

ENTERPRISE FUNDS OVERVIEW

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

FUNDS & BUDGET UNITS:

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

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, Interim Director of Electric Systems, at (704) 920-5301 or via email at pateb@ci.concord.nc.us.

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

Purchased Power: Purchased Power accounts for the purchase of wholesale power from Duke Power Co., Southeastern Power Administration, and BFI for retail sale in the City's electrical distribution system.

Powerlines Maintenance: Powerlines Maintenance is responsible for provision of preventive maintenance and emergency repairs of power lines, substations, power delivery stations, peak shaving generation plants, electric metering, and SCADA operations.

Tree Trimming: Tree trimming is responsible for maintaining clearance of trees from power lines in order to minimize the interruption of electric service to customers.

Electric Construction: Electric Construction is responsible for construction of additions and extension of the electric system's infrastructure as required to meet growing demands for electric services in the City's Electric System service area.

Peak Shaving: Peak Shaving is the arrangement whereby the Electric System generates electricity during periods of time when customer demands for electricity are greatest. The power the City is required to produce during "peak" times is diminished by the amount of power that the City generates through peak shaving. Since purchased power is traditionally more expensive during "peak" power use times, utilization of peak shaving results in a monetary savings for the City.

Electric Engineering Services: Electric Engineering Services is responsible for all engineering and design functions for the construction, upgrade, and maintenance of the electric system infrastructure. The Division has both internal and external customers.

Utility Locate Services: Utility Locate Services is responsible for identifying and marking underground stormwater, water, electric, and wastewater lines.

Water Fund: Water Resources operates and maintains the City of Concord's water system, providing safe drinking water to the citizens of Concord. Additional information regarding any Water Resources division may be obtained by contacting Christie Putnam, Director of Water Resources and Stormwater, at (704) 920-5343 or via email at putnamc@ci.concord.nc.us.

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 637.9 miles of water lines to 32,629 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. The Rider System operates 10 buses on 7 fixed routes. Transit operation is contracted with ATC. Additional information regarding Transit System may be contacting Daniel Nuckolls, Director of Fleet Services, at (704) 920-5431 or via email at nuckollsd@ci.concord.nc.us.

Wastewater Fund: The Wastewater Resources Department is responsible for managing and maintaining over 500 miles of sewer collection system and 25 pump stations that provide service for over 30,770 customers. Additional information regarding the Wastewater Resources Department may be obtained by contacting Mark Fowler, Director of Wastewater Resources, (704) 920-5351 or via email at fowlerm@ci.concord.nc.us.

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 James H. Hipp, Assistant City Manager, (704) 920-5330 or via email at hippi@ci.concord.nc.us.

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 Richard Lewis, Director of Aviation, at (704) 793-9000 or via email at lewISR@ci.concord.nc.us.

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@ci.concord.nc.us.

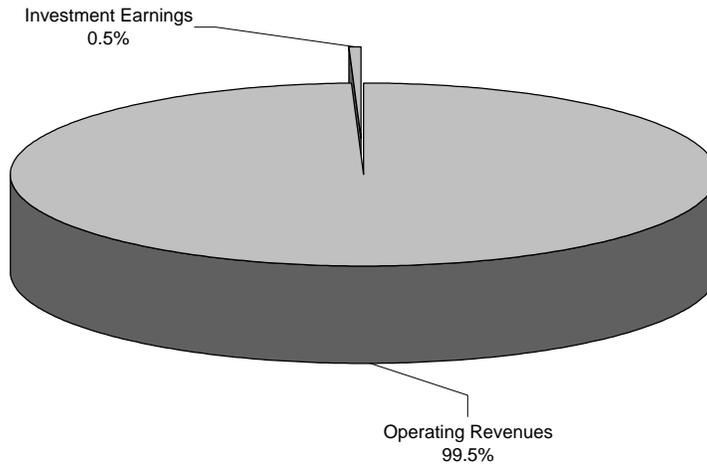
Stormwater Fund Revenues

Fund 600

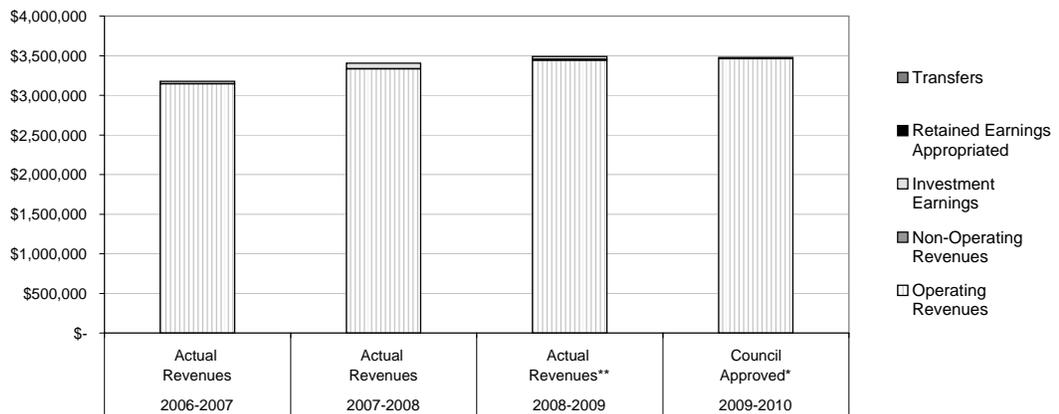
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved*
Operating Revenues	\$ 3,143,895	\$ 3,332,577	\$ 3,269,859	\$ 3,442,353	\$ 3,460,280	\$ 3,460,280
Non-Operating Revenues	\$ (2,936)	\$ (7,558)	\$ 17,000	\$ 12,768	\$ -	\$ -
Investment Earnings	\$ 33,692	\$ 73,691	\$ 32,650	\$ 35,026	\$ 15,900	\$ 15,900
Retained Earnings Appropriated	\$ -	\$ -	\$ 1	\$ -	\$ -	\$ -
Capital Projects Revenue	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 3,174,651	\$ 3,398,710	\$ 3,519,510	\$ 3,690,147	\$ 3,476,180	\$ 3,476,180
% budget change	34%	7%	4%			-1%

* as amended
**as of 7/20/09

FY 09-10 Stormwater Fund Revenue
(by type)



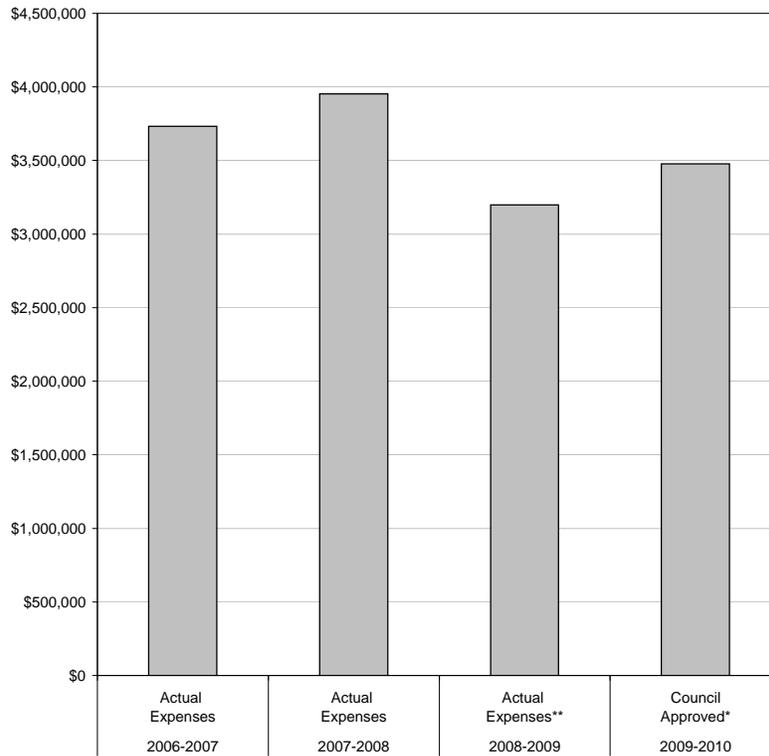
Stormwater Revenue Trend



Stormwater Fund Expenditures

	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual	Actual	Council	Actual	Manager	Council
By Department	Expenses	Expenses	Approved	Expenses**	Recommended	Approved*
Stormwater Operations	\$ 3,731,818	\$ 3,953,643	\$ 3,519,510	\$ 3,197,713	\$ 3,476,180	\$ 3,476,180
Total Expenditures	\$ 3,731,818	\$ 3,953,643	\$ 3,519,510	\$ 3,197,713	\$ 3,476,180	\$ 3,476,180
<i>% budget change</i>		23%	6%	-11%		-1.2%
* as amended						
**as of 7/20/09						

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

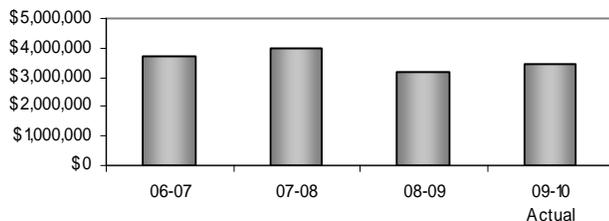
Functional Area: Utilities - Stormwater

Department: **Stormwater Operations & Maint.**

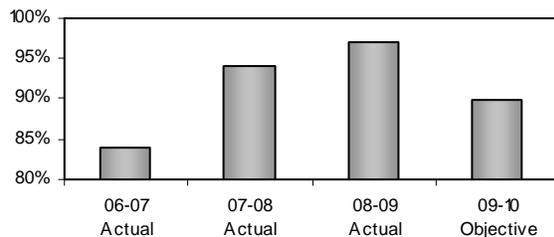
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% Customer Service Requests Investigated & Responded to in <48hrs



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 2008-09 MAJOR ACCOMPLISHMENTS:

- Submitted third annual NPDES stormwater discharge permit report to NC DENR certifying activities and programs implemented demonstrate compliance with all state and federal stormwater regulations.
- The 9 member Stormwater Management Advisory Committee continues to provide public input, to review and respond to Council and staff on water quality needs, policies and procedures, budgets, capital improvement programs, and other matters relate to the stormwater management program.
- Replaced a Sweeper Truck for removing pollutant from roadways before they enter local streams.
- Continue to complete stormwater system improvements in advance of scheduled street resurfacing projects.
- Began post construction BMP inspection program.
- Hired a new staff engineer to assist in Phase II compliance.
- Requested and received a modification to our Phase II NPDES Permit from DENR DWQ.
- Made progress on the Corps of Engineers Section 206 Concord Stream Restoration Feasibility Study.
- Continued Good Housekeeping education program to reduce stormwater pollution at City facilities.
- Began the Stormwater Master Planning process to identify capital needs related to water quality, streams, wetlands, and drainage systems located within Concord.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Complete Corps of Engineers Section 206 Concord Stream Restoration Feasibility Study.
- Continue stream assessment and location of outfalls on major streams.
- Continue Stormwater Master Plan to identify capital needs related to water quality, streams, wetlands, and drainage systems located within the Concord jurisdiction.
- Expand Stormwater program by adding a Storm Drain Marking and Adopt-A-Stream program and increase minority outreach.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Track response times to resident inquiries using Cityworks.
- Track street sweeping by routes by spreadsheet.
- Implement a stormwater treatment facility database to track required annual inspections.
- Continue stormwater code enforcement program.

PERFORMANCE GOALS:

Major Service Area: Respond to Customer Inquires Related to Drainage and Stormwater Quality

Goal: To respond to stormwater enquiries 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 develop a comprehensive preventative maintenance program, and to promote a clean and 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 by target date set by Development Services and assure a complete and thorough review assuring compliance with City ordinances and required NPDES Phase II Stormwater program elements in order to reduce pollution and erosion caused by stormwater runoff.

