peak shaving resources to reduce the City's purchased power expense.
- Purchase critical replacement supplies to ensure quick response to mechanical failures.
- Finalize testing of all phases of mitigation equipment to reduce diesel exhaust emissions and to document compliance with Environmental Protection Agency standards.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to perform engine maintenance as scheduled to ensure efficient operation.
- Continue to monitor system loading through SCADA.
- Continue to train generating personnel to handle peak shaving efforts.

PERFORMANCE GOALS:

Major Service Area: **Peak Shaving**

Goal: To provide efficient and reliable peak shaving units to the Purchased Power budget unit to reduce the City's need to purchase power during peak usage times.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Peak Shaving	Average KW output per unit	Efficiency	1,600	1,550	1,600	1,550	1,600	1,600
Peak Shaving	Amount of net savings peak shavings generates	Effectiveness	$4.2M	$4M	$4M	$4.5M	$4M	$4.0M

BUDGET SUMMARY:

Cost Center #: 7241

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 57,469	$ 61,138	$ 105,959	$ 61,795	$ 105,701	$ 105,701
Operations	$ 664,216	$ 639,509	$ 779,675	$ 633,702	$ 774,916	$ 774,916
Capital Outlay	$ 4,435	$ 50,149	$ 125,000	$ (48,737)	$ 274,000	$ 274,000
Depreciation & Amortization	$ 7,685	$ -	$ -	$ 1,380	$ -	$ -
Debt Service	$ -	$ -	$ 50,149	$ 50,149	$ -	$ -
Transfers	$ -	$ 180,000	$ 220,000	$ 220,000	$ -	$ -
Cost Allocations	$ 4,256	$ 522	$ 906	$ 1,082	$ 928	$ 928
Total Expenses	**$ 738,062**	**$ 931,318**	**$ 1,281,689**	**$ 919,371**	**$ 1,155,545**	**$ 1,155,545**
% budget change	*5%*	*-18%*		*-1%*		*-10%*
**as of 9/3/2013						
	2.00	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

ELECTRIC ENGINEERING SERVICES

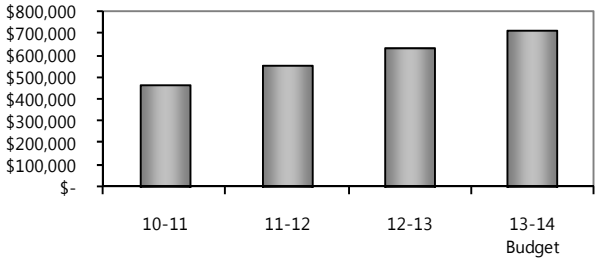
MISSION: To provide the highest level of service to both internal and external customers of the City's electric service through engineering and design of new and existing services, along with electric systems data acquisition and use through sound engineering practices and GIS mapping technology.

PROGRAM LOCATOR:

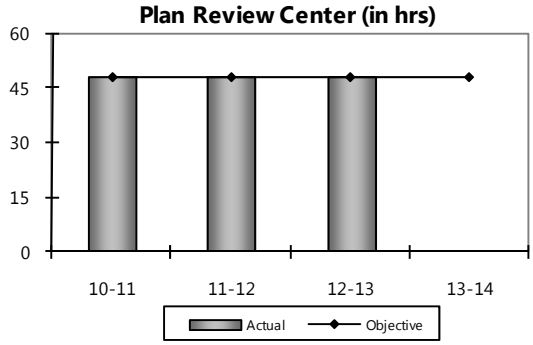
Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Electric Engineering Services**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



Contact Time for Developer Requests to Plan Review Center (in hrs)



MAJOR SERVICE(S) PROVIDED:

- Electric Engineering Planning and Design
- Electric Distribution System Protection (Safety)
- Compliance with NESC, NEC & other applicable codes
- GIS Application Services (Maps & data)
- Compliance with SERC and NERC (Reliability)

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Provided data and modeling for system protection device coordination (fuse) study.
- Refined information in the electric system geo-database and updated with as-built construction plans completed by crews.
- New techniques developed are in use to analyze the information in the geo-database in order to provide exceptional integrity.
- Provided support for special operations associated with infrastructure projects.
- Supported electrical design solutions for commercial and industrial loads by interacting with the customers, as well as our planning department, in order to provide the best results for each project. Supported electrical design solutions for electric infrastructure improvements.
- Upgraded ESRI ArcGIS & ArcFM to version 10.
- Created a computer processed electric system engineering analysis model, for the City of Concord's distribution system, using Milsoft's Engineering Analysis Software.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue maintaining the accuracy and structure of the data in the electric system geo-database.
- Continue the development of Milsoft Engineering analysis software that will accurately represent a fully detailed circuit model including substations, power lines, transformers, individual customers, protection devices, and essentially all the components that may be a part of an electric system.
- Develop a Flex application to view existing GIS maps and data in a web based application that may be deployed on all major browsers, desktops, and devices including iOS, Android, and Blackberry Tablet OS.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue training personnel by using cost effective training courses.
- Database maintenance techniques will continue to be refined as we strive to provide the highest integrity possible.
- Manage our Residential Energy Audit, Heat Pump Rebate and Peak Partners Programs.
- Manage our Key Accounts Program that provides a relationship between the Electric Systems and Key Accounts.
- Establish an electronic interface capable of connecting the software used for work orders associated with electric design to the warehouse and accounting/bookkeeping departments.

PERFORMANCE GOALS:

Major Service Area: **Planning and Design**

Goal: To provide prompt response to new customers to determine their needs and desires for electric service.

Major Service Area: **GIS Application Service**

Goal: To identify and address internal customer needs such as calculations and maps promptly in order to maintain construction and service schedules.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Planning and Design	Contact time for customer requests through the Call Center or Electric Dispatch (in hours)	Effectiveness	24	24	24	24	24	24
Planning and Design	Contact time for developer requests through Plan Review Center (in hours)	Effectiveness	48	48	48	48	48	48
GIS Applic. Service	Internal customer needs response time (in hours)	Effectiveness	24	24	24	24	24	24
GIS Applic. Service	Provision of mapping needs (in days)	Effectiveness	1	1	1	1	1	1

BUDGET SUMMARY:

Cost Center #:7250

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 303,229	$ 393,723	$ 393,888	$ 408,767	$ 398,168	$ 398,168
Operations	$ 106,950	$ 116,739	$ 161,975	$ 157,775	$ 182,112	$ 182,112
Capital Outlay	$ -	$ 11,913	$ 44,601	$ -	$ 55,000	$ 55,000
Depreciation & Amortization	$ 10,547	$ -	$ -	$ 14,528	$ -	$ -
Cost Allocations	$ 45,907	$ 38,849	$ 60,899	$ 58,912	$ 81,348	$ 81,348
Total Expenses	**$ 466,634**	**$ 561,224**	**$ 661,363**	**$ 639,982**	**$ 716,628**	**$ 716,628**
% budget change	*-25%*	*-8%*		*14%*		*8%*
* as amended						
**as of 9/3/2013						
Authorized FTE	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

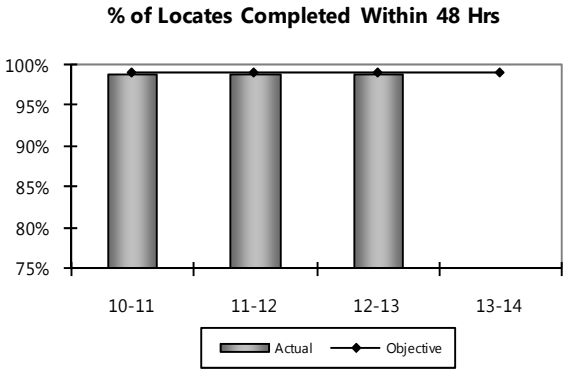
UTILITY LOCATE SERVICES

MISSION: The Utility Locate Service Division exists to ensure that all City utilities are accurately located in adequate time to comply with the N.C. Underground Damage Prevention Act.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities – Electric
Department: Electric Systems
Division: **Utility Locate Services**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Utility Location

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Improved base GIS Map accuracy levels by field verification.
- Established a more productive system of assigned area cross-training.
- Updated locating equipment for better efficiency and accuracy.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

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

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

Major Service Area: **Utility Location**

Goal: To locate all utilities in compliance with the N.C. Underground Damage Prevention Act guidelines of accuracy and time requirements in order to prevent damage to underground water, wastewater, and electric infrastructure.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Utility Location	% of locates that are located within 24 inches	Effectiveness	98%	99%	99%	99%	99%	99%
Utility Location	% of locates that are located within 48 hours	Effectiveness	99%	99%	99%	99%	99%	99%

BUDGET SUMMARY:

Cost Center #:7260

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 256,032	$ 265,491	$ 268,517	$ 270,895	$ 266,643	$ 266,643
Operations	$ 37,203	$ 52,883	$ 110,323	$ 75,367	$ 98,507	$ 98,507
Capital Outlay	$ -	$ -	$ 6,000	$ 5,812	$ 12,000	$ 12,000
Depreciation & Amortization	$ 14,908	$ -	$ -	$ 12,869	$ -	$ -
Cost Allocations	$ (194,794)	$ (209,294)	$ (261,782)	$ (238,104)	$ (244,140)	$ (244,140)
Total Expenses	**$ 113,349**	**$ 109,080**	**$ 123,058**	**$ 126,839**	**$ 133,010**	**$ 133,010**
% budget change	*-20%*	*-9%*		*16%*		*8%*
*as amended						
** as of 9/3/2013						
	5.00	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

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

Water Resources Revenues

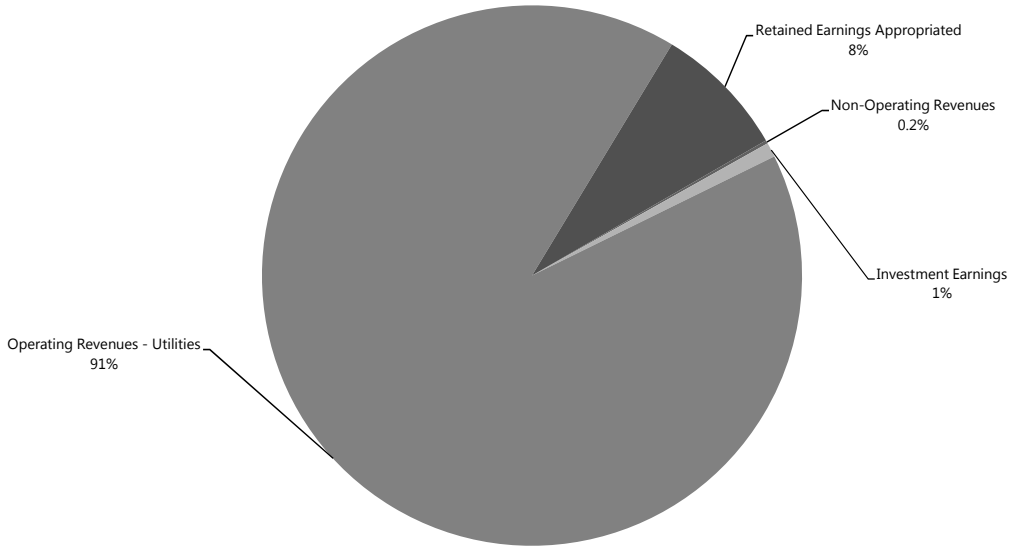
Fund 620

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Non-Operating Revenues	$ 646,165	$ 55,088	$ 38,785	$ 56,800	$ 40,000	$ 40,000
Investment Earnings	$ 661,435	$ 500,464	$ 150,000	$ (101,770)	$ 180,000	$ 180,000
Operating Revenues - Utilities	$ 18,402,901	$ 19,814,399	$ 18,627,700	$ 19,403,470	$ 18,889,700	$ 18,889,700
Retained Earnings Appropriated	$ -	$ -	$ 1,143,283	$ -	$ 1,666,051	$ 1,666,051
Financing Proceeds/Other Revenue	$ -	$ 15,347,759	$ -	$ -	$ -	$ -
Total Revenues	**$ 19,710,501**	**$ 35,717,710**	**$ 19,959,768**	**$ 19,358,500**	**$ 20,775,751**	**$ 20,775,751**
% budget change	*1%*	*81%*		*-46%*		*4%*

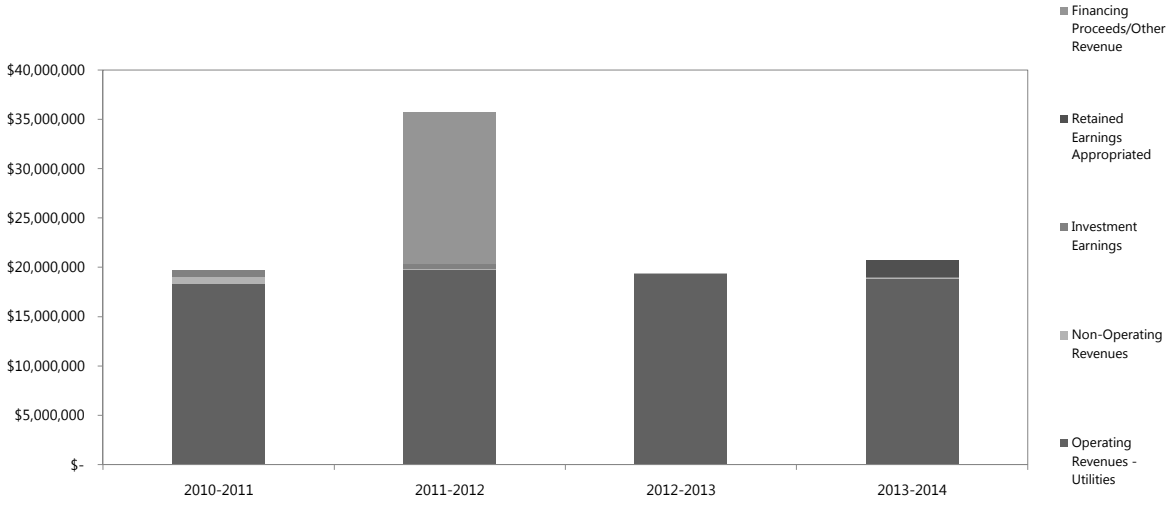
* as amended

**as of 9/2/2013

FY 13-14 Water Resources Revenues (by Source)



Water Resources Revenue Trend

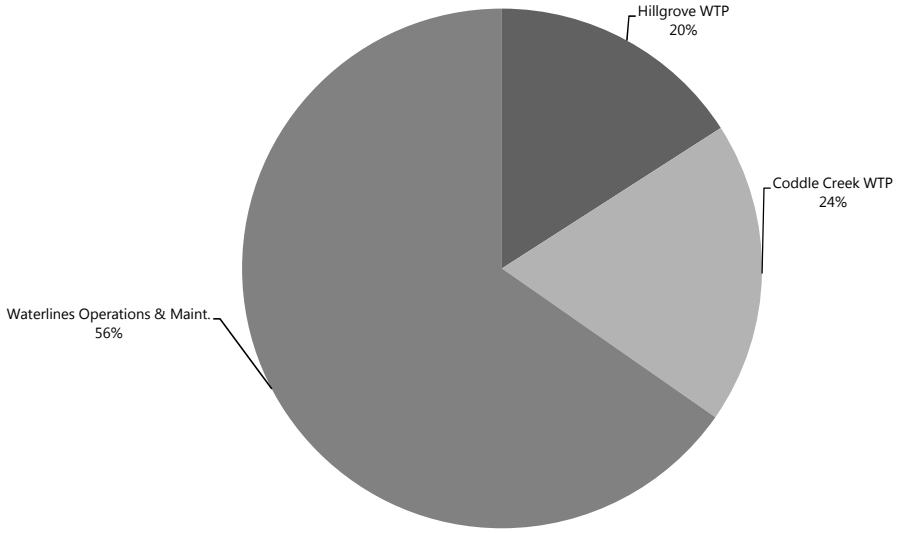


Water Resources Expenditures

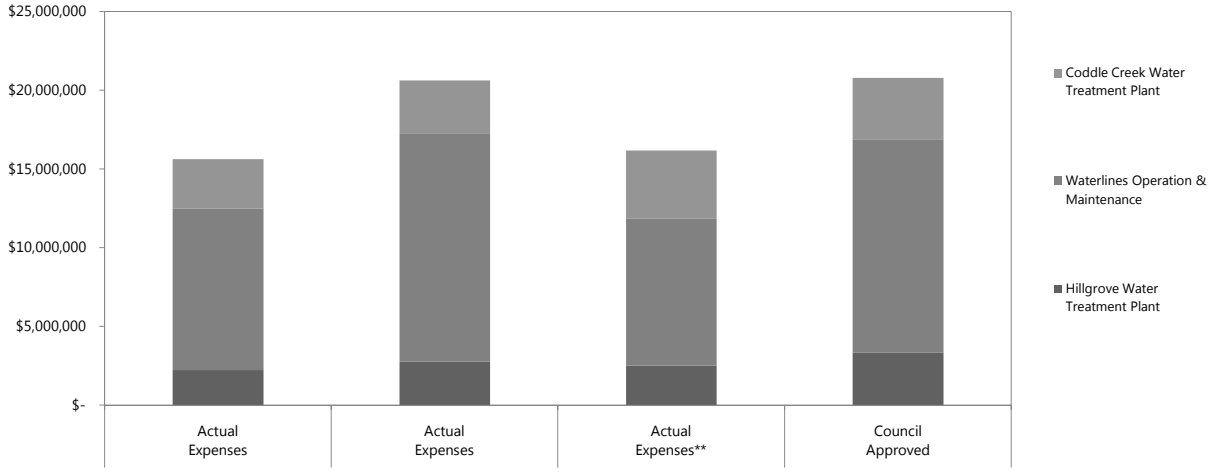
Budget Unit	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Hillgrove Water Treatment Plant	$ 2,225,325	$ 2,736,853	$ 3,138,146	$ 2,505,274	$ 3,306,739	$ 3,306,739
Coddle Creek Water Treatment Plant	$ 3,146,793	$ 3,345,438	$ 4,408,300	$ 4,306,563	$ 3,901,994	$ 3,901,994
Waterlines Operation & Maintenance	$ 10,246,384	$ 14,521,840	$ 12,413,323	$ 9,338,054	$ 13,567,018	$ 13,567,018
Total Expenses	**$ 15,618,502**	**$ 20,604,131**	**$ 19,959,768**	**$ 16,149,891**	**$ 20,775,751**	**$ 20,775,751**
% budget change	*-2%*	*32%*		*-22%*		*4%*

* as amended
** as of 9/2/2013

FY 13-14 Water Resources Expenditures
(by Budget Unit)



Water Resources Expenditure Trend



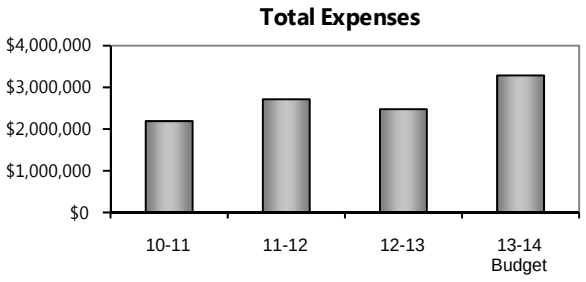
HILLGROVE WATER PLANT

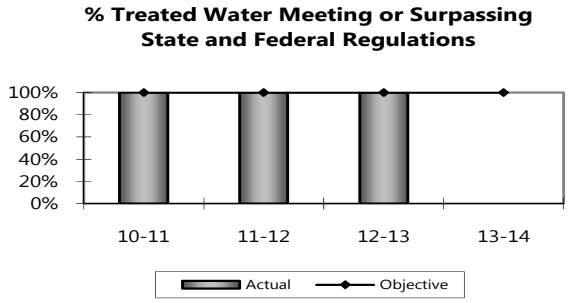
MISSION: The Hillgrove Water Plant provides drinking water at the most economical rate, meeting all state and federal regulations for the residential and commercial customers of the City of Concord and Cabarrus County, and our neighboring municipalities such as Harrisburg, Kannapolis, and Midland. This allows our customers to sustain livable communities and use water for their economic livelihood.

PROGRAM LOCATOR:

Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Hillgrove Water Plant**

BUDGET & PERFORMANCE HIGHLIGHTS





MAJOR SERVICE(S) PROVIDED:

- Water Treatment and Analysis

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Completion of the SCADA monitoring for the Sodium Hypochlorite building.
- Partial completion of south clearwell top spalling.
- Completion of Filter Rehabilitation.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue replacing outdated lab equipment for compliance monitoring.
- Continue to analyze the most economical way to meet Stage 2 D-DBP regulation.
- New Chlorine Contact Time Study for disinfection compliance.
- Design for new flash mix and Carbon feed system.
- Replace SCADA monitoring equipment due to outdated data processing and programming.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Attending training sessions to obtain knowledge on new regulations and treatment processes.

PERFORMANCE GOALS:

Major Service Area: **Water Treatment and Analysis**

Goal: To comply with and exceed state and federal regulations in order to provide safe drinking water.

Goal: To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	99%	100%	100%	99.8%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	92%	98%	98%	98%	98%	87%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.02	1.026	1.03	1.02	1.02	1.03
Safety	# of preventable accidents	Effectiveness	New for FY12	0	0	0	0	0

*State and Federal Regulation is 95%

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

BUDGET SUMMARY:

Cost Center #: 7330	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 789,171	$ 826,755	$ 825,043	$ 849,626	$ 832,453	$ 832,453
Operations	$ 1,011,778	$ 1,252,018	$ 2,140,029	$ 1,157,042	$ 2,005,095	$ 2,005,095
Capital Outlay	$ -	$ -	$ 55,000	$ -	$ 39,000	$ 39,000
Depreciation & Amortization	$ 410,377	$ 402,614	$ -	$ 379,315	$ -	$ -
Transfers	$ -	$ 250,000	$ 8,074	$ 110,000	$ 415,000	$ 415,000
Cost Allocations	$ 13,999	$ 5,466	$ 110,000	$ 9,291	$ 15,191	$ 15,191
Total Expenses	**$ 2,225,325**	**$ 2,736,853**	**$ 3,138,146**	**$ 2,505,274**	**$ 3,306,739**	**$ 3,306,739**
% budget change	*-1%*	*23%*		*-8%*		*5%*
* as amended						
** as of 9/2/2013						
Authorized FTE	**14.50**	**14.50**	**14.50**	**14.50**	**14.50**	**14.50**

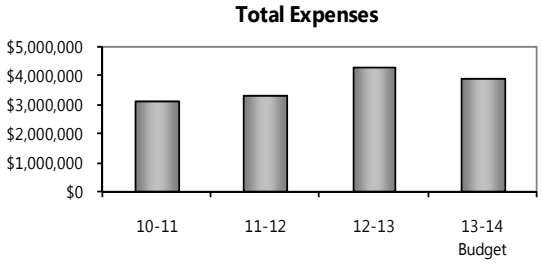
CODDLE CREEK WATER PLANT

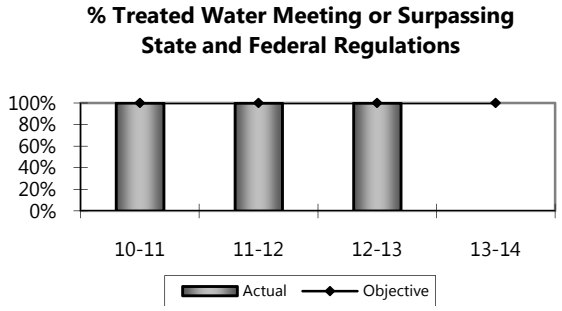
MISSION: The Coddle Creek Water Treatment Plant exists to provide drinking water at the most economical rate, meeting all state and federal regulations for residential and commercial customers of the City of Concord, Cabarrus County, and our neighboring municipalities such as Harrisburg, Kannapolis and Midland.

PROGRAM LOCATOR:

Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Coddle Creek Water Plant**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Water Treatment and Analysis

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Plant scale evaluation of different powdered activated carbons to determine effectiveness for TOC removal.
- Contracted for dewatering, transport and disposal of process sludge.
- Replaced two electric cabinets.
- Replaced two pump starter motors.
- Replace roof of chemical feed level of facility.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Evaluate additional alum sulfate feed to achieve higher water quality.
- Receive bids and contract for dewatering, transport and disposal of process sludge in Spring 2014.
- Begin compliance phase of Stage 2 Disinfection By-Product regulations.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Attend training sessions and seminars to stay abreast of the newest regulations, treatment techniques and testing methods to meet these requirements.
- Visit other municipalities to observe and discuss the steps that they have undertaken to help meet the Stage 2 Disinfection By-Product regulations.

PERFORMANCE GOALS:

***Major Service Area*: Water Treatment and Analysis**

Goal: To comply with and exceed State and Federal regulations in order to provide safe drinking water.

Goal: To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal regulations.	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	76.6%	85%	95%	92.1%	97.9%	98%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.02	1.026	1.03	1.025	1.026	1.03
Safety	# of preventable accidents	Effectiveness	New for FY12	0	1	0	0	0

*State and Federal regulation is 95%.
**These are internally established limits that exceed State and Federal regulations.

BUDGET SUMMARY:

Cost Center #: 7331

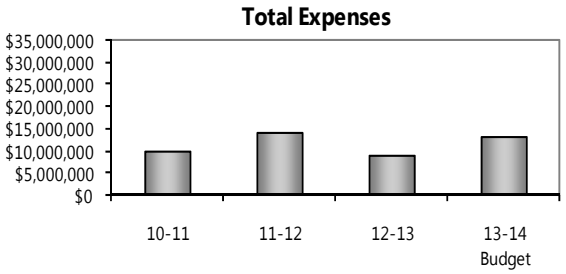
	2010-11 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 860,866	$ 902,131	$ 929,011	$ 911,058	$ 923,453	$ 923,453
Operations	$ 1,840,953	$ 2,159,687	$ 2,874,932	$ 2,594,151	$ 2,953,847	$ 2,953,847
Capital Outlay	$ -	$ -	$ 73,500	$ -	$ 10,000	$ 10,000
Depreciation & Amortization	$ 270,478	$ 275,438	$ -	$ 269,288	$ -	$ -
Debt Service	$ 150,923	$ -	$ -	$ -	$ -	$ -
Cost Allocations	$ 23,572	$ 8,182	$ 10,857	$ 12,066	$ 14,694	$ 14,694
Transfers	$ -	$ -	$ 520,000	$ 520,000	$ -	$ -
Total Expenses	**$ 3,146,793**	**$ 3,345,438**	**$ 4,408,300**	**$ 4,306,563**	**$ 3,901,994**	**$ 3,901,994**
% budget change	*-12%*	*6%*		*29%*		*-9%*
* as amended						
**as of 9/2/2013						
Authorized FTE	**15.50**	**15.50**	**15.50**	**15.50**	**15.50**	**15.50**

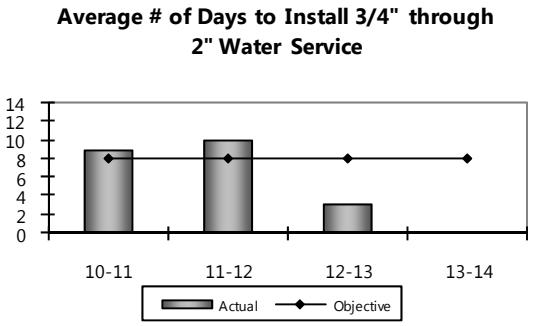
WATERLINES OPERATIONS & MAINTENANCE

MISSION: The Water Resources Department exists to provide quality drinking water, accountability, respect, continuous improvement, and trust to our residential, commercial, industrial and municipal customers including the planning of long-range water needs to meet future growth and demands on our water distribution system.

PROGRAM LOCATOR:

Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Waterlines Operations & Maint.**





MAJOR SERVICE(S) PROVIDED:

- Maintenance
- New Construction
- Water Quality
- Water Meters

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Combined with Wastewater and Stormwater into a comprehensive Water Resources Department. Several management positions were reallocated among all three funds.
- Converted SCADA operations of Rock Hill Church Rd. Tank to fiber.
- Completed design of waterline from Albemarle.
- Supported Fire Department's efforts to achieve ISO 2 rating.
- Completed 3rd of 5 years to complete conversion of remaining meters to AMR ahead of schedule.
- Completed leak detection on 10% of water system.
- Replace aging back hoe with excavator to allow for work in tighter spaces (neighborhoods).
- Continue encouragement to participate in Toilet Credit Program.
- Installed check valves to provide increased fire flow to artificial pressure zone.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Begin construction of the waterline from Albemarle.
- Continue conversion of remaining meters to AMR.
- Continue leak detection.
- Begin project to replace inadequate and failing waterlines in downtown area.
- Complete installation of check valves to support increased fire flow within system.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Maintenance crews are able to repair small leaks through leak detection before they become major water main breaks in roadways and under sidewalks.
- Construction timeline for installing new water connections has improved due to a reduction in the number of water leak repairs.
- Water Quality complaints are being reduced due to replacement of older water mains and installation of automatic flushing devices on dead end mains.
- Large water meter testing, repair and replacement program to AMR radio read is taking place to increase efficiency in reading meters and ensure reading accuracy.

PERFORMANCE GOALS:

Major Service Area: **Maintenance**

Goal: To conduct leak detection surveys on the 10% of the water distribution system annually in order to reduce the number of leaks and reduce un-accounted water loss.

Major Service Area: **New Construction**

Goal: To provide more efficient water service installations for residential, commercial, and industrial customers in order to help expedite the construction of development projects.

Major Service Area: **Water Quality**

Goal: To provide the highest quality of water to customers by meeting and exceeding both state and EPA guidelines in order to ensure the safety and health of the water supply.

Major Service Area: **Water Meters**

Goal: To install AMR water meters and convert older water meters to radio read technology in order to increase the efficiency and accuracy in reading water meters.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
New Construc -tion	Avg. # of days to install ¾" through 2" water service	Effectiveness	9	10	8	3.11	8	8
Water Quality	# of customer complaints per 1,000 accounts	Effectiveness	4.7	2.5	1	6.4	1	1
Water Meters	# AMRs installed	Workload	242	292	220	138	220	220
Maint.	% of System leak detection surveys completed	Effectiveness	10%	10%	10%	10%	10%	10%
Safety	# of preventable accidents	Effectiveness	New for FY12	0	0	2	0	0

BUDGET SUMMARY:

Cost Center #: 7340

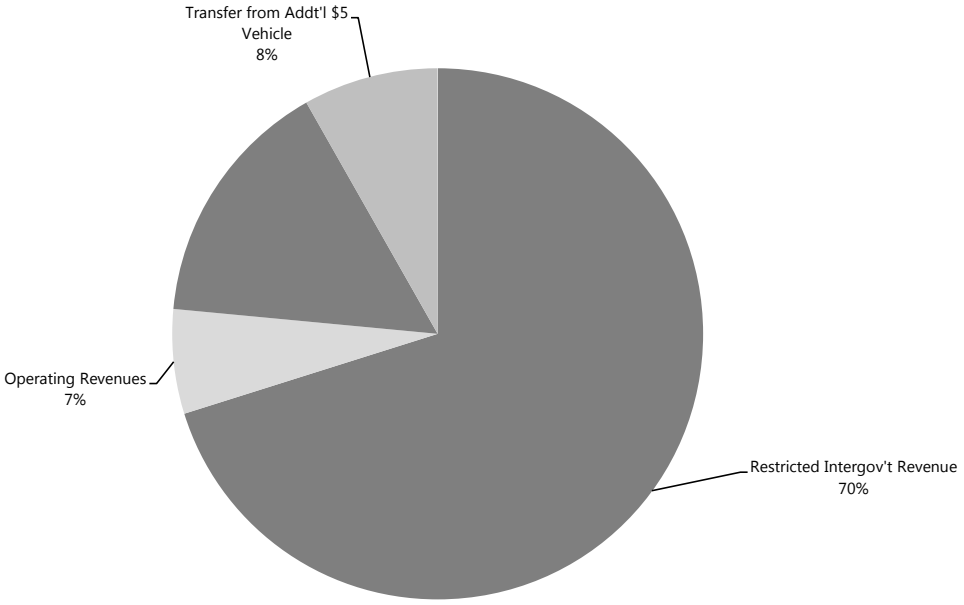
	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,815,220	$ 1,794,788	$ 1,961,229	$ 1,903,437	$ 1,949,419	$ 1,949,419
Operations	$ 1,545,365	$ 1,497,810	$ 1,844,452	$ 1,408,012	$ 1,803,857	$ 1,803,857
Capital Outlay	$ (525,540)	$ (19,335,165)	$ 920,950	$ (3,208,186)	$ 652,500	$ 652,500
Depreciation & Amortization	$ 3,087,212	$ 3,137,543	$ -	$ 2,966,710	$ -	$ -
Debt Service	$ 2,097,516	$ 21,738,442	$ 5,125,180	$ 4,897,907	$ 4,908,164	$ 4,908,164
CIP Projects	$ -	$ (1,467,491)	$ -	$ (1,185,824)	$ -	$ -
Cost Allocations	$ 2,226,610	$ 2,035,162	$ 2,253,205	$ 2,108,351	$ 2,368,768	$ 2,368,768
Non Operating Expense	$ -	$ 144,056	$ -	$ 139,340	$ -	$ -
Transfers	$ -	$ 4,976,695	$ 308,307	$ 308,307	$ 1,884,310	$ 1,884,310
Total Expenses	**$ 10,246,384**	**$ 14,521,840**	**$ 12,413,323**	**$ 9,338,054**	**$ 13,567,018**	**$ 13,567,018**
% budget change	*1%*	*42%*		-36%		*9%*
* as amended						
**as of 9/2/2013						
Authorized FTE	**34.75**	**34.75**	**34.75**	**34.75**	**34.24**	**34.24**

Transit System Revenue

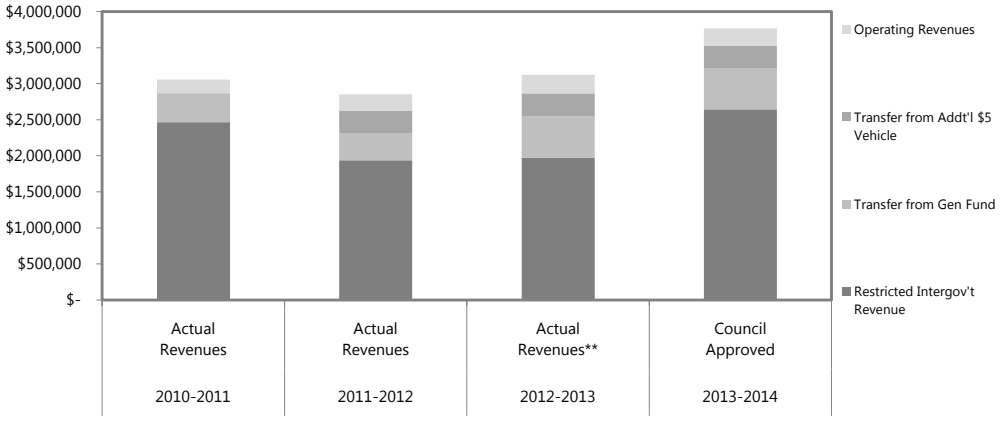
Fund 630

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Restricted Intergov't Revenue	$ 2,468,534	$ 1,938,191	$ 2,347,060	$ 1,973,911	$ 2,644,152	$ 2,644,152
Operating Revenues	$ 188,329	$ 224,597	$ 248,000	$ 254,383	$ 240,000	$ 240,000
Non-Operating Revenue	$ -	$ -	$ -	$ 1,800	$ -	$ -
Transfer from Gen Fund	$ 392,196	$ 377,808	$ 648,000	$ 575,594	$ 576,042	$ 576,042
Transfer from Addt'l $5 Vehicle	$ 8,373	$ 312,623	$ 325,826	$ 320,103	$ 310,000	$ 310,000
Total Revenues	**$ 3,057,431**	**$ 2,853,219**	**$ 3,568,886**	**$ 3,125,791**	**$ 3,770,194**	**$ 3,770,194**
% budget change	*34%*	*-7%*		*10%*		*6%*
* as amended						308565.3
**as of 4/30/2013						

FY 13-14 Transit System Revenues
(by Source)



Transit Revenue Trend

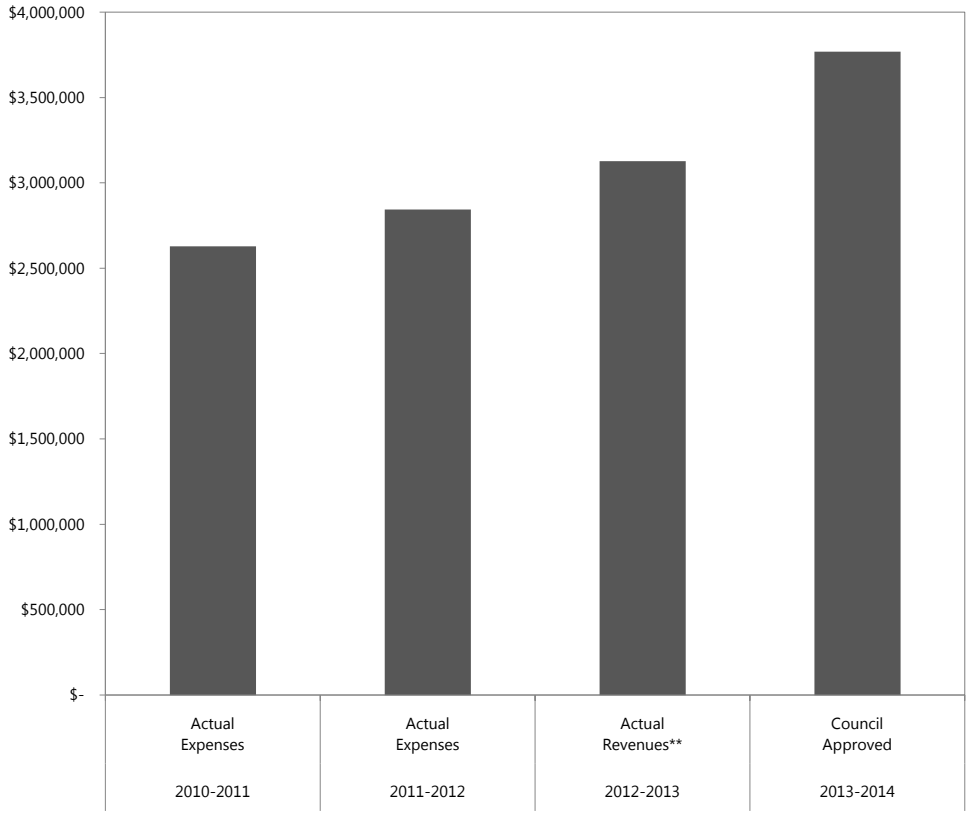


Transit System Expenses

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Transit - Rider	$ 2,629,242	$ 2,845,646	$ 3,568,886	$ 3,128,553	$ 3,770,194	$ 3,770,194
Total Expenses	**$ 2,629,242**	**$ 2,845,646**	**$ 3,568,886**	**$ 3,128,553**	**$ 3,770,194**	**$ 3,770,194**
% budget change	*11%*	*8%*		*10%*		*6%*

**as of 9/2/2013

Transit Expenditure Trend



PUBLIC TRANSIT SYSTEM

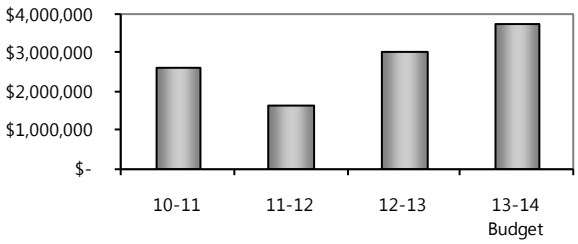
MISSION: To provide safe, dependable, and user-friendly transportation services to the citizens of Concord and Kannapolis with the desire to operate at the highest levels of rider satisfaction.

PROGRAM LOCATOR:

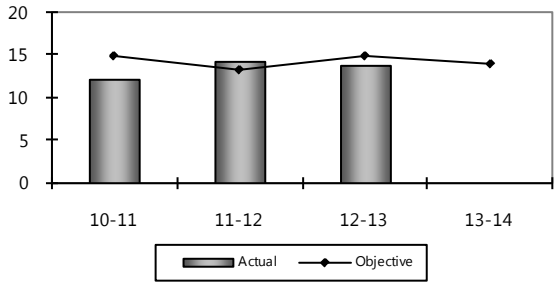
Fund: Transit System
Functional Area: Transit System
Department: **Transit FY14 - *Rider***

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



# of Passengers per Revenue Hour



MAJOR SERVICE(S) PROVIDED:

- Fixed-route transit service to Concord and Kannapolis

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Increased hours for the Transit Center lobby so that restrooms are open and available to customers.
- Added several new bus stops; created routing improvements to improve on time performance.
- Prepared and submitted new 3 Year DBE plan to FTA.
- Worked with NC DOT to secure $4.24M in capital funding for replacement buses and other projects.
- Awarded $2M from competitive FTA State of Good Repair grant for new buses.
- 7 significant successful procurement projects; new Service Provider ($700,000+ savings), new buses, surveillance system, wifi,, bus shelters, solar lighting, & bus stop information holders.
- Oversaw a smooth transition between the outgoing & incoming service providers.
- Revised FTA Civil Rights Program; developed first ever service level standards for Rider Transit.
- Worked with NC DOT staff to revise I-85 expansion and interchange project to allow viable operation of Rider Transit Center.
- Successful implementation of fare increase with minimal negative public relations impact; added additional pass options to create more affordable options for passengers.
- Developed and released Transit Development Plan RFP, selected planning firm.
- Continue process of updating NC DOT STIP as funding opportunities evolve to maximize leverage and flexibility of available funds.
- Applied for and received award from FTA & NC DOT to utilize $40,000 in capital funds for fuel operations costs; worked with Finance, MPO & NCDOT staff to find funding/ revise FY 12 budget and NCDOT STIP to cover $165,000 shortfall while creating $12,000 reduction in Concord & Kannapolis' general fund contributions.
- 9% increase in system ridership over the year prior, with record farebox revenues.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Concord's designation as Transportation Management Area & Rider's new status as a Large Urban Transit system & changes Federal MAP-21 legislation has created additional streams of funding and new financial, operational and technical changes.
- Continue to prepare for and successfully implement Sunday service.
- Oversee successful delivery and rollout of new hybrid bus fleet.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to fully and creatively leverage our Federal and State funding options available within new federal MAP-21 legislation. Look for additional sources of funding.
- Successful completion of Transit Development Planning process; work to find funding and implement recommendations.
- Develop and implement transit amenity program.
- Continue efforts to improve communication & connections between Rider & neighboring transit systems & services

PERFORMANCE GOALS:

***Major Service Area*: Fixed-route Transit Service**

Goal: To provide safe, quality service to riders in order to attract new and retain existing riders, prevent roadway injuries and property damage, keep costs low, and maintain bus trip schedules.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Fixed-route Transit	# of Riders	Workload	384,317	449,920	400,00	430,484	450,000	500,000
Fixed-route Transit	# of passengers per revenue hour	Efficiency	12	14	13	13.92	14	15
Fixed-route Transit	% of fare box recovery	Efficiency	8.2%	9.2%	8.7%	10.12%	9%	15%
Fixed-route Transit	# of preventable accidents per 100,000 bus miles	Effectiveness	0	0	0	0.52	0	0
Fixed-route Transit	# of rider complaints per 100,000 riders/trips	Effectiveness	6	6	8	8.37	10	10
Fixed-route Transit	% of riders rating overall service as "Excellent" or "Good"	Effectiveness	97%	98%	92%	97.01%	95%	95%
Fixed-route Transit	On-time Performance	Effectiveness	New for FY14	New for FY14	New for FY14	New for FY14	75%	75%
Fixed-route Transit	Passenger requests for service inside the service area	Workload	New for FY14	New for FY14	New for FY14	New for FY14	200	200

BUDGET SUMMARY:

Cost Center #: 7610	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 101,449	$ 147,014	$ 186,750	$ 158,409	$ 154,371	$ 154,371
Operations	$ 2,490,810	$ 1,515,505	$ 3,054,859	$ 2,804,370	$ 3,048,038	$ 3,048,038
Capital Outlay	$ 36,983	$ (74,157)	$ 110,861	$ -	$ 526,630	$ 526,630
Transfers	$ -	$ 6,000	$ -	$ -	$ -	$ -
Grant Expenditures	$ -	$ -	$ 168,098	$ 47,440		
Cost Allocations	$ -	$ 79,611	$ 48,318	$ 45,883	$ 41,155	$ 41,155
Total Expenses	**$ 2,629,242**	**$ 1,673,973**	**$ 3,568,886**	**$ 3,056,103**	**$ 3,770,194**	**$ 3,770,194**
% budget change	*11%*	*-36%*		*83%*		*6%*
* as amended						
** as of 9/2/2013						
Authorized FTE	**2.00**	**2.75**	**2.55**	**2.75**	**2.70**	**2.70**

Wastewater Resources Revenues

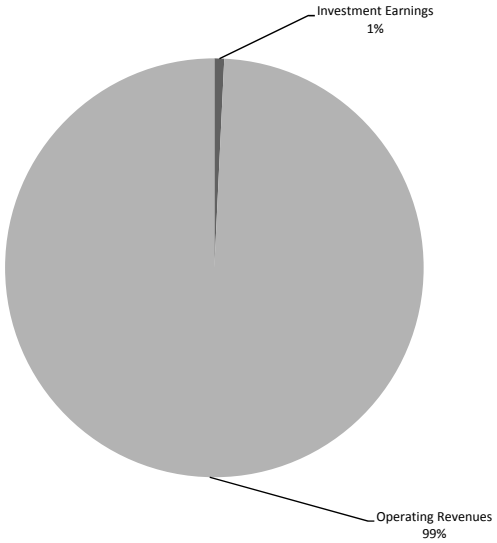
Fund 640

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Non-Operating Revenues	$ (29,602)	$ 18,897	$ -	$ 305,872	$ -	$ -
Investment Earnings	$ 141,970	$ 198,805	$ 110,000	$ 32,633	$ 110,000	$ 110,000
Operating Revenues	$ 14,096,057	$ 14,769,214	$ 13,922,000	$ 14,683,028	$ 14,627,000	$ 14,627,000
Retained Earnings Appropriated	$ -	$ -	$ 523,776	$ -	$ -	$ -
Tranfers	$ 61,000	$ -	$ -	$ 190,622	$ -	$ -
Total Revenues	**$ 14,269,425**	**$ 14,986,916**	**$ 14,555,776**	**$ 15,212,155**	**$ 14,737,000**	**$ 14,737,000**
% budget change	*2%*	*5%*		*2%*		*1%*

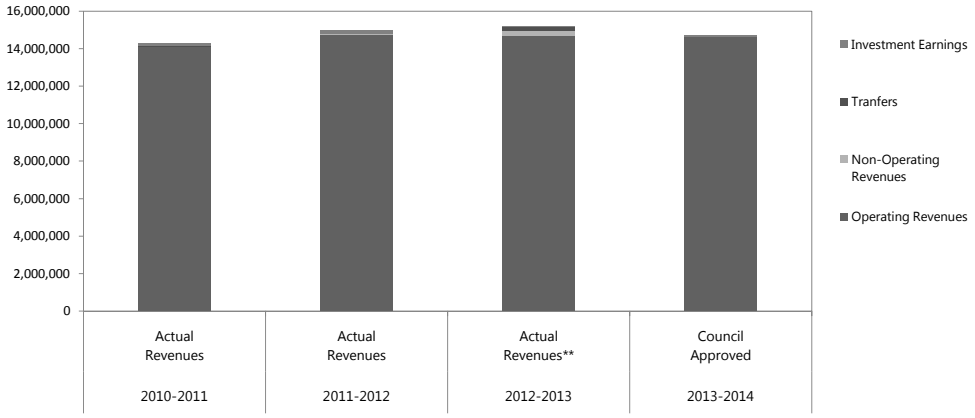
* as amended

**as of 9/2/2013

FY 13-14 Wastewater Resources Revenue (by Source)



Wastewater Revenue Trend

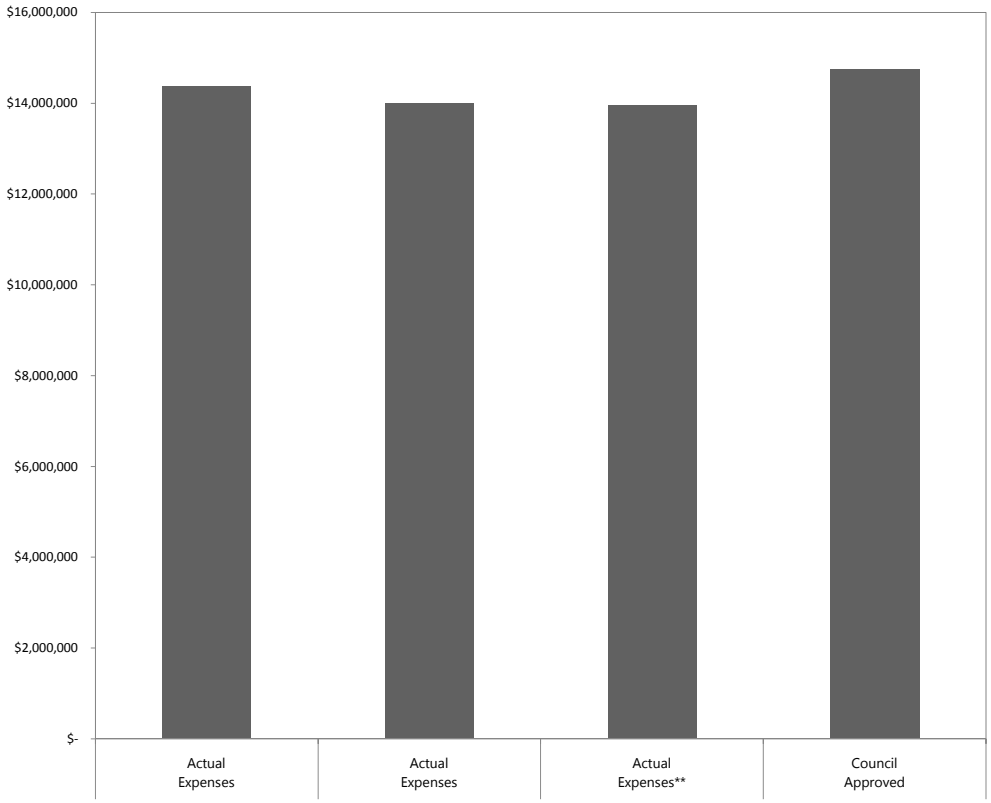


Wastewater Resources Expenditures

By Cost Center	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Wastewaterlines Operations & Maint.	$ 14,370,561	$ 13,994,818	$ 14,555,776	$ 13,966,088	$ 14,737,000	$ 14,737,000
Total Expenditures	**$ 14,370,561**	**$ 13,994,818**	**$ 14,555,776**	**$ 13,966,088**	**$ 14,737,000**	**$ 14,737,000**
% budget change	*6%*	-3%		0%		*1%*

* as amended
** as of 9/2/2013

Wastewater Expenditure Trend



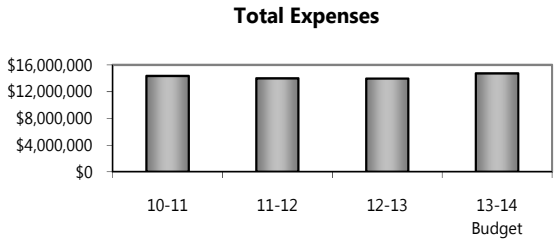
WASTEWATERLINES OPERATIONS & MAINTENANCE

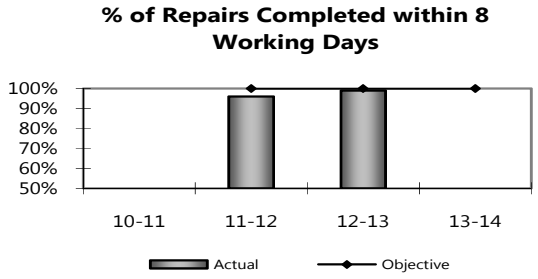
MISSION: The Wastewater Resources Department exists to provide efficient and timely sanitary sewer collection service to residential, commercial, and industrial customers, while building the integrity of our system to enhance water quality and protect the environment for future generations.

PROGRAM LOCATOR:

Fund: Wastewater Fund
Functional Area: Utilities - Wastewater
Department: **Wastewaterlines Oper. & Maint.**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Management and maintenance of a wastewater collection system with 530 miles of gravity sewer, 23 pump stations, and 14 miles of force main that serves over 31,000 customers, including:
  - Rapid response to calls concerning potential blockages and overflows
  - Pipe and pump station wet well jetting/cleaning
  - Routine pump station inspection
  - Pipe inspection using closed circuit t.v. cameras
  - Installation and repair of sewer service connections
  - Installation and repair of system pipes/manholes
  - Smoke testing
  - Location of system components and defects using GPS units
  - Right-of-way maintenance
  - Fats, oils, and grease control education program
  - Flow monitoring

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Finished a comprehensive evaluation of the downtown area for the effects of Inflow/Infiltration in the sewer system so corrective action such as cured-in-place pipe and manhole rehabilitation can be completed.
- Entered into an inter-municipal with Midland for the continued sewer development for that area.
- Reorganized the 5-year pipe lining plan to include pipes over 90 years old and lining pipes that have been on the root control list for more than 2 years. FY13 lining contract was for 20,000 feet of pipe.
- Identified 145 manholes in the system in conjunction with the lining contract that are contributing to I&I issues to the system and will user future budgets to rehab those in need.
- In-House replacement of 3850 ft of mainline sewer to include Zion Church, Odell Drive, Southern Chase, Epworth aerial replacement and 129 Georgia St.
- Combined with Water and Stormwater into comprehensive Water Resources group. Several management positions were reallocated among the three funds.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Refine the lining procedures to rehab the most liner feet of pipe for the money used in the program.
- Add additional funds to rehab manholes contributing to I&I.
- Complete In-House projects- Boys and Girls Club, Southbrook, Wilkinson and Rosehaven replacement, Concord Business Park phase 1 & 2.
- Continue using flow monitoring, Dye and Smoke testing to locate defects in the system.
- Introducing new technology such as laptops and tablets to be used in the field to improve data acquisition and customer response.
- Elimination of vacant Wastewater Director position as a result of reorganization.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Lining and manhole rehab programs to address the oldest/most defective areas in the system.
- Using the latest technology to enhance our performance to our customers.
- Adding information to GIS attribute tables such as dates, materials, pictures and other information to better identify sewer issues.
- Enhance right-of-way maintenance program.

PERFORMANCE GOALS:

Major Service Area: **Manage and Maintain Sewer System**

Goal: To provide quality and cost efficient management and maintenance of the City's sewer system in order to maximize resources and ensure the health and safety of the community.

Major Service Area: **Right of Way Protection Program**

Goal: To complete the identification of all properties within the city limits of Concord that have sewer lines crossing them and distribute notification to these residents as well as enter this information in Harris so future residents will be notified of the sewer line.

Major Service Area: **Emergency Response Calls**

Goal: To provide timely response to all emergency calls (line or service blockages) in order to quickly correct system disruptions and potential damage to the system and personal property.

Major Service Area: **Collection System Blockages**

Goal: To reduce the collection system blockages that result from system defects, roots or grease per 100 linear feet of pipe in order to prevent sewer overflows that can cause public health concerns and damage to the environment.

Major Service Area: **After-Hour Emergency Calls**

Goal: To provide timely response to after-hour emergency calls (per NCDENR requirements) in order to quickly correct system disruptions and potential damage to the system and personal property.

Major Service Area: **Jetting and Cleaning**

Goal: To provide comprehensive jetting and cleaning of collection mains in order to prevent main blockage and main breaks.

Major Service Area: **Installation of 4" Services**

Goal: To provide timely installation of 4" service lines to residential/commercial customers in order to expedite development of real property.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj	FY13 Actual	FY14 Obj.	Benchmark Target
Manage & Maintain Sewer System	% of repairs completed within 8 working days	Workload	NA	96%	100%	99%	100%	80%
Manage & Maintain Sewer System	Miles of high priority lines inspected	Efficiency	New	New	New	80	80	NA
Manage & Maintain Sewer System	% of food service facilities inspected annually	Workload	New	New	New	95%	10	NA
Manage & Maintain Sewer System	# of preventable accidents	Effectiveness	New	New	New	1	0	0
Collection System Blockages	# of reportable SSOs	Effectiveness	New	New	New	7	0	0
Jetting and Cleaning	Miles of sewer main cleaned	Workload	New	New	New	64.7	53	NA
Right of Way Protection Program	Miles of right-of-way mowed annually	Efficiency	New	New	New	93	82	82
Emergency Response Calls	% of emergency call on-site evaluations within 120 minutes	Efficiency	NA	100%	100%	100%	100%	100%

BUDGET SUMMARY

Cost Center #:7420	2010-2011 Actual Expenses**	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,611,181	$ 1,596,978	$ 1,613,036	$ 1,620,122	$ 1,665,740	$ 1,665,740
Operations	$ 6,331,420	$ 6,583,228	$ 7,387,004	$ 6,346,275	$ 7,282,838	$ 7,282,838
Capital Outlay	$ 40,544	$ (1,341,195)	$ 852,916	$ (1,409,309)	$ 754,000	$ 754,000
Depreciation & Amortization	$ 2,766,772	$ 2,857,381	$ -	$ 2,801,741	$ -	$ -
Debt Service	$ 1,106,305	$ 2,236,804	$ 2,319,735	$ 2,316,107	$ 2,312,912	$ 2,312,912
CIP Projects	$ (120,877)	$ 85,838	$ 132,230	$ 104,539	$ -	$ -
Cost Allocations	$ 2,067,217	$ 1,818,972	$ 1,929,545	$ 1,800,678	$ 1,792,555	$ 1,792,555
Non Operating Exp	$ -	$ 66,812	$ -	$ 64,625	$ -	$ -
Transfers	$ 568,000	$ 90,000	$ 321,310	$ 321,310	$ 928,955	$ 928,955
Total Expenses	**$ 14,370,561**	**$ 13,994,818**	**$ 14,555,776**	**$ 13,966,088**	**$ 14,737,000**	**$ 14,737,000**
% budget change	*6%*	-3%		0%		*1%*
**as of 9/2/2013						
Authorized FTE	**30.00**	**30.00**	**30.00**	**30.00**	**30.00**	**30.00**

Rocky River Golf Course Revenues

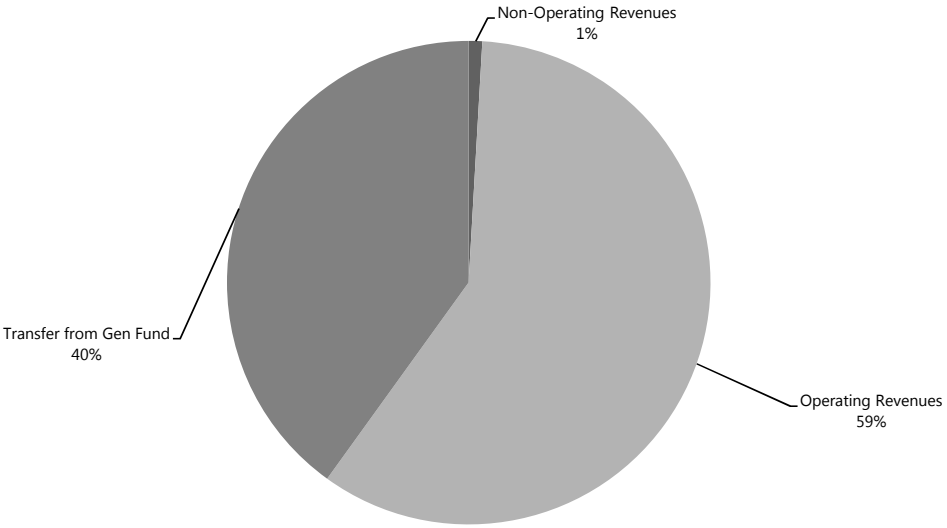
Fund 650

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Non-Operating Revenues	$ 35,799	$ 5,621	$ 35,168	$ 5,024	$ 22,352	$ 22,352
Operating Revenues	$ 1,363,233	$ 1,302,175	$ 1,244,362	$ 1,335,017	$ 1,462,860	$ 1,462,860
Transfer from Gen Fund	$ 1,095,033	$ 1,021,472	$ 1,061,456	$ 1,012,722	$ 991,999	$ 991,999
Total Revenues	**$ 2,494,065**	**$ 2,329,268**	**$ 2,340,986**	**$ 2,352,763**	**$ 2,477,211**	**$ 2,477,211**
% budget change	*3%*	*-7%*		*1%*		*6%*

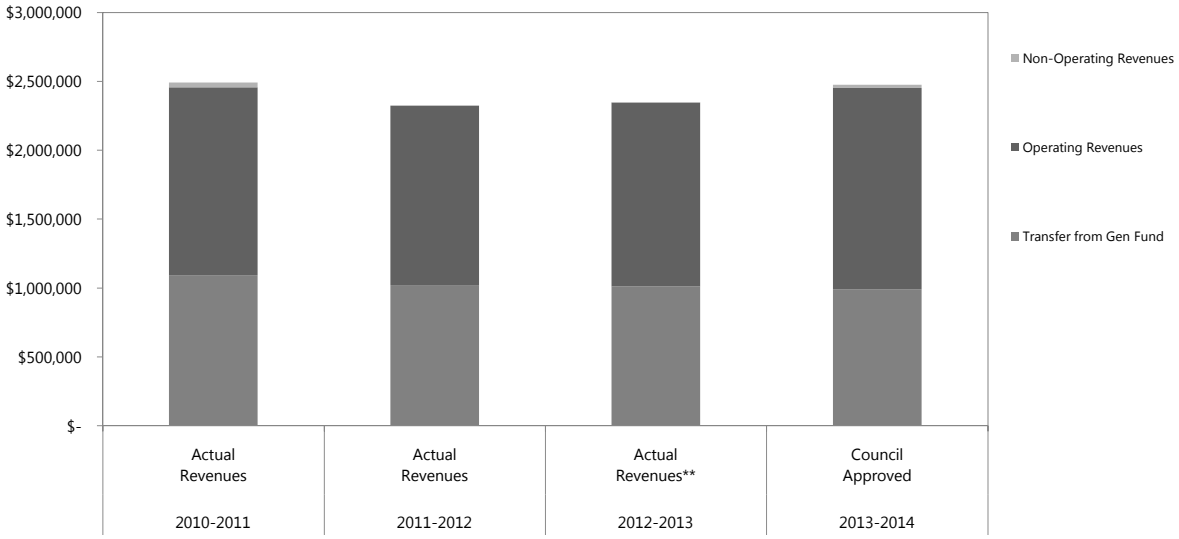
* as amended

**as of 9/2/2013

FY 13-14 Golf Course Revenues
(by source)



Golf Course Revenue Trend



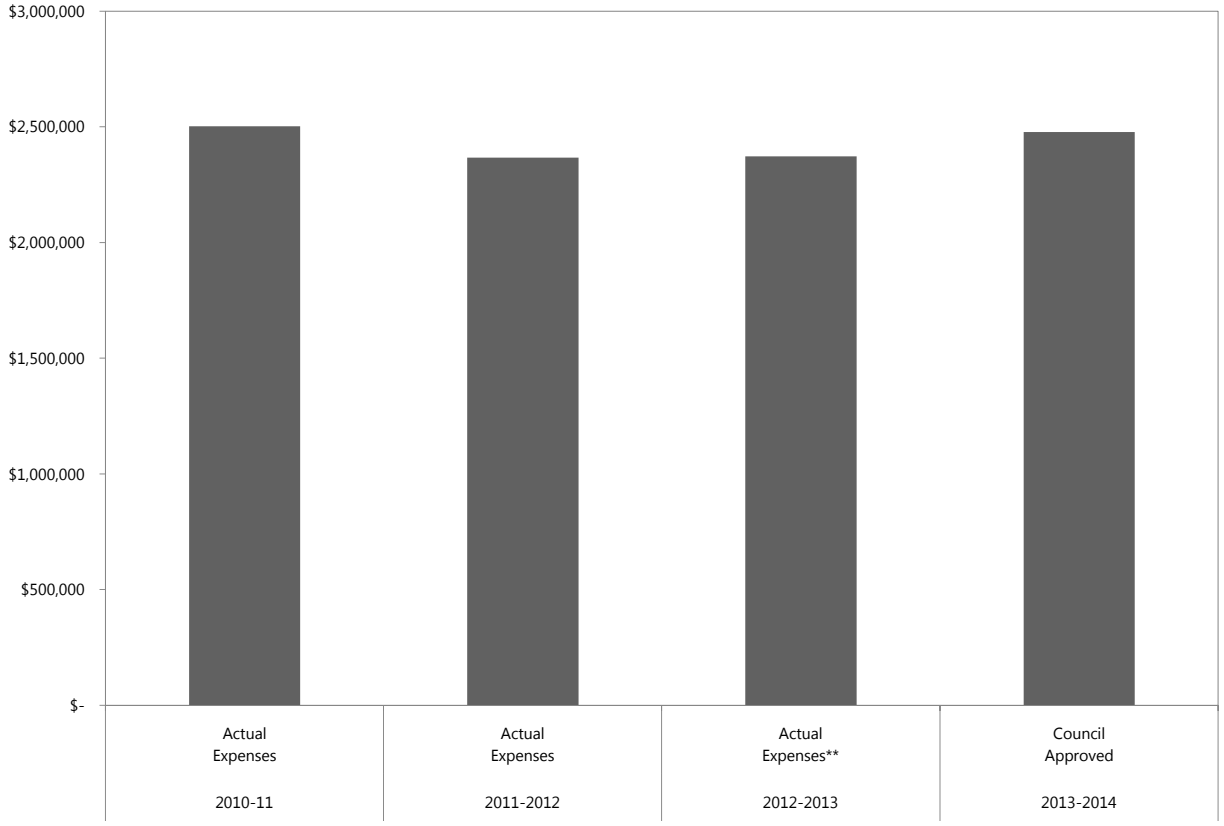
Rocky River Golf Course Expenses

	2010-11 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Rocky River Golf Club at Concord	$ 2,502,300	$ 2,366,147	$ 2,340,986	$ 2,372,081	$ 2,477,211	$ 2,477,211
Total Expenses	**$ 2,502,300**	**$ 2,366,147**	**$ 2,340,986**	**$ 2,372,081**	**$ 2,477,211**	**$ 2,477,211**
% budget change	*5%*	*-5%*		*0%*		*6%*

* as amended

**as of 9/2/2013

Rocky River Golf Club at Concord
Expenditure Trend



GOLF COURSE

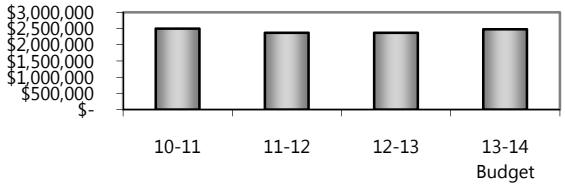
MISSION: The Golf Course is committed to excellence in offering a full service quality golf facility and consistently providing high quality course conditions and customer services.

PROGRAM LOCATOR:

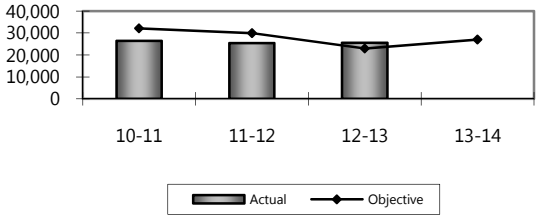
Fund: Golf Course
Functional Area: Golf Course
Department: **Rocky River Golf Course**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



# of Rounds Played (18-Hole Equivalent)



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Installed new greens with all phases of the project completed on time and within budget.
- Ahead of budget YTD in a tough environment for golf.
- Hosted Doug Herbert BRAKES foundation and Habitat for Humanity outings with great results.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Improved product should bring back many customers who were lost due to marginal course condition.
- New equipment leases on golf carts and greens mowers improve quality of product and service.
- Lower course maintenance costs should be realized moving forward.
- Continue to improve Clubhouse including possible expansion (long term).

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Improved greens will make the product offering much more appealing to the public golfer.
- Continued teaching and lesson programs promoted through Parks and Rec. Dept.
- Promote youth golf and grow the game through instructional programs.
- Continue to partner with Cabarrus County Schools and introduce golf at the Middle School level.

PERFORMANCE GOALS:

Major Service Area: **Full Service Golf Facility**

Goal: To consistently provide a quality golf facility at an affordable rate with superlative customer service to both residents and non-residents of the City of Concord in order to provide the best possible golf experience and maximize both recreational use and revenue.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Full Service Golf Facility	# of rounds played (18-hole equivalent)	Workload	26,439	25,410	23,000	25,544	27,000	34,000
Full Service Golf Facility	# of pass-holder rounds played (18-hole equivalent)	Workload	2,490	2,512	2,500	2,210	2,500	5,000
Full Service Golf Facility	Average golf and food/beverage revenue per 18-hole round	Efficiency	$52.92	$52.66	$45.00	$52.46	$53.82	N/A
Full Service Golf Facility	Average operating cost per 18-hole round	Efficiency	$50.71	$52.64	$43.00	$52.39	$52.00	N/A

BUDGET SUMMARY:

Cost Center #: 7500, 7501

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Operations	$ 1,472,485	$ 1,332,062	$ 1,345,656	$ 1,357,434	$ 1,474,661	$ 1,474,661
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Depreciation & Amortization	$ 32,577	$ 36,880	$ -	$ 19,317	$ -	$ -
Debt Service	$ 997,238	$ 997,205	$ 995,330	$ 995,330	$ 1,002,550	$ 1,002,550
Total Expenses	**$ 2,502,300**	**$ 2,366,147**	**$ 2,340,986**	**$ 2,372,081**	**$ 2,477,211**	**$ 2,477,211**
% budget change	*5%*	*-5%*		*0%*		*6%*

* as amended

**as of 9/2/2013

Aviation Revenue

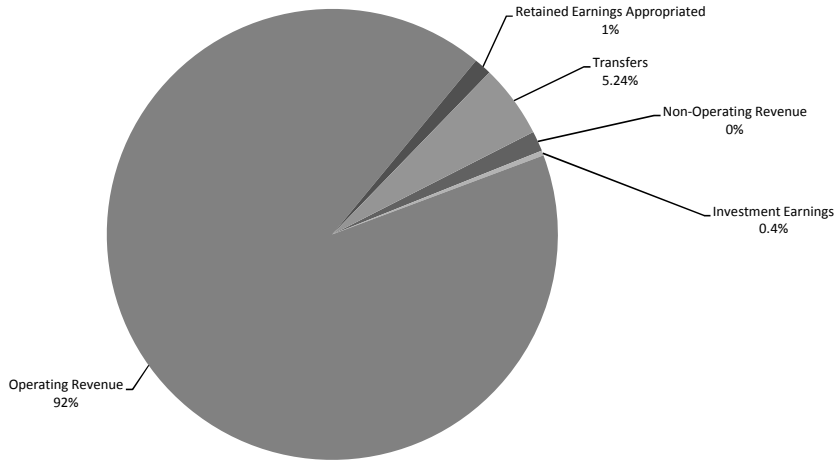
Fund 680

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Non-Operating Revenue	$ 558,271	$ (176,694)	$ 536,644	$ 439,754	$ (161,000)	$ (161,000)
Investment Earnings	$ 53,561	$ 21,518	$ 40,000	$ (10,226)	$ 40,000	$ 40,000
Operating Revenue	$ 9,124,603	$ 9,970,484	$ 10,088,235	$ 9,807,608	$ 10,165,766	$ 10,165,766
Retained Earnings Appropriated	$ -	$ -	$ 829,310	$ -	$ 140,490	$ 140,490
Transfers	$ 699,000	$ 1,425,575	$ 775,742	$ 907,070	$ 580,483	$ 580,483
Total Revenue	**$ 10,435,435**	**$ 11,240,883**	**$ 12,269,931**	**$ 11,144,206**	**$ 10,765,739**	**$ 10,765,739**
% budget change	*12%*	*8%*		*-1%*		*-12%*

* as amended

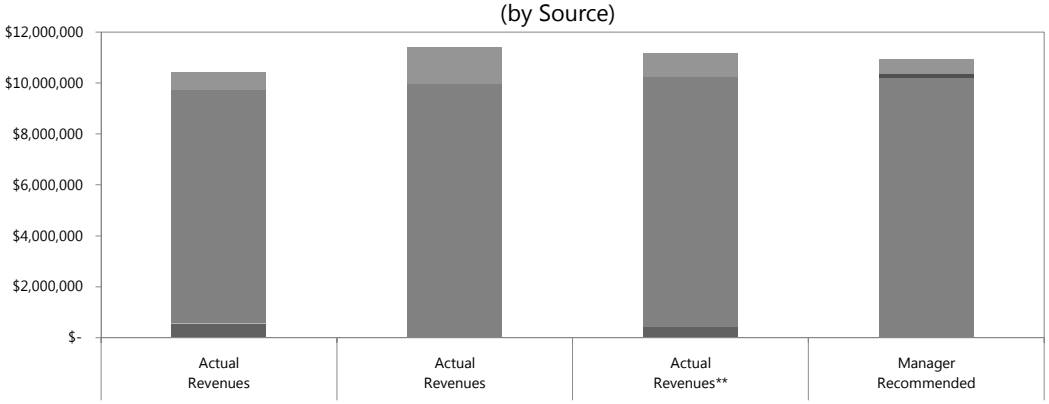
**as of 9/2/2013

FY 13-14 Aviation Revenues (by source)



Aviation Revenue Trend

(by Source)

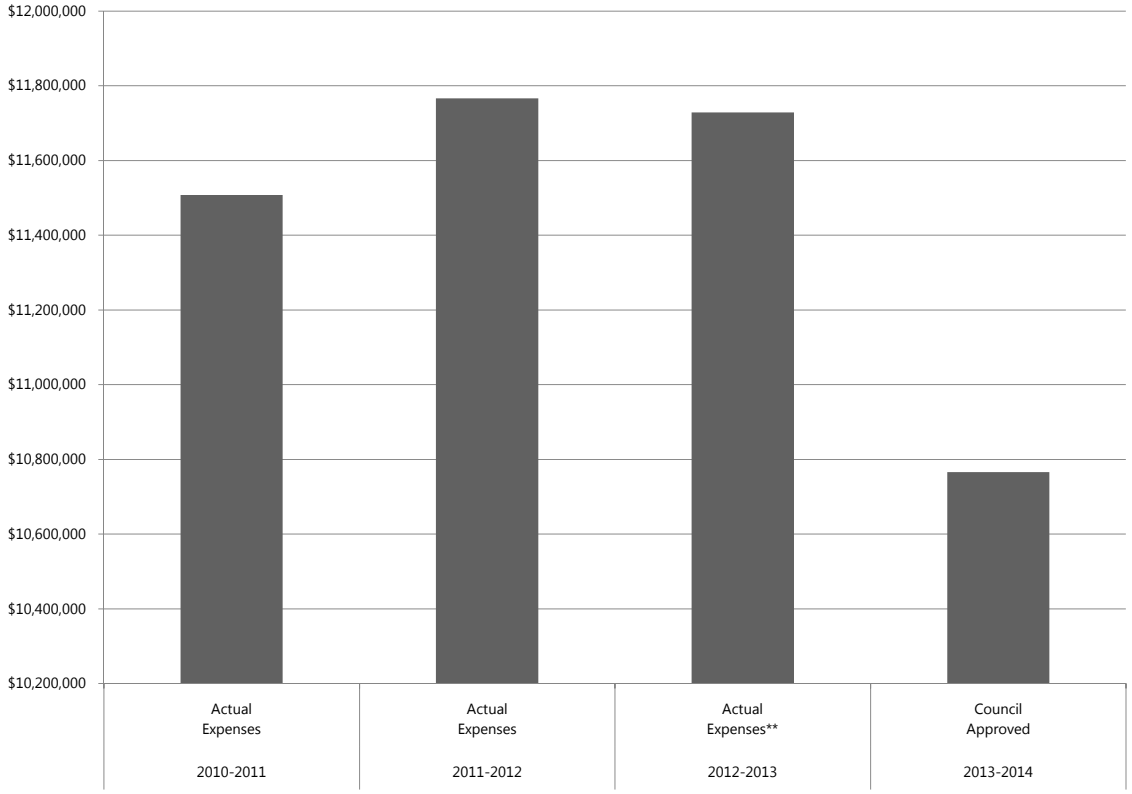


Aviation Expenditures

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Aviation Operations	$ 11,507,486	$ 11,766,408	$ 12,269,931	$ 11,728,617	$ 10,765,739	$ 10,765,739
Total Expenses	**$ 11,507,486**	**$ 11,766,408**	**$ 12,269,931**	**$ 11,728,617**	**$ 10,765,739**	**$ 10,765,739**
% budget change	*14%*	*2.3%*	*0%*	*-0.3%*		*-12%*

* as amended
**as of 9/2/2013

Aviation Expenditure Trend



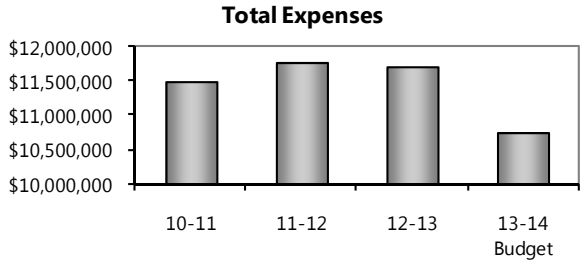
AVIATION

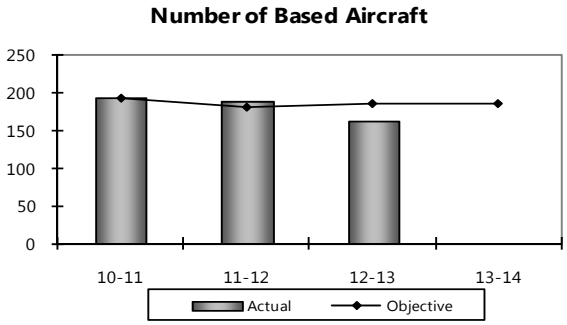
MISSION The Aviation Department's mission is to provide services in a safe and secure manner, that exceed expectations for the corporate, business, and general aviation community with the desire to increase & support economic development for the City of Concord and the region.