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 degradation water quality.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Street Sweeping	Total number of times streets swept per year	Workload	12	12	12	12	12	12
Street Sweeping	% of routes swept each month	Effectiveness	100%	92%	100%	100%	100%	100%
Street Sweeping	Curb miles per sweeper per day	Efficiency	26.68	17.4	13.6	12.61	13.6	14
Customer Service	% service requests investigated & responded to within 2 working days	Effectiveness	84%	94%	88%	97%	90%	100%
NPDES Phase II	Miles of stream/stormwater infrastructure surveyed.	Workload	40.67	145	7.7	94	10	8
NPDES Phase II	% of pipes and channels surveyed	Effectiveness	13%	10%	10%	21%	10%	25%
NPDES Phase II	Total number of Phase II education events	Workload	19	33	16	39	16	15

BUDGET SUMMARY:

Cost Center #: 7100	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved	Actual Expenses**	Manager Recommended	Council Approved*
Personnel Services	\$ 869,371	\$ 1,049,546	\$ 1,142,422	\$ 1,077,058	\$ 1,158,909	\$ 1,158,909
Operations	\$ 276,432	\$ 351,724	\$ 763,959	\$ 567,129	\$ 454,456	\$ 454,456
Depreciation	\$ 1,483,389	\$ 1,527,407	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 634,507	\$ 2	\$ 353,000	\$ 302,227	\$ 474,000	\$ 474,000
Debt Service	\$ -	\$ -	\$ 43,670	\$ 43,372	\$ 43,372	\$ 43,372
Cost Allocations	\$ 468,119	\$ 674,964	\$ 697,059	\$ 688,527	\$ 655,062	\$ 655,062
Transfers	\$ -	\$ 350,000	\$ 519,400	\$ 519,400	\$ 690,381	\$ 690,381
Total Expenditures	\$ 3,731,818	\$ 3,953,643	\$ 3,519,510	\$ 3,197,713	\$ 3,476,180	\$ 3,476,180
% budget change	23%	6%	-11%			-1.2%
* as amended						
**as of 7/20/09						
Authorized FTE	19.00	20.00	20.50	20.50	20.50	20.50

Electric Systems Revenue

Fund 610

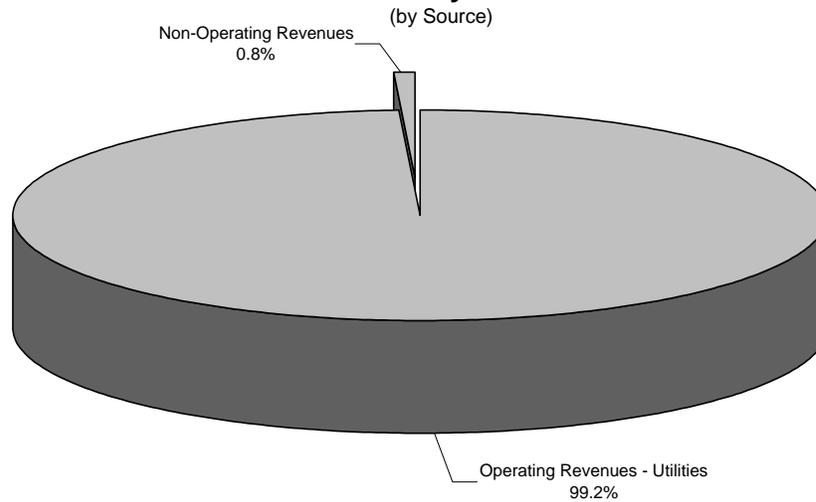
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Operating Revenues - Utilities	\$ 57,778,055	\$ 61,960,644	\$ 61,020,422	\$ 60,273,570	\$ 67,385,984	\$ 67,385,984
Non-Operating Revenues	\$ 1,045,241	\$ 933,892	\$ 566,092	\$ 557,791	\$ 575,000	\$ 575,000
Retained Earnings Appropriated	\$ -	\$ -	\$ 2,000,001	\$ -	\$ -	\$ -
Capital Projects Revenue	\$ -	\$ -	\$ 8,399,356	\$ 8,329,356	\$ -	\$ -
Transfers	\$ 333,334	\$ 489,270	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 59,156,630	\$ 63,383,806	\$ 71,985,871	\$ 69,160,717	\$ 67,960,984	\$ 67,960,984
	6%	7%	14%			-6%

% budget change

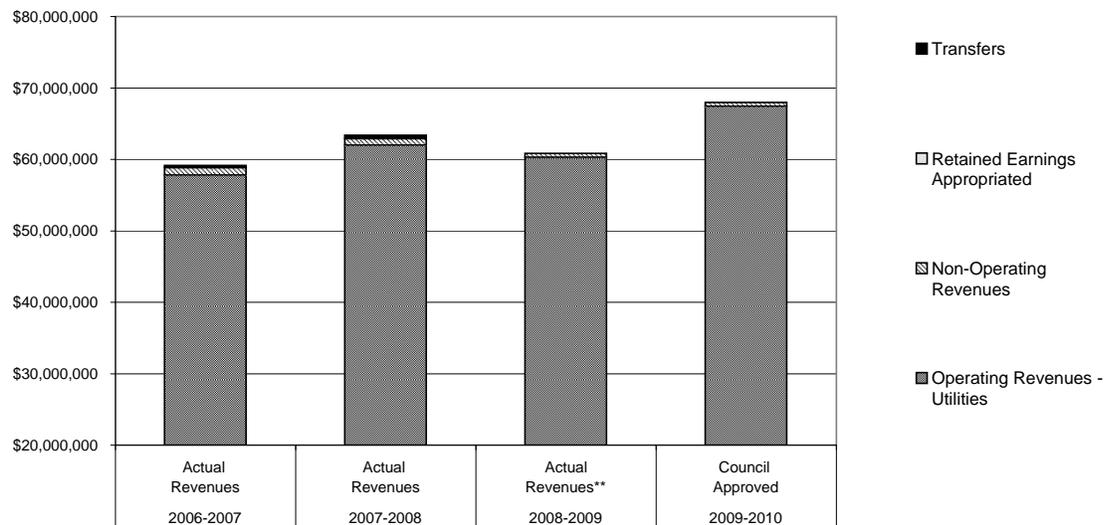
* as amended

**as of 7/20/09

FY 09-10 Electric Systems Revenues



Electric Systems Revenue Trend



Electric Systems Expenditures

By Cost Center	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Electric Administration	\$ 883,398	\$ 554,732	\$ 765,229	\$ 628,421	\$ 1,047,875	\$ 1,047,875
Purchased Power	\$ 38,084,363	\$ 40,640,320	\$ 45,133,140	\$ 46,198,110	\$ 50,925,036	\$ 50,925,036
Powerline Maintenance	\$ 2,816,569	\$ 2,676,930	\$ 1,584,630	\$ 1,323,294	\$ 1,467,712	\$ 1,467,712
Tree Trimming	\$ 999,927	\$ 932,294	\$ 900,770	\$ 791,477	\$ 786,869	\$ 786,869
Electric Construction	\$ 13,959,348	\$ 12,250,410	\$ 21,676,614	\$ 20,926,961	\$ 12,230,579	\$ 12,230,579
Peak Shaving	\$ 645,655	\$ 544,743	\$ 1,013,105	\$ 856,370	\$ 724,833	\$ 724,833
Electric Engineering	\$ 979,264	\$ 641,968	\$ 785,882	\$ 721,943	\$ 647,096	\$ 647,096
Utility Locate Services	\$ 348,746	\$ 130,417	\$ 126,501	\$ 104,622	\$ 130,984	\$ 130,984
Total Expenses	\$ 58,717,270	\$ 58,371,814	\$ 71,985,871	\$ 71,551,198	\$ 67,960,984	\$ 67,960,984

% budget change

* as amended

**as of 7/20/09

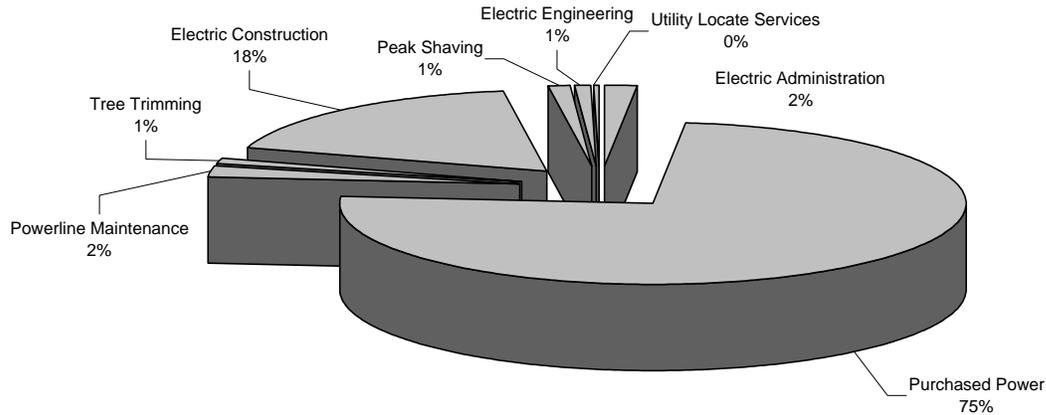
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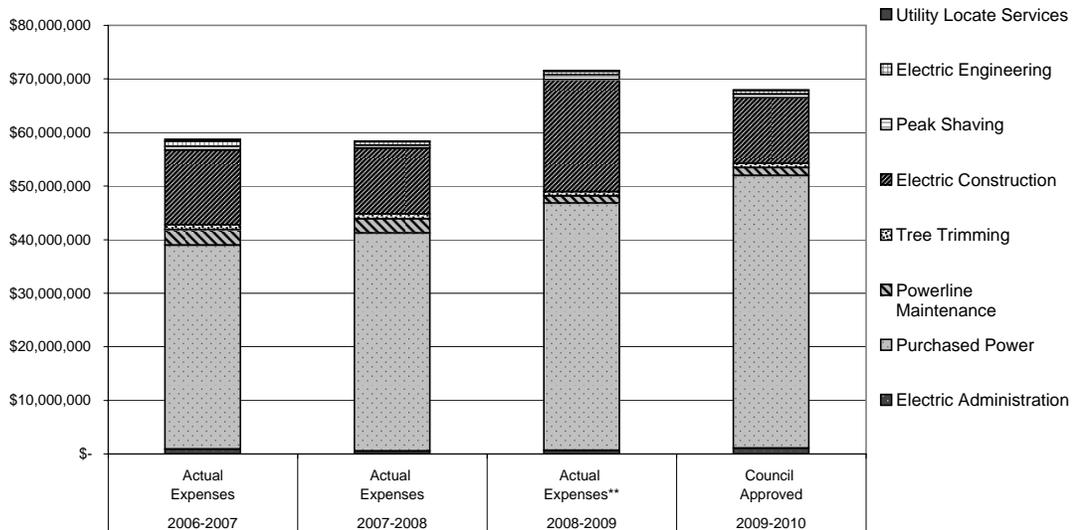
23%

-6%

FY08-09 Electric Systems Expenditures



Electric Systems Expenditure Trends



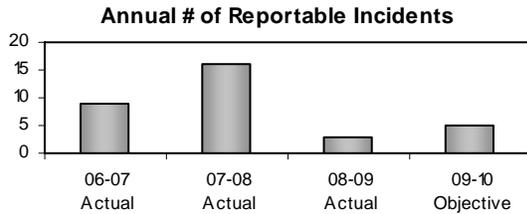
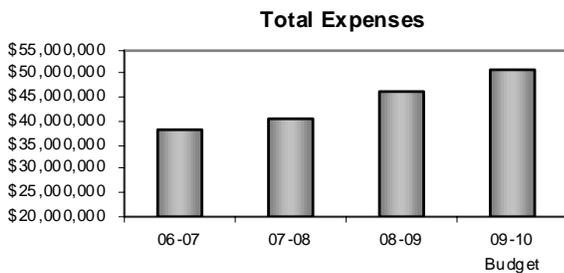
ELECTRIC SYSTEMS ADMINISTRATION

MISSION: Electric Systems Administration exists to ensure that the City of Concord's electric system operates in a manner that provides a reliable source of electric power to the City's customers in a fiscally responsible manner that is safe for employees, customers, and the general public.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities-Electric
Department: Electric Systems
Division: **Electric Administration**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Safety
- Electric System Management

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Staff met an aggressive schedule to complete construction of Substation "O" on Ivey Cline Rd. and a related 100 KV feeder line.
- A new substation was completed on N. Harris St (Substation "L") to accommodate anticipated load growth in the northern section of the electric service area.
- Staff will complete conversion of three (3) of the City's 40 year old metal clad switchgear applications before the end of the current FY.
- Staff completed negotiations and a wholesale Power Purchasing Agreement was finalized with Duke Energy LLC and approved by the Federal Energy Regulatory Commission. This PPA will provide the City's electric demands for the next 10 years.
- Managed departmental safety program.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Staff recommends a continuation of Legal and Engineering fees, but at reduced levels compared to previous year. These funds are required to support possible audits and review of wholesale power rates and annual adjustments, as anticipated.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Bi-monthly staff meetings insure 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.
- A departmental Customer Service Awareness Team meets regularly to insure departmental compliance with the City's Customer Service Initiative.