PROGRAM LOCATOR:

Fund: Aviation
Functional Area: Transportation
Department: **Aviation Operations**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Airport Management, Operation, Development, Community Outreach & Marketing
- Airport Facility Maintenance, Safety, & Security
- Aviation Fixed Base Operation (Aircraft Fueling & Line Services, Hangar Rental, etc.)

FY 2012-2013 MAJOR ACCOMPLISHMENTS:

- Successfully prepared and handled wave of increased air traffic and security for the Democratic National Convention (DNC 2012) event held in Charlotte, NC in September 2012.
- Completed airport taxiway overlay project.
- Completed airport apron overlay project.
- Continued expansion of NASCAR Race team Boeing 737 commercial charter flights.
- Worked with Federal Aviation Administration to receive the Non-Primary Entitlement Designation, which increases annual grant entitlement funds by $850,000 annually.
- Airport Master Plan final draft completed.
- Implementation of new aircraft towing procedures.
- Arranged deicing capabilities as new FBO service
- Completed restriping of terminal parking lot and installed lighting.
- Successfully hosted events for general public including WWII B-17, Ford Tri-motor, and EAA Young Eagle flights.
- Promoted Concord Regional Airport at (2) two National Business Aviation Association (NBAA) aviation trade shows.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Market Concord Regional Airport for a potential discount airline charter service.
- Provide a safe, secure environment for our staff, customers, and vendors.
- Freeze funding for 3 vacant positions.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Major focus on providing outstanding customer service.
- Airport Administration staff proactively search for federal and state grant funds for airport improvement projects.
- Aviation Department will continue comparing itself to surrounding airports to be a benchmark with fuel prices and other services offered to keep our competitive edge.
- Airport Administration maintains relationships with FAA and other federal, state and local officials in order to strengthen General Aviation ties to the area.
- Airport Administration continues to maintain the 139 Certification for Concord Regional Airport.
- Begin using new airport inspection software to increase efficiency and recordkeeping
- Maintain 100% compliance with Safety First PLST training for line personnel (FAA Requirement).

PERFORMANCE GOALS:

Major Service Area: **Airport Management and Development**

Goal: To operate and develop the City's Airport in the most fiscally responsible way to ensure aeronautical and facility needs are met to support growth and the related economic development of the City, County, and region.

Major Service Area: **Airport Facility Maintenance, Safety, & Security**

Goal: To protect life and property at the airport by being proactive in maintaining the safest possible facilities, equipment, and staff that complies or exceeds federal, state and local safety and security regulations.

Major Service Area: **Fixed Base Operations and Customer Service**

Goal: To provide outstanding aviation services, amenities, customer service, to the visiting aviation users and based customers, realizing that the Concord Regional Airport is the first and last impression many people get of our City and community.

Goal: To sustain and diversify revenue sources by increasing the percentage and gallons of jet fuel sales to itinerant aviation customers.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Airport Mgmt. & Dev.	# of based aircraft	Workload	181	178	185	163	185	200
Airport Mgmt. & Dev.	# of aircraft operations	Workload	61,553	60,956	62,000	59,179	62,000	NA
Airport Mgmt. & Dev.	% of office space leased	Effectiveness	94%	86%	95%	100%	95%	100%
Maint., Safety, & Security	# of 139 Inspection Discrepancies	Effectiveness	0	0	0	0	0	0.0
FBO	% of customers reporting "Very" or "Somewhat" satisfied with service	Effectiveness	NA	100%	100%	80%	100%	100%
FBO	% of customers reporting "Very" or "Somewhat" satisfied with the image and appearance	Effectiveness	NA	100%	100%	100%	100%	100%
FBO	% of transient fuel sales	Effectiveness	28%	36%	40%	29%	45%	50%
FBO	% of team shift inspections completed	Effectiveness	99.5	98%	99%	100%	99%	100%

BUDGET SUMMARY:

Cost Center #: 4530

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,792,465	$ 1,742,960	$ 1,774,398	$ 1,720,034	$ 1,644,302	$ 1,644,302
Operations	$ 6,817,449	$ 7,398,435	$ 7,716,683	$ 6,981,070	$ 7,516,685	$ 7,516,685
Capital Outlay	$ -	$ (602,500)	$ 649,405	$ (602,500)	$ -	$ -
Depreciation	$ 1,369,786	$ 1,482,651	$ -	$ 1,556,148	$ -	$ -
Debt Service	$ 443,018	$ 1,302,393	$ 1,267,759	$ 1,265,037	$ 1,230,386	$ 1,230,386
Grant Expenditures	$ 45,507	$ -	$ -	$ -	$ 16,667	$ 16,667
Non Operating Exp	$ -	$ 71,226	$ -	$ 71,030	$ -	$ -
Cost Allocations	$ 436,141	$ 354,576	$ 310,082	$ 301,825	$ 355,206	$ 355,206
Transfers	$ 603,121	$ 16,667	$ 551,604	$ 435,973	$ 2,493	$ 2,493
Total Expenses	**$ 11,507,486**	**$ 11,766,408**	**$ 12,269,931**	**$ 11,728,617**	**$ 10,765,739**	**$ 10,765,739**
% budget change	*14%*	*2%*		*0%*		*-12%*
* as amended						
**as of 9/2/2013						
Authorized FTE	**35.25**	**36.00**	**36.00**	**36.00**	**33.00**	**33.00**

Public Housing Revenue

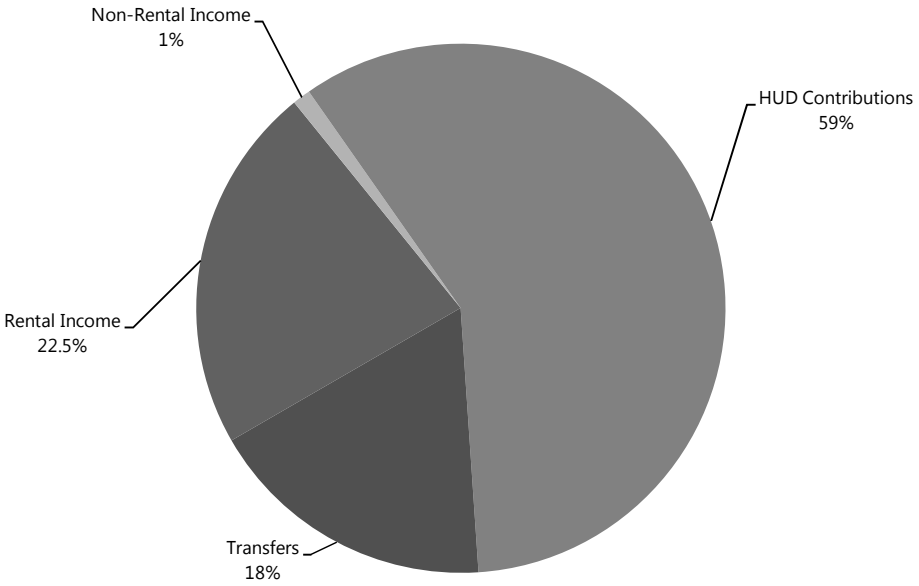
Fund 690

	2010-2011 Actual Revenues	2011-2012 Actual Revenues	2012-2013 Council Approved*	2012-2013 Actual Revenues**	2013-2014 Manager Recommended	2013-2014 Council Approved
Other Revenue	$ 50,000	$ 500	$ -	$ -	$ -	$ -
Retained Earnings	$ -	$ -	$ 3,664	$ -	$ -	$ -
Rental Income	$ 278,975	$ 335	$ 290,000	$ 311,800	$ 330,000	$ 330,000
Non-Rental Income	$ 38,430	$ 24,018	$ 16,500	$ 31,747	$ 16,500	$ 16,500
HUD Contributions	$ 810,037	$ 826,858	$ 824,220	$ 767,129	$ 861,523	$ 861,523
Transfers	$ -	$ -	$ -	$ -	$ 260,000	$ 260,000
Total Revenue	**$ 1,177,442**	**$ 851,711**	**$ 1,134,384**	**$ 1,110,676**	**$ 1,468,023**	**$ 1,468,023**
% budget change	*5%*	*-28%*		*30%*		*29%*

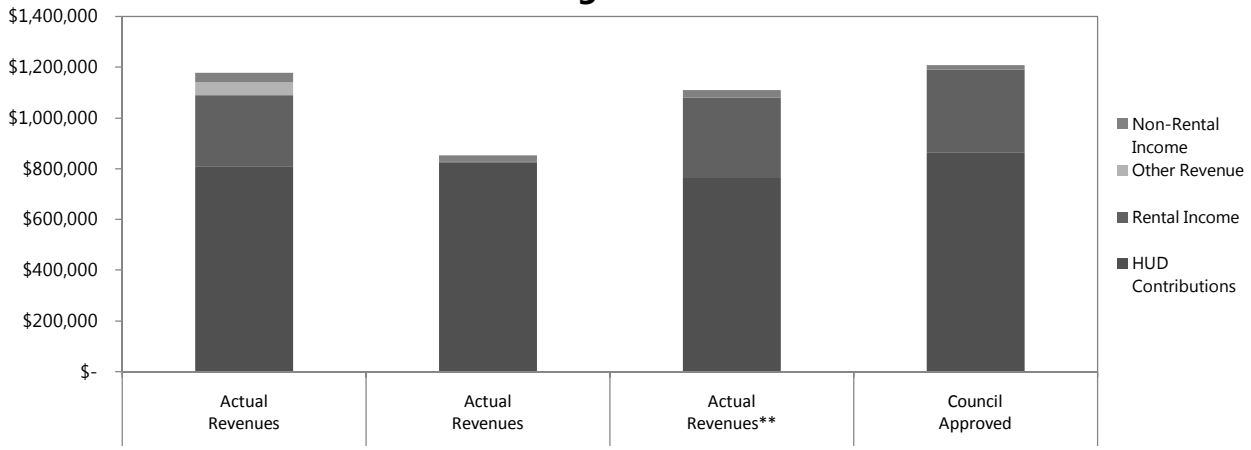
* as amended

** as of 9/2/2013

FY 13-14 Public Housing Revenue
(by source)



Public Housing Revenue Trend

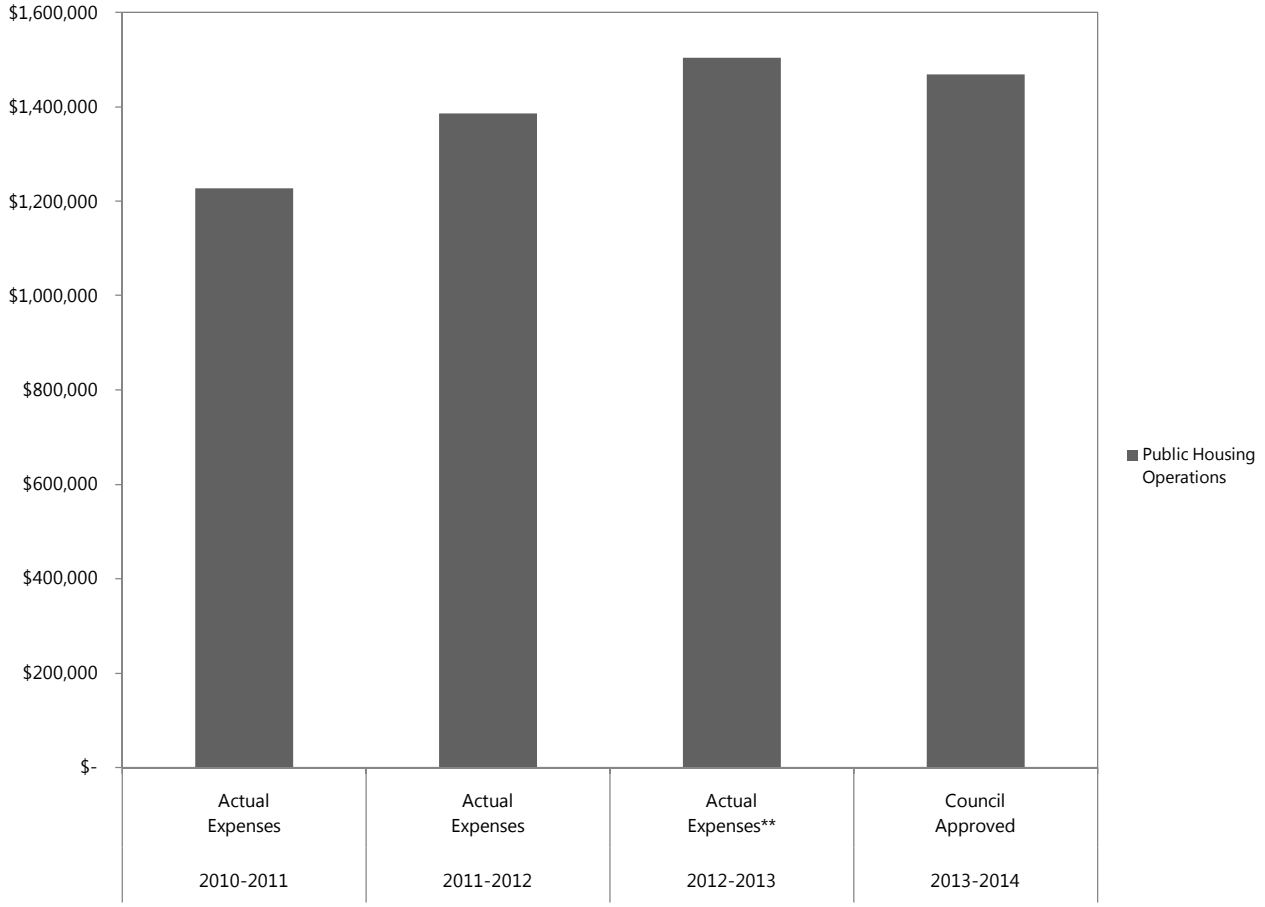


Public Housing Expenditures

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Public Housing Operations	$ 1,227,287	$ 1,385,703	$ 1,134,384	$ 1,503,413	$ 1,468,023	$ 1,468,023
Total Expense	**$ 1,227,287**	**$ 1,385,703**	**$ 1,134,384**	**$ 1,503,413**	**$ 1,468,023**	**$ 1,468,023**
% budget change	*0%*	*13%*		*8%*		*29%*

* as amended
**as of 9/2/2013

Public Housing Expenditure Trend



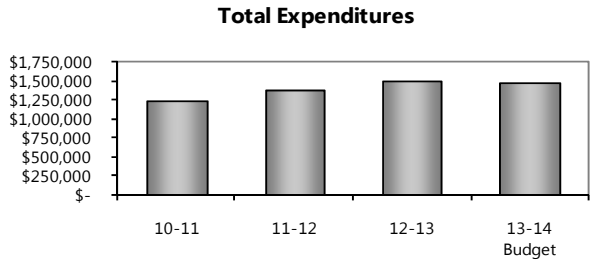
PUBLIC HOUSING OPERATIONS

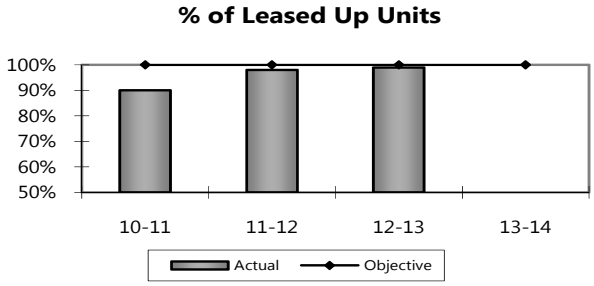
MISSION: The City of Concord's Housing Department serves low-income families for whom conventional housing is unaffordable. Our mission is to provide these families with decent, safe, and sanitary housing while supporting their efforts to achieve economic independence and self-sufficiency.

PROGRAM LOCATOR:

Fund: Public Housing
Functional Area: Public Housing
Department: **Public Housing Operations**

BUDGET & PERFORMANCE HIGHLIGHTS





MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- The Neighborhood Networks Technology Center is now hosting several programs each month to benefit the Community. In the past year, the GED program has had 19 graduates and the Computer Classes have had 29 graduates.
- Received two first place awards this year: "The Challenger" was selected as newsletter of the year by the Carolina's Council of Housing, Redevelopment, and Codes Officials. We also received first place for the 2012 Human Service Award for "Cooking Class 101 for Youth".
- Continued to improve on our unit turnaround days from 10 days to 3 days.
- With the Executive Director being President – Elect of Carolinas Council, we will be bringing in a workshop of members of over 50 Housing Authorities to Concord in March 2013. "Building Dreams into Reality" is a resident retreat workshop that will be held at the Embassy Suites.
- 5 graduates this year from the Family Self – Sufficiency Program.

2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Upgrade software system to keep track of useful management information, improve service and delivery, and stay compliant with all HUD rules and guidelines.
- Work closely with community partners to research, identify and align resources to assist families on the path to a life of economic independence.
- Maintain housing stock above quality requirements.
- Encourage self-sufficiency of participant families and assist in the expansion of family opportunities with address educational, social, economic, recreational, and other human resource needs.
- Complete an expansion of the Administrative offices.
- Explore options for providing energy efficiency improvements for Public Housing units.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

PERFORMANCE GOALS:

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

Goal: Provide high quality housing to residents/clients to obtain a safe and enjoyable living environment.

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

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

***Major Service Area:* Accounting**

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

***Major Service Area:* Task Tracking**

Goal: Continue and improve Task Tracking/Management by objectives which incorporates appropriate elements of PHAS, SEMAP, MASS, and similar existing measures.

***Major Service Area:* Staff Training**

Goal: Encourage staff to complete training/certification programs relevant to their areas of responsibility.

***Major Service Area:* Public Image**

Goal: Continue to improve our public image through enhanced communication, coordination and accountability with outside agencies, among the staff, and with our residents.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Decent, Safe, and Sanitary Housing	% of leased up units	Effectiveness	90%	98%	100%	99%	100%	100%
Family Self-Sufficiency	# of participants in the FSS program	Effectiveness	13	20	25	25	25	30
Task Tracking	% of participants recertified under program	Effectiveness	100%	100%	100%	100%	100%	100%
Staff Training	Staff Training/Certification	Effectiveness	100%	100%	100%	100%	100%	100%
Clients Using Tech Center	# of Participants Using Tech Center Monthly	Workload/ Demand	New for FY13	New for FY13	100	129	100%	100
Unit Turnaround Days	# of Days to Turnover Unit for Move-In	Effectiveness	New for FY13	New for FY13	15	25	10	15
MTCS Reporting Rate	Maintain 98% Rate per HUD Standards	Effectiveness	New for FY13	New for FY13	98%	98%	98%	98%

BUDGET SUMMARY:

Cost Center #: 1000

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Administration	$ 341,665	$ 273,902	$ 336,810	$ 301,819	$ 317,434	$ 317,434
Operations	$ 604,482	$ 776,906	$ 777,905	$ 755,605	$ 876,952	$ 876,952
Capital Outlay	$ -	$ -	$ -	$ -	$ 260,000	$ 260,000
Depreciation	$ 262,482	$ 284,127	$ -	$ 396,241	$ -	$ -
Non Operating Expenses	$ -	$ 31,099	$ -	$ 30,079	$ -	$ -
Transfers	$ 18,658	$ 19,669	$ 19,669	$ 19,669	$ 13,637	$ 13,637
Total Expenditures	**$ 1,227,287**	**$ 1,385,703**	**$ 1,134,384**	**$ 1,503,413**	**$ 1,468,023**	**$ 1,468,023**
% budget change	*0%*	*13%*		*8%*		*29%*
* as amended						
**as of 9/2/2013						
Authorized FTE	**6.50**	**6.50**	**6.50**	**6.50**	**7.50**	**7.50**

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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 Service, Engineering, Purchasing, Customer Call Center, 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, Tax Collector, 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 Bill Dusch, at (704) 920-5293 or via email at duschb@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 Edna Ferrell, Billing Manager, at (704) 920-5255 or via email at ferrelle@concordnc.gov.

Customer Service: Customer Service 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, Director of Engineering, 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 Sid Talbert, Purchasing Officer, at (704) 920-5441 or via email at talberts@concordnc.gov.

Call Center: The Call Center provides "one stop shopping" for municipal operational requests. The Center receives customer operational requests and provides requested information or forwards these requests to the appropriate department. These requests are coordinated with other departments and tracked for completion. Customer Care Specialists can answer questions regarding billing, utilities collections, garbage pickup, and other services provided by municipal departments. Additional information regarding the Call Center may be obtained by contacting Tammy Linn, Customer Service Manager, at (704) 920-5240 or via email at linnt@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.

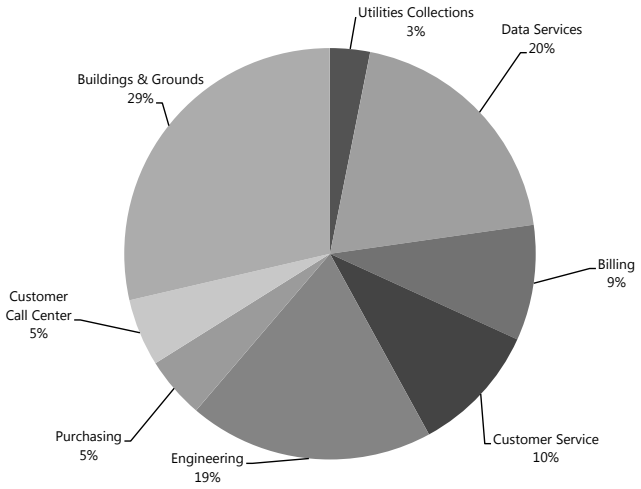
Internal Services Fund Allocated Costs

Fund 800

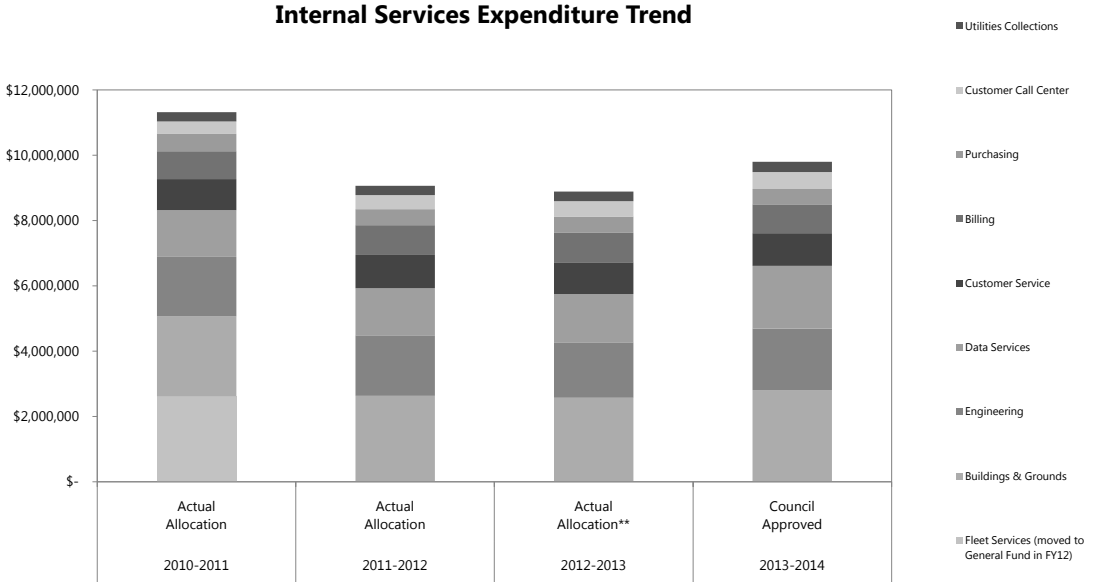
Budget Unit	2010-2011 Actual Allocation	2011-2012 Actual Allocation	2012-2013 Council Approved*	2012-2013 Actual Allocation**	2013-2014 Manager Recommended	2013-2014 Council Approved
Utilities Collections	$ 285,550	$ 286,771	$ 290,712	$ 301,142	$ 306,455	$ 306,455
Data Services	$ 1,434,746	$ 1,440,307	$ 1,671,552	$ 1,486,374	$ 1,922,326	$ 1,922,326
Billing	$ 855,994	$ 906,996	$ 951,747	$ 903,520	$ 889,903	$ 889,903
Customer Service	$ 949,051	$ 1,019,412	$ 989,720	$ 970,306	$ 998,848	$ 998,848
Engineering	$ 1,824,825	$ 1,863,616	$ 1,923,758	$ 1,691,025	$ 1,884,255	$ 1,884,255
Fleet Services (moved to General Fund in FY12)	$ 2,618,866	$ -	$ -	$ -	$ -	$ -
Purchasing	$ 531,696	$ 498,453	$ 481,202	$ 496,741	$ 473,061	$ 473,061
Customer Call Center	$ 381,982	$ 423,976	$ 444,039	$ 470,657	$ 519,788	$ 519,788
Buildings & Grounds	$ 2,442,134	$ 2,624,786	$ 2,675,112	$ 2,574,712	$ 2,803,909	$ 2,803,909
Total Allocated Costs to other City Departments	**$ 11,324,844**	**$ 9,064,317**	**$ 9,427,842**	**$ 8,894,477**	**$ 9,798,545**	**$ 9,798,545**
% budget change	*7%*	*-20%*		*-2%*		*4%*

* as amended
**as of 9/2/2013
Note: All Internal Service Department costs are allocated, or charged out, to other departments.

FY 13-14 Internal Services Fund
(Allocated Costs)



Internal Services Expenditure Trend



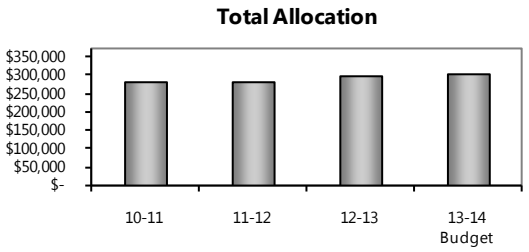
UTILITIES COLLECTIONS

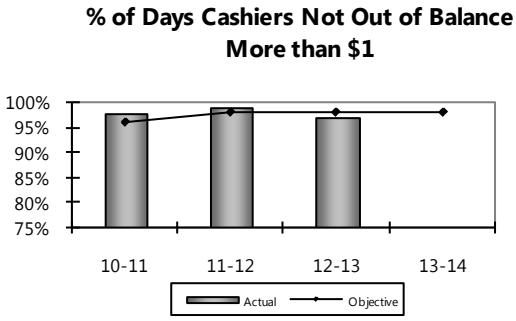
MISSION: The Collections Department exists to provide timely and accurate posting of utility payments for the citizens of Concord with the desire to uphold the highest level of customer service.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: **Utilities Collections**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Utility Payment Processing

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Addition of routine letters to NorthStar letter listing so that when letters are sent to customers, the utility account is noted.
- Worked with Lockbox provider to begin processing checks that have account number noted but do not include payment stub.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Encourage and promote eBill for utility customers who are enrolled in eCARE.
- Implement a new policy and procedure that allows for automatic refunding of utility deposits when customers become eligible.
- Create procedure to accept Credit Card payments for New Account Utility Deposits.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Coworkers continue to research and correct their own errors in an effort to identify problem areas.
- Coworkers will attend training classes as funding allows.

PERFORMANCE GOALS:

Major Service Area: **Utility Payment Processing**

Goal: To provide timely processing of utility payments in order to optimize cash flow position.
Goal: To provide accurate posting of utility payments in order to maintain customer satisfaction and reduce corrections.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Utility Payment Processing	% of days cashiers not out of balance more than $1	Effectiveness	98%	98%	98%	97.6%	98%	98%
Utility Payment Processing	% of receipts processed and deposited within 24 hrs.	Effectiveness	98%	99%	99%	99%	99%	99%
Utility Payment Processing	# of monthly adjustments for incorrect postings	Effectiveness	4	3	5	5	5	5

BUDGET SUMMARY:

Cost Center #: 4200

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 205,748	$ 205,909	$ 212,632	$ 215,097	$ 208,709	$ 208,709
Operations	$ 76,569	$ 67,597	$ 78,080	$ 73,531	$ 97,746	$ 97,746
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Depreciation	$ 3,233	$ 3,233	$ -	$ 2,810	$ -	$ -
Non-Operating Exp	$ -	$ 10,032	$ -	$ 9,704	$ -	$ -
Cost Allocation	$ (285,550)	$ (286,771)	$ (290,712)	$ (301,142)	$ (306,455)	$ (306,455)
Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
% budget change	*-2%*	*0%*		*5%*		*5%*
* as amended						
** as of 9/2/2013						
Authorized FTE	**4.50**	**4.50**	**4.50**	**4.50**	**4.50**	**4.50**

DATA SERVICES

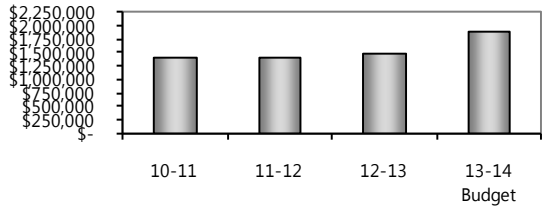
MISSION: The Data Services Department exists to provide technology solutions and support to all City departments and employees in a timely and cost-effective manner with the desire to provide access to appropriate information and data required for conducting public business and communicating with citizens.

PROGRAM LOCATOR:

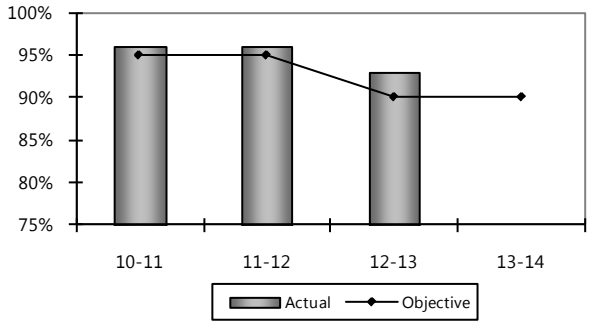
Fund: Internal Services
Functional Area: Internal Services
Department: **Data Services**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



% of Customers Rating Data Services Overall as "Excellent" or "Good"



MAJOR SERVICE(S) PROVIDED:

- Network Infrastructure: design, installation and maintenance of City's network and servers
- Computer Hardware and Software: procurement, installation and maintenance

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Began upgrade of City's network infrastructure - Brown Ops Center, Tower and City Hall.
- Replaced GIS Web Server.
- Installed Harris eDocs solution.
- Evaluated Cloud Computing solutions.
- Began implementation of Microsoft Exchange/Outlook email system. Converted approximately 250 accounts to Outlook.
- Broadened applications for Utility Billing/Tax to GIS Interface.
- Evaluated and implemented Tablets and Mobile 311 as a low-cost field laptop replacement alternative using Cityworks.
- Replaced Cityworks Server, City-wide SQL Server, Annex Building Novell Server, Citrix Server, Intranet Server, and Munis/Tax Database Server.
- Upgraded Jantek Time and Attendance System.
- Implemented new IT Work Order System.
- Expanded Report Writing and Data Retrieval capabilities.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue Upgrade of City's network infrastructure by replacing 10 Network Switches at City Hall, Fire 3/Tower and Brown Complex.
- Install Network Monitoring System.
- Upgrade City's Finance Plus Financial System.
- Upgrade Harris Northstar Utility Billing System.
- Complete Upgrade to Microsoft Outlook System.
- Replace Laserfiche Document Servers.
- Broaden Tablet based "Field" solutions.
- Implement Midland Integrity Internet based GIS Mapping Solution.
- Begin Accela Project for one stop Design Review process.
- Create eDiscovery solution with Bates Stamping.
- Implement Utility Bill outsourcing with Billing Department.
- Upgrade five Jantek Clocks to IP from modem connectivity.
- Install remote connectivity solution for Video Conferencing.
- Install virtual server for GIS system (GIS1, 2 and 3 Servers).
- Install centralized backup solution for Novell servers.

STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Preventive maintenance programs to provide for high network availability.
- Allocate staff resources to meet increasing demand for service requests.
- Work order system for more efficient processing of service needs.
- Customer satisfaction survey to provide direct customer feedback.
- Technology Project Management and Consulting.

PERFORMANCE GOALS:

Major Service Area: **Network Infrastructure Support**

Goal: To provide maximum system uptime for internal and external users during normal operating hours in order to ensure access to City information and data.

Major Service Area: **Computer Hardware and Software Support**

Goal: To provide the highest level of computer services to City computer users in order to minimize downtime and disruptions and maximize employee productivity.