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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Safety	Annual # of reportable incidents	Effectiveness	9	16	8	3	5	5

BUDGET SUMMARY:

Cost Center #: 7200						
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 185,311	\$ 248,556	\$ 195,964	\$ 191,320	\$ 178,957	\$ 178,957
Operations	\$ 326,144	\$ 279,932	\$ 453,702	\$ 426,538	\$ 857,367	\$ 857,367
Capital Outlay	\$ 347,517	\$ -	\$ 105,000	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 8,119	\$ 6,754	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 16,307	\$ 19,490	\$ 10,563	\$ 10,563	\$ 11,551	\$ 11,551
Total Expenses	\$ 883,398	\$ 554,732	\$ 765,229	\$ 628,421	\$ 1,047,875	\$ 1,047,875
% budget change	73%	-37%	38%			37%
* as amended						
**as of 7/20/09						
Authorized FTE	2.00	2.75	3.00	3.00	2.00	2.00

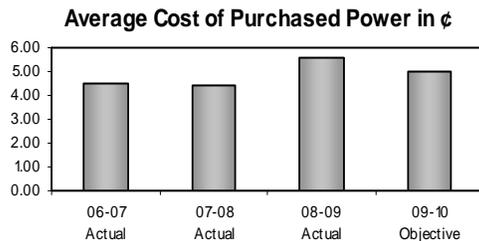
PURCHASED POWER

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 2008-09 MAJOR ACCOMPLISHMENTS:

- Staff has coordinated negotiations with Duke Power and other Rate Schedule 10-A municipalities to formulate a Wholesale Power Purchasing Agreement that will provide a reliable source of electricity for the City.
- Staff has used available peak shaving resources and will reduce purchased power expense by approximately \$2.4 million during the current fiscal year.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- FY10 budget reflects \$7.4 million (18%) increase in wholesale purchased power expenses over budgeted figure for FY09.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

MAINTENANCE POWERLINES

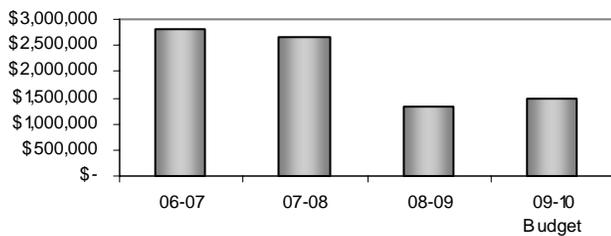
MISSION: The Powerlines Maintenance Department exists to ensure that all of the City's electric customers receive safe and reliable electric service by maintaining, measuring, and monitoring the City's power supply.

PROGRAM LOCATOR:

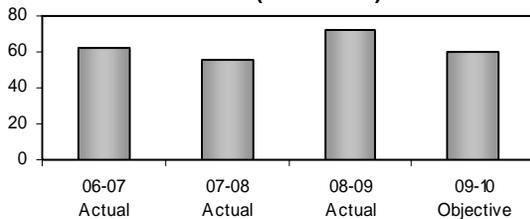
Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: Maintenance Powerlines

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



Average Duration of Power Outages (in minutes)



MAJOR SERVICE(S) PROVIDED:

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Completed conversion of Substation "A" from antiquated metal clad structure to overhead buss station.
- Completed preliminary steel structure work for the conversion of Substation "C" from antiquated metal clad structure to overhead buss station.
- Completed advanced metering change-out at Delivery sites and Generation sites to interface with Duke Energy.
- Changed out residential electric meters as part of a change-out program and to maintain a growing electrical system with new hardware and materials.
- Expanded wireless Ethernet SCADA Communication Line Network.

- Completed Relay testing and SCADA installation at Substation "O".
- Administered a field-testing upgrade program of all pad mount transformer instrument rated meter applications and maintained a database of all test results.
- Completed energized painting of electrical components at Delivery 1.

FY 2009-10 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 metal clad Substations C and D to overhead buss stations.
- Implement "HMI" SCADA and relay control system for converted Substations C and D.

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 has completed design and will implement a project to convert Metal Clad Substations to overhead buss stations due to age and wear factors. This will increase 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 to provide 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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
System Monitoring	Average duration of power outages (in minutes)	Effectiveness	62	56	60	72	60	45
Electric Equipment Maint.	% of outages caused by mechanical failure	Effectiveness	1.5 %	3.66%	2%	7%	2%	2%
Meter Testing / Installation	# of watt-hr. meters tested/calibrated	Workload	4,466	6,065	7,000 (est.)	5,717	6,000	N/A

BUDGET SUMMARY:

Cost Center #: 7220	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses**	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 859,138	\$ 899,812	\$ 854,723	\$ 852,654	\$ 878,083	\$ 878,083
Operations	\$ 325,472	\$ 395,781	\$ 600,086	\$ 370,756	\$ 476,459	\$ 476,459
Capital Outlay	\$ 230,761	\$ 1	\$ 50,000	\$ 29,454	\$ 37,600	\$ 37,600
Depreciation & Amortization	\$ 1,365,091	\$ 1,324,942	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 36,107	\$ 56,394	\$ 79,821	\$ 70,430	\$ 75,570	\$ 75,570
Total Expenses	\$ 2,816,569	\$ 2,676,930	\$ 1,584,630	\$ 1,323,294	\$ 1,467,712	\$ 1,467,712
% budget change	6%	-5%	-41%			-7%
* as amended						
**as of 7/20/09						
Authorized FTE	14.00	14.00	13.00	13.00	13.00	13.00

TREE TRIMMING

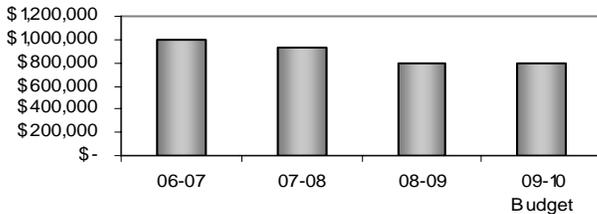
MISSION: The City's Tree Trimming Department exists to maintain clearance of trees and plant growth in power line rights-of-way and easements in a manner that provides more reliable electric service to the City's electric customers.

PROGRAM LOCATOR:

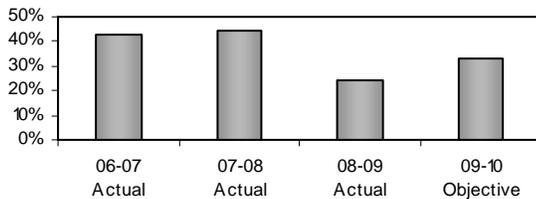
Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: Tree Trimming

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



% of Main Circuit Right-of-Way Trimmed/Maintained per Year



MAJOR SERVICE(S) PROVIDED:

- Line Clearance Tree Trimming

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Reduced customer complaints 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 to customers.

FY 2009-10 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.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Contract labor is 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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 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	43%	14%	33.3%	24%	33.3%	33.3%
Tree Trimming	% of power outages caused by trees and tree limbs	Effectiveness	8%	10%	10%	12%	10%	10%

BUDGET SUMMARY:

Cost Center #: 7230	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 562,090	\$ 639,917	\$ 596,381	\$ 630,889	\$ 572,070	\$ 572,070
Operations	\$ 194,975	\$ 174,723	\$ 232,609	\$ 117,591	\$ 136,730	\$ 136,730
Capital Outlay	\$ 151,648	\$ -	\$ -	\$ 111	\$ 7,500	\$ 7,500
Depreciation & Amortizatic	\$ 37,785	\$ 41,496	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 53,429	\$ 76,158	\$ 71,780	\$ 42,886	\$ 70,569	\$ 70,569
Total Expenses	\$ 999,927	\$ 932,294	\$ 900,770	\$ 791,477	\$ 786,869	\$ 786,869
% budget change	29%	-7%	-3.4%			-13%
* as amended						
** as of 7/20/09						
Authorized FTE	10.00	10.00	10.00	10.00	9.00	9.00

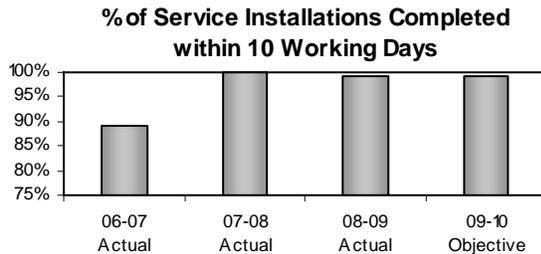
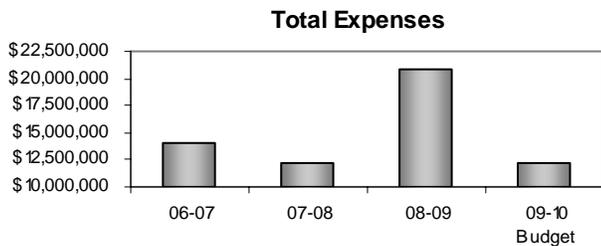
ELECTRIC CONSTRUCTION

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 2008-09 MAJOR ACCOMPLISHMENTS:

- Provided lighting along major streets and thoroughfares throughout the City.
- Continued utilization of contract labor to meet customers' demands for construction and maintenance of electric circuitry in subdivisions, business parks and commercial areas.
- Inspected several wooden pole lines; replaced and upgraded poles, as required.
- Completed construction of Substation O on Ivey Cline Rd.
- Completed permanent 12,470 volt feed to Windshear facility.
- Completed installation of 600 amp loop feed to the Z-MAX Dragstrip Project.

FY 2009-10 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.
- 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.
- Upgrade aging vaults and equipment in Downtown underground system.

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 and training.

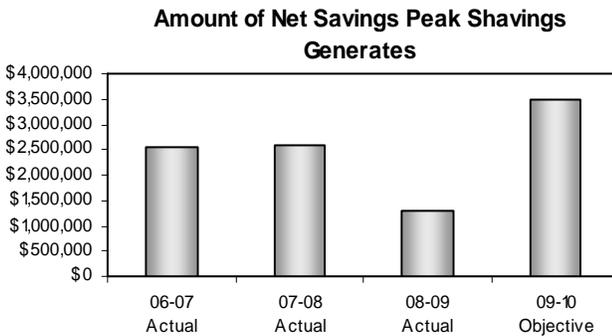
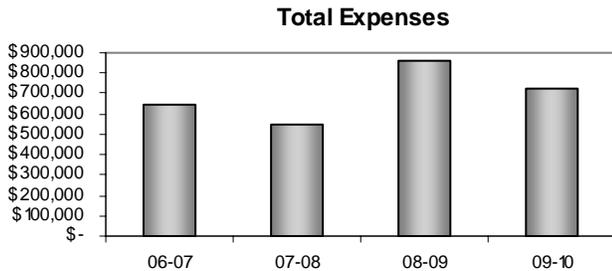
PEAK SHAVING

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 2008-09 MAJOR ACCOMPLISHMENTS:

- Utilized peak shaving resources to reduce more than \$2.4 million from the City's purchased power expense.
- New Peak Shaving Position was created to ensure adequate response to the revised 1CP billing demand determination factor.
- New step up power transformer was purchased to help ensure ability to shave peak demand intervals.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to utilize peak shaving resources to reduce the City's purchased power expense.
- Purchase critical replacement supplies to ensure quick response to mechanical failures.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to perform engine maintenance as scheduled to ensure efficient operation.
- Continue to monitor load through SCADA.