Major Service Area: **Technical Project Management**

Goal: To provide the highest level of technical project management and consulting services to the City in order to ensure the City obtains the correct products for its needs within the desired timeframe and budget.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Network Infrastructure	% of Server and Network Availability	Effectiveness	99%	99%	99%	99%	99%	99%
Computer Hardware and Software	% of Customers rating response times to service requests as "Excellent" or "Good"	Effectiveness	93%	92%	90%	93%	90%	90%
Customer Service	% of customers rating overall Technology Services as "Excellent" or "Good"	Effectiveness	96%	96%	90%	96%	90%	90%

BUDGET SUMMARY:

Cost Center #: 4210

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 85,958	$ 86,602	$ 86,350	$ 87,187	$ 86,040	$ 86,040
Operations	$ 1,284,577	$ 1,287,681	$ 1,364,748	$ 1,337,044	$ 1,462,586	$ 1,462,586
Capital Outlay		$ -	$ 220,454	$ -	$ 373,700	$ 373,700
Depreciation	$ 64,211	$ 63,816	$ -	$ 60,008	$ -	$ -
Non-Operating Exp	$ -	$ 2,208	$ -	$ 2,135	$ -	$ -
Cost Allocation	$ (1,434,746)	$ (1,440,307)	$ (1,671,552)	$ (1,486,374)	$ (1,922,326)	$ (1,922,326)
Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
% budget change	*0%*	*0%*		*3%*		*15%*
* as amended						
** as of 9/2/2013						
Authorized FTE	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

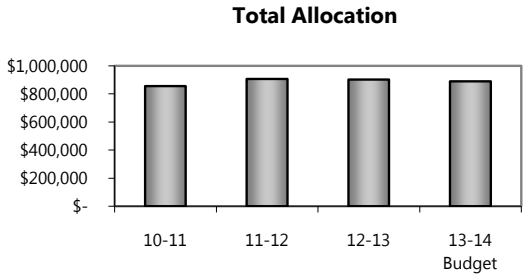
BILLING

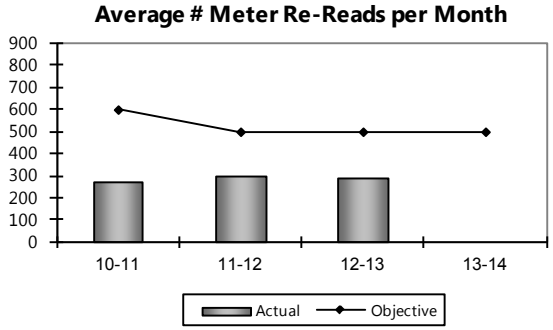
MISSION: The Billing Department exists to provide accurate and timely billing for all residential, commercial, industrial, institutional, storm water and municipal utility customers in order to provide the City's Electric, Water, Wastewater, and Stormwater utilities with the necessary resources that are required to provide the highest possible level of service to the City.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: Finance
Division: **Billing**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Meter Reading
- Billing

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Mailed 43,000 utility bills per month.
- Read 87,000 meters per month.
- Added an additional mobile collector. We are now using four units to read meters. This ensures that customer meters are read as close to 30 days as possible.
- Replaced 2 pick-up trucks.
- Implementation of generic bill print that offers more user-friendly additions for customers.
- Implementation of Solar billing for customers who generate their own electricity using solar panels.
- Implemented the IMb bar code required for USPS.
- Replaced radio read handhelds that were no longer maintained
- Meet goal of mailing out Utility bills 100% for the year.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Replace 1 pick-up trucks – MR133.
- Outsource the printing and mailing of utility bills.
- Elimination of 1 Meter Technician position where the co-worker retired.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to work with the Water Department on the water meter change-out program.
- Continue to attend conference meetings for our utility software to gain knowledge and better serve our utility customers.
- Continue to use the meter reading staff to troubleshoot radio- read meters.
- Continue to have a low number to mis-reads on electric and water meters to ensure accurate billing.
- Continue to get the utility bills out to customers on time.
- Continue to get more information out to customers regarding eBilling and Automatic payments.

PERFORMANCE GOALS:

Major Service Area: **Meter Reading**

Goal: To provide timely and accurate meter readings to residential and commercial customers in order to ensure on-time billing.

Major Service Area: **Billing**

Goal: To provide on-time billing to utility customers in order to encourage on-time remittance of payments.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Meter Reading	Average number of meter re-reads per month	Effectiveness	278	304	500	291	500	800
Meter Reading	Average number of monthly mis-reads	Effectiveness	4	0	5	1	1	0
Billing	% of utility bills mailed within 24hrs of due date	Effectiveness	91%	100%	100%	96%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4215

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 574,995	$ 593,868	$ 597,693	$ 566,351	$ 548,187	$ 548,187
Operations	$ 262,058	$ 262,145	$ 275,554	$ 274,349	$ 320,716	$ 320,716
Capital Outlay	$ -	$ -	$ 78,500	$ -	$ 21,000	$ 21,000
Depreciation	$ 18,940	$ 26,505	$ -	$ 39,143	$ -	$ -
Non-Operating Exp	$ 18,940	$ 24,478	$ -	$ 23,677	$ -	$ -
Cost Allocation	$ (855,994)	$ (906,996)	$ (951,747)	$ (903,520)	$ (889,903)	$ (889,903)
Total Expenses	**$ 18,940**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
% budget change	*3%*	*6%*		*0%*		*-6%*
* as amended						
**as of 9/2/2013						
Authorized FTE	**11.00**	**11.00**	**11.00**	**11.00**	**10.00**	**10.00**

CUSTOMER SERVICE

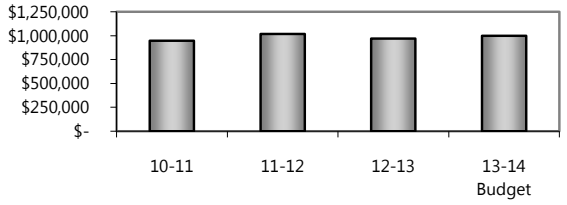
MISSION: The Customer Service Department exists to provide quality service to City Departments and Utility Customers. By providing timely and accurate information on existing and new accounts, we will continue to establish quality work, good communication, and trusting relationships.

PROGRAM LOCATOR:

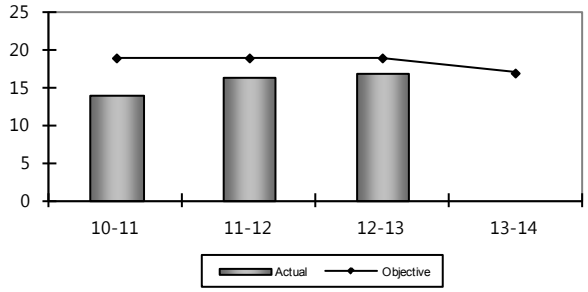
Fund: Internal Services
Functional Area: Internal Services
Department: **Customer Service**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



Average # of Customers Seen per Day per Customer Service Rep.



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Installed mCare on all Customer Service Representatives' computers in order to dispatch orders in a timely manner.
- Faxing of new applications for Utility service implemented and updated on-line contacts for the Customer Service area.
- Assigned additional duties to City Hall walk-in Customer Service reps to realign the process and ensure each has equal duties.
- Reclassed an existing position to create a supervisor for the Walk-in Customer Service group. Supervisor has new duties to help the group become more efficient.
- Successfully moved the Customer Call Center to City Hall to become part of the Customer Service Team.
- Added ACD/Phone System used by reps located in the walk-in area.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Installation of automated vehicle locator system on Customer Service technician vehicles to improve productivity and efficiency.
- Focus on Customer Service training for better employee/customer satisfaction.
- Create customer service surveys for citizens.
- Customer Service Manager's salary will be split evenly between Customer Service and the Customer Call Center.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Align customer service processes between Customer Service and the Call Center for a more uniform team that provides excellent service.
- Plan an identity Theft Class for Customer Service to help identify any Red Flag Rules.
- Increase revenue collection through continued monitoring of accounts and collection of tampering charges and past due accounts.
- Continue debt setoff process in an effort to collect more revenue.
- Will continue to scan and electronically save documents to conserve space and paper.
- Begin working in Northstar system daily in preparation for changeover in 2013.
- On-line Utility Service contracts for improved customer self-service.

PERFORMANCE GOALS:

Major Service Area: **Timeliness**

Goal: To provide the timely processing of requests for service, answer customer questions and set up new service for customers in order to maintain the high level of service.

Major Service Area: **Average number of Walk-in Customers Per Representative Per Day**

Goal: To provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Walk-in Customers	Average # of customers seen per day by each Customer Service Representative	Workload	14	16.5	19	17	17	NA
Illegal Meter Usage	% of Meter Tampering Charges Recovered	Effectiveness	8%	26%	25%	29%	25%	NA

BUDGET SUMMARY:

Cost Center #: 4220

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 822,835	$ 869,658	$ 823,224	$ 814,620	$ 802,625	$ 802,625
Operations	$ 118,388	$ 110,212	$ 132,496	$ 115,087	$ 154,223	$ 154,223
Capital Outlay	$ -	$ -	$ 34,000	$ -	$ 42,000	$ 42,000
Depreciation	$ -	$ 4,028	$ -	$ 7,219	$ -	$ -
Non Operating Exp	$ 7,828	$ 35,514	$ -	$ 33,380	$ -	$ -
Cost Allocation	$ (949,051)	$ (1,019,412)	$ (989,720)	$ (970,306)	$ (998,848)	$ (998,848)
Total Expenses	**$ -**	**$ -**	**$ -**	$ -	$ -	$ -
% budget change	*-4%*	*7%*		*-5%*		*1%*
* as amended						
** as of 9/2/2013						
Authorized FTE	**16.00**	**16.00**	**15.50**	**15.50**	**15.50**	**15.50**

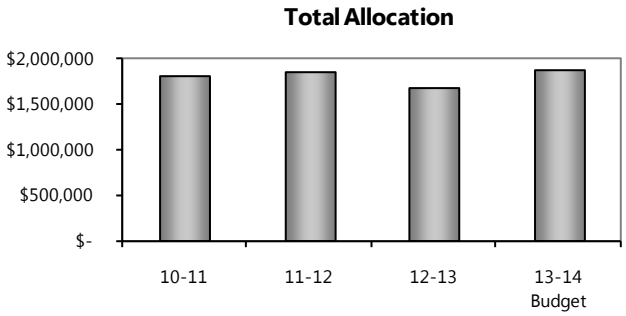
ENGINEERING

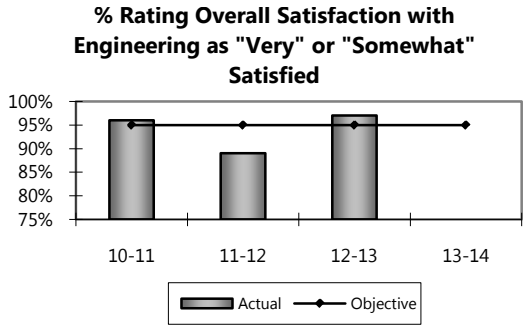
MISSION: The Engineering Department provides quality, innovative, and cost–effective consulting engineering services in a timely manner to the various departments of the City of Concord for the preservation and continuous enhancement of the safety, health, and quality of life of our citizens, businesses,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

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: **Engineering**

BUDGET & PERFORMANCE HIGHLIGHTS:





MAJOR SERVICE(S) PROVIDED:

- Design
- Construction Inspection
- Surveying

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Designed and/or monitored the construction of 12,416 feet of wastewater collection system extension for an estimated value of $2.7 million.
- Designed and/or monitored the construction of 5,257 feet of water distribution system extension for an estimated value of $0.7 million.
- Monitored the construction of 0.74 miles of new roads, 1.36 miles of curb and gutter, and 0.91 miles of new sidewalk, for an estimated value of $2.8 million.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to have 4 vacant and one frozen positions. We would like to fill vacant positions as budget allows.
- Loss of one vacant Construction Inspector position to be reassigned within the organization.
- Replace robotic surveying instrument with a new one that would take advantage of the new "cloud" technology as the rest of our equipment.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue making improvements to the template of Civil 3D so the Design and Survey branch of the department can use the software more efficiently.
- Continue using the time tracking software to monitor effective use of staff time.
- New robotic surveying instrument would allow us to work more efficiently as it would take advantage of the new "cloud" technology.

PERFORMANCE GOALS:

Major Service Area: **Design**

Goal: To provide design services to City Departments and technical plan review services to developers in order to ensure that development and infrastructure meet City standards, adhere to good engineering practices, and are consistent with the goals of the City.

Major Service Area: **Construction Inspection**

Goal: To provide the best possible construction inspection service to City administration and City departments so projects can be executed according to City standards, in a timely manner, within budget, and technically correct.

Major Service Area: Surveying

Goal: To provide accurate and timely surveying information to all City departments in order to produce sound designs, comply with local, state, and federal laws, and optimize the use of City resources.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Surveying	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	95%	89%	95%	100%	95%	95%
Design	Average # of days for review of engineering drawings	Effectiveness	4	4	4	2	4	5
Design	% rating satisfaction with Design Branch as "very or "somewhat" satisfied	Effectiveness	95%	95%	95%	98%	95%	95%
Construction Inspection	% of projects completed on time & within budget	Effectiveness	60%	93%	100%	100%	100%	100%
Construction Inspection	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	88%	78%	95%	100%	95%	95%
Surveying / Design / Construction Inspection	% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	96%	89%	95%	97%	95%	95%

BUDGET SUMMARY:

Cost Center #: 4230

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,659,311	$ 1,666,981	$ 1,738,778	$ 1,498,582	$ 1,637,632	$ 1,637,632
Operations	$ 137,134	$ 120,220	$ 169,160	$ 125,509	$ 216,688	$ 216,688
Capital Outlay	$ -	$ -	$ 15,820	$ -	$ 29,935	$ 29,935
Depreciation	$ 28,379	$ 20,839	$ -	$ 15,312	$ -	$ -
Non Operating Exp	$ -	$ 55,576	$ -	$ 51,622	$ -	$ -
Cost Allocation	$ (1,824,825)	$ (1,863,616)	$ (1,923,758)	$ (1,691,025)	$ (1,884,255)	$ (1,884,255)
Total Expenses	**$ 0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
% budget change	*-1%*	*2%*		*-9%*		*-2%*
* as amended						
**as of 9/2/2013						
Authorized FTE	**25.00**	**25.00**	**24.00**	**25.00**	**24.00**	**24.00**

PURCHASING

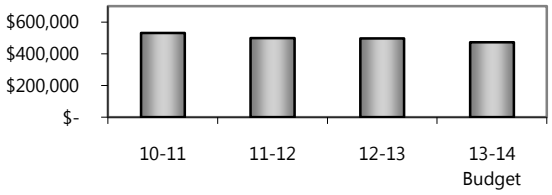
MISSION: The Purchasing Department exists to provide timely and accurate procurement and sound warehouse management for City departments with the desire to ensure that the goods and services required to deliver public services are available when needed and that the best possible prices for these goods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

PROGRAM LOCATOR:

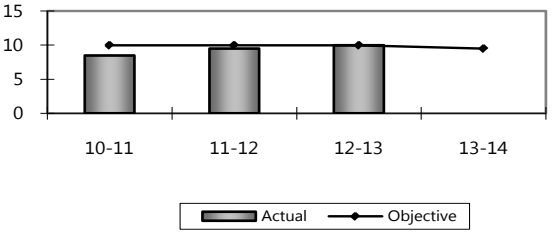
Fund: Internal Service
Functional Area: Internal Services
Department: **Purchasing**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



Average Number of Hours Required to Process a Purchase Order



MAJOR SERVICE(S) PROVIDED:

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

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- New WIN Bar-coding system conversion implemented in time for successful year end audited physical inventory.
- Updated Purchasing Policy with Council approval.
- Elimination of various non-inventory items. Surplus property was sold on Govdeals.com.
- Purchasing Technician meeting with the various departments to review Purchasing Policy and find ways to improve the process.
- Reorganized non-inventory and inventory items in warehouse for improved service.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to improve customer service provided by Purchasing in meeting with departments and audit of purchases to follow Purchasing Policy.
- Continue to organize inventory and identify non-moving inventory.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Better analysis of managing inventory levels and reorder points with bar code enhancements.
- Continue to identify surplus property and stagnant inventory.
- Continue to email purchase orders to vendors for faster turnaround time.
- Monitor the uniform and copier service contracts for improving internal customer service.
- Update the Purchasing Policy for the City.
- Assist the various departments of the City in complying with Purchasing General Statutes.

PERFORMANCE GOALS:

Major Service Area: **Procurement**

Goal: To provide timely processing of purchase orders and formal bids for departments in order to expedite procurement of needed supplies.

Major Service Area: **Warehouse Management**

Goal: To reduce the total wait time to fill an inventory order for the various City departments in order to expedite receipt of requested inventory.

Goal: To accurately account for the physical inventory stored in the warehouse and yard areas in order to adhere to all accounting standards and requirements.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Procurement	Average number of hours required to process a purchase order	Effectiveness	8	9	10	10	<10	15
Warehouse Mgmt.	Order fill time in minutes for inventory items requested by departments	Effectiveness	10	10	10	12	<10	<15
Warehouse Mgmt.	% variance of actual inventory dollars versus reported accounting system value	Effectiveness	0.10%	0.15%	<0.025%	0.25%	0.10%	0.50%
Purchasing/ Warehouse Mgmt.	% of departments rating Purchasing services as "Excellent" or "Good"	Effectiveness	98%	100%	98%	100%	98%	95%

BUDGET SUMMARY:

Cost Center #: 4250

	2010-2011 Actual Expenses	2010-2011 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 425,820	$ 420,065	$ 410,971	$ 417,121	$ 414,558	$ 414,558
Operations	$ 102,077	$ 53,377	$ 48,231	$ 49,414	$ 58,503	$ 58,506
Capital Outlay	$ -	$ -	$ 22,000	$ -	$ -	$ -
Depreciation	$ 3,799	$ 9,361	$ -	$ 15,263	$ -	$ -
Non Operating Exp	$ -	$ 15,650	$ -	$ 14,943	$ -	$ -
Cost Allocations	$ (531,696)	$ (498,453)	$ (481,202)	$ (496,741)	$ (473,061)	$ (473,061)
Total Expenses	**$ 0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3**
% budget change	*-12%*	*-6%*		*0%*		*-2%*
* as amended						
** as of 9/2/2013						
Authorized FTE	**8.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**

CUSTOMER CARE CENTER

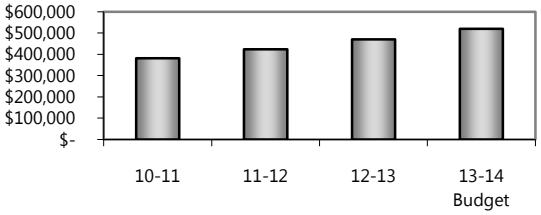
MISSION: The mission of the Customer Care Center is to partner with other municipal departments to effectively coordinate delivery of operational service requests by citizens and to answer customer inquiries in order to enhance the quality of service delivery within the community.

PROGRAM LOCATOR:

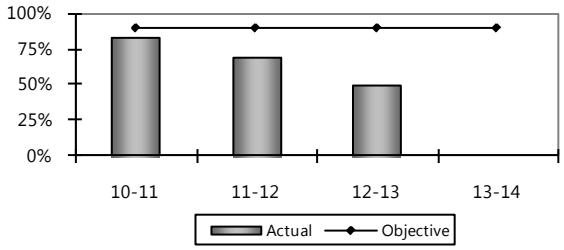
Fund: Internal Services
Functional Area: Internal Services
Department: Finance
Division: **Customer Care Center**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



% of Calls Answered within 20 Seconds



MAJOR SERVICE(S) PROVIDED:

- Customer Service Requests Receipt and Coordination
- Municipal Services Inquiry Receipt and Response
- Credit Card Payments
- Applications for New Service

FY 2012-2013 MAJOR ACCOMPLISHMENTS:

- Successfully moved Call Center to City Hall in order to provide a more uniformed Customer Service experience.
- Reclassified an existing position to a Call Center supervisor for better efficiency.
- Budgeted for an additional part-time position to assist in handling calls.
- Staff now includes two bi-lingual representatives to assist with Spanish speaking customers.
- In February 2012, employee hours were adjusted to assist calls with that come in before 8:00 am and after 5:00 pm. Two agents are now available for 30 minutes during this time.
- Transfer of 1 additional position from Customer Service to Call Center to assist in handling call volume.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Incorporate Customer Service training and team building to provide excellent service.
- Replacement of base radio which will become incompatible in 2014.
- Costs for ACD server maintenance will increase due to warranty expiration.
- Funding for either noise cancelling headsets (replacements) or sound masking to eliminate noise issue in City Hall; will increase productivity and provide privacy.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue evaluation of the new Northstar System.
- Will study staffing during peak call volumes.
- Evaluate new performance measures and processes. Original measures, developed 10+ years ago, do not reflect the additional functions which have resulted in longer phone call times.
- Provide Customer Service training.
- Incorporate a formal call monitoring process for the Call Center to improve quality of calls and overall Customer Service experience.
- Take steps to prevent call transfers by enabling Call Center employees to handle each type of call that comes into the Center.
- Align processes with the Walk-In Customer Service team.
- Train several walk-in Customer Service representatives to answer Customer Care calls as needed during peak times.
- Addition of music on hold to the Customer Care recording.

PERFORMANCE GOALS:

Major Service Area: **Service Requests**

Goal: To coordinate municipal customer (internal/external) requests for operational services with customers/citizens and other City departments in order to provide expedient and efficient service to customers/citizens.

Major Service Area: **Municipal Services Inquiries**

Goal: To provide timely and knowledgeable answers to customer service inquiries to foster a complete understanding by citizens/customers of the available services and City efforts in providing these services.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Service Requests/ Municipal Services Inquiries	Operation cost/call answered	Efficiency	$2.16	$2.21	$2.19	$2.09	$2.00	N/A
Service Requests/ Municipal Services Inquiries	Percentage of total calls abandoned	Effectiveness	15.3%	23.5%	17.6%	18.3%	15%	N/A
Service Requests/ Municipal Services Inquiries	Percentage of total calls answered	Efficiency	84.7%	77.6%	83.5%	81.7%	90%	N/A
Service Requests/ Municipal Services Inquiries	Average # of seconds to answer a call	Effectiveness	58	100	94	56	50	N/A
Service Requests/ Municipal Services Inquiries	Average number of re-queued calls / 6 months	Effectiveness	28	100	99	120	50	N/A
Service Requests/ Municipal Services Inquiries	Percentage of calls answered within 20 seconds (commonly referred to as "Service Level.")	Efficiency	84%	70%	79%	54%	90%	N/A

BUDGET SUMMARY:

Cost Center #: 4260

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 363,773	$ 384,479	$ 410,955	$ 424,017	$ 460,558	$ 460,558
Operations	$ 17,793	$ 23,231	$ 33,084	$ 27,981	$ 48,730	$ 48,730
Capital Outlay	$ -	$ -	$ -	$ -	$ 10,500	$ 10,500
Depreciation	$ 417	$ 417	$ -	$ 417	$ -	$ -
Non Operating Exp	$ -	$ 15,849	$ -	$ 18,242	$ -	$ -
Cost Allocation	$ (381,982)	$ (423,976)	$ (444,039)	$ (470,657)	$ (519,788)	$ (519,788)
Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
% budget change	*3%*	*11%*		*11%*		*17%*
* as amended						
**as of 9/2/2013						
Authorized FTE	**7.65**	**8.15**	**8.50**	**8.15**	**9.50**	**9.50**

BUILDINGS AND GROUNDS MAINTENANCE

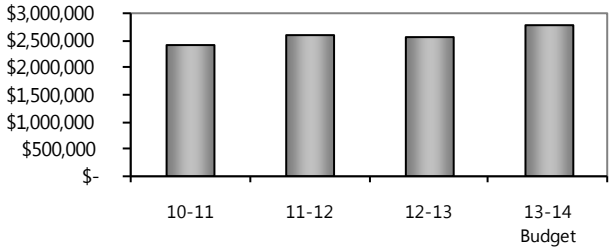
MISSION: The Building and Grounds Department is dedicated to efficiently maintaining a clean, safe, productive and energy-efficient work environment for City employees and the visiting public that exceeds their expectations in the area of general maintenance and repairs to City-owned buildings, parks, greenways and rights-of-way.

PROGRAM LOCATOR:

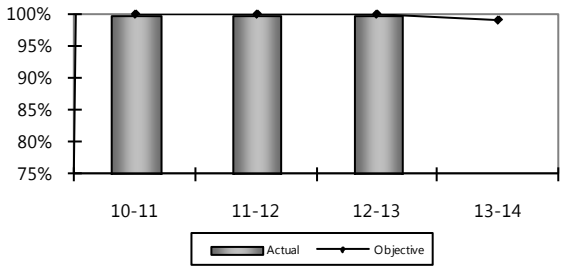
Fund: Internal Services
Functional Area: Internal Services
Department: **Buildings & Grounds Maint.**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



% of Citizens Rating Very" or "Somewhat" Satisfied with Routine Grounds Maintenance



MAJOR SERVICE(S) PROVIDED:

- Buildings Maintenance
- Grounds Maintenance

FY 2012-13 MAJOR ACCOMPLISHMENTS:

- Assisted with the completion of the conversion of light fixtures in the parking deck to LED.
- Assisted with the conversion of part of the exterior lights at the BOC to either induction or compact fluorescent fixtures.
- Began conversion to new HVAC controls at the BOC.
- Replaced trees and installed tree grates as needed along with replacing broken planter pots.
- Installed new trash containers as needed.
- Continued cleanup of old Operations Center (Clear Water).
- Completed first year of tree banding to combat cankerworm infestation.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Prepare and implement year two of tree banding to combat cankerworms.
- Transition of plant material in downtown planters as needed.
- Continue maintenance of growing greenway system to include newly opened sections.
- Unfreeze, reclassify and fund the frozen Utility Service Supervisor position to become a Utility Service Worker position focused on maintaining additional greenway miles.
- Purchase new mower and utility vehicle to help better maintain greenways.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue newly started bi-weekly meetings with Recreation staff to discuss ongoing issues and projects.
- Continue cleanup of old Operations Center (Clearwater).
- Continue monthly internal department staff meetings.
- Acclimate new department director.

PERFORMANCE GOALS:

Major Service Area: **Buildings Maintenance**

Goal: To provide timely response to and completion (i.e. changing light bulbs, HVAC maintenance, electrical, and general repairs of buildings) of routine and emergency maintenance calls in order to ensure safe and productive working environments.

Goal: To provide quality custodial services to City employees/customers in order to provide a clean and safe working environment.

Major Service Area: **Grounds Maintenance**

Goal: To provide professional turf care and timely mowing service to the various departments and citizens in order to meet aesthetic and performance expectations of recreational turf areas.

Goal: To provide the highest level of public park facility maintenance in order to meet and/or exceed expectations of visitors.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY11 Actual	FY12 Actual	FY13 Obj.	FY13 Actual	FY14 Obj.	Benchmark Target
Buildings Maint.	% of HVAC requests completed within 24 hours	Effectiveness	95%	95%	95%	94%	96%	96%
Buildings Maint.	% of electrical maintenance requests completed within two days	Effectiveness	89%	89%	89%	96%	92%	98%
Buildings Maint.	% of routine building maintenance requests completed within two days	Effectiveness	99%	100%	99%	100%	99%	100%
Buildings Maint.	%of health and safety requests responded to and completed within 4 hours	Effectiveness	100%	100%	100%	100%	99%	100%
Buildings Maint.	% of City employees rating satisfaction with custodial services as "very good" or "good"	Effectiveness	100%	95%	100%	98%	98%	100%
Grounds Maint.	% of park/facility mowing schedules completed on-time	Effectiveness	90%	95%	95%	86%	95%	90%
Grounds Maint.	% of customers rating routine grounds maintenance as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	99%	100%
Grounds Maint.	% of graffiti/vandalism responded to within 24 hours	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4270

	2010-2011 Actual Expenses	2011-2012 Actual Expenses	2012-2013 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Personnel Services	$ 1,815,820	$ 1,964,477	$ 1,914,689	$ 1,935,140	$ 1,955,005	$ 1,955,005
Operations	$ 554,684	$ 526,648	$ 684,423	$ 512,384	$ 753,904	$ 753,904
Capital Outlay	$ -	$ -	$ 76,000	$ -	$ 95,000	$ 95,000
Depreciation	$ 71,630	$ 55,814	$ -	$ 51,890	$ -	$ -
Non Operating Exp	$ -	$ 77,847	$ -	$ 75,298	$ -	$ -
Cost Allocation	$ (2,442,134)	$ (2,624,786)	$ (2,675,112)	$ (2,574,712)	$ (2,803,909)	$ (2,803,909)
Total Expenses	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
% budget change	*4%*	*7%*		*-2%*		*5%*
* as amended						
**as of 9/2/2013						
Authorized FTE	**38.50**	**39.50**	**39.00**	**39.00**	**39.50**	**39.50**

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 secure the 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.

ÿDEBT SUMMARY

The City of Concord holds GO Bond ratings of Aa1 from Moody's Investor Service, AA from Fitch IBCA, and AA from Standard & Poors. 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 72% 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. Series 2002 bonds have been designated for water and electric infrastructure improvements. The City of Concord holds Revenue Bond ratings of Aa2 from Moody's Investor Service, AA from Fitch IBCA, and AA- from Standard & Poors. All debt ratings indicate a strong financial position with moderate debt levels and above average amortization.

Debt Service payments on installment notes/purchase contracts, Limited Obligation Bonds and Certificates of Participation comprise 28% of all debt service. Funds received from this method of financing were originally borrowed for transportation projects, parks and recreations projects, fire facilities, a downtown parking facility, aviation projects and a municipal golf course.

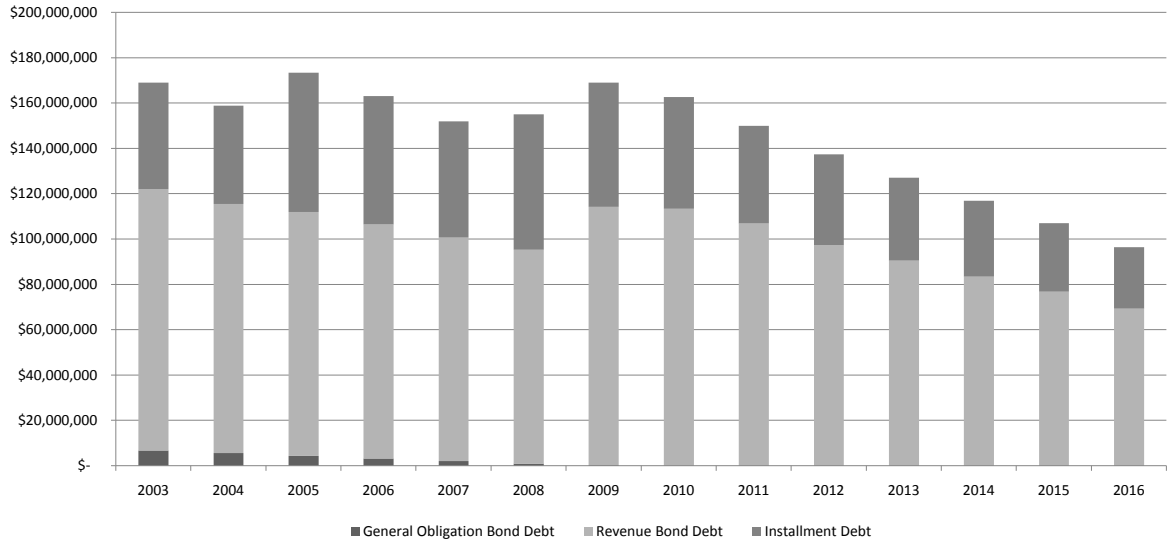
Computation of Legal Debt Margin (June 30, 2013)

Total Assessed Value			**$**	**9,211,557,778**
Debt Limit:	8% of total assessed value (Mandated by N.C.G.S. 159-55 (c))		**$**	**736,924,622**
Gross Debt:				
	Outstanding G.O. Bonds	$ -		
	Notes Payable/Installment Notes	$ 36,674,036		
		$ 36,674,036		
Amount of bonded debt incurred:				
	For Electric, Water and/or Wastewater Purposes	$ 92,885		
			$	36,581,151
	Legal Debt Margin:		**$**	**700,343,471**
	Debt Percentage of Assessed Value:			**0.40%**

Outstanding Bonded Debt - Fiscal Year 2013-14

Issue Year	Series	Amount Issued	Principal as of 7/1/2013	Amount Retiring in FY 14	Interest Expense in FY 14	Outstanding 6/30/14
	Revenue Bonds					
2002	Utilities Bonds Refunding, Series 2012	17,635,000	16,875,000	780,000	646,956	16,095,000
2008	Utilities System, Series 2008	27,365,000	25,065,000	645,000	1,164,606	24,420,000
2009	Utilities Systems Refunding, Series 2009B	40,925,000	31,115,000	1,810,000	1,402,894	29,305,000
2009	Utilities Systems Refunding Series 2009	23,935,000	13,350,000	3,745,000	415,775	9,605,000
	Total Revenue Bond Debt	**$109,860,000**	**$86,405,000**	**$6,980,000**	**$3,630,231**	**$79,425,000**
	Limited Obligation Bonds & Certificates of Participation					
2010	LOB Series 2010	9,235,000	7,205,000	970,000	236,725	6,235,000
2005	COPS Series 2005	27,000,000	17,440,000	1,345,000	803,450	16,095,000
	Total LOBS & COPS	**$ 36,235,000**	**$ 24,645,000**	**$ 2,315,000**	**$ 1,040,175**	**$ 22,330,000**
	Capital Lease Debt					
2005	Installment Note/Purchase	4,500,000	2,568,150	225,000	123,528	2,343,150
2006	Installment Note/Purchase	794,543	0	0	0	0
2007	Installment Note/Purchase	900,936	72,136	72,136	978	0
2008	Installment Note/Purchase	12,950,000	9,388,750	647,500	409,732	8,741,250
2008	Installment Note/Purchase	780,000	0	0	0	0
	Total Loans & Installment Notes/Purchases	**$92,395,479**	**$61,319,036**	**$5,574,636**	**$2,614,588**	**$55,744,400**
	ALL DEBT	**$202,255,479**	**$147,724,036**	**$12,554,636**	**$6,244,819**	**$135,169,400**
	Total Principal Plus Interest to be Serviced in FY 2013-14:					**$18,799,455**

Total City Debt Principal by Financing Method

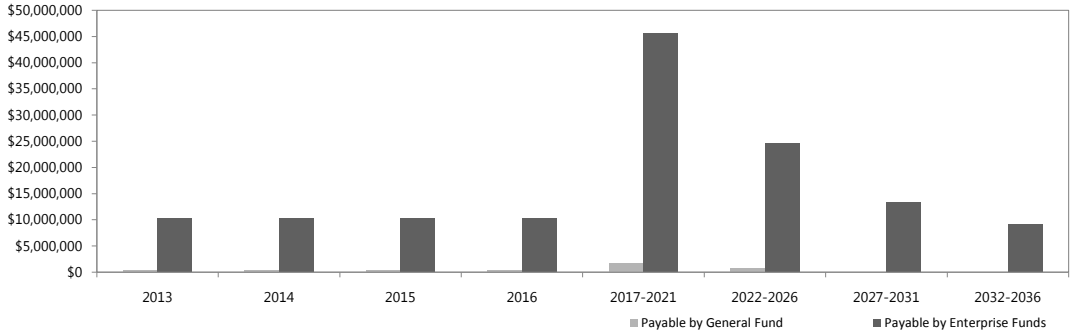


Schedule of Total Debt Requirements by Type

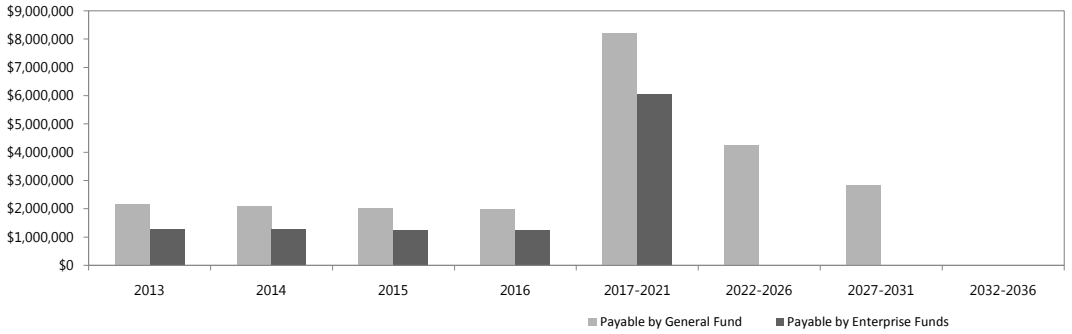
Please note, in the tables that follow, Govermental types are those payable by General Fund and Business types are those payable by Enterprise Funds.
The City retired all remaining General Obligation Bond debt in fiscal year 2011, so no General Obligation debt is listed in the charts below.

	Revenue Bonds				***Limited Obligation Bonds & Certificates of Participation***				***Other Lease Purchase & Installment Contracts (Principal & Interest)***		
	Governmental		**Business**		**Governmental**		**Business**		**Governmental**	**Business**	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			Totals
2013	219,625	111,607	6,570,375	3,722,249	1,413,300	730,524	886,700	383,911	2,087,146	1,270,611	17,396,048
2014	225,225	104,934	6,754,775	3,525,297	1,401,600	685,546	913,400	354,629	2,143,824	1,268,029	17,377,259
2015	295,785	96,731	6,939,215	3,311,038	1,381,000	640,273	929,000	323,727	2,021,273	1,252,727	17,190,769
2016	303,398	86,735	7,136,606	3,067,446	1,370,400	596,147	954,600	289,703	1,966,547	1,244,303	17,015,885
2017-2021	1,310,645	263,434	32,963,575	12,640,808	6,036,400	2,172,390	5,303,100	755,460	8,789,290	6,058,560	76,293,662
2022-2026	573,895	33,722	18,776,105	5,820,181	3,215,000	1,009,350	0	0	4,224,350	0	33,652,603
2027-2031	0	0	10,265,000	3,003,685	2,560,000	288,000	0	0	2,848,000	0	18,964,685
2032-2036	0	0	7,995,000	1,039,375	0	0	0	0	0	0	9,034,375
Total	2,928,573	697,163	97,400,651	36,130,079	17,377,700	6,122,230	8,986,800	2,107,430	24,080,430	11,094,230	206,925,286

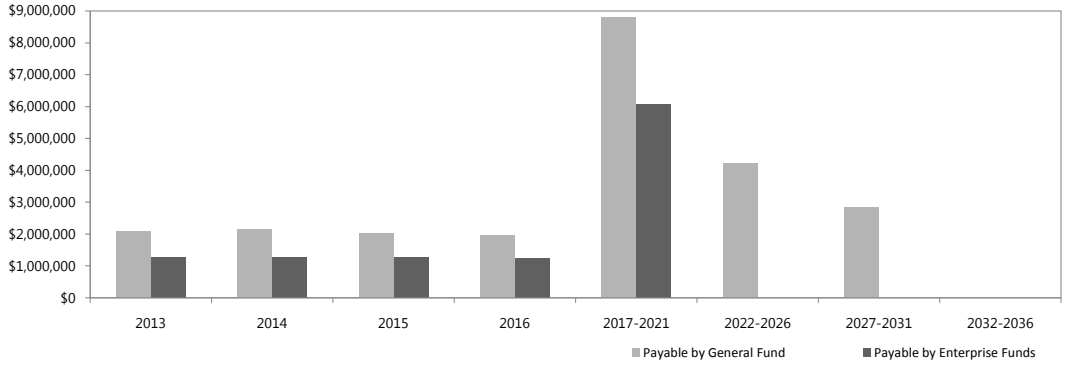
Revenue Bond Debt Principal



Limited Obligation Bonds & Certificates of Participation



Other Lease Purchase & Installment Contracts



FY 2014-18 CAPITAL IMPROVEMENT PLAN (CIP) GUIDE

PURPOSE AND DEFINITIONS

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. Capital planning is an important management tool that strengthens the linkages between community infrastructure needs and the financial capacity of the City.

The City defines CIP capital expenditures 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. As a rule of thumb, items included in the CIP include those which involve:

- acquisition, renovation, and/or construction of a single fixed asset greater than $100,000
- any land purchases not associated with or included in another CIP project
- 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 (beginning in November) as part of the City's regular budget process. After departments submit their CIP requests to the Budget Office of the Finance Department in late December, the City's capital project recommendation committee reviews and evaluates the proposed projects based on Mayor and City Council service desires, other city infrastructure needs, the financial capacity of the city, and the impact the projects will create 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 into future fiscal years. First-year projects are incorporated into the City Manager's recommended annual operating budget. If necessary, plans are made to include the project 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 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 or priorities established by the Mayor and City Council. City priorities may change, therefore projects included in outward planning years are not guaranteed for funding.

CONTACT INFORMATION

For any questions regarding this document, please contact the Finance Department at *(704) 920-5261* or *(704) 920-5263* or visit the City's budget website:

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

Capital Improvement Plan (CIP)

Capital Improvement Plan (CIP)

Function	*Project*	*Primary Funding Sources*	Capital Cost	Prior Year Funding	FY 2014 Budget	Impact on FY 2014 Operating Budget	FY 2015 Budget	Impact on FY 2015 Operating Budget	FY 2016 Budget	Impact on FY 2016 Operating Budget	FY 2017 Budget	Impact on FY 2017 Operating Budget	FY 2018 Budget	Impact on FY 2018 Operating Budget	Future (remainder of project)	Total Budget Impact
GENERAL FUND																
General Government																
Non-Departmental	Municipal Building Replacement	Financing Proceeds	19,800,000		1,360,000		18,440,000									**19,800,000**
	Operations Center Improvements - Upper Layout Yard	Capital Reserve	490,000				490,000									**490,000**
	Operations Center Improvements - Parking Addition & Access Road	Capital Reserve	950,000						950,000	100,000						**1,050,000**
	Operations Center Improvements - New Equipment Shelters	Capital Reserve	1,465,000								1,465,000	200,000				**1,665,000**
	George Liles Parkway Extension Lighting	Operating Revenue	230,000				230,000									**230,000**
General Government CIP Sub-Total			**22,935,000**	**0**	**1,360,000**	**0**	**19,160,000**	**0**	**950,000**	**100,000**	**1,465,000**	**200,000**	**0**	**0**	**0**	**23,235,000**
Public Safety																
Fire & Life Safety	Replacement of SCBA	Capital Reserves	1,200,000		1,200,000											**1,200,000**
	Replacement of Aerials FD-205 & FD-206	Installment Purchase, Operating Revenue	2,272,582						1,095,000		1,177,582					**2,272,582**
	Replacement of Pumper FD-110 for Station #1	Capital Reserve, Operating Revenue	527,433						527,433							**527,433**
	Fire Station 10 Permanent Station & Pumper	Installment Purchase, Operating Revenue, Capital Reserve	4,773,177								4,141,300		631,877			**4,773,177**
	Purchase of Replacement Pumpers FD-111, FD-112, FD-113	Capital Reserve, Operating Revenue	1,895,631										631,877		1,263,754	**1,895,631**
Fire & Life Safety CIP Sub-Total			**10,668,823**	**0**	**1,200,000**	**0**	**0**	**0**	**1,622,433**	**0**	**5,318,882**	**0**	**1,263,754**	**0**	**1,263,754**	**10,668,823**
Radio Shop	Fiber Network Extension	Operating Revenue	250,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		**500,000**
Radio Shop CIP Sub-Total			**250,000**	**0**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**0**	**500,000**
Public Works																
Solid Waste & Recycling																
Solid Waste & Recycling	Replacement Roll-Off SWR-406	Operating Revenue	130,000		130,000											**130,000**
	Operations Center Improvements - Debris & Leaf Processing Site	Operating Revenue	125,288	54,712	125,288											**125,288**
	Replacement Loader SWR-421	Operating Revenue	110,000				110,000									**110,000**
	Replacement Knuckleboom SWR-431	Operating Revenue	130,000						130,000							**130,000**
	Replacement Knuckleboom SWR-435	Operating Revenue	130,000						130,000							**130,000**
	Replacement Knuckleboom SWR-436	Operating Revenue	130,000								130,000					**130,000**

Capital Improvement Plan (CIP)

Function	Project	Primary Funding Sources	Capital Cost	Prior Year Funding	FY 2014 Budget	Impact on FY 2014 Operating Budget	FY 2015 Budget	Impact on FY 2015 Operating Budget	FY 2016 Budget	Impact on FY 2016 Operating Budget	FY 2017 Budget	Impact on FY 2017 Operating Budget	FY 2018 Budget	Impact on FY 2018 Operating Budget	Future (remainder of project)	Total Budget Impact
	Replacement Rearloader SWR-432	Operating Revenue	160,000								160,000					**160,000**
Solid Waste & Recycling CIP Sub-Total			**915,288**	**54,712**	**255,288**	**0**	**110,000**	**0**	**260,000**	**0**	**290,000**	**0**	**0**	**0**	**0**	**915,288**
Fleet Services																
Fleet Services	Fleet Services Facility	Debt Financing	12,730,000								780,000		11,920,000		30,000	**12,730,000**
Fleet Service CIP Sub-Total			**12,730,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**780,000**	**0**	**11,920,000**	**0**	**30,000**	**12,730,000**
Economic Development																
Planning & Neighborhood Development	Accela Automation Software Implementation	Operating Revenue	655,000		655,000											**655,000**
	Logan Neighborhood Plan	CDBG/HOME	450,000	953,182			450,000									**450,000**
	Dorland Avenue Phase II	Operating Revenue	775,000	532,000					75,000		200,000		500,000			**775,000**
	Cabarrus Avenue West Acquisition	CDBG	100,000				50,000		50,000							**100,000**
Economic Development CIP Sub-Total			**1,980,000**	**1,485,182**	**655,000**	**0**	**500,000**	**0**	**125,000**	**0**	**200,000**	**0**	**500,000**	**0**	**0**	**1,980,000**
Cultural and Recreational																
Parks & Recreation	Lake Howell Park Development	Capital Reserve, Operating Revenue	1,037,000	64,031									200,000		837,000	**1,037,000**
	McEachern Greenway - Cabarrus Ave. Development: McGee Park to Brookwood Ave, NE	Capital Reserve	1,640,000	276,330	440,000		1,200,000									**1,640,000**
	Hartsell Recreation Center Renovations - Lower Level Space Redesign	Operating Revenue	350,000		50,000		150,000		150,000							**350,000**
	Rocky River Greenway - Riverwalk Development	Capital Reserve, Grants, Operating Revenue	2,889,000	545,775			2,889,000			98,200						**2,987,200**
	Park Lighting Replacement Ph. II	Operating Revenue	332,600				332,600									**332,600**
	Rocky River Greenway - Airport Development	Capital Reserve, Grants, Operating Revenue	1,600,000	50,000					1,600,000			98,200				**1,698,200**
	McEachern Greenway - Hospital Phase Development	Capital Reserves, Grants, Operating Revenue	2,150,000						100,000		150,000		110,000		1,790,000	**2,150,000**
	Coddle Creek Greenway	Operating Revenues	3,500,000										445,000		3,055,000	**3,500,000**
	Irish Buffalo Creek Greenway	Operating Revenues, Grants	2,000,000										340,000		1,660,000	**2,000,000**
	Afton Run Stream Restoration	Capital Reserve	320,000										320,000			**320,000**
Parks & Recreation CIP Sub-Total			**15,818,600**	**936,136**	**490,000**	**0**	**4,571,600**	**0**	**1,850,000**	**98,200**	**150,000**	**98,200**	**1,415,000**	**0**	**7,342,000**	**16,015,000**
GENERAL FUND CIP TOTAL - EXPENSE			**65,297,711**	**2,476,030**	**4,010,288**	**50,000**	**24,391,600**	**50,000**	**4,857,433**	**248,200**	**8,253,882**	**348,200**	**15,148,754**	**50,000**	**8,635,754**	**66,044,111**
GENERAL FUND-Revenues																
	Operating Revenue		**11,424,642**		**1,010,288**	**50,000**	**872,600**	**50,000**	**685,000**	**248,200**	**793,354**	**348,200**	**1,485,000**	**50,000**	**5,832,000**	**11,424,642**
	Capital Reserves		**13,848,941**		**1,640,000**		**3,929,000**		**2,377,433**		**1,465,000**		**1,633,754**		**2,803,754**	**13,848,941**
	State/Federal Funding		**2,210,000**				**1,150,000**		**800,000**		**150,000**		**110,000**			**2,210,000**
	Debt Financing		**38,560,528**		**1,360,000**		**18,440,000**		**995,000**		**5,845,528**		**11,920,000**			**38,560,528**
GENERAL FUND CIP TOTAL - REVENUE			**66,044,111**		**4,010,288**	**50,000**	**24,391,600**	**50,000**	**4,857,433**	**248,200**	**8,253,882**	**348,200**	**15,148,754**	**50,000**	**8,635,754**	**66,044,111**
GENERAL FUND - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in General Fund				**130,000**											
	FY14 Items to be Transferred to Project Fund				**3,930,288**											
DEDICATED TRANSPORTATION FUNDS																

Capital Improvement Plan (CIP)

Function	Project	Primary Funding Sources	Capital Cost	Prior Year Funding	FY 2014 Budget	Impact on FY 2014 Operating Budget	FY 2015 Budget	Impact on FY 2015 Operating Budget	FY 2016 Budget	Impact on FY 2016 Operating Budget	FY 2017 Budget	Impact on FY 2017 Operating Budget	FY 2018 Budget	Impact on FY 2018 Operating Budget	Future (remainder of project)	Total Budget Impact
	Completion of the Traffic Management Center	Federal Grant, Dedicated Transportation Funds	1,000,000		1,000,000											1,000,000
	NE Subset Sidewalk Extension	Dedicated Transportation Funds, CMAQ Grant	525,916		525,916											525,916
	PIP Sidewalks - Miramar Ph. 2 in FY14	Dedicated Transportation Funds	900,000		150,000		150,000		150,000		150,000		150,000		150,000	900,000
	Weddington Road NW Extension to Old Hollard Rd	Dedicated Transportation Funds	338,609		338,609											338,609
	Virginia Street SE Segment Improvement	Dedicated Transportation Funds	600,000		600,000											600,000
	Brookwood Phase Design	Dedicated Transportation Funds	6,200,000		1,075,000		5,125,000									6,200,000
DEDICATED TRANSPORTION FUNDS CIP TOTAL - EXPENSE			**9,564,525**	**0**	**3,689,525**	**0**	**5,275,000**	**0**	**150,000**	**0**	**150,000**	**0**	**150,000**	**0**	**150,000**	**9,564,525**
TRANS. IMPV. FUND-Revenues																
	State/Federal Funding		**1,220,733**		**1,220,733**											**1,220,733**
	Dedicated Transportation Funds		**8,343,792**		**2,468,792**		**5,275,000**		**150,000**		**150,000**		**150,000**		**150,000**	**8,343,792**
DEDICATED TRANSPORTION FUNDS CIP TOTAL- REVENUE			**9,564,525**		**3,689,525**	**0**	**5,275,000**	**0**	**150,000**	**0**	**150,000**	**0**	**150,000**	**0**	**150,000**	**9,564,525**
TRANS. FUNDS - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in Trans. Funds				**3,689,525**											
	FY14 Items to be Transferred to Project Fund				**0**											
STORMWATER FUND																
Stormwater Operations	Capital Projects Master Planning	Operating Revenue	350,000				350,000									350,000
	Reubens Road Culvert Replacement	Operating Revenue	104,781	84,219	104,781											104,781
	Wyoming Drive at Grand Canyon Culvert Replacement	Operating Revenue	195,000		195,000											195,000
	Replacement Street Sweeper SW-320	Operating Revenue	235,000		235,000											235,000
	Wyoming Drive at Montana Culvert Replacement	Operating Revenue	178,000				178,000									178,000
	Treasure Drive Culvert Replacement	Operating Revenue	125,000		125,000											125,000
	Chadbourne Avenue Culvert Replacement	Operating Revenue	375,000		375,000											375,000
	Farmwood Blvd Culvert Replacement	Operating Revenue	259,000								259,000					259,000
	Chelwood Drive Culvert Replacement	Operating Revenue	375,000		375,000											375,000
	Replacement Street Sweeper SW-325	Operating Revenue	235,000				235,000									235,000
	Stream Restoration Project	Operating Revenue	836,600	927,000					9,200		86,520		86,520		654,360	836,600
	Glenwood Drive Culvert Replacement	Operating Revenue	125,000										125,000			125,000

Capital Improvement Plan (CIP)

Function	Project	Primary Funding Sources	Capital Cost	Prior Year Funding	FY 2014 Budget	Impact on FY 2014 Operating Budget	FY 2015 Budget	Impact on FY 2015 Operating Budget	FY 2016 Budget	Impact on FY 2016 Operating Budget	FY 2017 Budget	Impact on FY 2017 Operating Budget	FY 2018 Budget	Impact on FY 2018 Operating Budget	Future (remainder of project)	Total Budget Impact
STORMWATER FUND TOTAL - EXPENSE			**3,393,381**	**1,011,219**	**1,409,781**	**0**	**763,000**	**0**	**9,200**	**0**	**345,520**	**0**	**211,520**	**0**	**654,360**	**3,393,381**
STORMWATER FUND-Revenues																
	Operating Revenue		**3,393,381**		**1,409,781**		**763,000**		**9,200**		**345,520**		**211,520**		**654,360**	**3,393,381**
	Project Fund Transfer		**0**													**0**
STORMWATER FUND CIP TOTAL - REVENUE			**3,393,381**		**1,409,781**	**0**	**763,000**	**0**	**9,200**	**0**	**345,520**	**0**	**211,520**	**0**	**654,360**	**3,393,381**
STORMWATER FUND - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in Stormwater Fund				**0**											
	FY14 Items to be Transferred to Project Fund				**1,409,781**											
ELECTRIC FUND																
Maintenance Powerlines	System Improvement for Substation I	Operating Revenue	1,500,000	790,024	1,500,000											**1,500,000**
	Solid State Relay Conversion for Substation B	Operating Revenue	210,000		210,000											**210,000**
Electric Construction	System Power Factor Correction	Operating Revenue	150,000	150,000	150,000											**150,000**
	Replacement Line Truck E-256	Operating Revenue	230,000				230,000									**230,000**
	Replacement Line Truck E-239	Operating Revenue	225,000		225,000											**225,000**
	Replacement Line Truck E-222	Operating Revenue	235,000				235,000									**235,000**
	Replacement Bucket Truck E-319	Operating Revenue	220,000				220,000									**220,000**
Electric Engineering	Construction of New Delivery #4 and 100kV Interconnect Ph. I`	Revenue Bonds	7,501,732						7,501,732							**7,501,732**
	Construction of 100kV Sub @Delivery #4 Ph. 2	Capital Reserve, Operating Revenue	5,351,651								5,351,651					**5,351,651**
Electric Construction	Replacement Bucket Truck E-302	Operating Revenue	240,000								240,000					**240,000**
	Replacement Bucket Truck E-227	Operating Revenue	150,000								150,000					**150,000**
	Replacement Bucket Truck E-325	Operating Revenue	150,000								150,000					**150,000**
Electric Engineering	Conversion of Substation H to 100kV	Operating Revenue	3,373,445												3,373,445	**3,373,445**
	Construction of New Substation P - NC49/US 601 Area	Revenue Bonds	2,853,132												2,853,132	**2,853,132**
	100 KV Transmission System - Close Western Loop	Revenue Bonds	5,670,297										5,670,297			**5,670,297**
ELECTRIC FUND CIP TOTAL - EXPENSE			**28,060,257**	**940,024**	**2,085,000**	**0**	**685,000**	**0**	**7,501,732**	**0**	**5,891,651**	**0**	**5,670,297**	**0**	**6,226,577**	**28,060,257**
ELECTRIC FUND-Revenues																
	Operating Revenue		**8,035,096**		**2,085,000**		**685,000**				**1,891,651**				**3,373,445**	**8,035,096**
	Debt Financing		**16,025,161**						**7,501,732**				**5,670,297**		**2,853,132**	**16,025,161**
	Capital Reserve		**4,000,000**								**4,000,000**					**4,000,000**
ELECTRIC FUND CIP TOTAL - REVENUE			**28,060,257**		**2,085,000**	**0**	**685,000**	**0**	**7,501,732**	**0**	**5,891,651**	**0**	**5,670,297**	**0**	**6,226,577**	**28,060,257**
ELECTRIC FUND - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in Electric Fund				**225,000**											
	FY14 Items to be Transferred to Project Fund				**1,860,000**											
WATER FUND																

Capital Improvement Plan (CIP)

Function	Project	Primary Funding Sources	Capital Cost	Prior Year Funding	FY 2014 Budget	Impact on FY 2014 Operating Budget	FY 2015 Budget	Impact on FY 2015 Operating Budget	FY 2016 Budget	Impact on FY 2016 Operating Budget	FY 2017 Budget	Impact on FY 2017 Operating Budget	FY 2018 Budget	Impact on FY 2018 Operating Budget	Future (remainder of project)	Total Budget Impact
Hillgrove WTP	Disinfection Byproduct Reduction Needs	Operating Revenue	1,405,000	270,000	415,000		440,000		550,000							**1,405,000**
Waterlines Op. & Maint.	I-85 Widening - Waterline Replacement	Operating Revenue	374,006	245,000	167,671		206,335									**374,006**
	Boosted Pressure Zone Fire Flow Improvements	Operating Revenue	150,000		150,000											**150,000**
	Waterline Replacement - Wilshire Bridge	Operating Revenue	150,000		150,000											**150,000**
	Derita Road Waterline Replacement	Operating Revenue	500,000		500,000											**500,000**
	George Liles Boulevard Waterline Ph. III	Operating Revenue	3,153,101	207,409	912,761		1,120,170		1,120,170							**3,153,101**
	Replace High Service Pump Motor Starters	Operating Revenue	276,000				276,000									**276,000**
	Waterline Replacement - US 29 Bridge	Operating Revenue	300,000				300,000									**300,000**
	Replace Existing PLC Cabinets	Operating Revenue	210,000	100,000					110,000						100,000	**210,000**
	Highway 73 Waterline: Kannapolis Parkway & Trinity Church Road	Operating Revenue	1,303,125								1,303,125					**1,303,125**
WATER FUND CIP TOTAL - EXPENSE			**7,821,232**	**822,409**	**2,295,432**	**0**	**2,342,505**	**0**	**1,780,170**	**0**	**1,303,125**	**0**	**0**	**0**	**100,000**	**7,821,232**
WATER FUND - Revenue																
	Operating Revenue		**7,821,232**		**2,295,432**		**2,342,505**		**1,780,170**		**1,303,125**				**100,000**	**7,821,232**
WATER FUND CIP TOTAL - REVENUE			**7,821,232**		**2,295,432**	**0**	**2,342,505**	**0**	**1,780,170**	**0**	**1,303,125**	**0**	**0**	**0**	**100,000**	**7,821,232**
WATER FUND - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in Water Fund				**0**											
	FY14 Items to be Transferred to Project Fund				**2,295,432**											
PUBLIC TRANSIT FUND																
CK Rider Transit System	Transit Operations & Maintenance Facility	FTA, NCDOT, Local Funds	6,000,000						6,000,000			50,000		50,000		**6,100,000**
PUBLIC TRANSIT FUND CIP TOTAL - EXPENSE			**6,000,000**		**0**	**0**	**0**	**0**	**6,000,000**	**0**	**0**	**50,000**	**0**	**50,000**	**0**	**6,100,000**
PUBLIC TRANSIT FUND - Revenue																
	Operating Revenue		**350,000**						**300,000**			**25,000**		**25,000**		**350,000**
	State/Federal Funding		**5,400,000**						**5,400,000**							**5,400,000**
	Other Local Funding		**350,000**						**300,000**			**25,000**		**25,000**		**350,000**
PUBLIC TRANSIT FUND CIP TOTAL - REVENUE			**6,100,000**		**0**	**0**	**0**	**0**	**6,000,000**	**0**	**0**	**50,000**	**0**	**50,000**	**0**	**6,100,000**
PUBLIC TRANSIT FUND - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in Public Transit Fund				**0**											
	FY14 Items to be Transferred to Project Fund				**0**											
WASTEWATER FUND																
	Roberta Woods Pump Station Elimination	Operating Revenue	598,000		598,000											**598,000**
	TV Truck Replacement	Operating Revenue	195,000				195,000									**195,000**
	Province Greene Pump Station Elimination	Operating Revenue	901,600				901,600									**901,600**
	Ruben Linker Pump Station Elimination	Operating Revenue	898,900						898,900							**898,900**

Capital Improvement Plan (CIP)

Function	Project	Primary Funding Sources	Capital Cost	Prior Year Funding	FY 2014 Budget	Impact on FY 2014 Operating Budget	FY 2015 Budget	Impact on FY 2015 Operating Budget	FY 2016 Budget	Impact on FY 2016 Operating Budget	FY 2017 Budget	Impact on FY 2017 Operating Budget	FY 2018 Budget	Impact on FY 2018 Operating Budget	Future (remainder of project)	Total Budget Impact
	Laurel Park Pump Station Elimination	Operating Revenue	460,700								460,700					460,700
WASTEWATER FUND CIP TOTAL - EXPENSE			**3,054,200**	**0**	**598,000**	**0**	**1,096,600**	**0**	**898,900**	**0**	**460,700**	**0**	**0**	**0**	**0**	**3,054,200**
WASTEWATER FUND - Revenue																
	Operating Revenue		**3,054,200**		**598,000**		**1,096,600**		**898,900**		**460,700**					**3,054,200**
WASTEWATER FUND CIP TOTAL - REVENUE			**3,054,200**		**598,000**	**0**	**1,096,600**	**0**	**898,900**	**0**	**460,700**	**0**	**0**	**0**	**0**	**3,054,200**
WASTEWATER FUND - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in Wastewater Fund				**0**											
	FY14 Items to be Transferred to Project Fund				**598,000**											
GOLF COURSE FUND																
Rocky River Golf Course	Clubhouse Expansion	Capital Reserves, Increased Banquet Revenues	140,000		5,000		135,000	10,000								**150,000**
	Irrigation System Repair & Maintenance	Capital Reserves	100,000						100,000	10,000						**110,000**
GOLF COURSE FUND CIP TOTAL - EXPENSE			**240,000**		**5,000**	**0**	**135,000**	**10,000**	**100,000**	**10,000**	**0**	**0**	**0**	**0**	**0**	**260,000**
GOLF COURSE FUND - Revenue										.						
	Capital Reserve		260,000		**5,000**		**135,000**	**10,000**	**100,000**	**10,000**						**260,000**
GOLF COURSE FUND CIP TOTAL - REVENUE			**260,000**		**5,000**	**0**	**135,000**	**10,000**	**100,000**	**10,000**	**0**	**0**	**0**	**0**	**0**	**260,000**
GOLF COURSE FUND - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in Golf Course Fund				**0**											
	FY14 Items to be Transferred to Project Fund				**5,000**											
AVIATION FUND																
Aviation Operations	South Development Apron Expansion	FAA, Operating Revenues	2,800,000				2,800,000									**2,800,000**
	Airport Rescue and Firefighting (ARFF) Vehicle	FAA, Operating Revenues	800,000						800,000							**800,000**
	New, Relocated Control Tower	FAA, Operating Revenues	3,150,000												3,150,000	**3,150,000**
	South Development Area Gravel Parking Expansion	Grant Funds, Operating Revenues	355,000				355,000									**355,000**
	South Development Area Fencing	FAA, Operating Revenues	155,000				155,000									**155,000**
	Passenger & Baggage Screening Building	FAA, Operating Revenues	1,000,000						1,000,000							**1,000,000**
	Runway 20 EMAS	FAA, Operating Revenues	2,500,000				2,500,000									**2,500,000**
	Airport Safety - Security Center	FAA, Operating Revenues	3,275,000				275,000		3,000,000							**3,275,000**
	Parking Facilities Expansion	Private Partnership	5,350,000						350,000		5,000,000					**5,350,000**
	Terminal Expansion	Private Partnership, Operating Revenue	13,380,000						580,000		12,800,000					**13,380,000**
	Hangar Taxilane Rehabilitation	FAA, Operating Revenues	2,130,000				65,000		2,065,000							**2,130,000**
	Hangar A Office Addition	Capital Reserves?	400,000								400,000					**400,000**
	Helipads	FAA, Operating Revenues	410,000						410,000							**410,000**

Capital Improvement Plan (CIP)

Function	Project	Primary Funding Sources	Capital Cost	Prior Year Funding	FY 2014 Budget	Impact on FY 2014 Operating Budget	FY 2015 Budget	Impact on FY 2015 Operating Budget	FY 2016 Budget	Impact on FY 2016 Operating Budget	FY 2017 Budget	Impact on FY 2017 Operating Budget	FY 2018 Budget	Impact on FY 2018 Operating Budget	Future (remainder of project)	Total Budget Impact
	Taxiway "G" Development with Myint Lane Access Road	FAA, Operating Revenues	5,420,000								2,710,000		2,710,000			5,420,000
	Corporate Hangar Developments	Debt Financing	3,300,000										3,300,000			3,300,000
	North Internal Service Road	FAA, Operating Revenues	2,150,300								325,000		1,825,300			2,150,300
	North Apron Expansion- Ph III	FAA, Operating Revenues	2,734,270						984,270				1,750,000			2,734,270
	Large Aircraft Run-up Area	FAA, Operating Revenues	650,000										650,000			650,000
	Snow Removal Equipment	FAA, Operating Revenues	1,500,000												1,500,000	1,500,000
	SCADA Pump Controller Replacement	Operating Revenue	100,000						100,000							100,000
AVIATION FUND CIP TOTAL - EXPENSE			**51,559,570**	**0**	**0**	**0**	**6,150,000**	**0**	**9,289,270**	**0**	**21,235,000**	**0**	**10,235,300**	**0**	**4,650,000**	**51,559,570**
AVIATION FUND - Revenue																
	Operating Revenue		**9,692,957**				**615,000**		**1,215,927**		**6,703,500**		**693,530**		**465,000**	**9,692,957**
	State/Federal Funding		**25,807,113**				**5,215,500**		**7,433,343**		**2,731,500**		**6,241,770**		**4,185,000**	**25,807,113**
	Debt Financing		**3,300,000**										**3,300,000**			**3,300,000**
	Other Funding/Private Partnership		**12,759,500**				**319,500**		**640,000**		**11,800,000**					**12,759,500**
AVIATION FUND CIP TOTAL - REVENUE			**51,559,570**		**0**	**0**	**6,150,000**	**0**	**9,289,270**	**0**	**21,235,000**	**0**	**10,235,300**	**0**	**4,650,000**	**51,559,570**
AVIATION FUND - Transfers to Project/Reserve Funds																
	FY14 Items to Remain in Aviation Fund				**0**											
	FY14 Items to be Transferred to Project Fund				**0**											
CITY OF CONCORD CIP PROJECTS TOTAL			**175,737,276**	**2,773,652**	**14,093,026**	**50,000**	**40,838,705**	**60,000**	**30,586,705**	**258,200**	**37,639,878**	**398,200**	**31,415,871**	**100,000**	**20,416,691**	**175,857,276**

CIP YEAR 1 APPROVED PROJECTS

The boxes below provide summary detail for all CIP projects scheduled for funding in year 1, or FY 2014, of the CIP. For additional description and cost information, please see each project's individual page in the City's FY 2014-2018 Capital Improvement Plan.

How to read the summary information:

- ← Department
- ← Project title and FY14 cost
- ← Project description
- ← Estimated year of completion
- ← Total cost of capital project
- ← Total 5-yr impact on operating budget
- ← Project's funding sources

Non-Departmental

Municipal Building Replacement **$1,360,000**

Funding provided for the City to contract with an engineering firm for the design of a new City Hall facility.

Expected Completion: FY16

Total Capital Cost	$19,800,000
Total Operating Cost	$0
Funding Source(s)	Financing Proceeds

Non-Departmental

Municipal Building Replacement **$1,360,000**

Funding provided for the City to contract with an engineering firm for the design of a new City Hall facility.

Expected Completion: FY16

Total Capital Cost	$19,800,000
Total Operating Cost	$0
Funding Source(s)	Financing Proceeds

Fire & Life Safety

SCBA Equipment Replacement **$1,200,000**

This project includes total replacement of the self-contained breathing equipment. SCBA equipment was last replaced in 2001.

Expected Completion: FY14

Total Capital Cost	$1,200,000
Total Operating Cost	$0
Funding Source(s)	Capital Reserves

Radio Shop

Fiber Network Extension **$100,000**

Fiber network extension providing high bandwidth connectivity for data, video, telephone and SCADA needs for various city departments.

Expected Completion: Ongoing

Total Capital Cost	$250,000
Total Operating Cost	$250,000
Funding Source(s)	Operating Revenues

Solid Waste & Recycling

Replacement Roll-Off SWR-406 **$130,000**

Replacement of an aging Roll-Off truck in Solid Waste & Recycling.

Expected Completion: FY14

Total Capital Cost	$130,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Solid Waste & Recycling

Debris & Leaf Processing Site **$125,288**

FEMA encourages government agencies to coordinate and manage debris removal operations as part of their emergency management plan. Many of the site requirements for a DMS are also necessary for a leaf processing site. This project entails the development of a site to serve both purposes.

Expected Completion: FY14

Total Capital Cost	$180,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Planning & Neighborhood Development

Accela Software Implementation **$655,000**

The current plan review/permit software is based on an in-house support system that has no reliable backup. Without updated software, a disconnect will remain between Cabarrus County and the City for plan review and permitting.

Expected Completion: FY14

Total Capital Cost	$547,885
Total Operating Cost	$107,115
Funding Source(s)	Operating Revenue

Parks & Recreation

McEachern Greenway - Cab. Ave **$440,000**

Development of an approximately 1 1/4 mile segment that begins at McGee Park and extends upstream along 3 Mile Branch nearly to Brookwood Ave, NE. Includes site control, plan/design and construction of the greenway.

Expected Completion: FY16

Total Capital Cost	$1,916,330
Total Operating Cost	$0
Funding Source(s)	Capital Reserves

Parks & Recreation

Hartsell Rec Center Renovations **$50,000**

The other City Recreation Centers have been almost entirely renovated. The age and dysfunctional floor plan of Hartsell Recreation Center is unsafe and underutilizes the potential footprint for serving programs and general use by the public.

Expected Completion: FY14

Total Capital Cost	$350,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Dedicated Transportation Funds

Traffic Management Center **$1,000,000**

Interconnection of 100-130 signalized intersections, installation of 20-30 traffic surveillance cameras, and implementation of complete street strategies at certain intersections to maximize traffic efficiency, flow and safety.

Expected Completion: FY14

Total Capital Cost	$1,000,000
Total Operating Cost	$0
Funding Source(s)	Trans. Funds, Federal Grants

Dedicated Transportation Funds

NE Subset Sidewalk Extension **$525,916**

Provide local funding match for CMAQ funds used to extend pedestrian facilities in the NE Quadrant of the City of Concord. This project will lessen congestion and mitigate current vehicle emission loading by providing an alternate to motor vehicle travel in the area.

Expected Completion: FY14

Total Capital Cost	$525,916
Total Operating Cost	$0
Funding Source(s)	Trans Funds, CMAQ Grant

Dedicated Transportation Funds

Sidewalk Improvements - Miramar Ph. 2 **$150,000**

Construct 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.

Expected Completion: FY14

Total Capital Cost	$150,000
Total Operating Cost	$0
Funding Source(s)	Transportation Funds

Dedicated Transportation Funds

Weddington Rd. NW Extension **$338,609**

As indicated on the Comprehensive Transportation Plan, Weddington Rd., NW is shown as a minor thoroughfare extension connecting Bruton Smith Blvd. to Old Hollard Rd. When opened fully, this road will provide a second point of access to the Mills Mall East area.

Expected Completion: FY14

Total Capital Cost	$338,609
Total Operating Cost	$0
Funding Source(s)	Transportation Funds

Dedicated Transportation Funds

Virginia Street SE Segment Improvement **$600,000**

Re-construct the surface of Virginia St., SE from Corban Ave., SE to Louise Ave., SE, inside the platted public R/W and upgrade / renovate the facility to meet minimum City of Concord street standards with a Complete Streets typical section.

Expected Completion: FY14

Total Capital Cost	$600,000
Total Operating Cost	$0
Funding Source(s)	Transportation Funds

Dedicated Transportation Funds

Brookwood Phase Design **$1,075,000**

Provide street improvements to the section of Brookwood Ave., NE running between Burrage Rd., NE and Church St., N as recommended in the 2006-2007 Brookwood Corridore Study by STV / Ralph Whitehead.

Expected Completion: FY15

Total Capital Cost	$6,200,000
Total Operating Cost	$0
Funding Source(s)	Transportation Funds

Stormwater

Reubens Road Culvert Replacement **$104,781**

This project is for the replacement of an existing culvert to reduce flooding.

Expected Completion: FY14

Total Capital Cost	$189,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Stormwater

Wyoming Drive/Grand Canyon Culvert Replc. **$195,000**

This project is for the replacement of an existing culvert to reduce flooding.

Expected Completion: FY14

Total Capital Cost	$195,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Stormwater

Replacement SWR-320 Street Sweeper **$235,000**

The Stormwater Department is requesting funding for the replacement of the existing Freightliner 2005 model sweeper truck.

Expected Completion: FY15

Total Capital Cost	$235,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenues

Stormwater

Treasure Drive Culvert Replacement **$125,000**

Culvert Replacement and upsizing under Treasure Dr. to reduce flooding risk and replace aging infrastructure.

Expected Completion: FY14

Total Capital Cost	$125,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenues

Stormwater

Chadbourne Ave Culvert Replacement **$375,000**

This project is for the replacement of an existing culvert to reduce flooding.