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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Peak Shaving	# of engine tune-up checks per 150 hrs. of operation	Workload	3	2	1	1	1	1
Peak Shaving	Average KW output per unit	Efficiency	1,600	1,600	1,600	1,600	1,600	1,600
Peak Shaving	Amount of net savings peak shavings generates	Effectiveness	\$2.5M	\$2.57 M	\$2.7M	\$1.3M	\$3.5M	\$3.5M

BUDGET SUMMARY:

Cost Center #: 7241	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 78,105	\$ 73,455	\$ 122,216	\$ 121,348	\$ 125,608	\$ 125,608
Operations	\$ 531,527	\$ 446,502	\$ 819,906	\$ 680,779	\$ 543,670	\$ 543,670
Capital Outlay	\$ 14,500	\$ -	-	\$ -	\$ -	\$ -
Depreciation & Amortizatio	\$ 18,407	\$ 21,066	-	\$ -	\$ -	\$ -
Debt Service	\$ -	-	\$ 65,500	\$ 50,149	\$ 50,149	\$ 50,149
Cost Allocations	\$ 3,116	\$ 3,720	\$ 5,483	\$ 4,094	\$ 5,406	\$ 5,406
Total Expenses	\$ 645,655	\$ 544,743	\$ 1,013,105	\$ 856,370	\$ 724,833	\$ 724,833
% budget change	3%	-16%	86%			-28%
* as amended						
**as of 7/20/09						
Authorized FTE	1.00	1.00	2.00	2.00	2.00	2.00

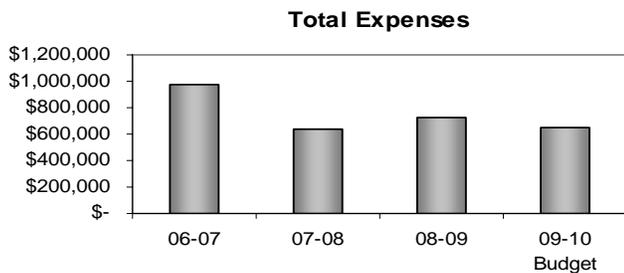
ELECTRIC ENGINEERING SERVICES

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.

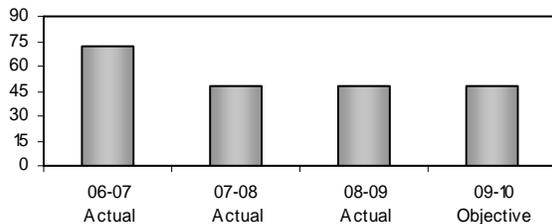
PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Electric Engineering Services**

BUDGET & PERFORMANCE HIGHLIGHTS:



Contact Time for Developer Requests to Plan Review Center (in Hours)



MAJOR SERVICE(S) PROVIDED:

- Electric Engineering Planning and Design
- GIS Application Services

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Electric Engineering Planning and Design.
- Three major projects are under construction to be completed in FY 2008-2009.
 - Project management and construction supervision of distribution substation "L" located at Harris St.
 - Project management and construction supervision of substation "A" from metal clad to a lattice style substation
 - Project management and construction supervision of substation "C" and "D" from metal clad to a lattice style substation
- Continue maintenance of the City's electric network by receiving as-builds revised by

constructions crews and adding new conductor and electric equipment to ArcFM's geodatabase.

- Complete uptown vault and manhole one line diagrams. Crews delivered digital movies, photos and sketches for our staff to create an easy to read one line diagram. These diagrams are now linked to each GIS feature; supervisors can now view highly detailed diagrams for use in planned switching operations or emergency power restoration.
- Substation L and O were brought online in the ArcFM's geodatabase. This required shifting loads from existing circuits to the new circuits. All new poles, conductor and equipment were located with GPS with submeter accuracy. This allowed for the quick integration of these new circuits into the existing electric network. Interconnection of these new circuits with existing circuits was established for future modeling of switching operations.
- Engineering and GIS Technicians have provided support for various tasks associated with the 100 KV infrastructure improvement projects.
- The Professional Engineer in conjunction with Engineering technicians continues to provide design solutions to commercial, Industrial and electric infrastructure improvements. They interface with the customer as well as the planning department in order to deliver the best solution to fit each project

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue maintaining the accuracy of the electric networks database.
- As time permits a program to inspect all underground equipment in subdivisions and commercial sites. This program will verify attribute data for each piece of equipment in the field and collect additional data necessary for engineering analysis and inventory control. Once delivered to electric engineering services staff will update any changes. The objective is to model the electric network as closely as possible to field findings. The benefits will be better supported Outage Management and Engineering analysis data.
- Implement a better tool to export ArcFM data to SCADA's Outage Management System.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Advanced GIS training courses were taken to bring a new engineering technician up to speed in GIS production environment.

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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 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	72	48	48	48	48	48
GIS Applic. Service	Internal customer needs response time (in hours)	Effectiveness	36	24	24	24	24	24
GIS Applic. Service	Provision of mapping needs (in days)	Effectiveness	3	2	2	2	2	1

BUDGET SUMMARY:

Cost Center #:7250	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 383,809	\$ 376,949	\$ 450,037	\$ 430,366	\$ 405,968	\$ 405,968
Operations	\$ 260,494	\$ 128,093	\$ 203,855	\$ 167,946	\$ 156,055	\$ 156,055
Capital Outlay	\$ 9,000	\$ 1	\$ 40,500	\$ 33,781	\$ -	\$ -
Depreciation & Amortizati	\$ 15,367	\$ 17,988	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 310,594	\$ 118,937	\$ 91,490	\$ 89,850	\$ 85,073	\$ 85,073
Total Expenses	\$ 979,264	\$ 641,968	\$ 785,882	\$ 721,943	\$ 647,096	\$ 647,096
% budget change	92%	-34%	22%			-18%
* as amended						
**as of 7/20/09						
Authorized FTE	6.00	6.00	6.00	6.00	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

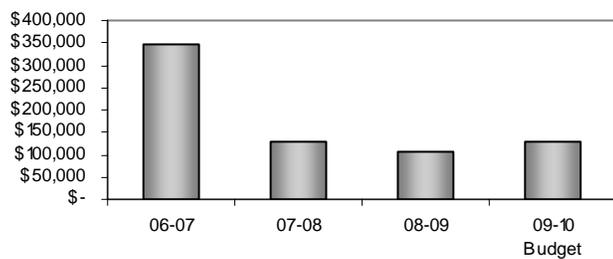
Functional Area: Utilities – Electric

Department: Electric Systems

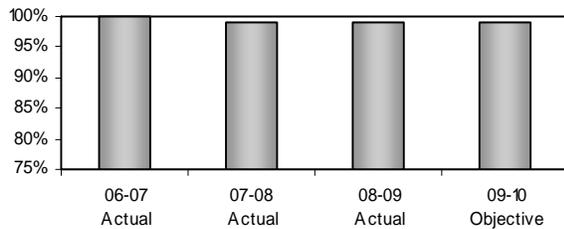
Division: **Utility Locate Services**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



% of Locates completed within 48 Hours



MAJOR SERVICE(S) PROVIDED:

- Utility Location

FY 2008-09 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 2009-10 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.

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.

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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Utility Location	% of locates that are located within 24 inches	Effectiveness	98%	98%	98%	99%	99%	100%
Utility Location	% of locates that are located within 48 hours	Effectiveness	99%	99%	99%	99%	99%	100%

BUDGET SUMMARY:

Cost Center #:7260	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 243,390	\$ 294,084	\$ 281,960	\$ 295,398	\$ 298,503	\$ 298,503
Operations	\$ 46,209	\$ 61,561	\$ 86,250	\$ 47,722	\$ 74,070	\$ 74,070
Capital Outlay	\$ 44,850	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 3,106	\$ 12,413	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 11,191	\$ (237,641)	\$ (241,709)	\$ (238,498)	\$ (241,589)	\$ (241,589)
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 348,746	\$ 130,417	\$ 126,501	\$ 104,622	\$ 130,984	\$ 130,984
% budget change	n/a	-63%	-3%			4%
* as amended						
** as of 7/20/09						
Authorized FTE	4.50	5.00	5.00	5.00	5.00	5.00

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

Water Resources Revenues

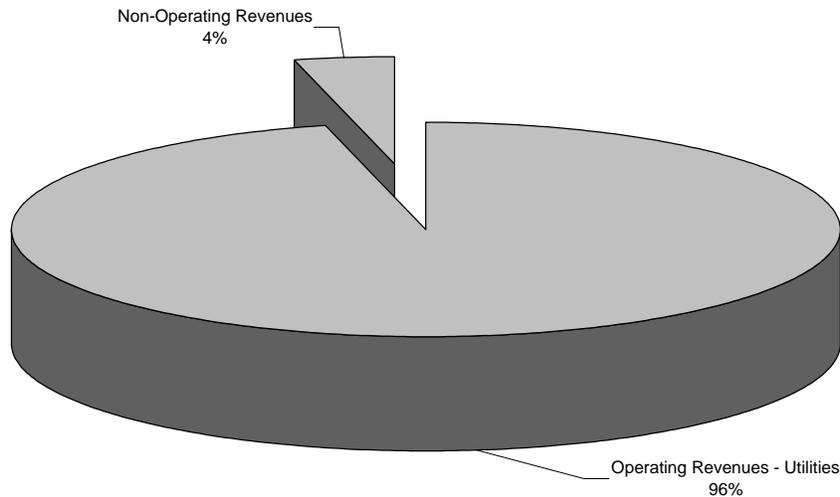
Fund 620

	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Operating Revenues - Utilities	\$ 19,488,507	\$ 18,639,598	\$ 16,459,707	\$ 17,259,015	\$ 17,910,600	\$ 17,910,600
Non-Operating Revenues	\$ 980,626	\$ 1,025,478	\$ 647,024	\$ 752,291	\$ 698,900	\$ 698,900
Retained Earnings Appropriated	\$ -	\$ -	\$ 427,955	\$ -	\$ -	\$ -
Transfers	\$ 338,704	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects Revenue	\$ -	\$ -	\$ 13,133,648	\$ 13,133,648		
Total Revenues	\$ 20,807,837	\$ 19,665,076	\$ 30,668,334	\$ 31,144,954	\$ 18,609,500	\$ 18,609,500
% budget change	15%	-5%	56%			-39%

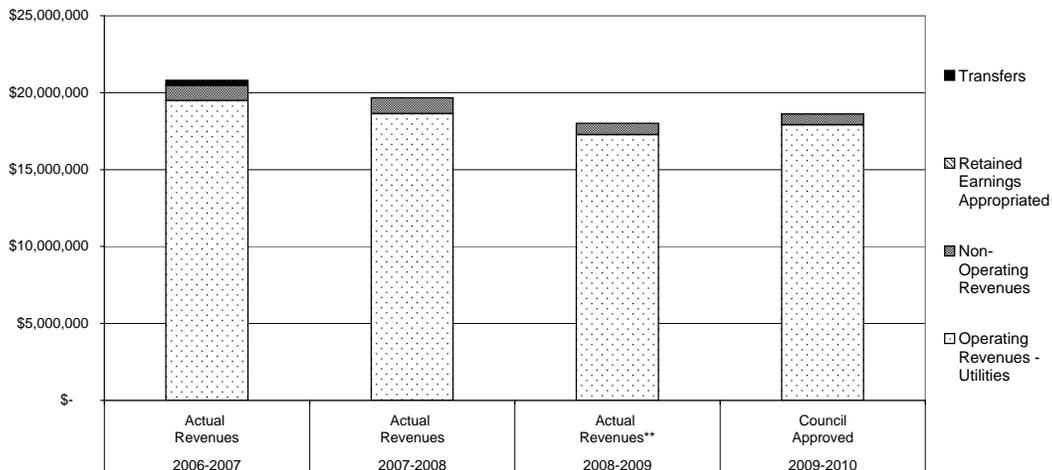
* as amended
**as of 7/20/09

FY 09-10 Water Resources Revenues

(by Source)



Water Resources Revenue Trend

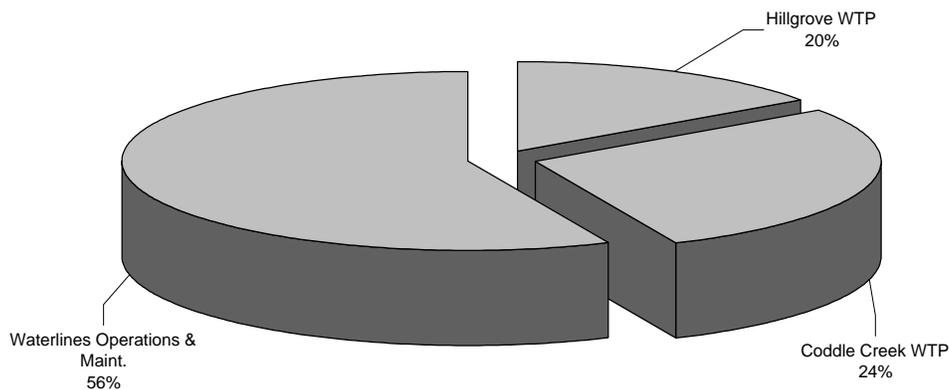


Water Resources Expenditures

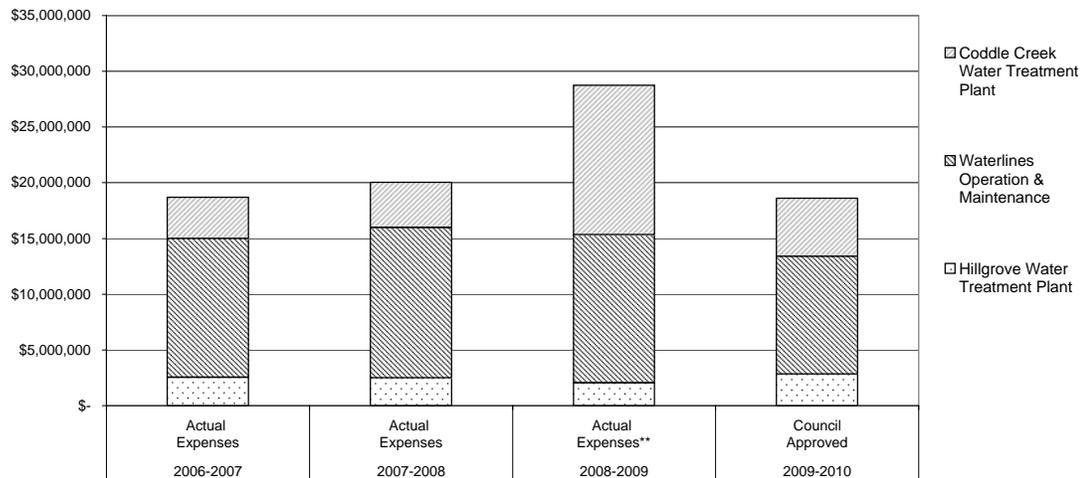
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
By Cost Center						
Hillgrove Water Treatment Plant	\$ 2,528,382	\$ 2,488,704	\$ 2,812,013	\$ 2,063,587	\$ 2,839,588	\$ 2,839,588
Coddle Creek Water Treatment Plant	\$ 3,695,759	\$ 4,072,887	\$ 13,862,860	\$ 13,415,653	\$ 5,224,890	\$ 5,224,890
Waterlines Operation & Maintenance	\$ 12,468,561	\$ 13,488,276	\$ 13,993,461	\$ 13,254,492	\$ 10,545,022	\$ 10,545,022
Total Expenses	\$ 18,692,702	\$ 20,049,867	\$ 30,668,334	\$ 28,733,732	\$ 18,609,500	\$ 18,609,500
% budget change		41%	7%	53%		-39%
* as amended						
** as of 7/20/09						

FY 09-10 Water Resources Expenditures

(by Cost Center)



Water Resources Expenditure Trend



HILLGROVE WATER PLANT

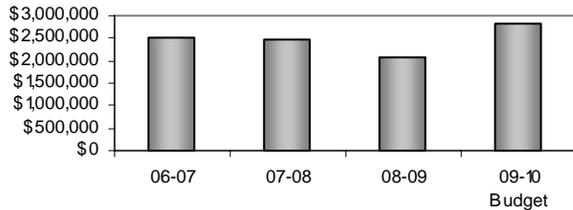
MISSION: The Hillgrove Water Plant provides drinking water at the most economical rate, meeting all state and federal regulations for the residential and commercial customers of the City of Concord and Cabarrus County, and our neighboring municipalities such as Harrisburg, Kannapolis, and Midland. This allows our customers to sustain livable communities and use water for their economic livelihood.

PROGRAM LOCATOR:

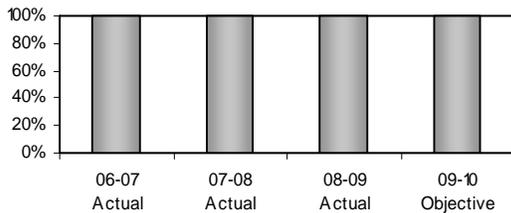
Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: Hillgrove Water Plant

BUDGET & PERFORMANCE HIGHLIGHTS

Total Expenses



% of Treated Water Meeting or Surpassing State and Federal Regulations



MAJOR SERVICE(S) PROVIDED:

- Water Treatment and Analysis

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Partial replacement of outdated lab equipment.
- Installed backup booster pump for filter surface sweeps.
- Installed POE & CFE inline turbidity meters
- Partial completion of lighting & Security improvements.
- Installed SCADA monitoring for turbidity meters.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue replacing outdated lab equipment.
- Key card security entry for tanks, pump stations and plants.
- Installation of SCADA control for filter consoles.
- Implementation of lighting and security improvements.
- Determine best treatment methods to comply with Stage 2 Disinfection by-products regulation.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Attending training sessions and seminars to stay abreast of the newest regulations and treatment techniques and testing methods to meet these requirements.
- Purchasing new lab equipment.

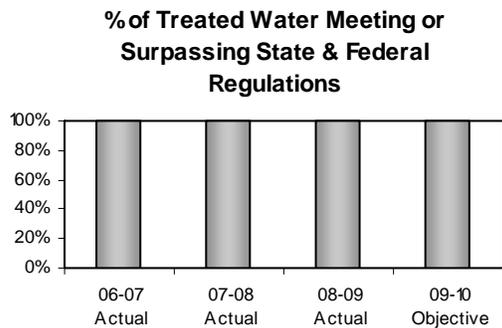
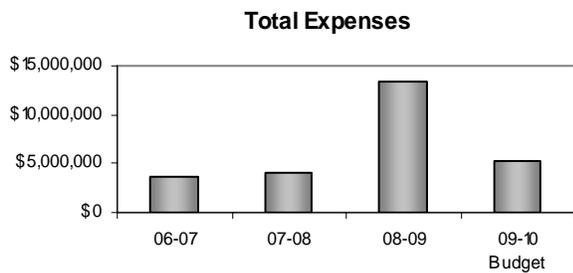
CODDLE CREEK WATER PLANT

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 2008-09 MAJOR ACCOMPLISHMENTS:

- Completed design of more durable carbon slurry feed system.
- Completion of second 12 month sampling phase of E. Coli sampling and analysis for Long Term Enhanced Surface Water Treatment Rule 2 (LT 2).
- Decided to not proceed with de-watering project at present time due to the amount of funding required for construction.
- Replaced combined filtered water collection pipe in filter gallery.
- Performed additional lake sampling in conjunction with WSACC to determine the

effectiveness of the WSACC Solar Bee project on the Lake Howell water quality.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Bid and contract for sludge removal from process lagoons.
- Determine best treatment methods to comply with new Stage 2 Disinfection By-products regulations.
- Install new and more durable carbon slurry feed equipment.
- Enter filter turbidity performance data into State AWOP study in order to earn statewide recognition for plant performance.

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.

WATERLINES OPERATIONS & MAINTENANCE

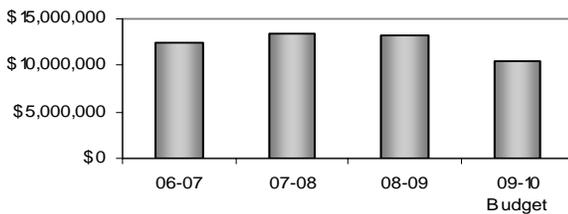
MISSION: The Water Resources Department exists to provide quality drinking water, accountability, respect, continuous improvement, and trust to our residential, commercial, industrial and municipal customers through the planning of long-range water needs to meet future growth and demands on our water distribution system.

PROGRAM LOCATOR:

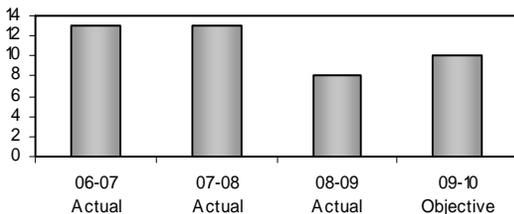
Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Waterlines Operations & Maint.**

BUDGET & PERFORMANCE HIGHLIGHTS

Total Expenses



Average # of Days to Install 3/4" through 2" Water Service



MAJOR SERVICE(S) PROVIDED:

- Maintenance
- New Construction
- Water Quality
- Water Meters

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Continued process of obtaining Inter-Basin Transfer to secure water for future growth and needs.
- Completed residential water meter change-out program to AMR water meters.
- Continued community involvement through newspapers, civic education, and other media sources for water conservation program.
- Continued to install security improvements.
- Continued working on GPS of water distribution system, mainline, valves and hydrants for updating GIS mapping.

- Master-metered the Town of Harrisburg to reduce water loss and increase revenues.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Design and model a new water tank in the Rock Hill Church Rd. area for enhancing water system hydraulics.
- Establish large meter testing, repair and replacement program in house and converting large meters to AMR.
- Make a new interconnection to the Yadkin River with Stanly County and City of Albemarle.
- Will work to implement incentive programs and expand education by increasing visits to community and civic organizations.