Expected Completion: FY14

Total Capital Cost	$375,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Stormwater

Chelwood Drive Culvert Replacement **$375,000**

This project is for the replacement of an exisiting culvert to reduce flooding.

Expected Completion: FY14

Total Capital Cost	$375,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Electric Systems

System Improvements for Substation I **$1,500,000**

This project will provide the replacement of 2 power transformers, breakers and switch-gear for the existing dual bay substation I. Substation I is located on Breezy Lane in the south west area of Concord. It receives power from Delivery 2 at 44 kV.

Expected Completion: FY14

Total Capital Cost	$2,290,024
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Electric Systems

Solid State Relay Conversion for Substation B **$210,000**

This project will convert the current relay protection package at Substation "B" to a new solid state package and will incorporate a new control house and SCADA communications equipment. Changing technology has rendered the existing station equipment obsolete

Expected Completion: FY14

Total Capital Cost	$210,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Electric Systems

System Power Factor Correction **$150,000**

This project will result in a system fix and will allow installation of switch bank capacitors in order to correct the system power factor and decrease electric losses.

Expected Completion: FY14

Total Capital Cost	$300,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Electric Systems

Line Truck E-239 Replacement **$225,000**

Replace unit E239, a 2003 International 37,000 GVWR (gross vehicle weight) Line Truck, with 45' working height.

Expected Completion: FY14

Total Capital Cost	$225,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Waterlines Operations & Maintenance

Hillgrove WTP - Byproduct Reduction **$415,000**

Conduct full scale testing, design, & construction of a chlorine dioxide system, upgrade of the flash mixing basin, design/construction of piping modifications and baffling in the clearwell, and design/construction of a powdered activated carbon feed.

Expected Completion: FY16

Total Capital Cost	$1,675,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Waterlines Operations & Maintenance

I-85 Waterline Replacement **$167,671**

Upgrade the existing 16" waterline to a new 24" waterline from Poplar Tent Road to Rocky River as part of the NCDOT TIP project.

Expected Completion: FY15

Total Capital Cost	$619,006
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Waterlines Operations & Maintenance

Boosted Pressure Zone Fire Flow Imprv **$150,000**

Install 1,000LF of 8" waterline along Lucy Dr and Stagecoach Rd, as well as 560LF of 6" waterline along US-29 at Montford Ave. These will be connections between pressure zones that supplement the fire flow in the Rock Hill Church Rd area.

Expected Completion: FY14

Total Capital Cost	$150,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Waterlines Operations & Maintenance

Waterline Replacement - Wilshire Bridge **$150,000**

Waterline relocation associated with the replacement of the bridge on Wilshire Avenue.

Expected Completion: FY14

Total Capital Cost	$150,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Waterlines Operations & Maintenance

Derita Road Waterline Replacement **$500,000**

Realign the existing 16" waterline from Poplar Tent Road to Rocky River as part of the NCDOT TIP project.

Expected Completion: FY14

Total Capital Cost	$500,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Waterlines Operations & Maintenance

George Liles Parkway Waterline Phase 3 **$912,761**

Provide a new 24" waterline from Weddington Road to Roberta Road as part of the NCDOT Westside Bypass Project.

Expected Completion: FY16

Total Capital Cost	$3,360,510
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Waterlines Operations & Maintenance

Replace PLC Cabinets at Coddle Creek WTP **$100,000**

This project is to replace the two existing PLC cabinets located in the filter galley. Projection includes replacement of remaining PLC every three years.

Expected Completion: FY16

Total Capital Cost	$210,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Wastewater Operations & Maintenance

Roberta Woods Pump Station Elimination **$598,000**

Install approximately 3,800LF of gravity sewer to eliminate the Roberta Woods pump station and serve the balance of the basin that is on the Philip Morris property.

Expected Completion: Ongoing

Total Capital Cost	$598,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Golf Course

Clubhouse Expansion **$5,000**

Expansion of Clubhouse dining and banquet facilites to accommodate larger groups. Size and scope of project TBD, but to include expansion of current private dining room and addition of outdoor awning to cover the back veranda. Also includes new carpeting for the dining areas and entrance.

Expected Completion: FY15

Total Capital Cost	$140,000
Total Operating Cost	$10,000
Funding Source(s)	Capital Reserves, Operating Revenues

IN-PROGRESS CIP PROJECTS DETAIL

The boxes below provide summary detail of CIPs that were approved in prior fiscal years, did not receive additional funding in FY14, are currently in progress, and are not yet completed.

How to read the summary information:

- Department
- Project title
- Project description
- Fiscal years of project approval and completion
- Total cost of capital project
- Total 5-yr impact on operating budget
- Project's funding sources

Non-Departmental

Operations Center Imprv- Storage & Parking

Conversion of a central median to parking spaces, addition of a material storage area, and the construction of a 3 sided metal storage building.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$195,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Fire & Life Safety

Construction of Fire Station #11

This project is the construction of Fire Station 11 along Weddington Rd near Bruton Smith Blvd. It will initially house 1 ladder company, but will be built to also house 1 engine company.

Approved: FY12	*Expected Completion: FY15*
Total Capital Cost	$3,381,030
Total Operating Cost	$0
Funding Source(s)	Capital Reserve, Operating Rev

Fire & Life Safety

Renovation of Station 5

This project involves basic renovations ot Fire Station 5 to upgrade the living quarters and enlarge the bay door openings.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$124,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Solid Waste & Recycling

Solid Waste Shelter

Construction of a shelter for carts and large heavy-duty vehicles to protect them from sun and rain exposure, prevent roll-out carts from filling with rain, and provide coworkers with a controlled enviroment for cart assembly.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$240,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Economic Development

Logan Neighborhood Plan

The current phase of this project provides funding to be used in infrastructure improvements for the redevelopment phases of the 21-acres on Lincoln Street.

Approved: FY04	*Expected Completion: Ongoing*
Total Capital Cost	$1,593,182
Total Operating Cost	$0
Funding Source(s)	Federal Funding, Gen. Fund, CDBG Fund

Economic Development

Cabarrus Avenue Acquisition

This project will acquire properties for redevelopment on Cabarrus Avenue in the Phase II area. This area extends from the railroad track bridge to Union Street.

Approved: FY04	*Expected Completion: Ongoing*
Total Capital Cost	$423,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue, CDBG

Parks & Recreation

Rocky River Greenway - Moss Creek

The development of Rocky River Greenway-Moss Creek is an approximately 1 1/2 mile segment that begins in the Moss Creek subdivision and extends downstream to Odell Elementary School & Moss Farm Rd.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$715,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue, Grant Funding

Parks and Recreation

Rocky River Greenway- Riverwalk

This project designs and constructs Phase I, a 2 1/2 mile segment of the Greenway. It addresses bicycle, pedestrian, and greenway needs as identified in the Livable Community Blueprint.

Approved: FY04	*Expected Completion: FY17*
Total Capital Cost	$2,889,000
Total Operating Cost	$98,200
Funding Source(s)	Debt Financing, Operating Revenue

Parks & Recreation

MacEachern Greenway Ph. 3

Harold B. McEachern Greenway Phase 3 is an approximately 1.25 mile segment that extends from Cabarrus Ave to Brookwood Ave, NE. This includes plan/design and construction.

Approved: FY12	*Expected Completion: FY15*
Total Capital Cost	$1,758,491
Total Operating Cost	$0
Funding Source(s)	P&R Capital Reserve, Operating Rev.

Parks & Recreation

Rocky River Greenway- Airport

This is an approximately 1.5 mile segment that begins at Interstate 85 and extends upstream to Cox Mill Rd. This includes land acquisition, plan/design and construction of the greenway.

Approved: FY12	*Expected Completion: FY18*
Total Capital Cost	$2,205,000
Total Operating Cost	$98,200
Funding Source(s)	P&R Capital Reserve, Operating Rev.

Parks & Recreation

Park Lighting Replacement Ph. 1

This project replaces existing field lights at Webb Field as well as field and tennis lights at Les Myers Park. This includes poles and lights on the athletic fields but lights only on the tennis courts.

Approved: FY12	*Expected Completion: FY14*
Total Capital Cost	$601,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Parks & Recreation

Bleacher Replacement **$175,000**

Replacement of bleachers at all three recreation centers.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$175,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Parks & Recreation

Dog Park Development

This project will develop a dog park for City residents.

Approved: FY13	*Expected Completion: FY15*
Total Capital Cost	$272,000
Total Operating Cost	$107,100
Funding Source(s)	P&R Capital Reserve

Dedicated Transportation Funds

George W Liles Pkwy/Village Dr Traffic Signal

Install a traffic signal at the intersection of George W. Liles Pkwy. and Village Dr., NW / Grand Canyon Dr., NW. The proposed signal will be constructed with mast-arm poles and include count-down pedestrian heads.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$161,000
Total Operating Cost	$0
Funding Source(s)	Transportation Reserves

Dedicated Transportation Funds

George W. Liles Parkway Extension

The proposed extension from Weddington Rd. to Roberta Rd. is part of a coordinated effort between the City and NCDOT to address critical, local roadway infrastructure needs.

Approved: FY12	*Expected Completion: FY16*
Total Capital Cost	$10,767,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue, State Funding

Dedicated Transportation Funds

Cabarrus Railroad Bridge Railing

In this project, the transportation designs incorporated into the bridge replacement by the NCDOT are part of the State and Federal initiatives to include these elements into new projects.

Approved: FY11	*Expected Completion: FY15*
Total Capital Cost	$250,000
Total Operating Cost	$0
Funding Source(s)	Transportation Reserves

Dedicated Transportation Funds

Intersection Improvements - US 601/ NC 3

Provide local funding match for (CMAQ) funds to make roadway improvements at the intersection of US 601 and NC 3 that will lessen congestion and mitigate current vehicle emission loading.

Approved: FY12	*Expected Completion: FY14*
Total Capital Cost	$1,202,829
Total Operating Cost	$0
Funding Source(s)	CMAQ, Transportation Reserves

Dedicated Transportation Funds

Sidewalks & Bike Lanes - NC 73/ Poplar Tent

This project will participate monetarily for 40% of the actual cost to provide sidewalks and bicycle lanes along Poplar Tent Road.

Approved: FY11	*Expected Completion: FY15*
Total Capital Cost	$500,000
Total Operating Cost	$0
Funding Source(s)	Transportation Reserves

Dedicated Transportation Funds

City Bridge Rehabilitation

This project funds the replacement of the Burrage Road bridge over Three-Mile Branch. This bridge has the lowest sufficiency rating of all City-maintained structural bridges.

Approved: FY07	*Expected Completion: FY14*
Total Capital Cost	$2,727,000
Total Operating Cost	$21,900
Funding Source(s)	Transp. Rsvs, Fed. & State Funding

Dedicated Transportation Funds

Derita Road Improvements

Provide funding for roadway improvements on Derita Rd from Poplar Tent to Rocky River. Includes design, permitting, purchase of right-of-way, utility relocation, and construction of an improved roadway section with curb, gutter and sidewalks.

Approved: FY13	*Expected Completion: FY15*
Total Capital Cost	$12,333,813
Total Operating Cost	$0
Funding Source(s)	NCDOT, Transportation Rsvs

Dedicated Transportation Funds

Sidewalk Program

Construct new City sidewalks and associated infrastructure to expand the existing pedestrian system.

Approved: Ongoing	*Expected Completion: Ongoing*
Total Capital Cost	$150,000
Total Operating Cost	$0
Funding Source(s)	Transportation Reserves

Dedicated Transportation Funds

Poplar Tent Rd & US 29 Improvements

This project includes roadway improvements at and near the intersection of Poplar Tent Rd. and US Highway 29 using a Modified Superstreet design that will lessen congestion and mitigate current vehicle emission loading.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$940,973
Total Operating Cost	$0
Funding Source(s)	CMAQ, Transportation Rsvs

Dedicated Transportation Funds

Burrage Road

Re-construct the surface of Burrage Rd., NE from Lake Concord Rd. to Bradley St., NE, inside the platted public right-of-way and upgrade / renovate the facility to meet minimum City of Concord street standards with a Complete Streets typical section.

Approved: FY13	*Expected Completion: FY15*
Total Capital Cost	$1,200,000
Total Operating Cost	$0
Funding Source(s)	Transportation Reserves

Dedicated Transportation Funds

Terminal Court Improvements

Re-establish the alignment of Terminal Ct., NW inside the platted public R/W and upgrade / renovate the facility to meet minimum City of Concord street standards.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$110,000
Total Operating Cost	$0
Funding Source(s)	Transportation Reserves

Aviation

Additional Fire System Pump

This project involves the expansion of the primary pump house and addition of a new primary diesel fire pump capable of 2,700 gpm at 147 psi to increase system capacity of the fire water system.

Approved: FY12	*Expected Completion: FY14*
Total Capital Cost	$345,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Aviation

Avigation Easement ("Air Rights") Acq.

This is a planned acquisition of air rights over the Vulcan property adjacent to the Airport in the approach path of the newly extended runway.

Approved: FY07	*Expected Completion: Undetermined*
Total Capital Cost	$3,500,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue, Federal

Aviation

Fire System Surge Tank

Project involves construction of a 4,000 gallon Hydro-pneumatic surge tank adjacent to the existing pump houses to support the fire water system at the Airport in the event of a discharge.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$1,675,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Stormwater

Capital Projects Master Plan

This planning is to identify and develop the capital projects for stormwater quality and quantity improvements. These projects will be prioritized so that they are implemented in the most appropriate order in the future.

Approved: FY07	*Expected Completion: FY16*
Total Capital Cost	$1,400,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Stormwater Resources

Stream Restoration Project

This project provides a 35% funding match for a Concord Stream Restoration Study.

Approved: FY10	*Expected Completion: Ongoing*
Total Capital Cost	$2,193,808
Total Operating Cost	$0
Funding Source(s)	Rev., Federal/State Funding

Stormwater

Melrose Drive Culvert

This project is for the replacement of aging infrastructure where the bottom of an existing corrugated metal pipe is disintegrated. Future degradation to stream is possible if it is not replaced.

	Expected Completion: FY15
Total Capital Cost	$156,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Water Resources

Clearwell Top Replacement at HGWTP **$250,000**

This project is to remove and replace a section of deteriorating clearwell top at Hillgrove Water Treatment Plant.

Approved: FY12	*Expected Completion: FY14*
Total Capital Cost	$250,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Water Fund

Replacement/Relining of Aged Waterlines

This project is to replace or reline pre-1950s waterlines.

Approved: Ongoing	*Expected Completion: Ongoing*
Total Capital Cost	$3,000,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Electric Systems

System Power Factor Correction

This project will result in a system fix and will allow installation of switch bank capacitors in order to correct the system power factor and decrease electric losses.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$300,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Electric Systems

Peaking Generators - Ph. 2

Purchase and Installation of Diesel Oxidation Catalyst to reduce carbon monoxide, non-methane hydrocarbons and particulate matter. 8 Units replaced in Phase 1 for Florence Ave. Phase 2 = 6 units for Manor Ave. site.

Approved: FY13	*Expected Completion: FY14*
Total Capital Cost	$400,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

Electric Systems

Solid State Relay Conversion for Substation J **$180,000**

This project will convert the current relay protection package at Substation "J" to a new solid state package. It will also incorporate a new control house and SCADA communications equipment.

Approved: FY12	*Expected Completion: FY14*
Total Capital Cost	$180,000
Total Operating Cost	$0
Funding Source(s)	Operating Revenue

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FISCAL POLICY

A. REVENUE POLICY

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from the Ad Valorem Tax levy will be budgeted as follows:
   a. Assessed valuation shall be estimated based on historical trends and growth patterns in a conservative manner.
   b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year.
   c. The tax rate shall be set each year based on the cost of providing general government services.
   d. The City shall operate under an annual balanced budget ordinance adopted and administered in accordance with G.S. 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The City will set fees for services to maximize user charges for identifiable services.
   a. To the extent possible, the rate structure established for water, sewer, and electric customers will be sufficient to finance all operating, capital and debt service costs for providing said services.
   b. To the extent practical, any general City service which is of a higher level to benefits recipients shall be supported by user fees designed to recover costs from those recipients. Examples are certain recreation programs to be funded through user fees and registration charges, and zoning and code enforcement activities funded through zoning permit fees and demolition charges.
   c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.

B. CAPITAL IMPROVEMENT POLICY

1. The City will update annually a five-year capital improvement program, which details each capital project, the estimated cost, project description and anticipated funding source.
2. A Capital Improvement Projects Ordinance will be adopted along with the City's Operating Budget automatically transferring approved dollars to project funds and establishing budgets for projects included in year one of the Capital Improvement Plan.
3. Current Operating Budget expenditures will be used to maintain and provide all salaries, operating costs, and small capital outlay required for the Capital Improvement Projects adopted.

C. ACCOUNTING POLICY

1. The City will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Finance Director and audited annually.
4. The Finance Department's Procedures Manual will be maintained as a central reference source and handbook for all procedures which have a fiscal impact within the City. It will serve as the City's authoritative source for fiscal procedure.

5. An annual audit will be performed by an independent certified public accounting firm which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.
6. The City's comprehensive annual financial report will be prepared in compliance with necessary criteria established to obtain the GFOA's Certificate of Achievement for Excellence in Financial Reporting and submitted each year for that recognition.

D. DEBT POLICY

1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. In compliance with NC Statues, general obligation debt of the City of Concord will not exceed 8% of the assessed valuation of the taxable property of the City.
3. The City will maintain its financial condition so as to continue a minimum bond rating of A+/A1.

E. RESERVE POLICY

1. The City will maintain an unassigned General Fund fund balance minimum between 30% and 35% of General Fund expenditures.
2. The City will evaluate ending unassigned General Fund fund balance each year to determine if an amount is available for transfer to the capital reserve fund. Any amount over the unassigned General Fund balance target is deemed available for transfer to the capital reserve account for future capital projects.
3. These policies will be evaluated each year during the budget process.

F. CITY MANAGER CONTRACT APPROVAL POLICY

1. The City Manager is authorized to award contracts, rejects bids, re-advertise to receive bids and waive bid bonds or other deposit requirements, pursuant to G.S. 143-129(a). Specifically the Manager is authorized to:
    a. Exempt particular projects from the provision of the NC General Statute Chapter 143, Article 3D, Procurement of Architectural, Engineering and Surveying Services in cases where the estimated professional fee for a particular project is less than $30,000.
    b. Approve and execute contracts involving informal bids of up to $100,000 for construction projects budgeted in an annual budget ordinance as amended.
    c. Approve and execute maintenance contracts.
    d. Approve and execute leases of City real property that do not require formal advertising.
    e. Approve and execute engineering contracts under $100,000.
    f. Approve and execute professional service contracts.
    g. Approve and execute change orders to all approved contracts not to exceed $50,000 in the total amount of change order.
    h. Approve and execute the purchases of apparatus, supplies, materials, or equipment for all purchases that do not exceed $90,000.

2. The City Manager is authorized to dispose of surplus property under the informal procedures described in G.S. 160A-266(c) of up to $30,000 in value.
3. The City Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed $100,000.

CAPITAL IMPROVEMENT PLAN, BUDGET, AND 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
   (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, Director of Planning & Neighborhood Development, Finance Director, Budget & Performance Manager, Budget Analyst, Economic Development and Sustainability Director, 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.

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).

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) *Dedicated Transportation Funds* – Capital items from this fund must be used to supplement maintenance and construction of local streets and sidewalks.
   - (f) *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.)
   - (g) *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. *Course of action in the event that the costs of a capital project are under or overestimated*

1. Underestimated –
   - (a) Review project scope and performance of contractor.
   - (b) Analyze need for more funding – i.e. cost overruns, unforeseen circumstances, new legal requirements.
   - (c) Execute budget transfers to obtain idle funds.
   - (d) Close out Purchase Orders to obtain additional funding from idle funds.
   - (e) Develop and present options with recommended action to the Governing Body.
2. Overestimated –
   - (a) Savings are reprogrammed in the next CIP.
   - (b) Analyze reasons for overestimation.

Authorized Positions

Bolded FY 2013-2014 figures represent **new or unfrozen position requests**, **position eliminations**, **frozen positions**, or salary **band changes** in the City's organizational structure. Changes made during the fiscal year by the City Council are not bolded.

Position	Salary Band	FY 2011-2012 (Adopted) Full-time	Perm. Part-time	FTE	FY 2012-2013 (Adopted) Full-time	Perm. Part-time	FTE	FY 2013-2014 (Manager Rec) Full-time	Perm. Part-time	FTE
General Government										
(Public Services Administration)										
Deputy City Manager	24	1		1	1		1	1		1
		1		**1.00**	**1**		**1.00**	**1**		**1.00**
(City Manager's Office)										
City Manager	S	1		1	1		1	1		1
Assistant City Manager	22	1		1	1		1	1		1
City Clerk	13	1		1	1		1	1		1
Public Affairs & Project Manager	13	1		1	1		1	1		1
Community Outreach Coordinator (Neighborhood Program Manager position moved from Planning & Nbhd in FY13)	12	-		-	1		1	1		1
Executive Assistant	8	1		1	1		1	1		1
		5		**5.00**	**6**		**6.00**	**6**		**6.00**
(Risk Management)										
Safety, Health & Risk Manager/ADA Coordinator	14	1		1	1		1	1		1
Safety/Emergency Management Technician	8	-		-	1		1	1		1
Workers Compensation & Safety Administrator	8	1		1	1		1	1		1
		2		**2.00**	**3.00**		**3.00**	**3.00**		**3.00**
(Human Resources)										
Human Resources Director	19	1		1	1		1	1		1
Human Resources Assistant Director	16	1		1	1		1	1		1
Human Resources Analyst	13	1		1	1		1	1		1
Human Resources Coordinator	12	2		2	2		2	2		2
Human Resources Specialist	8	2		2	2		2	2		2
		7		**7.00**	**7**		**7.00**	**7**		**7.00**
(Finance)										
Finance Director	20	1		1	1		1	1		1
Accounting Manager	15	1		1	1		1	1		1
Finance Manager	14	1		1	1		1	1		1
Budget & Performance Manager	14	1		1	1		1	1		1
Budget Analyst	12	1		1	1		1	1		1
Accountant	**11**	3		3	3		3	3		3
Accounting Technician II	7	6		6	6		6	6		6
		14		**14.00**	**14**		**14.00**	**14**		**14.00**
(Tax)										
Tax Collector/Collections Mgr (split with Utility Collections)	13	1		0.5	1		0.5	1		0.5
Deputy Tax Collector	6	3		3	3		3	3		3
Business License Officer	7	1		1	1		1	1		1
		5		**4.50**	**5**		**4.50**	**5**		**4.50**
(Legal)										
City Attorney	S	1		1	1		1	1		1
Deputy City Attorney	18	1		1	1		1	1		1
Assistant City Attorney	17	-		-	-		-	**1**		**1**
Paralegal	9	2		2	2		2	2		2
Legal Assistant	8	1		1	1		1	1		1
		5		**5.00**	**5**		**5.00**	**6**		**6.00**
General Government Sub-total		**39**	**0**	**39**	**41**	**0**	**41**	**42**	**0**	**42**
Public Safety										
(Police)										
Police Chief	**22**	1		1	1		1	1		1
Deputy Police Chief	18	1		1	1		1	1		1
Police Major	16	2		2	3		3	3		3
Police Captain	**14**	8		8	8		8	7		7
Police Sergeant	12	25		25	25		25	25		25
Police Crime Analyst (non-sworn)	12	1		1	1		1	1		1
Master Police Officer (.75 of MPO position budgeted to Parks and Rec)	10	45		44.25	43		42.25	64		63.25
Police Officer (includes SRO positions)	9	77		77	78		78	**60**		**60**
Executive Assistant (non-sworn)	8	1		1	1		1	1		1
Administrative Assistant (non-sworn)	6	5		5	5		5	5		5
Senior Customer Service Specialist	7	-		-	2		2	2		2
Customer Service Specialist (non-sworn)	5	12		12	10		10	10		10
Parking Enforcement Technician (non-sworn)	4	1		1	1		1	1		1
		179		**178.25**	**179**		**178.25**	**181**		**180.25**
(Code Enforcement)										
Code Enforcement Manager	12	1		1	1		1	1		1
Senior Code Enforcement Officer	10	1		1	1		1	1		1

Position	Salary Band	FY 2011-2012 (Adopted) Full-time	Perm. Part-time	FTE	FY 2012-2013 (Adopted) Full-time	Perm. Part-time	FTE	FY 2013-2014 (Manager Rec) Full-time	Perm. Part-time	FTE
Code Enforcement Officer	9	5		5	5		5	5		5
		7		**7.00**	**7**		**7.00**	**7**		**7.00**
(Emergency Communications)										
Communications Director (position split with Radio Shop)	18	1		0.5	1		0.5	1		0.5
Customer Service Manager	12	1		1	1		1	1		1
Communications Supervisor	10	4		4	4		4	4		4
Telecommunicator (1 position unfrozen in FY14)	6	15	4	16	15	4	16	**16**	4	**17**
		21	**4**	**21.50**	**21**	**4**	**21.50**	**22**	**4**	**22.50**
(Radio Shop)										
Communications Director (position split with Communications)	18	-		0.5	-		0.5	-		0.5
Communications Technician Supervisor	8	2		2	2		2	1		1
Communications Technician	6	1		1	1		1	1		1
		3		**3.50**	**3**		**3.50**	**2**		**2.50**
(Fire & Life Safety - Operations)										
Fire Chief	21	1		1	1		1	1		1
Deputy Fire Chief	17	2		2	2		2	2		2
Battalion Chief	15	6		6	6		6	6		6
Fire Captain	12	39		39	39		39	39		39
Senior Firefighter	**10**	39		39	50		50	58		58
Logistics Officer	8	1		1	1		1	1		1
Firefighter	8	90		90	79		79	71		71
Automotive Technician (transferred to Fleet)	7	1		1	-		-	-		-
Executive Assistant	8	1		1	1		1	1		1
Administrative Assistant	6	2		2	2		2	2		2
		182		**182.00**	**181**		**181.00**	**181**		**181.00**
(Fire & Life Safety - Prevention)										
Battalion Chief	15	1		1	1		1	1		1
Assistant Fire Marshall	11	2		2	2		2	2		2
Fire Inspector/Investigator	11	3		3	3		3	3		3
		6		**6.00**	**6**		**6.00**	**6**		**6.00**
(Fire & Life Safety - Training)										
Battalion Chief	15	2		2	1		1	1		1
Fire Captain	12	-		-	1		1	1		1
Education Specialist (moved from Emergency Mgmt in FY12)	11	-		-	2		2	2		2
		2		**2.00**	**4**		**4.00**	**4**		**4.00**
(Emergency Mgt. - now reports to City Manager's Office)										
Emergency Management Coordinator	14	1		0.85	1		1	1		1
Education Specialist (transferred to Fire & Life Safety In FY12)	11	2		2	-		-	-		-
		3		**2.85**	**1.00**		**1.00**	**1.00**		**1.00**
Public Safety Sub-total		**403**	**4**	**400.25**	**402**	**4**	**402.25**	**404**	**4**	**404.25**
Public Works										
(Streets & Traffic)										
Transportation Director	18	1		1	1		1	1		1
Engineering Manager	16	1		1	1		1	1		1
Utility Services Coordinator	12	1		1	1		1	1		1
Staff Engineer	12	1		1	1		1	1		1
GIS Analyst	12	1		1	1		1	1		1
Construction Inspector	10	2		2	2		2	2		2
Utility Services Supervisor	10	4		4	4		4	4		4
CAD Technician	8	1		1	1		1	1		1
Equipment Operator	6	10		10	10		10	10		10
Utility Services Worker	5	5		5	5		5	5		5
		27		**27.00**	**27**		**27.00**	**27**		**27.00**
(Traffic Signals)										
Traffic Engineer	14	1		1	1		1	1		1
Transportation Technician II	8	3		3	3		3	4		4
		4		**4.00**	**4**		**4.00**	**5**		**5.00**
(Traffic Services)										
Transportation Coordinator	12	1		1	1		1	1		1
Transportation Technician II	8	2		2	2		2	2		2
Transportation Technician I	6	2		2	2		2	2		2
		5		**5.00**	**5**		**5.00**	**5**		**5.00**
(Solid Waste & Recycling)										
Solid Waste Services Director	18	1		1	1		1	1		1
Solid Waste Manager	15	-		-	-		-	1		1
Project Engineer	14	1		1	1		1	1		1

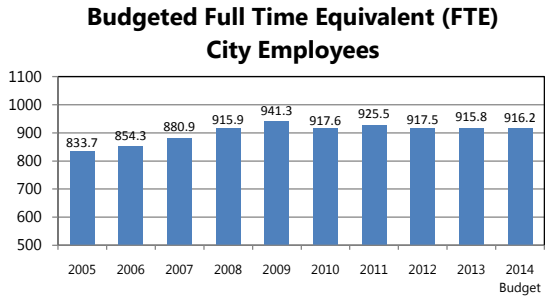
Position	Salary Band	FY 2011-2012 (Adopted)			FY 2012-2013 (Adopted)			FY 2013-2014 (Manager Rec)		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Utility Services Coordinator	12	1		1	1		1	1		1
Education Specialist (split with Water and Stormwater)	11	1		0.5	1		0.5	1		0.5
Utility Services Supervisor (1 position frozen since FY10)	10	2		2	2		2	2		2
Executive Assistant (split with Water)	8	-		0.5	-		0.5	-		0.5
Sr. Customer Service Specialist	6	1		1	1		1	1		1
Equipment Operator (2 positions frozen since FY11)	6	15		15	15		15	15		15
Utility Services Worker (position reclassed to Solid Waste Manager in FY14)	5	10		10	10		10	9		9
		32		**32.00**	**32**		**32.00**	**32**		**32.00**
(Cemeteries - Buildings & Grounds)										
Utility Services Coordinator	12	1		1	1		1	1		1
Utility Services Supervisor	10	2		2	2		2	2		2
Utility Services Worker	5	5		5	5		5	5		5
		8		**8.00**	**8**		**8.00**	**8**		**8.00**
(Fleet Services)										
Fleet Services Director	18	1		1	1		1	1		1
Fleet Services Coordinator	11	1		1	1		1	1		1
Fleet Services Supervisor	10	1		1	1		1	1		1
Automotive Parts Supervisor	9	1		1	1		1	1		1
Automotive Technician (**1 position frozen since FY13**, 1 position transferred from Fire Operations in FY13)	7	7		7	7		7	7		7
Executive Assistant	8	1		1	1		1	1		1
Automotive Parts Clerk	4	1		1	1		1	1		1
		13		**13.00**	**13**		**13.00**	**13**		**13.00**
Public Works Sub-total		**89**	**0**	**89.00**	**89**	**0**	**89.00**	**90**	**0**	**90.00**
Economic Development										
(Planning & Neighborhood Development)										
Planning & Community Development Director	20	1		1	1		1	1		1
Deputy Director of Planning & Neighborhood Services	16	1		1	1		1	1		1
Development Review Administrator	16	1		1	1		1	1		1
Planning & Development Manager	15	2		2	1		1	1		1
Development Services Manager	15	-		-	1		1	1		1
GIS Manager	14	1		1	1		1	1		1
GIS Coordinator	13	1		1	1		1	1		1
Neighborhood Program Manager (moved to CMO in FY13)	12	1		1	-		-	-		-
Senior Planner	12	2		2	2		2	3		3
Clearwater Artist Studio Supervisor	8	-		-	-		-	-	**1**	**0.5**
Planner	11	1		1	1		1	-		-
Development Services Technician	7	2		2	2		2	2		2
Executive Assistant	8	2		2	2		2	2		2
		15		**15.00**	**14**		**14.00**	**14**	**1**	**14.50**
(Economic Development)										
Economic Development & Sustainability Director	18	1		1	1		1	1		1
		1		**1.00**	**1**		**1.00**	**1**		**1.00**
Economic Development Sub-total		**16**	**0**	**16.0**	**15**	**0**	**15.0**	**15**	**1**	**15.5**
Parks & Recreation										
Parks & Recreation Director	18	1		1	1		1	1		1
Parks & Recreation Deputy Director	16	1		1	1		1	1		1
Parks & Recreation Coordinator	12	2		2	2		2	2		2
Master Police Officer/Park Ranger (other 0.25 FTE in Police)	10	-		0.75	-		0.75	-		0.75
Parks & Recreation Supervisor (1 position unfrozen in FY14)	8	6		6	6		6	**7**		**7**
Executive Assistant	8	1		1	1		1	1		1
Parks & Recreation Specialist (1 position frozen since FY10)	7	2		2	2		2	2		2
Administrative Assistant	6	1	1	1.75	1	1	1.75	2	-	1.75
Recreation Center Leaders	4	-	12	4.5	-	12	4.5	-	12	4.5
		14	**13**	**20.00**	**14**	**13**	**20.00**	**16**	**12**	**21.00**
Parks & Recreation Sub-total		**14**	**13**	**20.00**	**14**	**13**	**20.00**	**16**	**12**	**21.00**
General Fund Sub-Total		**561.0**	**17**	**563.8**	**561.0**	**17**	**566.8**	**567.0**	**17**	**572.3**
Community Development Block Grant										
Planning & Development Manager	15	-		0.1	-		-	-		-
Senior Planner	12	-		-	0.1		0.1	-		-
Construction Coordinator	12	1		1	1		1	1		1
		1	**0**	**1.10**	**1.1**	**0**	**1.10**	**1**	**0**	**1.00**
CDBG Sub-total		**1**	**0**	**1.10**	**1.1**	**0**	**1.10**	**1**	**0**	**1.00**

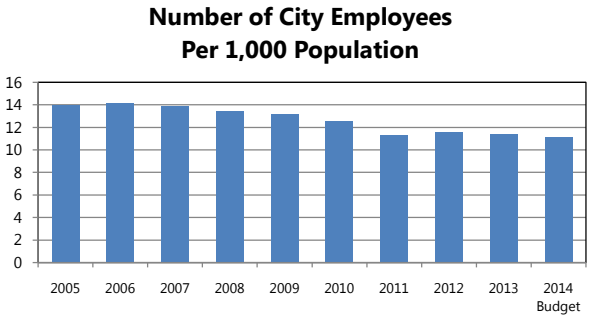
Position	Salary Band	FY 2011-2012 (Adopted)			FY 2012-2013 (Adopted)			FY 2013-2014 (Manager Rec)		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Home Consortium										
Planning & Development Manager	15	1		0.9	-		-	-		-
Senior Planner (moved from General Fund)	12	-		-	0.9		0.9	1		1
		1		**0.90**	**0.9**		**0.90**	**1**		**1.00**
Home Consortium Sub-total		**1**	**0**	**0.90**	**0.9**	**0**	**0.90**	**1**	**0**	**1.00**
Stormwater										
Water Resources Director (split with Water Resources & Wastewater)	18	-		0.5	-		0.5	-		0.34
Deputy Stormwater Director (split with Water & Wastewater)	16	1		1	1		1	1		0.34
Project Engineer (1 position split with Water & Wastewater)	14	1		1	1		1	2		1.34
Staff Engineer	12	1		1	1		1	1		1
Utility Services Coordinator	12	1		1	1		1	1		1
Education Specialist	11	-		0.25	-		0.25	-		0.25
Utility Services Supervisor	10	2		2	2		2	2		2
GIS Technician	8	1		1	1		1	1		1
Executive Assistant (split with Water)	8	-		0.5	-		0.5	-		0.5
Technical Equipment Operator	7	4		4	4		4	4		4
Equipment Operator	6	6		6	6		6	6		6
Utility Services Worker	5	2		2	2		2	2		2
		19		**20.25**	**19**		**20.25**	**20**		**19.77**
Stormwater Sub-total		**19**	**0**	**20.25**	**19**	**0**	**20.25**	**20**	**0**	**19.77**
Electric Systems										
(Electric Administration)										
Electric Systems Director	21	1		1	1		1	1		1
Executive Assistant	8	1		1	1		1	1		1
		2		**2.00**	**2**		**2.00**	**2**		**2.00**
(Powerline Maintenance)										
Electric Systems Coordinator I	13	3		3	3		3	3		3
Electric Systems Technician II	9	5		5	5		5	5		5
Electric Systems Technician I	8	5		5	5		5	5		5
		13		**13.00**	**13**		**13.00**	**13**		**13.00**
(Tree Trimming)										
Electric Systems Crew Supervisor II	11	1		1	1		1	1		1
Electric Systems Crew Supervisor I	9	3		3	3		3	3		3
Electric Systems Technician I (1 position frozen since FY10)	8	5		5	5		5	5		5
		9		**9.00**	**9**		**9.00**	**9**		**9.00**
(Electric Construction)										
Deputy Electric Systems Director	18	1		1	1		1	1		1
Electric Systems Coordinator II	14	2		2	2		2	2		2
Electric Systems Crew Supervisor II	11	7		7	7		7	7		7
Electric Systems Line Technician II	10	12		12	12		12	12		12
Education Specialist	11	1		1	1		1	1		1
Electric Systems Line Technician I	9	11		11	11		11	11		11
		34		**34.00**	**34**		**34.00**	**34**		**34.00**
(Peak Shaving)										
Electric Systems Technician I	8	2		2	2		2	2		2
		2		**2.00**	**2**		**2.00**	**2**		**2.00**
(Electric Engineering)										
Electrical Engineer	16	1		1	1		1	1		1
Project Engineer (position frozen since FY10)	14	-		-	-		-	-		-
GIS Supervisor	13	1		1	1		1	1		1
GIS Analyst	12	1		1	1		1	1		1
Electric Engineering Technician	10	2		2	2		2	2		2
		5		**5.00**	**5**		**5.00**	**5**		**5.00**
(Utility Locate Services)										
Electric Systems Crew Supervisor I	9	1		1	1		1	1		1
Utility Locator (1 position frozen since FY12)	8	3		3	3		3	3		3
		4		**4.00**	**4**		**4.00**	**4**		**4.00**
Electric System Sub-total		**69**	**0**	**69.00**	**69**	**0**	**69.00**	**69**	**0**	**69.00**
Water Resources										
(Hillgrove Water Treatment Plant)										
Laboratory Coordinator	12	1		0.5	1		0.5	1		0.5
Utility Services Coordinator	12	1		1	1		1	1		1
Maintenance Mechanic	7	2		2	2		2	2		2
Utility Services Operator	8	8		8	8		8	8		8
Utility Services Technician	7	2		2	2		2	2		2
Utility Services Worker	5	1		1	1		1	1		1
		15		**14.50**	**15**		**14.50**	**15**		**14.50**