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.
- New 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 older sections of the water distribution system 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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Maint.	% of leak detection surveys completed	Effectiveness	100%	100%	100%	100%	100%	100%
New Construction	Avg. # of days to install ¾" through 2" water service	Effectiveness	13	13	12	8	10	9
Water Quality	# of customer complaints per 1,000 accounts	Effectiveness	.78	.22	1.3	0.1	1	.80
Water Meters	# AMRs installed	Workload	15,605	25,891	14,000	33,968	complete	35,000

BUDGET SUMMARY:

Cost Center #: 7340	2006-2007		2007-2008		2008-2009		2008-2009		2009-2010		2009-2010	
	Actual Expenses		Actual Expenses		Council Approved*		Actual Expenses**		Manager Recommended		Council Approved	
	Personnel Services	\$ 1,760,264	\$ 2,014,354	\$ 1,885,785	\$ 1,962,294	\$ 1,941,025	\$ 1,941,025					
Operations	\$ 1,946,604	\$ 1,744,533	\$ 1,627,442	\$ 1,332,775	\$ 1,708,721	\$ 1,708,721						
Capital Outlay	\$ 1,077,204	\$ (1,790,733)	\$ 677,717	\$ 435,267	\$ 787,886	\$ 787,886						
Depreciation & Amortization	\$ 2,329,882	\$ 2,779,046	\$ -	\$ -	\$ -	\$ -						
Debt Service	\$ 3,164,484	\$ 3,277,674	\$ 6,771,667	\$ 6,549,016	\$ 3,338,917	\$ 3,338,917						
CIP Projects	\$ 95,343	\$ -	\$ 111,892	\$ 104,070	\$ -	\$ -						
Cost Allocations	\$ 2,078,520	\$ 2,282,002	\$ 2,529,202	\$ 2,481,314	\$ 2,363,473	\$ 2,363,473						
Transfers	\$ 16,260	\$ 3,181,400	\$ 389,756	\$ 389,756	\$ 405,000	\$ 405,000						
Total Expenses	\$ 12,468,561	\$ 13,488,276	\$ 13,993,461	\$ 13,254,492	\$ 10,545,022	\$ 10,545,022						
% budget change	47%		8%		4%						-25%	
* as amended												
**as of 7/20/09												
Authorized FTE	37.00		37.00		37.00		37.00		35.00		35.00	

Transit System Revenue

Fund 630

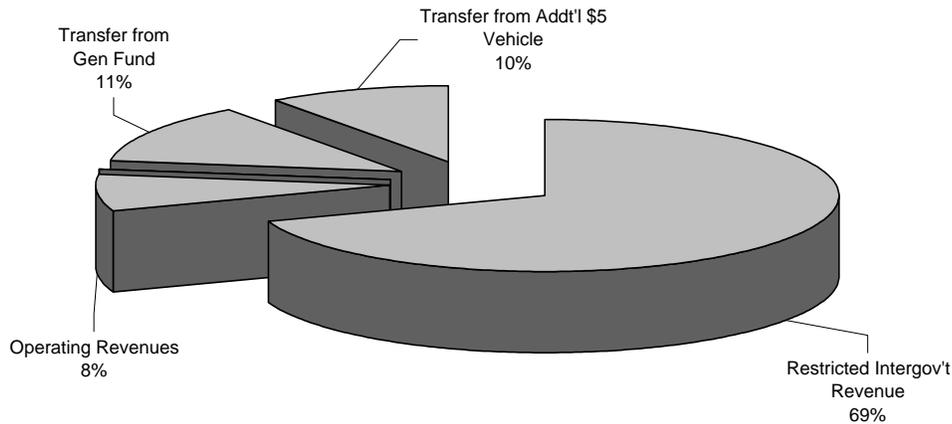
	2006-2007 Actual Revenues	2007-2008 Actual Revenues	2008-2009 Council Approved*	2008-2009 Actual Revenues**	2009-2010 Manager Recommended	2009-2010 Council Approved
Restricted Intergov't Revenue	\$ 2,101,695	\$ 2,213,137	\$ 1,781,801	\$ 1,325,727	\$ 1,737,978	\$ 1,737,978
Operating Revenues	\$ 177,423	\$ 182,495	\$ 229,323	\$ 185,215	\$ 200,000	\$ 200,000
Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Gen Fund	\$ 511,860	\$ 275,238	\$ 308,610	\$ 298,609	\$ 317,820	\$ 317,820
Transfer from Addtl \$5 Vehicle	\$ 266,665	\$ 293,524	\$ 267,135	\$ 273,439	\$ 250,000	\$ 250,000
Total Revenues	\$ 3,057,643	\$ 2,964,394	\$ 2,586,869	\$ 2,082,990	\$ 2,505,798	\$ 2,505,798
% budget change	-55%	-3%	-13%			-3%

* as amended

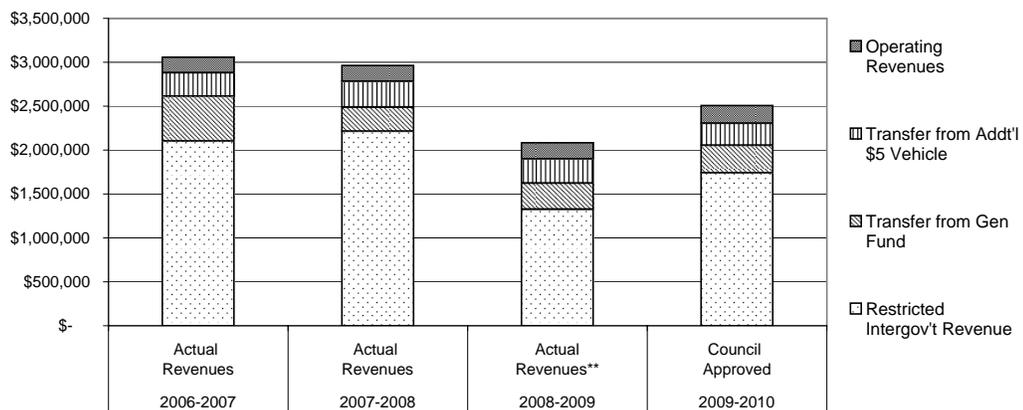
**as of 7/20/09

FY 09-10 Transit System Revenues

(by Source)



Transit Revenue Trend

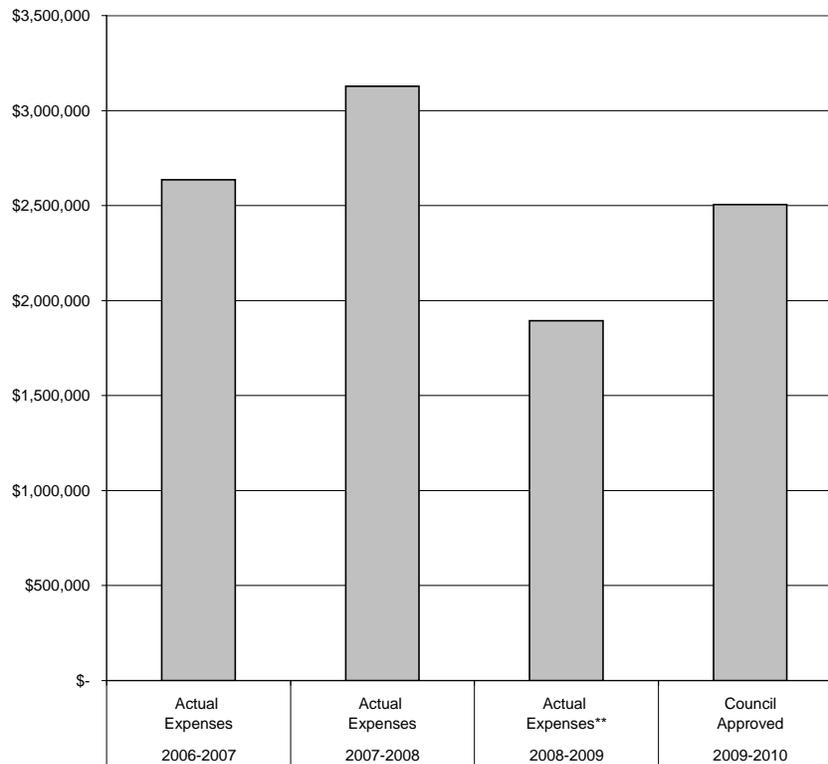


Transit System Expenses

	2006-2007 Actual Expenses	2007-2008 Actual Expenses	2008-2009 Council Approved*	2008-2009 Actual Expenses**	2009-2010 Manager Recommended	2009-2010 Council Approved
Transit - Rider	\$ 2,636,075	\$ 3,128,370	\$ 2,586,869	\$ 1,893,431	\$ 2,505,798	\$ 2,505,798
Total Expenses	\$ 2,636,075	\$ 3,128,370	\$ 2,586,869	\$ 1,893,431	\$ 2,505,798	\$ 2,505,798
% budget change	-61%	19%	-17%			-3%

* as amended
** as of 7/20/09

Transit Expenditure Trend



PUBLIC TRANSIT SYSTEM

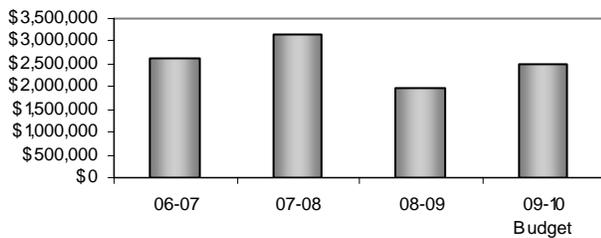
MISSION: To provide safe, dependable, and user-friendly transportation services to the citizens of Concord and Kannapolis with the desire to operate at the highest levels of rider satisfaction.

PROGRAM LOCATOR:

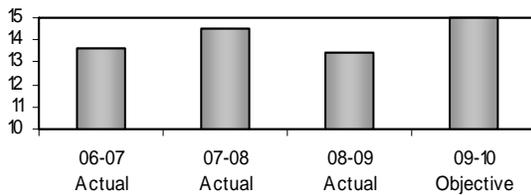
Fund: Transit System
 Functional Area: Transit System
 Department: Transit FY09 - Rider
 Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



of Passengers per Revenue Hour



MAJOR SERVICE(S) PROVIDED:

- Fixed-route transit service to Concord and Kannapolis

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Obtained FTA approval for Transit Center property acquisition.
- Demolished existing buildings on transit center property.
- Hired architects for transit center design through RFQ process.
- Ridership for 2007 exceeded 390,000.
- Updated all bus stops in Concord/Kannapolis to comply with ADA Standards using CDBG funding.
- Ordered 2 new buses for system expansion.
- Triennial Review by FTA.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Move temporary transit hub to permanent location.
- Begin using Bio-diesel in transit buses.
- Begin construction on transit center once design is approved.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Develop and implement monthly bus pass.
- Re-configure routes to permit fewer transfers

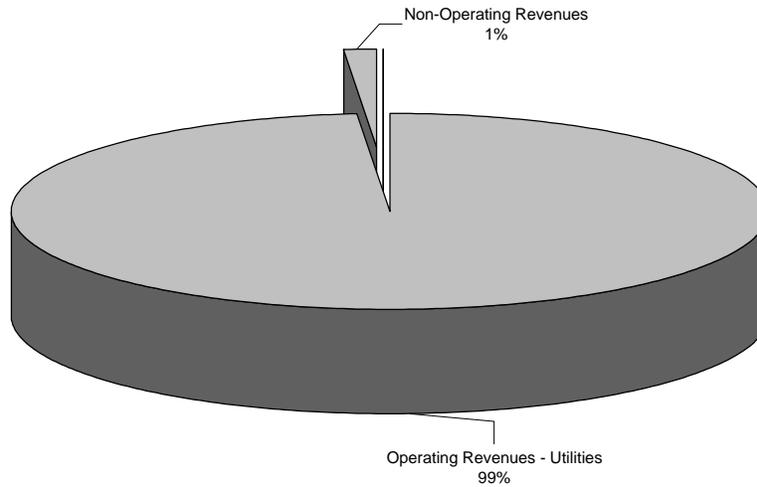
Wastewater Resources Revenues

Fund 640

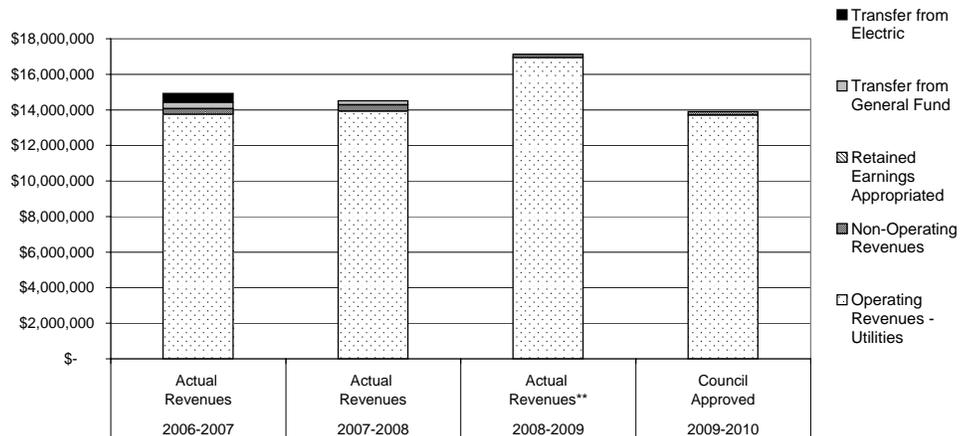
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Operating Revenues - Utilities	\$ 13,740,838	\$ 13,918,650	\$ 13,025,233	\$ 16,935,035	\$ 13,709,225	\$ 13,709,225
Non-Operating Revenues	\$ 329,703	\$ 367,341	\$ 170,967	\$ 195,564	\$ 201,500	\$ 201,500
Retained Earnings Appropriated	\$ -	\$ -	\$ 1,959,809	\$ -	\$ -	\$ -
Capital Projects Revenue	\$ -	\$ -	\$ 3,572,755	\$ -	\$ -	\$ -
Transfer from General Fund	\$ 350,817	\$ 217,635	\$ -	\$ -	\$ -	\$ -
Transfer from Electric	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 14,921,358	\$ 14,503,626	\$ 18,728,764	\$ 17,130,599	\$ 13,910,725	\$ 13,910,725
% budget change	6%	-3%	29%			-26%

* as amended
**as of 7/20/09

FY 09-10 Wastewater Resources Revenue (by Source)



Wastewater Revenue Trend



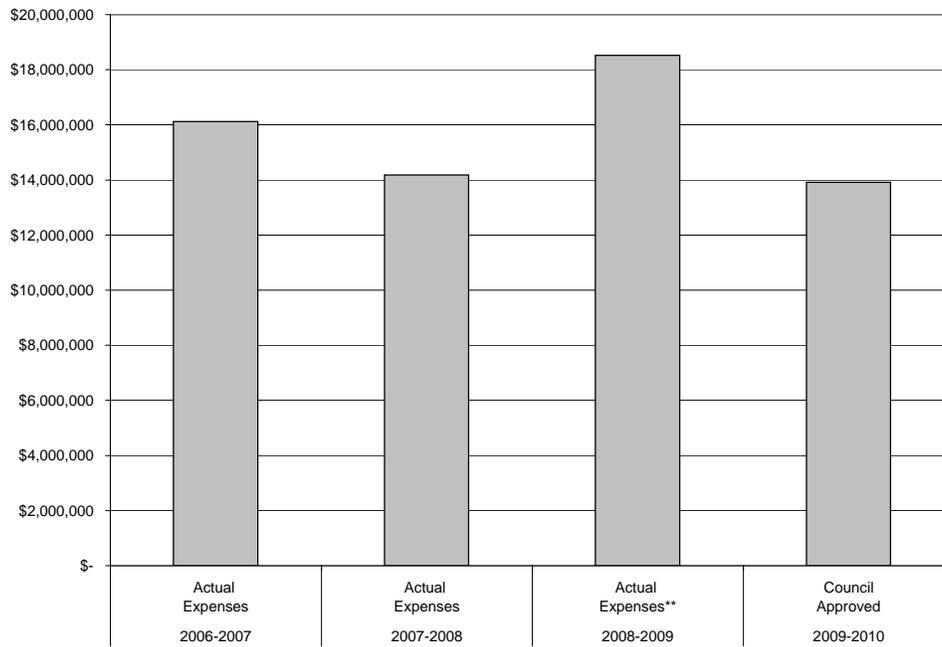
Wastewater Resources Expenditures

	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
By Cost Center						
Wastewaterlines Operations & Maint.	\$ 16,124,321	\$ 14,182,645	\$ 18,728,764	\$ 18,524,908	\$ 13,910,725	\$ 13,910,725
Total Expenditures	\$ 16,124,321	\$ 14,182,645	\$ 18,728,764	\$ 18,524,908	\$ 13,910,725	\$ 13,910,725
% budget change		32%	-12%	32%		-26%

* as amended

** as of 7/20/09

Wastewater Expenditure Trend



WASTEWATERLINES OPERATIONS & MAINTENANCE

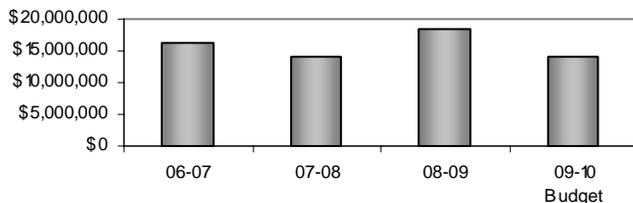
MISSION: The Wastewater Resources Department exists to provide efficient and timely sanitary sewer collection service to residential, commercial, and industrial customers, while building the integrity of our system to enhance water quality and protect the environment for future generations.

PROGRAM LOCATOR:

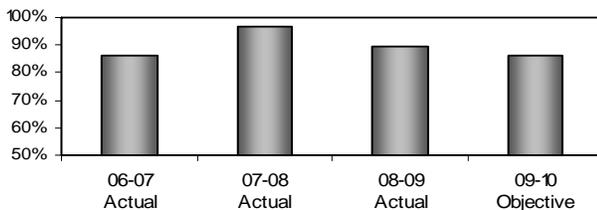
Fund: Wastewater Fund
Functional Area: Utilities - Wastewater
Department: **Wastewaterlines Oper. & Maint.**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



% of 4" Service Lines Installed within 5 Working Days from Receipt of Application



MAJOR SERVICE(S) PROVIDED:

- Manage and Maintain Sewer System
 - 500+ miles of sewer collection system
 - 25 pump stations that provide service for over 29,877 customers
- Grease Control Program
- Emergency Response Calls
- Collection System Blockages
- After-Hour Emergency Calls
- Jetting and Cleaning
- Installation of 4" Services

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Negotiated to eliminate 2 pump stations in the Poplar Woods subdivision by funding 50% of an off-site sewer project with the Quail Haven subdivision.
- Entered into the following agreements: (1) Installation of a regional pump station in the area of Rocky River and Reedy Creek., (2) Dan Moser Development to fund a portion of the off-site sewer for the Hearthwood subdivision, and (3) Avanti to eliminate 2 sewer pump stations in the

Porters Landing subdivision. Work has begun on the off-site gravity sewer.

- Completed Poplar Trails Sand Filter project eliminating a failed sand filter that served 14 homes.
- Engineering has pulled all recorded sewer easements and represented these in the City's 9
- Identified 1,269 properties with recorded easement crossings and visually inspected approximately 900 properties. We have found approximately 150 encroachments.
- Collected a total of 17,556 cleanouts since 2006.
- All phases of the original Irish Buffalo tie-overs are now complete
- In two years, we have secured 16 of the 20 properties needed for the sewer main replacement for the Young to Irish Buffalo sewer main replacement. Legal is close to filing claims on the remaining properties.
- Cured-in place lining of 7,148 lf of the City's aging sewer system as a part of our ongoing effort to rehabilitate our collection system. We plan to increase the currently contract by an additional 8,000 lf.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Request for additional wireless field computers to provide mapping and easement information to the appropriate crews in the field.
- Begin easement acquisition for the off-site gravity sewer line for the Quail Haven development.
- Begin design and easement acquisition for the Havencrest outfall replacement.
- Evaluate the pipe size changes that will be needed to support future development near the Rocky River Golf Course and the basins that serve Great Wolf.
- Evaluate and upsize the pipe as required to service the area around Highland Creek/Elrond Drive.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Ensure we have easement documents attached at all line segments represented in GIS.
- Implement our own in-house flow-monitoring program that will involve the purchase of sewer flow meters.
- Continue to negotiate with developers to have them pay for upgrades to new infrastructure to ensure we can serve the whole basin.
- Continue replacing, upsizing and relining our aging infrastructure to ensure we have an adequate system for future development..
- Continue our smoke-testing program so we can determine if there are illegal connections and to find defects in the system that identify inflow and infiltration problems.

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: Grease Control Program

Goal: To provide thorough implementation of the Grease Control Program to businesses in order to reduce the amount of grease, oils, and fats that is discharged into the collection system.

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 liner 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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Manage & Maintain Sewer System	Miles of sewer maintained per employee	Efficiency	18.7	16.58	17.75	17.56	17.75	17.75
Manage & Maintain Sewer System	Cost per mile of maintained pipe	Efficiency	\$27,030	\$28,265	\$25,000	\$34,865	\$25,000	N/A
Grease Control Program	% of food service establishments contacted and educated this year	Workload	100%	100%	100%	100%	100%	100%
Emergency Response Calls	% of normal hour emergency calls responded to within 30 minutes	Effectiveness	97.6%	99%	97%	97%	97%	98%
Collection System Blockages	Mainline blockages per 100 miles of pipe	Effectiveness	3.36	2.33	2.5	2.28	2.5	2.0
After-hour Emergency Calls	% of after-hour emergency calls responded to within 120 minutes	Effectiveness	100%	100%	100%	100%	100%	100%
Jetting and Cleaning	LF of line jetted to prevent blockages	Workload	311,076	315,153	392,832	340,174	392,832	417,230
Installation of 4" Services	% of 4" service lines installed within 5 working days from receipt of application	Effectiveness	86%	96.94%	75%	89.3%	75%	80%

BUDGET SUMMARY:

Cost Center #:7420	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,325,324	\$ 1,545,440	\$ 1,560,014	\$ 1,645,258	\$ 1,610,771	\$ 1,610,771
Operations	\$ 6,555,443	\$ 6,586,533	\$ 7,203,640	\$ 7,058,283	\$ 7,527,481	\$ 7,527,481
Capital Outlay	\$ 637,973	\$ (1,775,259)	\$ 1,080,356	\$ 1,039,544	\$ 963,962	\$ 963,962
Depreciation & Amortization	\$ 1,949,959	\$ 2,433,237	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 2,854,218	\$ 2,787,479	\$ 6,076,138	\$ 6,270,134	\$ 2,027,145	\$ 2,027,145
CIP Projects	\$ 555,598	\$ 824,577	\$ 198,044	\$ 197,186	\$ -	\$ -
Cost Allocations	\$ 1,386,306	\$ 1,780,638	\$ 1,861,926	\$ 1,832,302	\$ 1,781,366	\$ 1,781,366
Transfers	\$ 859,500	\$ -	\$ 748,646	\$ 482,201	\$ -	\$ -
Total Expenses	\$ 16,124,321	\$ 14,182,645	\$ 18,728,764	\$ 18,524,908	\$ 13,910,725	\$ 13,910,725
<i>% budget change</i>	32%	-12%	32.1%			-26%
* as amended						
**as of 7/20/09						
Authorized FTE	29.50	31.00	31.00	31.00	30.00	30.00