Position	Salary Band	FY 2011-2012 (Adopted) Full-time	Perm. Part-time	FTE	FY 2012-2013 (Adopted) Full-time	Perm. Part-time	FTE	FY 2013-2014 (Manager Rec) Full-time	Perm. Part-time	FTE
(Coddle Creek Water Treatment Plant)										
Laboratory Coordinator (position shared with Hillgrove WTP)	12	-		0.5	-		0.5	-		0.5
Utility Services Coordinator	12	1		1	1		1	1		1
Water Systems Supervisor	11	1		1	1		1	1		1
Maintenance Mechanic	7	3		3	3		3	3		3
Utility Services Operator	8	8		8	8		8	8		8
Utility Services Technician	7	1		1	1		1	1		1
Utility Services Worker	5	1		1	1		1	1		1
		15		**15.50**	**15**		**15.50**	**15**		**15.50**
(Waterlines Operations & Maintenance)										
Water Resources Director (split with Stormwater & Wastewater)	18	1		0.5	1		0.5	1		0.33
Deputy Water Resources Director	16	1		1	1		1	1		1
Deputy Stormwater Director (split with Stormwater & Wastewater)	16	-		-	-		-	-		0.33
Project Engineer (split with Stormwater & Wastewater)	14	-		-	1		1	-		0.33
Utility Services Coordinator	12	2		2	1		1	1		1
Staff Engineer (position frozen since FY10)	12	-		-	-		-	-		-
Education Specialist	11	-		0.25	-		0.25	-		0.25
Water Meter Services Supervisor	10	1		1	1		1	1		1
Water Backflow Administrator	10	1		1	1		1	1		1
Utility Services Supervisor	10	5		5	5		5	5		5
GIS Technician	8	1		1	1		1	1		1
Executive Assistant (1 position is split with Solid Waste, 1 position is split with Stormwater)	8	2		1	2		1	2		1
Utility Services Technician	7	4		4	4		4	4		4
Senior Customer Service Specialist	7	1		1	1		1	1		1
Administrative Assistant	6	1		1	1		1	1		1
Equipment Operator	6	5		5	4		4	4		4
Utility Services Worker (1 position frozen since FY10)	5	11		11	12		12	12		12
		36		**34.75**	**36**		**34.75**	**35**		**34.24**
Water Resources Sub-total		**66**	**0**	**64.75**	**66**	**0**	**64.75**	**65**	**0**	**64.24**
Public Transit										
Transit Manager	15	1		1	1		1	1		1
Customer Service Specialist	5	1	1	1.75	1	1	1.55	1	1	1.70
		2	**1**	**2.75**	**2**	**1**	**2.55**	**2**	**1**	**2.70**
Transit Sub-total		**2**	**1**	**2.75**	**2**	**1**	**2.55**	**2**	**1**	**2.70**
Wastewater Resources										
(Wastewaterlines Operation & Maintenance)										
Wastewater Resources Director (position eliminated in FY14)	18	1		1	1		1	-		-
Water Resources Director (split with Water & Stormwater)	18	-		-	-		-	-		0.33
Deputy Stormwater Director (split with Stormwater & Wastewater)	16	-		-	-		-	-		0.33
Project Engineer (split with Water & Stormwater)	14	-		-	-		-	-		0.33
Utility Services Coordinator	12	2		2	2		2	2		2
Wastewater System Compliance Officer	10	1		1	1		1	1		1
Utility Services Supervisor	10	5		5	5		5	5		5
Maintenance Supervisor	9	1		1	1		1	1		1
GIS Technician	8	1		1	1		1	1		1
Maintenance Mechanic	7	1		1	1		1	1		1
Technical Equipment Operator	7	6		6	6		6	8		8
Equipment Operator	6	7		7	7		7	5		5
Utility Services Worker	5	5		5	5		5	5		5
		30		**30.00**	**30**		**30.00**	**29**		**29.99**
Wastewater Resources Sub-total		**30**	**0**	**30.00**	**30**	**0**	**30.00**	**29**	**0**	**29.99**
Aviation (Concord Regional Airport)										
Aviation Director	18	1		1	1		1	1		1
Aviation Assistant Director	16	1		1	1		1	1		1
Aviation Manager	13	1		1	1		1	1		1
Aviation Coordinator	13	1		1	1		1	1		1
Accounting Supervisor	12	1		1	1		1	1		1
Aviation Supervisor (1 position frozen in FY14)	9	2		2	2		2	1		1
Senior Aviation Service Worker	7	4		4	4		4	4		4
Maintenance Mechanic	7	1		1	1		1	1		1
Accounting Technician II	7	1		1	1		1	1		1
Executive Assistant (position frozen in FY14)	8	1		1	1		1	-		-
Senior Customer Service Specialist (position frozen in FY14)	7	1		1	1		1	-		-
Aviation Service Worker	6	14		14	14		14	14		14
Customer Service Specialist	5	4	3	5.5	4	3	5.5	4	3	5.5
Courier / Custodian (position frozen since FY11)	3	-		-	-		-	-		-
Aviation Assistant	3	-	5	1	-	5	1	-	5	1

Position	Salary Band	FY 2011-2012 (Adopted) Full-time	Perm. Part-time	FTE	FY 2012-2013 (Adopted) Full-time	Perm. Part-time	FTE	FY 2013-2014 (Manager Rec) Full-time	Perm. Part-time	FTE
Custodian	3	-	1	0.5	-	1	0.5	-	1	0.5
		33	**9**	**36.00**	**33**	**9**	**36.00**	**30**	**9**	**33.00**
Aviation Sub-total		**33**	**9**	**36.00**	**33**	**9**	**36.00**	**30**	**9**	**33.00**
Housing Department (HUD Funded)										
Housing Director	18	1		1	1		1	1		1
Housing Manager	13	1		1	1		1	1		1
Housing Inspector	10	1		1	1		1	1		1
Maintenance Supervisor (reclassed to Maintenance Mechanic in FY13)	9	1		1	1		1	-		-
Housing Supervisor (grant expired, position eliminated)	8	1		1	1		1	-		-
Executive Assistant	8	1		1	1		1	1		1
Accountanting Technician II	7	1		1	1		1	1		1
Maintenance Mechanic	7	2		2	2		2	3		3
Housing Specialist	6	4		4	3		3	3		3
Customer Service Specialist	5	1		1	1		1	1		1
		14		**14.00**	**13**		**13.00**	**12**		**12.00**
Housing Department Sub-total		**14**	**0**	**14.00**	**13**	**0**	**13.00**	**12**	**0**	**12.00**
Internal Services										
(Utilities Collections)										
Tax Collector/Collections Mgr (split with Tax)	13	-		0.5	-		0.5	-		0.5
Accounting Technician I	6	4		4	4		4	4		4
		4		**4.50**	**4**		**4.50**	**4**		**4.50**
(Data Services)										
GIS Coordinator	13	1		1	1		1	1		1
		1		**1.00**	**1**		**1.00**	**1**		**1.00**
(Billing)										
Utility Billing Manager	11	1		1	1		1	1		1
Senior Meter Technician	7	1		1	1		1	1		1
Meter Technician (1 position eliminated in FY14)	6	4		4	4		4	**3**		**3**
Utility Billing Specialist	5	5		5	5		5	5		5
		11		**11.00**	**11**		**11.00**	**10**		**10.00**
(Customer Service)										
Customer Service Manager (split with Call Center)	12	1		1	1		0.5	1		0.5
Utility Services Supervisor	10	1		1	1		1	1		1
Customer Service Supervisor	9	-		-	1		1	1		1
Meter Technician	6	5		5	5		5	4		4
Senior Customer Service Specialist	7	2		2	1		1	1		1
Customer Service Specialist	5	7		7	7		7	8		8
		16		**16.00**	**16**		**15.50**	**16**		**15.50**
(Engineering)										
Engineering Director	19	1		1	1		1	1		1
Deputy City Engineer	17	1		1	1		1	1		1
Engineering Manager	16	1		1	1		1	1		1
Project Engineer	14	2		2	2		2	2		2
Engineering Construction Manager	14	1		1	1		1	1		1
Surveyor / Real Estate Supervisor	14	1		1	1		1	1		1
Staff Engineer (position frozen since FY10)	12	-		-	-		-	-		-
Staff Engineer Trainee	12	1		1	1		1	1		1
GIS Coordinator	13	1		1	1		1	1		1
Engineer Coordinator	12	1		1	1		1	1		1
Engineering Construction Supervisor	11	1		1	1		1	1		1
Assistant Surveyor Supervisor	11	1		1	1		1	1		1
Construction Inspector	10	5		5	4		4	4		4
Right of Way Agent	7	1		1	1		1	1		1
Survey Technician II	7	2		2	2		2	2		2
CAD Technician	8	2		2	2		2	2		2
Executive Assistant	8	1		1	1		1	1		1
Administrative Assistant	6	1		1	1		1	1		1
Survey Technician I	5	1		1	1		1	1		1
		25		**25.00**	**24**		**24.00**	**24**		**24.00**
(Purchasing)										
Purchasing Manager	13	1		1	1		1	1		1
Warehouse Supervisor	9	1		1	1		1	1		1
Purchasing Technician	8	2		2	2		2	2		2
Warehouse Clerk	5	3		3	3		3	3		3
		7		**7.00**	**7**		**7.00**	**7**		**7.00**
(Customer Care Center)										
Emergency Management Coordinator (position moved to City Manager's Office in FY13)	14	-		0.15	-		-	-		-
Customer Service Manager (split with Customer Service)	12	-		-	-		0.5	-		0.5
Customer Service Supervisor	9	-		-	1		1	1		1
Senior Customer Service Specialist	7	2		2	1		1	1		1
Customer Service Specialist	5	5	2	6	5	2	6	6	2	7.25

Position	Salary Band	FY 2011-2012 (Adopted) Full-time	Perm. Part-time	FTE	FY 2012-2013 (Adopted) Full-time	Perm. Part-time	FTE	FY 2013-2014 (Manager Rec) Full-time	Perm. Part-time	FTE
		7	**2**	**8.15**	**7**	**2**	**8.50**	**8**	**2**	**9.75**
(Buildings & Grounds Maintenance)										
Buildings and Grounds Director	18	1		1	1		1	1		1
Utility Services Coordinator	12	2		2	2		2	2		2
Utility Services Supervisor (1 position unfrozen & reclassed to Utility Serv. Wkr)	10	4		4	4		4	4		4
Maintenance Supervisor	9	2		2	2		2	2		2
Maintenance Mechanic	7	4		4	4		4	4		4
Custodian Supervisor	8	1		1	1		1	1		1
Utility Services Worker	5	14		14	14		14	**15**		**15**
Custodian (1 PT position frozen since FY10)	3	7	9	11.5	7	9	11	7	8	10.5
		35	9	39.50	35	9	39.00	36	8	39.50
Internal Services Sub-total		**106**	**11**	**112.15**	**105**	**11**	**110.50**	**106**	**10**	**111.25**
TOTAL FULL-TIME EMPLOYEES		**902**			**900**			**902**		
TOTAL PERM. PART-TIME EMPLOYEES			**38**			**38**			**37**	
TOTAL FTE				**914.65**			**914.80**			**916.20**





Employee Salary Bands

Band	Minimum	Midpoint	Maximum
3	$19,638	$25,529	$34,561
4	$22,503	$29,254	$39,604
5	$25,368	$32,979	$44,648
6	$28,234	$36,704	$49,692
7	$29,785	$38,721	$52,422
8	$31,590	$41,067	$55,598
9	$33,395	$43,413	$58,774
10	$35,200	$45,760	$61,951
11	$39,510	$51,363	$69,537
12	$45,821	$59,567	$80,645
13	$48,397	$62,917	$85,179
14	$50,974	$66,266	$89,714
15	$53,551	$69,616	$94,249
16	$56,127	$72,965	$98,784
17	$58,707	$76,319	$103,324
18	$64,834	$84,284	$114,107
19	$66,580	$86,554	$117,180
20	$72,326	$94,024	$127,294
21	$75,685	$98,391	$133,206
22	$79,044	$102,758	$139,120
23	$82,206	$106,869	$144,684

FY 2013-14 ADOPTED FEES, RATES AND CHARGES SCHEDULE

(Effective July 1, 2013 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
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 *($5 late fee charged on all past due payments)*
Parking Deck Permit (City Employees only)	First parking permit free Replacement parking permit $10.00
Encroachment/Permit for Sidewalk Dining	$175.00
Payment by Credit Card	May be assessed by a third-party vendor a convenience fee for using this service.

Civil Penalty for Violating City Code, "(a)(1) Unless otherwise specifically provided, violation of any provision of this Code or any other city ordinance shall subject the offender to a civil penalty in the amount of $500.00 or as specified in the then current Fees, Rates and Charges Schedule adopted as part of the City of Concord Annual Operating Budget; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated. (4) Except as otherwise specifically provided, each day's continuing violation of any provision of this Code or any other city ordinance shall be a separate and distinct offense. (f)(3) (3) Any willful failure to pay any civil penalty imposed within this Code is a misdemeanor under G.S. § 14-4 and punishable by a fine of $500.00 or 30 days in jail, or both."

Excerpts from Sec 1.6, Code of Ordinances of the City of Concord.

AVIATION

DAILY RATES

Category I	Remain Over Night (RON): $15.00; Hangar In Common (HIC): $30.00; Landing: $12.00 All Cessna 100/200 Series Models, Tripacer, Colt, Comanche, Cherokee, Pacer, Musketeer, Bonanza, Mooney, Rockwell Commander, Lance, Arrow, Cirrus. Fuel purchase of 10 gallons will waive the RON.
Category II	RON: $20.00; HIC: $40.00; Landing: $20.00 Cessna 310, 335, 336, 337, 401, 402, 411, 414, 421, - All 300's/400's, Aztec, Apache, Navajo, Twin Comanche, Duke, Baron, Duchess, Seminole, Seneca, Aerostar, Saratoga, Malibu. Fuel purchase of 25 gallons will waive the RON.
Category III	RON: $25.00; HIC: $50.00; Landing: $50.00 Kingair, Twin Beech (D-18), Queenair, Aero/Grand Commander, Cheyenne, Turbo-Commander, Conquest, MU-2, Metroliner, Merlin, Caravan, Jetstream, Avanti, Palatus. Fuel purchase of 50 gallons will waive the RON.
Category IV	RON: 50.00; HIC: $90.00; Landing: $75.00; Ramp $50.00. 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. Fuel purchase of 100 gallons will waive the RON/Ramp Fees.
Category V	RON: $75.00; HIC: $150.00; Landing: $110.00; Ramp $75.00. Falcon 20, 50, 200, 900, G-I, II, III, IV, V, Jetstar, DC-3, DH-8, Shorts 360, SAAB 340, Challenger, Twin Otter Challenger 601, Challenger 604,

Regional Jet, EMB 120, ERJ 135, 145, Galaxy, ATR 42, Fokker 50. Fuel purchase of 200 gallons will waive the RON/Ramp Fees.

Category VI — RON: $100.00; HIC: $175.00; Ramp $100.00. Landing: based on aircraft gross landing weight: ($2 per 1,000 LBS) DC-8, DC-9, 727, 737, BAC1-11, Convair 440, 640, 580, MD80, Global Express, Saab 2000. Fuel purchase of 300 gallons will waive the RON/Ramp Fees.

Helicopters — RON: $25.00; HIC: $50.00; Landing: $20.00. Fuel purchase of 10 gallons will waive the RON.

T-Hangar:

Single Engine	$ 45.00/day
Twin Engine - piston	$ 50.00/day
King Air 90 and 100 series	$ 75.00/day

MONTHLY RATES

Open Tie-Down:

Category I	$ 65.00/month
Category II	$ 95.00/month
Category III	$130.00/month
Category IV	$180.00/month
Category V	$230.00/month
Category VI	Negotiated

T-Hangars:

T-10	$255.00/month
T-40	$285.00/month
T-50	$390.00/month

Hangar In Common Monthly Rate starting at $200.00 for a small single engine up to $1,500.00 for a Gulfstream V**.** All aircraft larger than a Gulfstream V will be at a negotiable rate.

HIC - Helicopter (Jet Ranger, Hughes 500, Astar)	$300.00/month
HIC - Helicopter (S-76, Bell 222)	$375.00/month
Terminal Office Space	$1.45 month/sq foot
HIC Office Space	$1.40 month/sq foot
Modular Building Office Space	$1.40 month/sq foot
Terminal Counter Space	$200.00/month plus % of gross
Terminal General Merchandise	Negotiated Rate plus % of gross
Mailbox Rental	$ 20.00
Advertising Agency Fee	Negotiated
Lobby Advertising	Negotiated

PRIVILEGE / OPERATING FEES:

(ALL COMMERCIAL AERONAUTICAL OPERATORS MUST ALSO HAVE WRITTEN AGREEMENT WITH CITY)

Fixed Base Operation – Full service (excluding fueling)	$2,000.00 /month
Fixed Base Operation – Aircraft Airframe / Engine Maintenance	$350.00/month
Fixed Base Operation – Specialized Repair (ie Avionics)	$350.00/month
Fixed Base Operation – Aircraft Charter & Air Taxi	$350.00/month
Fixed Base Operation – Air Cargo	$250.00/month
Fixed Base Operation – Flight Training	$325.00/month
Fixed Base Operation – Ground Classroom or Sim. Training	$325.00/month
Fixed Base Operation – Banner Tow / Aerial Advertising	$100.00 /day or $50 per banner
Fixed Base Operation – Aircraft Management / Fractional	$300.00 /month
Fixed Base Operation – Pilot Check Ride	$50.00 /month
Fixed Base Operation – Aircraft Sales	$300.00 /month
Fixed Base Operation – Aircraft Cleaning	$300.00/month
Fixed Base Operation – Medical Services (Physicals)	$100.00/month
Fixed Base Operation – Pilot Services	$300.00 /month
Fixed Base Operation – Aircraft Rental	$300.00 /month
Fixed Base Operation – Aircraft Ground Services	$300.00 /month
Fixed Base Operation – Aircraft Line Services	$300.00 /month
Fixed Base Operation – Aerial Photography	$225.00/month
Fixed Base Operation – Other	Negotiated
Non-Based Operations - (no based aircraft or office space lease)	$400.00/ month minimum. Actual fee negotiated after review of proposed operations.

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)
Re-coring tenant locks on T-hangars	$75.00 (when tenant loses keys)
Extra keys	$ 5.00 each for tenants
Helicopter Platforms	$75.00/month or $10.00/day
Blimp Mooring	$60.00/day
Commercial Helicopter Shuttle	$50.00/trip or $100.00/day per helicopter
Terminal Conference Room	Full room $200/day or $100/half day; includes coffee service (can accommodate 24) Half room $100/day or $50/half day; includes coffee service (can accommodate 12)
Training room (Hangar A)	$200.00/day or $100/half day (can accommodate 50)
Catering Delivery	10% surcharge added to retail price of catering order
Catering Pick-up	25% surcharge added to retail price of catering order
Set up fee and clean up fee	$50.00 (set up); $50.00 (clean up)
Hangar Rental Special Events	$750.00/day
Special Event Site Fee	$500.00/day
Video Conferencing	$50.00/hour
Xerox Copies	$ 0.25/page
Fax Service	Local $1.00/page; long distance $2.00/page
Notary Public	$ 3.00
Audio/Visual	$20.00/day
Off-site Rent-a-car pick-up / drop-off	$10.00 per car or $500.00/month (Companies must submit activity report to City or $500.00 will be charged)
Limousine	$10.00/load or $50.00/car/month
Shuttle Bus	$10.00/load or $50.00/bus/month
Taxi Cab	$10.00/load or $50.00 car/month
Annual operating decal fee for all limousine taxicab shuttle companies (fee is for unscheduled carriers)	$50.00
City Assistance	$25.00/hr minimum (includes administrative research and document preparation)
Aircraft Debris Removal (Accident)	$200.00 minimum fee + $75.00/hour
Loss Revenue (Accident)	TBD
Outside Vendor	Per event (percentage of gross or set fee)
Office Janitorial Service	$10.00/day or $100.00/month (vacuum, dust, and trash disposal)
Vacuum Rental	$20.00
Fuel & Oil	Per fuel policy of minimum margin as set in budget
Self-Fueling Flowage Fees	Determined by an accounting study of Airport expenses

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

OPENING AND CLOSING CHARGES*

Rutherford, West Concord and Oakwood	
Weekdays	
Arrival at the gravesite before 3:30	$525.00
Arrival at gravesite at or after 3:30	$625.00
No graveside services scheduled after 4:00 pm	
Weekends/Holidays	
Arrival at the gravesite before 3:00	$800.00
Arrival at gravesite at or after 3:00	$900.00
No graveside services scheduled after 3:30 pm	
Cremains Section in West Concord	
Weekdays	
Arrival at the gravesite before 3:30	$350.00
Arrival at the gravesite at or after 3:30	$450.00
No graveside services scheduled after 4:00 pm	
Weekends/Holidays	
Arrival at the gravesite before 3:00	$425.00
Arrival at the gravesite at or after 3:00	$500.00
No graveside services scheduled after 3:30 pm	
Infant Site in Rutherford, West Concord and Oakwood (up to 3’)	
Weekdays	
Arrival at the gravesite before 3:30	$300.00
Arrival at the gravesite at or after 3:30	$400.00
No graveside services scheduled after 4:00 pm	
Weekends/Holidays	
Arrival at the gravesite before 3:30	$450.00
Arrival at the gravesite at or after 3:30	$750.00
No graveside services scheduled after 4:00 pm	
Inurnment at Columbarium	
Weekdays	$100.00
Weekends/Holidays	$150.00

Installation of oversized burial vaults (such as Poly Vaults) that fit within the allowed excavation area for a single standard, non-oversized grave (but require excavation beyond that required for a standard burial vault) - additional preparation fee of $200.00.

Installation of oversized burial vaults containing oversized coffins, with dimensions that exceed the standard excavation boundaries, require BOTH the purchase of a second lot AND an additional preparation fee of $200.00.

LOT FEES**

West Concord - Cremains Section only:	*Total*	*Current*	*Endowment****
Resident	$300.00	$99.98	$200.02
Non-Resident	$400.00	$133.32	$266.68
Rutherford – Cemetery Lot Fee:			
Resident	*Total*	*Current*	*Endowment****
1 grave lot	$350.00	$116.67	$233.33
Non-Resident			
1 grave lot	$500.00	$166.67	$333.33
Columbarium Niche:			
Resident	$1,500.00		
Non-Resident	$1,800.00		
Engrave Niche Cover	$300.00		

NOTE: Lots must be marked within a year from burial.
Infant grave price same as above.

*No Interment or Entombment Services on Christmas Day, Thanksgiving Day, or Easter Sunday. Interments and Entombments for Christmas Eve and New Years Eve must arrive in the Cemetery by 1:00 p.m.

**All burials utilizing an oversize coffin vault with dimensions that exceed the standard excavation boundaries must pay a fee equal to the cost of two (2) lots.
***Endowments are contributions toward the cost of lot mowing, as well as a fee for the one lot share of ordinary, general cemetery property upkeep.

ELECTRIC

This fee schedule contains all fee changes, revisions and additions that will become effective as of July 1, 2012. 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 704-920-5335.

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 $0.22

GENERAL SERVICE AGREEMENTS
REPS Monthly Charge $2.91

INDUSTRIAL SERVICE AGREEMENTS
REPS Monthly Charge $19.59

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 Council to nonresidential establishments receiving service from the City under Schedules 5-G, 6-GA, 7-I or TOU (as stated below). Customers must create a minimum new load of 300 kW with a load factor of 55% or greater at one delivery point.

Application of Credit:

Beginning with the Operational Date, a credit based on the percentages below will be applied to the total bill for the New Load contracted for under this Rider, calculated on the applicable rate schedule, including the Basic Facilities, Demand Charge, Energy Charge, or Minimum Bill excluding other applicable Riders, and excluding extra Facilities Charges.

Months 01 – 12	20%
Months 13 – 24	15%
Months 25 – 36	10%
Months 37 – 48	5%
After Month 48	0%

RENEWABLE ENERGY GENERATION RIDER

Availability:

Residential or business customers who operate an approved renewable energy generating system, located and used at the Customer's primary residence or business. The rated capacity of the generating system shall not exceed 20 kilowatts for a residential system or 2 megawatts for a non-residential system. This fee is applicable to all electric service of the same available type supplied at Customer's premises at one point of delivery through a one kilowatt-hour meter. The types of services are alternating current, 60 hertz, single phase 2 or 3 wires, or three phase 3 or 4 wires, at City's standard voltages.

RATES [1] (One of the following two Rate options shall apply:

Option A

Administrative Charge	$8.17 per month
Facilities Charge (if applicable – see Interconnection Facilities Charge)	$8.03 per month

Interconnected to the City's System:

Capacity Credit	Variable Rate
All On-Peak Energy per On-Peak Month per kWh	2.69 ¢
All On-Peak Energy per Off-Peak Month per kWh	0.53 ¢
Energy Credit	Variable Rate
All On-Peak Energy per Month per kWh	4.98 ¢
All Off-Peak Energy per Month per kWh	3.89 ¢

Option B

Administrative Charge	$8.17 per month
Facilities Charge (if applicable – see Interconnection Facilities Charge)	$8.03 per month

Interconnected to the City's System:

Capacity Credit	Variable Rate
All On-Peak Energy per Summer Month per kWh	9.45 ¢
All On-Peak Energy per Non-Summer Month per kWh	1.46 ¢
Energy Credit	Variable Rate
All On-Peak Energy per Month per kWh	5.24 ¢
All Off-Peak Energy per Month per kWh	4.19 ¢

[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

Change in Ownership of a Renewable Generator

Application Fee (non-refundable)	$50.00

RESIDENTIAL RATES:

RESIDENTIAL SERVICE RS (FORMERLY RS-1 AND RS-3)

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	$9.46
Energy Charges per kWh	
First 350*	9.1331¢
Over 350	9.1331¢

*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 7.4663¢ per kWh. The present maximum discount to customers being served under this provision is $5.83 per month.

RESIDENTIAL SERVICE RE (ELECTRIC WATER HEATING AND SPACE CONDITIONING) (FORMERLY RS-2 AND RS-4)

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	$9.46
Energy Charges per kWh (July-October)	
First 350*	9.1331¢
Over 350	9.1331¢
Energy Charges per kWh (November-June)	
First 350*	9.1331¢
Over 350	8.2582¢

*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 7.4663¢ per kWh. The present maximum discount to customers being served under this provision is $5.83 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	9.46	9.46
Energy Charges (July-October)		
First 350 kWh used	9.1331¢ per kWh	9.1331¢ per kWh
Over 350 kWh used	8.67¢ per kWh	8.67¢ per kWh
Energy Charges (November – June)		
First 350 kWh used	9.1331¢ per kWh	9.1331¢ per kWh
Over 350 kWh used	8.67¢ per kWh	7.86¢ 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 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.

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate Wood Pole Served Underground
100 watts	$8.42	$14.58	$18.95
150 watts (cobra HPSV)	$10.14	$16.30	$20.67
175 watts (metal halide)	$10.70		
175 watts (1)	$8.59 (1)	$14.75	$19.12
250 watts (HPSV)	$11.80	$17.95	$22.33
250 watts (mercury vapor)	$11.80 (1)	$17.95	$22.33
400 watts (HPSV)	$14.12	$20.27	$24.65
400 watts (1) (mercury vapor)	$14.12 (1)	$20.27	$24.65
400 watts (metal halide)	$17.46	$23.62	$27.99
1000 watts (1) (mercury vapor)	$27.39	$33.55	$37.92
1000 watts (HPSV)	$29.66	$35.82	$40.19
1000 watts (metal halide)	$33.07	$39.23	$43.60

(1) These units are no longer available for replacement installations. Rate applies to existing installations.

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. Customer will be responsible for damage to the luminary.

Additional monthly charges pertaining to Outdoor Lighting Rates:

Additional monthly charge of $5.70 for wooden pole without luminaire.

Underground charges – Depending upon the electrical source and distance of the underground cable, additional underground charges may apply. These charges are calculated on the average distance of underground conductor per pole. A charge of $0.07 per 10 foot increment per pole is charged for the distance exceeding 150 ft. per pole. This fee will be added to the base rate.

FLOOD LIGHTING (FL) SERVICE

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of 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.

Lumens	kWh/mo.	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate Wood Pole Served Underground
250w (HPSV)(1)	104	$14.34	$22.39	$26.77
400w (HPSV)	156	$15.71	$23.81	$28.19
400w (Metal Halide)	155	$17.63	$25.73	$30.10

(1) These units are no longer available for replacement installations. Rate applies to existing.

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. Customer will be responsible for damage to the luminary.

Additional monthly charges pertaining to Flood Lighting Rates:

Additional monthly charge of $5.70 for wooden pole without luminaire.

Underground charges – Depending upon the electrical source and distance of the underground cable, additional underground charges may apply. These charges are calculated on the average distance of underground conductor per pole. A charge of $0.07 per 10 foot increment per pole is charged for the distance exceeding 150 ft. per pole. This fee will be added to the base rate.

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.

	Rate (PL Base) Wooden Pole	Rate (PL-FL Base) Wooden Pole
100 watts (HPSV)	$7.47	N/A
150 watts (HPSV)	$9.20	N/A
175 watts (metal halide)	$9.64	
175 watts (mercury vapor) (1)	$7.63	N/A
250 watts (mercury vapor) (1)	$9.76	N/A
250 watts (HPSV)	$10.86	$14.34
400 watts (HPSV)	$13.20	$15.71
400 watts (mercury vapor) (1)	$10.09	N/A
400 watts (metal halide)	$16.17	$17.63
1000 watts (HPSV)	$26.40	N/A
1000 watts (metal halide)	$29.93	N/A

(1) These units are no longer available for replacement installations. Rate applies to existing installations.

Other luminaires:

Decorative and non-standards luminaires can be installed upon request, at the City's option, at the basic rates plus an extra monthly charge equal to 1.7% of the estimated installed cost difference between the luminaire and structure requested and the equivalent luminaire and standard pole.

Contract period for all luminaires:

a) Three years for all luminaires designed as standard by the City and bracket mounted on standard poles.
b) Ten years for all luminaires designed as decorative by the City and for all standard luminaires mounted on supports other than standards wooden poles.

Additional monthly charges for underground conductors (PL Rate):

0-150 feet $0.35
150-250 feet $0.75
This fee will be added to the base rate.
Additional monthly charge of $1.78 for wooden pole without luminaire.

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	$3.91
First 50 kWh	16.8322¢ per kWh
Over 50	8.0177¢ 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 - $1.79 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 - $35.88 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	11.4193¢ per kWh
Next 87,000	6.8575¢ per kWh
Over 90,000	6.6266¢ per kWh
Next 275 kWh per kW billing demand per month	
First 6000	6.5456¢ per kWh
Next 134,000	5.8177¢ per kWh
Over 140,000	5.5867¢ per kWh
All over 400 kWh per kW billing demand	
All kWh	5.4712¢ 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	General Service
First 3000	12.7114¢ per kWh
Next 87,000	11.3566¢ per kWh
Over 90,000	10.2969¢ per kWh
Next 275 kWh per kW billing demand per month	
First 6000	8.5264¢ per kWh
Next 134,000	7.1045¢ per kWh
Over 140,000	6.1120¢ per kWh
All over 400 kWh per kW billing demand	
All kWh	5.8571¢ 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	11.4193¢ per kWh	11.0961¢ per kWh
Next 87,000	6.8575¢ per kWh	6.6695¢ per kWh
Over 90,000	6.6266¢ per kWh	6.4456¢ per kWh
Next 275 kWh per kW billing demand per month		
First 6,000	6.5456¢ per kWh	6.3670¢ per kWh
Next 134,000	5.8177¢ per kWh	5.6607¢ per kWh
Over 140,000	5.5867¢ per kWh	5.4366¢ per kWh
Next 400 kWh per kW billing demand per month		
All kWh	5.4712¢ per kWh	5.3244¢ 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	$18.54
Plus demand charge	
First 30 kW of billing demand per month	No charge
Over 30 kW billing demand per month	$3.62 per kW
Plus energy charge	
First 125 kWh per kW billing demand per month	
First 3,000	10.7612¢ per kWh
Next 87,000	6.3924¢ per kWh
Over 90,000	6.1714¢ per kWh
Next 275 kWh per kW billing demand per month	
First 140,000	5.3967¢ per kWh
Over 140,000	5.1755¢ per kWh
Over 400 kWh per kW billing demand per month	
All kWh	5.0648¢ 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:

For establishments served under this schedule where environmental space conditions is required and all energy for all such conditioning (heating and cooling) is supplied electrically through the same meter as all other energy used in the establishment, the Billing Demand each month 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)

For all other customers served under this schedule, 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	8.7754¢ per kWh
Over 50 kWh per month	6.8919¢ 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 June-Sept.	Winter Months Oct.-May
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	8.0568¢ per kWh	7.8002¢ per kWh
All Off-Peak Energy per month	4.5930¢ per kWh	4.3364¢ per kWh
On-Peak and Off-Peak Hours	Summer Months June-Sept.	Winter Months Oct.-May
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	
	Summer Months	Winter Months
Demand Charge	June-Sept.	Oct.-May
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	8.3503¢ per kWh	8.2084¢ per kWh
All Off-Peak Energy per month	4.5161¢ per kWh	4.3740¢ per kWh
On-Peak and Off-Peak Hours	Summer Months	Winter Months
	June-Sept.	Oct.-May
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	
	Summer Months	Winter Months
Plus Demand Charge	June 1 -Sept.30	Oct 1 –May 31
On-Peak Demand Charge per month	$55.34 per KW	$0.00 per KW
Economy Demand Charge	$ 1.04 per KW	$1.04 per KW
Energy Charge		
All Energy per month	3.2954¢ per kWh	3.2954¢ per kWh
On-Peak and Off-Peak Hours	Summer Months	Winter Months
	June 1 -Sept.30	Oct. 1 – May 31
On-Peak Period Hours	2:00 p.m.–6:00 p.m. Monday-Friday	None
Off-Peak Period Hours	All hours except the hours of 2 p.m. to 6 p.m. during June 1 – September 30, Monday through Friday. .	

This rate is subject to Billing Demand, Minimum Bill, Power Factor Correction, Annual Demand Surcharge, and Rate Adjustment as outlined below.

The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands, Economy and On-peak:

The On- Peak Billing Demand each month shall be the largest of the following:

- The maximum integrated one hour demand measured during the on peak period during the month for which the bill is rendered
- 15 kilowatts (KW)

The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero. In the winter months where there is no peak demand charge, the charge for demand during these months will be at the economy demand rate.

Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge and Energy Charge.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

Annual Demand Surcharge - When the customer KW demand at the Duke peak is higher than the average KW demand billed during the on Peak period, the annual demand surcharge will be applied to the customer's bill.

Rate Adjustment - This rate will be adjusted every January 1 to include increases or decreases in the City of Concord wholesale purchase power cost.

RESERVE CAPACITY RATE

Availability:

Applicable for any Customer who wishes to sell energy produced by a qualifying renewable energy generator to a Utility other than the City of Concord. Customers who utilize any part of the City of Concord's delivery system to wheel the Customer's renewable energy must comply with the City of Concord's Interconnection Policy and shall pay this Rate for Reserved Capacity on the City's system. The Customer shall compensate the City of Concord each month for Reserved Capacity at the sum of the applicable charge set forth below.

Monthly Delivery: $1.10/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 26 Union St., S. (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	$96.00
400 amp single-phase overhead/underground	$171.00
200 amp poly-phase (3 phase) overhead/underground	$125.00
400 amp poly-phase (3 phase) overhead/underground	$238.00
200 amp single-phase underground mobile home pedestal	$307.00

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

FIRE & LIFE SAFETY

REQUIRED CERTIFICATE OF COMPLIANCE

Certificate of Compliance	
1-1,000 SF	$ 20.00
1,001-20,000 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 3rd submittal & each resubmittal thereafter)	$ 50.00
Hydrant flow test (fee per hydrant)	$100.00
Temporary Power Inspection	$ 40.00
Load Merchandise Inspection	$ 40.00

NOTES:

(1) For multi-tenant building, fees are per tenant.
(2) For multiple building owned by the same owner(s), fees are per building as defined by the NC Building Code, Vol. 1.
(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.
(5) Certificate of Compliance that is less than 1000 square feet will be $20.00

REQUIRED CONSTRUCTION PERMITS

	Permit Fee	Test Fee
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 and Fairs	$ 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 CDF&LS 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
Senior Firefighter(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
Fire Inspector	$ 30.23/ hr per person
Assistant 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 (3rd 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)	$ 0.00 (2nd 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 3, 7, and 8) Rental fee	$ 20.00/hr or $50.00/½ day (4 hrs) or $100.00/full day (8 hrs)
Community Rooms (refundable deposit/clean-up fee)	$ 50.00/event
Charitable, non-profit, Governmental – exempt	$ 0.00
Fire extinguisher recharge use for class	$ 11.00/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 (1st offense); $100.00 (2nd offense) (may be issued after one written notice)
Burning without a Permit- Commercial	$500.00/stack or pile (1st offense); $1,000.00/stack or pile (2nd 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 (1st offense); $1,000.00 (2nd offense) (may be issued w/o notice, in usual practice, verbal and written warnings precede citation)
Fire Detection / Protection	$250.00 (1st offense); $500.00/day for any recurring violation (may be issued w/o notice, in usual practice, verbal and written warnings precede citation)

NOTE: Assembly, Hazardous, Institutional Systems must be in service at all times or immediate fire watch provided or shut down and fine; All others a fire watch must be provided in a reasonable period of time and maintained.

Access During Construction	$1,000.00/day (May be issued w/o notice, in usual practice, verbal and written warnings precede citation.)
Occupancy without COC	$1,000.00/day (May be issued w/o notice, in usual practice, verbal and written warnings precede citation.) (Issued immediately for new structures and after 45 days for existing, disconnection of utility service may be used in lieu of fines.)
General Violation	$100.00 (Issued after 45 days and three written Notices - issued per item and not violation
False Alarm > 3 per 90 days	$250.00 (May be issued w/o notice, in usual practice, issued on fourth violation within 90 days after one written notice on the third violation. Alarms in rapid succession are considered an individual occurrence.)
Fire Lane Parking Violations	$100.00 (May be issued w/o notice when vehicle is not occupied.)
Key Box Maintenance	$100.00 (May be issued w/o notice when Knox box is found to contain no key or incorrect key. In usual practice one written warning precedes citation.)
Overcrowding	$500.00 (1st offense); $1,000.00 (2nd offense) (Issued at the time of violation after occupancy overcrowding conditions have been corrected. Third offense may constitute court proceedings. Offenses run calendar year.)
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 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/additional 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

1st Inspection (Initial)	$0.00
2nd Visit (After 30-days)	Potential Civil Penalties
3rd Visit (After 30-days)	Potential Civil Penalties
4th Visit (After 10-days)	Civil Penalties & Fines Issued
	5th 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 30 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
Men's & Women's Co-ed Volleyball		$100.00/team
Road Races Registration (5K & 10K)		
5K		$ 20.00; Early Registration $15.00
10K		$ 20.00; Early Registration $15.00

Youth:

Mite Basketball	$200.00/sponsor +$30.00/child (City); +$50.00/child (All others)
Midget Basketball	$200.00/sponsor +$30.00/child (City); +$50.00/child (All others)
Junior Basketball	$200.00/sponsor +$30.00/child (City); +$50.00/child (All others)
Senior Basketball	$200.00/sponsor +$30.00/child (City); +$50.00/child (All others)
Youth Baseball	$225.00/sponsor +$30.00/child (City); +$50.00/child (All others)
Youth Girls Softball	$225.00/sponsor +$30.00/child (City); +$50.00/child (All others)
Youth Soccer	$200.00/sponsor +$30.00/child (City); +$50.00/child (All others)
Youth Classic Basketball Tournament	$100.00/$500.00/$1,000.00/$5,000.00/ sponsor levels; $15.00 per team registration fee

Basketball Clinic (5-6 year olds)	$ 30.00/child
Soccer Clinic (4-5 year olds)	$ 30.00/child
Girls Fall Fast Pitch Softball	$ 30.00/child (City); $50.00/child (All others)
Karate (Ages 18 & Under)	Free instruction – parents purchase uniforms
Golf	$ 40.00/Golf Club, plus $5.00 for driving range balls; $ 45.00/Rocky River, plus $4.50 for driving range balls
Fencing	$ 75.00/session (City); $85.00 (All others)
Tennis	$ 15.00/hr for lessons

Various Programs:

Karate (monthly)	$20.00/month (City); $25.00/month (All others)
Fitness:	
Get Fit Punch Card – 10 visits	$ 30.00 (City); $ 35.00 (all others)
Fitness (12 classes)	$ 30.00 (City), $ 35.00 (All others)
Fitness (16 classes)	$ 40.00 (City), $ 45.00 (All others)
City Employees (any fitness class)	$ 15.00/employee/session
Corporate Group Rate (12 classes)	$ 20.00/person
Corporate Group Rate (16 classes)	$ 27.00/person
Rollerblading Fitness	$ 35.00/session (City); $40.00 (All others)
Personal Trainer (individual rate)	$35.00/hour (City); $40.00/hour (All Others)
Classes-Various levels-Youth to Adult	$ 3.00 to $90.00
Quilting	$ 25.00 (City); $30.00 (All others)
Shag Lessons (4 weeks)	$ 35.00 (City); $40.00 (All others)
Babysitting	$ 30.00 (City); $35.00 (All others)
Cheerleading	$ 5.00/week (plus $5.00 Registration fee for City residents) $ 10.00 registration fee non-City residents)
Line Dance (8 classes)	$ 25.00 (City); $30.00 (All Others)
Line Dance (16 classes)	$ 45.00 (City); $50.00 (All Others)
Pin Splitters	$ 10.00 (City); $15.00 (All Others)
Dog Obedience	$ 90.00/8 wks (City); $110.00 (all others)
Summer Playground	$350.00/(City); $450.00 (All others) per session
Camp Spencer (1 week)	$ 30.00 City; $35.00 (All others)
Trips	$ 1.00 - $800.00/person/trip
Identification Card	First Card Free Replacement Card $3.00/each

NOTE: Session = class period

AQUATICS CENTER

Admission fees –	Adults (18 and up)	$ 2.50
	Youth (17 and under)	$ 1.50
	Groups (2 Hours of Use)	$ 1.00/person

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)
Lifeguard Training	$25.00-$200.00/session

*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.
Option #2 Open Rentals (during regular operating hours) Fee is $25.00 and reserves tables, chairs and tent for your party. 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.

BIRTHDAY PARTY RENTAL PACKAGE

Use of gymnasium and party room for 2 hours. Available for ages 18 & Under. Additional $50 deposit is required.	$75.00 for 2 hours (extra hours are available at $30.00 per hour – Maximum of 4 total).

RENTAL FEES

Regular Business Hours – Monday through Friday 8 am to 8 pm and Saturdays 12 noon – 5 pm

Hourly Rate (Regular Business Hours):	City Residents	Non City Residents
Meeting Room	$10.00	$15.00
Gymnasium	$20.00	$30.00
Recreation Center	$40.00	$50.00

Hourly Rate (After Business Hours):		
Meeting Room	$30.00	$40.00
Gymnasium	$40.00	$50.00
Recreation Center	$50.00	$60.00
Community Buildings/Rooms	$20.00	$25.00
Fire Station Community Rooms	$20.00	$25.00

Picnic Shelters and Amphitheaters

No cost/first four hours (half day) or $20.00/full day (City Residents)
$15.00/first four hours (half day) or $30.00/full day (Non Residents)
Half Day Time Periods (4 hours) are 10am to 2pm or 3pm to 7 pm
Full Day Time Periods (9 hours) are 10am to 7pm
After Hours Staff Charge (All Facilities) $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.

Bus rental – Bus may be available to City of Concord departments, Parks and Recreation divisions and programs, co-sponsors and sponsorship groups. Not available to outside groups or individuals. Contact person must fill out bus use request form. Contact person is considered the representative of the group and must accompany the bus during the approved time of use. Rate is $4.00 per mile plus $15.00 per hour for drivers, plus a $100.00 deposit per event. Permit holder is responsible for any additional fees or related expenses. No overnight use permitted. Drivers must be assigned by the City of Concord.

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 (Myers, McAllister, Gibson, WW Flowe, Hartsell, Caldwell & Webb)

	Weekdays/Weekends
Lights Only	$ 23.00/hour
Reserve Field (no lights/no lines)	$ 15.00
Reserve field 1-hour -line off	$ 45.00
Reserve field 1-hour -line off with one hour lights	$ 58.00
Reserve field 2 hours -line off with two hour lights	$ 96.00
Reserve for Tournaments**	$150.00
Reserve for Spectator Event**	$200.00

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	$15.00
Reserve Field 1 hour – lined off	$65.00
Reserve Field 2 hours – lined off	$80.00
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	$300.00
Certificate of Appropriateness	$ 20.00
Variance and Appeals	$400.00
Rezoning/Amendments to conditional use district	$400.00
Second Rezoning/Amendment in less than 12 months	$800.00
Land use plan amendment	$400.00
Concurrent conditional use district and conditional use permit	$600.00
Conditional use permit	$400.00
Historic District Map Amendment	$350.00
Street, Alley or Right-of-way closing	$300.00
Certification of Non-Conformity Adjustment	$400.00

PUBLICATIONS

Historic Handbook & Guidelines	$ 10.00

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 1st acre impervious
	$500.00 for every additional impervious acre
	$100.00 for every acre pervious
Grading/Paving/Land Disturbing Approval Permit:	$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
Habitual Violators	$10.00 each (up to 5 tickets annually) $20.00 each (6-10 tickets annually) $40.00 each (over 10 tickets annually)
Late Payments	$10.00 (15-30 days) $20.00 (31-60 days) $40.00 (over 60 days)
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

CODE ENFORCEMENT

Vacant lot cleaning	$200.00 minimum + $80/hr after first hour or portion thereof
Administrative Fees:	
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

ROCKY RIVER GOLF CLUB AT CONCORD*

IN-SEASON RATES (APRIL 1 – NOVEMBER 28)

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)	$12.00	$12.00	$12.00
Eighteen Hole	$49.00	$55.00	$65.00
Nine Hole (A)	$28.00	$31.00	$36.00
Eighteen Hole – Concord Resident	$38.00	$44.00	$54.00
Nine Hole (A) – Concord Resident	$24.00	$27.00	$32.00
Twilight (B)	$36.00	$42.00	$45.00
Senior (C)/College (D)/Public Service (E)/Ladies Day (Tues)	$33.00	$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	$43.00	$53.00
Corporate League Play (H)	$25.00	N/A	N/A
Replay Round (on Availability)	$25.00	$25.00	$25.00
Replay Round – Nine Hole (on Availability)	$15.00	$15.00	$15.00

WINTER RATES (NOVEMBER 29 – MARCH 31)

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)	$12.00	$12.00	$12.00
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)	$28.00	$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)	$25.00	$25.00	$25.00
Replay Round – Nine Hole (on Availability)	$15.00	$15.00	$15.00

(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 proper 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)

Eagle Plan:

Individual & Family: Available to individual and spouse

Non-Resident	$2,500.00
Add spouse	$1,000.00
Add dependent*	$ 375.00
Resident	$2,125.00
Add spouse	$ 850.00
Add dependent*	$ 375.00

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.

Corporate – eligible Employees and Owners

Non-resident Corporation - City of Concord

First participant	$1,800.00
Second participant (15% discount)	$1,530.00
Third participant (20% discount)	$1,440.00
Fourth participant (25% discount)	$1,350.00
Fifth and all additional participants (30% discount)	$1,260.00
Transfer fee	$ 250.00

Resident Corporation - City of Concord

First participant	$1,500.00
Second participant (15% discount)	$1,275.00
Third participant (20% discount)	$1,200.00
Fourth participant (25% discount)	$1,125.00
Fifth and all additional participants (30% discount)	$1,050.00
Transfer fee	$ 250.00

Birdie Plan:

Individual & Family

Non-Resident	$1,900.00
Add spouse	$ 800.00
Add dependent*	$ 375.00
Resident	$1,615.00
Add spouse	$ 680.00
Add dependent*	$ 275.00

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.

Corporate – eligible Employees and Owners

Non-resident Corporation - City of Concord	
First participant	$1,400.00
Second participant (15% discount)	$1,190.00
Third participant (20% discount)	$1,120.00
Fourth participant (25% discount)	$1,050.00
Fifth and all additional participants (30% discount)	$ 980.00
Transfer fee	$ 250.00

Resident Corporation - City of Concord	
First participant	$1,150.00
Second participant (15% discount)	$ 975.00
Third participant (20% discount)	$ 920.00
Fourth participant (25% discount)	$ 860.00
Fifth and all additional participants (30% discount)	$ 805.00
Transfer fee	$ 250.00

Bogey Plan: Available to Seniors, age 60 years and older

Individual & Family	
Non-Resident	$1,125.00
Add spouse	$ 625.00
Add dependent*	$ 375.00
Resident	$ 960.00
Add spouse	$ 525.00
Add dependent*	$ 375.00

Benefits:
- Unlimited complimentary green fees Monday – Thursday.
- Complimentary range balls (up to 1 large bag per day) Monday – Thursday.
- Priority accesses to tee-times. Plan participants may reserve tee times up to 10 days in advance.
- 10% discount on food purchases.
- Complimentary USGA Handicap Service.
- 10% discount on merchandise, except sale items.

Driving Range Plans:

Individual & Family	
Non-Resident	$675.00
Add spouse & dependent*	$275.00
Resident	$500.00
Add spouse & dependent*	$250.00
Junior (18& under)	$350.00

Benefits:
- Unlimited complimentary range balls any time.
- 10% discount on merchandise, except sale items.
- 10% discount on food purchases.

*Dependents are defined as son, stepson, daughter, stepdaughter of participant. Dependent must be under the age of twenty two and attending school on a full time basis, or serving full time active duty in the armed forces. Evidence of a full time student will be required for all high school graduates.

SOLID WASTE AND RECYCLING

RESIDENTIAL GARBAGE, RECYCLING, AND BULKY COLLECTION

Yard Waste Removal (vacant lots zoned residential):	
< 2 cubic yards	No Charge
≥ 2 cubic yards	$25.00/cubic yd, $150 minimum
Residential Yard Waste Removal	
(As allowed by City Ordinance)	No Charge
Second Chance (Scheduled fee-based loose-leaf collection available after loose-leaf season ends)	$75.00 [See Note 1]
Bulky Waste Collection (At multi-family housing & business)	$50.00 for 1 to 5 items, or any portion thereof
Residential Garbage Rollout Containers	No Charge (1st container); $9.00/month/container for each additional container (Residents with additional containers must recycle; maximum of 3 containers per residence)
Residential Recycling Rollout Containers	No charge for 1st or 2nd container, 2nd container only available after January 1, 2012 with Solid Waste Director approval.
Roll-off Container Service Fee (including disposal)	
NOTE – Available to Residential Customers Only (No Contractors please)	
15 CY (2 Ton limit)	$210.00 (includes pickup and delivery)
20 CY (3 Ton limit)	$270.00 (includes pickup and delivery)
30 CY (5 Ton limit)	$380.00 (includes pickup and delivery)
Rental charge	$3.10 per day
Disposal Fee	$52.00 per ton for each ton over container weight limit
Lost or damaged rollout container replacement	$70.00 per 95 gal cart
(Beyond normal wear & tear)	$65.00 per 65 gal cart
CODE ENFORCEMENT REMOVAL FEES	
Yard Waste Removal/ Code Enforcement Collection (where fees apply)	$25.00/cubic yd, $150 minimum [See Note 2]
Special Load Collection/Code Enforcement Cleanup	$35.00/cubic yd, $450 minimum [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 each, $150 minimum

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 cubic yards or total volume of materials exceeding 10 cubic yard 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: *COMPUTER EQUIPMENT*. – Any desktop central processing unit, any laptop computer, the monitor or video display unit for a computer system, and the keyboard, mice, and other peripheral equipment. Computer equipment does include a printing device such as a printer, a scanner, a combination print-scanner-fax machine, or other device designed to produce hard paper copies from a computer. Computer Equipment does *NOT* include an automobile; a television; a household appliance; a large piece of commercial or industrial equipment, such as commercial medical equipment, that contains a cathode ray tube, a cathode ray tube device, a flat panel display, or similar video display device that is contained within, and is not separate from, the larger piece of equipment, or other medical devices as that term is defined under the federal Food, Drug, and Cosmetic Act.

TELEVISION. – Any electronic device that contains a tuner that locks on to a selected carrier frequency and is capable of receiving and displaying of television or video programming via broadcast, cable, or satellite, including, without limitation, any direct view or projection television with a viewable screen of 9 inches or larger whose display technology is based on cathode ray tube (CRT), plasma, liquid crystal (LCD), digital light processing (DLP), liquid crystal on silicon (LCOS), silicon crystal reflective display (SXRD), light emitting diode (LED), or similar technology marketed and intended for use by a consumer primarily for personal purposes. The term does not include computer equipment.

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

a. Service performed by Waste Pro.
b. City to bill for carts on utility bills per city policy
c. Roll out must be approved by Solid Waste Services Director
d. Limit of (3) carts per building or number set by Solid Waste Services Director
e. Only City carts may be used
f. Residential recycling rollout cart service is available to customers subscribing to City-provided Commercial Garbage Rollout Service. Limit one recycling cart per rollout subscription with Solid Waste Director's approval.

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 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 yards per week flattened or greater) will be provided an 8-yard container(s) specifically designed for corrugated collection and weekly

collection service. Commercial generators generating in excess of 24 yards 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 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 collection service will be on a set schedule. The City cannot guarantee additional pick-ups on a call in basis.

OFFICE PAPER RECYCLING SERVICE

- The City provides a roll out cart(s) free of charge to commercial generators for paper recycling. This container may not be used for any trash disposal. The containers remain the property of the City of Concord.
- The City provides commercial generators with a list of acceptable office papers for the recycling program. Generally, all copier, letterhead, computer print out, envelopes, forms, manila folders, post it notes, etc. are acceptable. Paper clips and staples do not have to be removed. Unacceptable items include newspaper, magazines, paper bags, cups and plates, carbon paper and rubber bands.
- Each commercial generator is responsible for collecting the acceptable office paper by whatever means it chooses and placing it in the rollout cart(s) for weekly collection. The City can assist in providing technical assistance on implementing this program. The containers must be placed in an agreed location accessible to collection crews.

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 cubic yard 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-cubic yard container per the equivalent of 25 2-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)

Category	Minimum Under 2,000 Sq Ft	Cost per 100 Sq Ft Over 2,000 Sq Ft
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

DOWNTOWN BUSINESS DISTRICT MIXED-USE DUMPSTER SERVICE (BICENTENNIAL PARKING LOT DUMPSTERS)

Category	Minimum Under 2,000 Sq Ft	Cost per 100 Sq Ft Over 2,000 Sq Ft*
Office	$ 7.30	$0.50*
Retail	$ 8.75	$0.50*
Arts, Entertainment & Recreation	$ 7.30	$0.50*
Apartment	$ 7.30	$0.50*
State/County Government	$ 7.30	$0.50*
Unclassified & Other	$ 7.30	$0.50*
Accommodation & Food Service	$20.00	$0.50
Accommodation & Food Service w/ ABC Permit	$35.00	$0.50
Retail Home Improvement	$10.00	$0.50*

**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 sq ft. of floor space plus an additional fee for every additional 100 sq ft of floor space over 2,000 square feet, 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 or corrugated cardboard into the dumpsters 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 - $4.30 per month

Single Family Residential – Including Mobile Homes

With < 1,890 sq. ft. impervious area	0.6 * ERU Rate
With 1,890 to 5,507 sq. ft. impervious area	1.0 * ERU Rate
With > 5,507 sq. ft. impervious area	1.8 * ERU Rate

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 2012 County-wide Revaluation.

MOTOR VEHICLES

A $10.00 General Municipal Vehicle Tax * is levied and a $5.00 Municipal Vehicle Tax for Public Transportation** is levied for a total license tax of $15.00 on every motor vehicle resident within the City of Concord and licensed or required to be licensed by the State of North Carolina.

Source:
*G.S. 20-97(b) General Municipal Vehicle Tax $10.00
**G.S. 20-97(c) Municipal Vehicle Tax for Public Transportation $5.00
Note: These Municipal Vehicle Taxes are billed and collected by Cabarrus County.

BUSINESS PRIVILEGE LICENSES

Businesses operating within the City of Concord are required to obtain a Privilege License. An annual Privilege License is levied on each Business, Trade, Occupation and Franchise based on G.S. 105-33 forward, schedule "B" license taxes, and authority of N.C.G.S. 160A-211. Licenses expire on June 30 and must be renewed on or before July 1 of each year.

Every person conducting any retail or wholesale types of business not otherwise specifically taxed herein or exempted by state law shall be taxed on gross receipts* as follows:

Merchant Retail, Annual Gross Receipts

Up to $200,000	$30.00
Up to $400,000	$60.00
For each full $1,000 in excess of $400,000	$ 0.60 (Maximum fee of $10,000.00)

Manufacturers & Service Companies, Annual Gross Receipts

Up to $200,000	$30.00
Up to $400,000	$60.00
For each full $1,000 in excess of $400,000	$ 0.60 (Maximum fee of $4,000.00)

Example: XYZ Co. had $513,000 in gross receipts. Their Privilege License fee is computed as follows:

$513,000.00
- 400,000.00
$113,000.00

$113,000.00 is divided by 1,000 = 113
113 x $0.60 = $67.80

First $400,000.00 in sales will be $60.00
Next $113,000 in sales will be $67.80
Total Privilege License due: $127.80

Merchant Wholesale, Annual Gross Receipts

Up to $50,000	$50.00
$51,000 - $450,000	$ 0.40 (for each full $1,000)
For each full $1,000 in excess of $450,000	$ 0.20 (Maximum fee of $2,000.00)

Example: XYZ Co. had $1,000,000 in wholesale gross receipts. Their Privilege License fee is computed as follows:

$1,000,000.00
- 50,000.00
$ 950,000.00
- 400,000.00
$ 550,000.00

$550,000.00 divided by 1,000 = 550
550 x $0.20 = $110.00
$400,000.00 divided by 1,000 = 400
400 x $0.40 = $160.00

First $50,000 in sales will be $50.00
Next $400,000 in sales will be $160.00
Next $550,000 in sales will be $110.00
Total Privilege License due: $320.00

*The amount reported as gross receipts on a business' state income tax return.

NOTE: The law provides that satisfactory evidence shall be furnished showing the facts on which retail and wholesale license(s) are based. A request may be made to present an operating statement, or other records reflecting gross receipts before the license can be issued.

Event promoters/ticket sales	$300.00

GARNISHMENT FEES

Fee	$60.00

Source: N.C. General Statues sections 105-368 and 7A-311

TRANSIT SYSTEM – Concord/Kannapolis *Rider*

Regular Fare[1]	$1.25/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
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 (Non-profit agencies)[5]	$1.00 (80% of Regular Fare rate per ride)

[1]All riders shall pay this fare unless the rider qualifies under the fare policy for one of the reduced fares as listed.
[2]Discounted fares require a reduced-Fare ID.
[3]Transfers can only be used at the Rider Transit Center, Kannapolis Train Station, NCRC/NC State Bldg. and DSS.
[4]Smart Card – minimum purchase to receive card is $25.00 (card may be reused with a minimum purchase of $10.00).
[5]1-Ride Pass – minimum purchase of 10 passes.

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

Right-of-Way Encroachment Permit Application Fee $100.00

Schedule of Street Cut Repair Charges:

Size of Street Cut	Est. Asphalt Required	Cost
4 sq ft (minimum)	0.2 ton	$125.00
8 sq ft	0.4 ton	$137.00
12 sq ft	0.6 ton	$148.00
16 sq ft	0.8 ton	$160.00
20 sq ft	1.0 ton	$284.00
24 sq ft	1.2 tons	$296.00
28 sq ft	1.4 tons	$308.00
32 sq ft	1.6 tons	$319.00
36 sq ft	1.8 tons	$330.00
40 sq ft	2.0 tons	$342.00
44 sq ft	2.2 tons	$353.00
48 sq ft	2.4 tons	$478.00
50 sq ft	2.6 tons	$490.00
> 50 sq ft	N/A	Time and Materials

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	$ 205.00
20 sq ft	1/4 cubic yard	$ 205.00
21 – 50 sq ft	1/2 cubic yard	$ 230.00
51 – 64 sq ft	3/4 cubic yard	$ 256.00
65 – 80 sq ft	1 cubic yard	$ 281.00
> 80 sq ft	1 ¼ cubic yards	$ 576.00
	1 ½ cubic yards	$ 602.00
	1 ¾ cubic yards	$ 627.00
	2 cubic yards	$ 652.00
	2 ¼ cubic yards	$ 677.00
	2 ½ cubic yards	$ 702.00
	2 ¾ cubic yards	$ 727.00
	3 cubic yards	$1,023.00
	> 3 cubic yards	Time and Materials

Schedule of Curb and Gutter Charges – per ft.
Installation of new curb and gutter including suitable base material $ 25.00

Schedule of new 4 inch Thick Sidewalk – per sq 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 Reconnection Fee

A reconnection fee will be charged as follows:

Monday – Friday 8:00am – 4:00pm	$ 30.00
Monday – Friday After 4:00pm, Weekends, and Holidays	$100.00
Reconnection 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)	$5.08/1,000 gallons
Block 2 (6,001 – 8,999 gallons/month)	$6.61/1,000 gallons
Block 3 (9,000+ gallons) & Irrigation service:	$8.14/1,000 gallons

Residential volume charges outside city:

Residential service:

Block 1 (0 - 6,000 gallons/month)	$6.10 /1,000 gallons
Block 2 (6,001 – 8,999 gallons/month)	$7.93 /1,000 gallons
Block 3 (9,000+ gallons) & Irrigation service	$9.77/1,000 gallons

Commercial and institutional volume charges inside city:

Commercial/institutional service	$5.06 /1,000 gallons
Commercial/institutional irrigation service	$8.14 /1,000 gallons

Commercial and institutional volume charges outside city:	
Commercial/institutional service	$6.07/1,000 gallons
Commercial/institutional irrigation service	$9.77 /1,000 gallons
Industrial volume charge inside city:	
Industrial service	$4.20/1,000 gallons
Industrial irrigation service	$8.14/1,000 gallons
Industrial volume charge outside city:	
Industrial service	$5.05/1,000 gallons
Industrial irrigation service	$9.77/1,000 gallons
Town of Harrisburg – Per Contract	
Monthly Reserved Capacity Charges	$14,686.00
O&M Rate	$2.99/1000 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	$8.14 /1,000 gallons
Water tanker	$8.14 /1,000 gallons
Water use permit for tank/tankers	$50.00 annually

**Per contract*

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: $1,089 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"	$2,416 ($1,089 capacity + $1,134 installation + $193 meter)
1"	$3,507 ($1,851 capacity + $1,261 installation + $395 meter)
2"	$8,411 ($5,772 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"	$ 18,186.00
6"	$ 36,264.00
8"	$ 58,044.00
10"	$ 83,527.00
12"	$156,054.00

Installed by others on water main extensions not yet owned by the City of Concord

Meter Size*:	Connection Charge: (includes meter fee)
¾"	$1,282 ($1,089 capacity + $193 meter)
1"	$2,246 ($1,851 capacity + $395 meter)
2"	$6,546 ($5,772 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"	$ 18,186.00
6"	$ 36,264.00
8"	$ 58,044.00
10"	$ 83,527.00
12"	$156,054.00

*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
¾"	$3.39	$3.80
1"	$4.80	$5.49
1 ½"	$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	$ 5.29/1000 gallons
Flat-Rate Customers	$35.32/month

Outside City

Water Customers of Concord Utilities	$ 6.35/1000 gallons
Flat-Rate Customers	$42.38/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: $800 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

Meter Size*:	Connection Fee:
¾"	$ 1,800.00 ($ 800 capacity + $1,000 installation)
1"	$ 2,360.00 ($ 1,360 capacity + $1,000 installation)
2"	$ 5,240.00 ($ 4,240 capacity + $1,000 installation)
4"	$ 15,160.00 ($ 13,360 capacity + $1,800 installation)
6"	$ 28,440.00 ($ 26,640 capacity + $1,800 installation)
8"	$ 44,440.00 ($ 42,640 capacity + $1,800 installation)
10"	$ 63,160.00 ($ 61,360 capacity + $1,800 installation)
12"	$116,440.00 ($114,640 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):
¾"	$ 800.00
1"	$ 1,360.00
2"	$ 4.240.00
4"	$ 13,360.00
6"	$ 26,640.00
8"	$ 42,640.00
10"	$ 61,360.00
12"	$114,640.00

Move Existing Service to Another Location on Same Property	At Cost (labor + equipment + materials)

CONCORD UTILITIES EXTENSION AND MODIFICATION PERMIT FEES

Water permit application review	(See "ENGINEERING")
Wastewater permit application review	(See "ENGINEERING")

LABOR AND EQUIPMENT CHARGES

T.V. Truck	$150.00/hr, 2 hr. min. charge (incl. Operator)
Jet-Vac Truck	$225.00/hr, 2 hr. min. charge (incl. Operator)
Flusher/Sweeper	$ 75.00/hr 1 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.

CITY PROFILE

(as of June 30, 2013 unless otherwise noted)

Date of Incorporation: 1796
Date of City Charter: 1798
Form of Government: Council-Manager
Land Area: 60.06 square miles
Elevation: 704 feet above sea level
Population: 81,981

Climate

Average January Temperature
High 51°/Low 28°
Average July Temperature
High 90°/Low 68°
Record High: 107° (1983)
Record Low: -5° (1985)
Annual Precipitation: 47.3 inches

Transportation

Major Highways
Interstate 85
U.S. Routes 29 and 601
NC Routes 3, 49, and 73
Rail
Southern Railway Company
Air
Charlotte Douglas International Airport - approximately 25 miles from the City Center
Concord Regional Airport - scheduled service
Ground
Concord-Kannapolis Rider bus service
Greyhound and Trailways bus services
Privately-owned taxicab service

2010 U.S. Census

	Residents
Population by Gender	
Male	48%
Female	52%
Population by Race	
White	70%
Black	18%
Hispanic	12%
Asian, AIAN, NHPI, Other, 2 or more Races	11.7%
Age (Estimated)	
Under 18	28.4%
(18-34)	21.8%
(35-64)	39.2%
(65+)	10.6%
Household Size	2.46
Number of Households	
1990	11,670
2000	22,485
2010	32,130

Registered Voters

July 1, 2013	50,302
July 1, 2012	48,263
July 1, 2011	46,346
July 1, 2010	46,479
July 1, 2009	45,543

Economy (Citywide)

Civilian Labor Force	39,492
Employed Residents	37,174
Unemployed Residents	2,318
Unemployment Rate	5.9%

Taxes

Sales Tax	7.00%
Property Tax Rate Per $100 valuation	48¢
Cabarrus Co. Property Tax Rate per $100	70¢

City Bond Ratings	GO/Revenue
Fitch IBCA	AA/AA
Standard and Poor's	AA/AA-
Moody's	Aa1/Aa2

Fire Protection (ISO Rating: 2)

Stations	10
Firefighters and Officers (Op., Prevention, & Training)	188
Administrative Support	3

Police Protection

Main Station	1
District Stations	4
Sworn Police Officers	165.25
Non-Sworn Police Personnel	15
Code Enforcement	7 FTE

Infrastructure

Miles of power lines	
Overhead	741
Underground	643
Miles of water lines	686
Miles of wastewater lines	530
Lane-miles of street	675.47
Paved (City maintained)	330.55
Paved (State Maintained)	90.08
Paved (Interstate)	18.55

Media Communications

Television
Major networks and cable
Local Newspaper
Concord/Kannapolis Independent Tribune
Mt. Pleasant Times
Charlotte Observer (Cabarrus News)

Public Recreation

Acreage	147
Facilities (City-Owned)	
Parks	8
Playgrounds	14
Gymnasiums	3
Basketball Courts	7
Tennis Courts	14
Playing Fields	22
Swimming Pools	1
Greenway/Trail Miles	6.5

Utilities

Telephone	
Windstream Communications	
Electric	
City of Concord	
Duke Energy Corporation	
Gas	
Public Service Company	
Water	
City of Concord	
Wastewater	
City of Concord	

Housing, 2013

Estimated Housing Units	33,899
Single-family Housing Units	25,178
Condominium Apartment Units	374
Townhouse Units	908
Duplex, Triplex, Quadplex Units	755
Mobile Home Housing Units	1,311
Rental Apartment Units	5,373
Median Home Sales Price (2nd qtr 2012)	$144,000
Fair Market Rent of 1BR Apartment	$669
Fair Market Rent of 2BR Apartment	$793
Fair Market Rent of 3BR Apartment	$1,069
Public Housing Units	174
Housing Choice Voucher Units	541

Medical Facilities	Beds
Hospitals	
CMC-NorthEast	457
Nursing Homes	
Avante at Concord	120
Brian Center	90
Five Oaks Nursing Manor	184
Gardens at Taylor Glen	48
Universal Health Care & Rehab	120

Top Taxpayers (FY 2012-13)

Charlotte Motor Speedway	2.65%
Concord Mills	2.28%
Celgard	1.10%
Philip Morris USA, Inc	0.95%
Great Wolf Lodge	0.95%
JQH-Concord Development, LLC	0.57%
Hendrick Motorsports	0.37%
WMCI Charlotte XIII, LLC	0.36%
HSREI, LLC (Racing)	0.34%
S&D Coffee and Tea	0.31%

Top Water Customers (FY 2012-13)

Town Of Harrisburg-S/A	8.72%
City Of Kannapolis	2.95%
Corning, Inc	2.88%
Perdue Farms, LLC	2.59%
CMC- NorthEast	1.72%
Linde, North America	1.46%
Cabarrus County Schools	1.01%
Great Wolf Lodge, LLC	0.98%
Concord Mills	0.83%
S&D Coffee & Tea	0.60%

Top Wastewater Customers (FY 2012-13)

Perdue Farms, Inc.	2.78%
CMC-Northeast	1.88%
Cabarrus County Schools	1.31%
Great Wolf	1.27%
Concord Mills	1.08%
Town of Harrisburg	1.04%
Whitehurt/Countryview MHP	0.78%
S&D Coffee & Tea	0.78%
Embassy Suites Hotel	0.70%
City of Kannapolis	0.61%

Top Electric Customers (FY 2012-13)

Concord Mills Mall Ltd Prtnshp	3.10%
Perdue Farms	2.80%
LeGrand, Pass & Seymour	2.42%
Celgard, LLC	2.28%
S&D Coffee & Tea	2.10%
City of Concord	1.93%
Cabarrus County Schools	1.78%
Rocky River Water Treatment Plant	1.70%
Cabarrus Plastics	1.34%
Great Wolf Lodge, LLC	1.16%

Top Employers

CMC-NorthEast Medical Center	4,500	Kannapolis City Schools	750
Cabarrus County Schools	3,800	S&D Coffee & Tea	575
Cabarrus County Government	982	Shoe Show	550
City of Concord Government	916	ACN	500
Connextions	900	Great Wolf Lodge	500
State of North Carolina	770	Hendrick Motorsports	500

Education

Public Schools in City limits	
Elementary	14
Middle School	7
High School	7
Long School Exceptional Children	1
Parochial and Private	5
Higher Education	
Rowan-Cabarrus Community College	
Cabarrus College of Health Sciences -	
Louise Harkey School of Nursing	

Households

Households with 1 or more people under 18	34.1%
Owner-Occupied Housing	61.5%
Median Household Income (2009 ACS Survey)	$53,792

Unemployment Rate (Cabarrus County)

June 2013	8.8%
June 2012	9.2%
June 2011	10.4%
June 2010	11.3%
June 2009	11.0%
June 2008	5.7%

Education Attainment (population 25 and over)

(ESRI 2010, via www.cabarrusedc.com)

Less than High School	15.5%
High School Graduate	30.3%
Some College	22.2%
Associates Degree	9.4%
Bachelor's degree or Higher	22.7%

Language spoken at home (population 5 and over)

English Only	87.0%
Language Other than English	13.0%

Business Facts (2007)

Total Number of Firms	7,072
Black-owned firms	10.8%
Hispanic-owned firms	2.7%
Women-owned firms	25.9%
Construction, extraction, and maintenance	12.0%
Production, transport, and material moving	15.9%

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