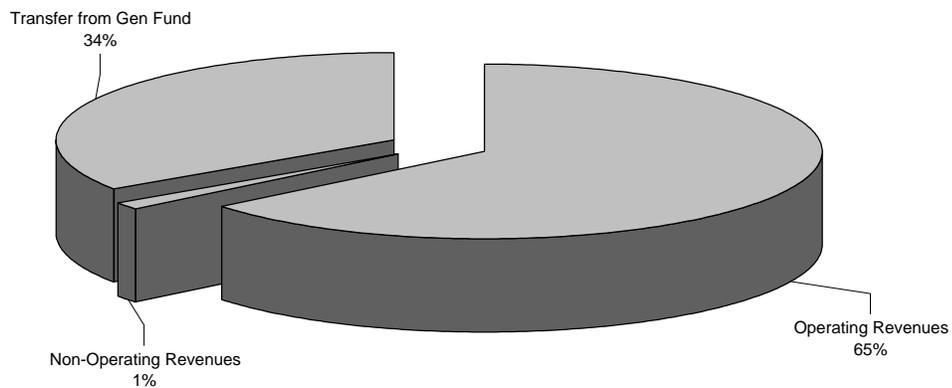
Golf Course Revenues

Fund 650

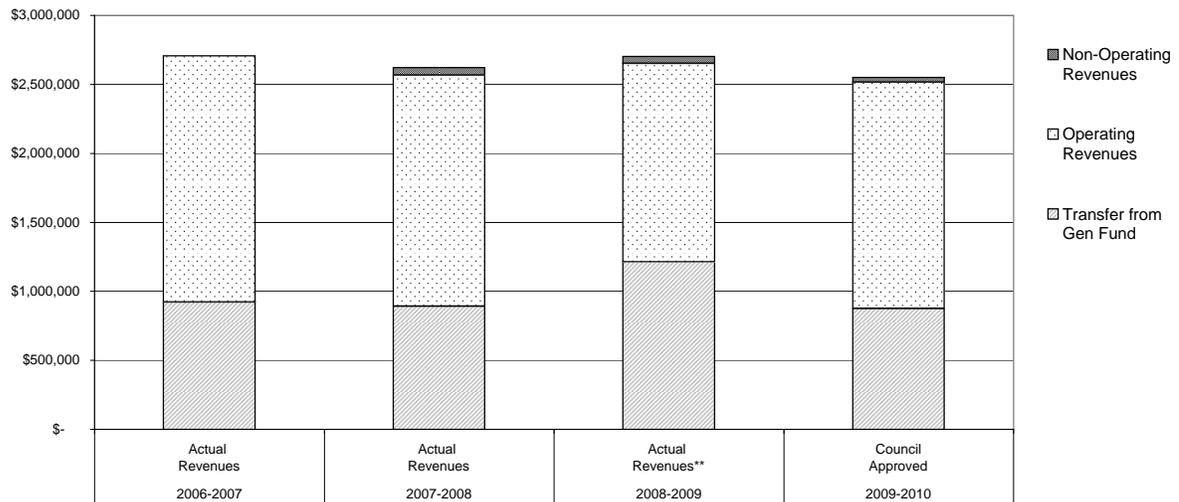
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Operating Revenues	\$ 1,785,351	\$ 1,675,481	\$ 1,965,366	\$ 1,438,552	\$ 1,640,045	\$ 1,640,045
Non-Operating Revenues	\$ (14,505)	\$ 54,863	\$ 33,735	\$ 51,057	\$ 35,051	\$ 35,051
Transfer from Gen Fund	\$ 922,806	\$ 892,088	\$ 793,369	\$ 1,213,369	\$ 875,303	\$ 875,303
Total Revenues	\$ 2,693,652	\$ 2,622,432	\$ 2,792,470	\$ 2,702,978	\$ 2,550,399	\$ 2,550,399
% budget change	34%	-3%	6%			-9%

* as amended
**as of 7/20/09

FY 09-10 Golf Course Revenues (by source)



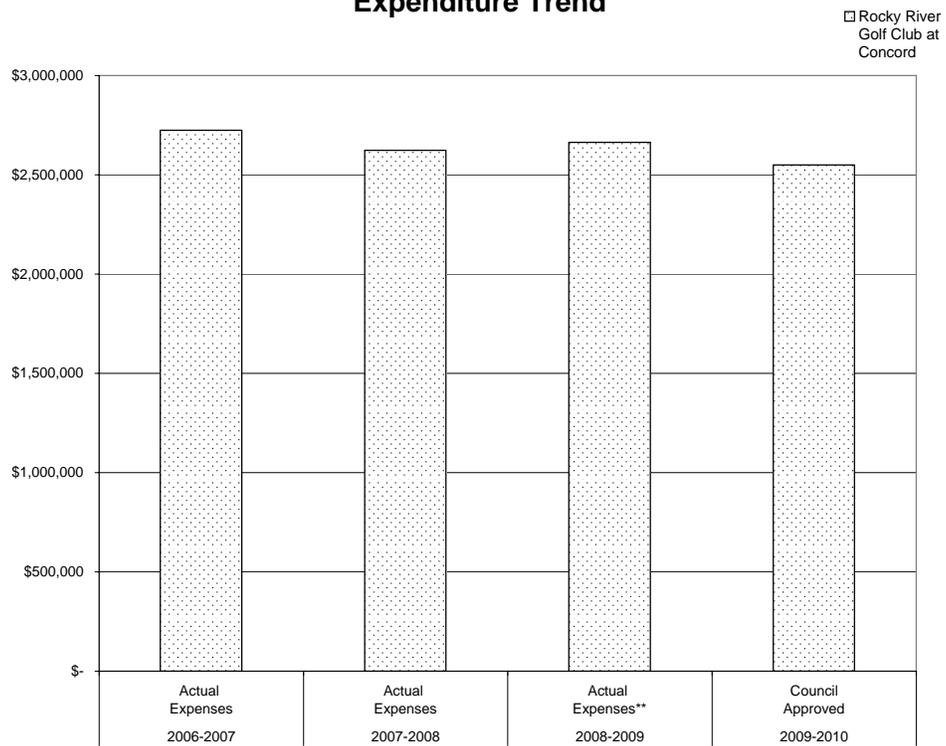
Golf Course Revenue Trend



Golf Course Expenses

	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Rocky River Golf Club at Concord	\$ 2,723,913	\$ 2,623,864	\$ 2,792,470	\$ 2,664,257	\$ 2,550,399	\$ 2,550,399
Total Expenses	\$ 2,723,913	\$ 2,623,864	\$ 2,792,470	\$ 2,664,257	\$ 2,550,399	\$ 2,550,399
<i>% budget change</i>	34%	-4%	6%			-9%
* as amended						
**as of 7/20/09						

**Rocky River Golf Club at Concord
Expenditure Trend**



GOLF COURSE

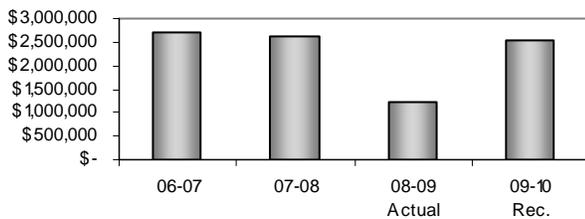
MISSION: The Golf Course is committed to excellence in offering a full service quality golf facility and consistently providing high quality course conditions and customer services.

PROGRAM LOCATOR:

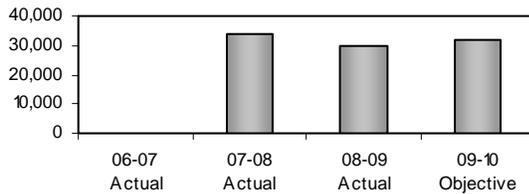
Fund: Golf Course
Functional Area: Golf Course
Department: **Rocky River Golf Course**
Division: N/A

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 2008-09 MAJOR ACCOMPLISHMENTS:

- Continued management contract with JQH, LLC.
- Opened the UNCC short game practice facility with Team Club House.
- Began affiliation with First Tee program
- Maintained ranking as one of the Top 100 Courses in North Carolina and as the Best Public Course in the Charlotte region.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- On-course and clubhouse capital maintenance items fully funded.
- Take steps required to retain top Health Department rating for kitchen facilities.
- Market available tee times using website and internet resources.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Tracking of detail expense items by account groups to provide for increased accountability.
- New menus in Stonehouse grill to attract lunchtime business.
- Marketing plan to encourage more play during less popular times.
- Tee time maintenance to allow more players on the course during most popular times.
- New teaching and lesson clinics and programs are being offered through the Director of Golf Instruction.

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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Full Service Golf Facility	# of rounds played (18-hole equivalent)	Workload	Pending	33,363	31,900	29,694	32,145	34,000
Full Service Golf Facility	# of member rounds played (18-hole equivalent)	Workload	Pending	3,472	2,800	3,872	2,682	5,000
Full Service Golf Facility	Average golf and food/beverage revenue per 18-hole round	Efficiency	Pending	50.63	Pending	\$50.53	\$52.11	N/A
Full Service Golf Facility	Average operating cost per 18-hole round	Efficiency	Pending	N/A	Pending	\$41.83	\$39.92	N/A

BUDGET SUMMARY:

Cost Center #: 7501	2006-2007		2007-2008		2008-2009		2009-2010	
	Actual	Actual	Council	Actual	Manager	Council		
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved		
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Operations	\$ 1,721,906	\$ 1,580,605	\$ 1,793,232	\$ 1,665,019	\$ 1,513,861	\$ 1,513,861	\$ 1,513,861	
Capital Outlay	\$ -	\$ 40,585	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000	
Depreciation & Amortization	\$ 3,869	\$ 1,430	\$ -	\$ -	\$ -	\$ -	\$ -	
Debt Service	\$ 998,138	\$ 1,001,244	\$ 999,238	\$ 999,238	\$ 1,001,538	\$ 1,001,538	\$ 1,001,538	
Total Expenses	\$ 2,723,913	\$ 2,623,864	\$ 2,792,470	\$ 2,664,257	\$ 2,550,399	\$ 2,550,399	\$ 2,550,399	
% budget change	34%	-4%	6%				-9%	
* as amended								
**as of 7/20/09								

Aviation Revenue

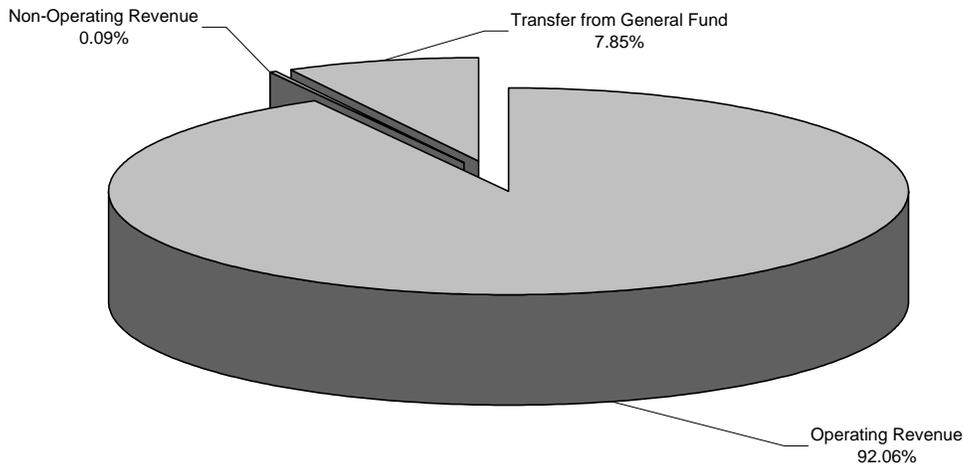
Fund 680

	2006-2007	2007-2008	2008-2008	2008-2009	2009-2010	2009-2010
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Operating Revenue	\$ 9,554,375	\$ 11,675,247	\$ 13,448,215	\$ 9,901,052	\$ 8,202,475	\$ 8,202,475
Capital Project Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenue	\$ 509,600	\$ (151,655)	\$ 386,524	\$ 188,349	\$ 8,200	\$ 8,200
Retained Earnings Appropriated	\$ -	\$ -	\$ 428,716	\$ -	\$ -	\$ -
Transfer from General Fund	\$ -	\$ 1,839,000	\$ 920,000	\$ 920,000	\$ 699,091	\$ 699,091
Transfer from Electric	\$ 750,000	\$ 1,050,000				
Total Revenue	\$ 10,813,975	\$ 14,412,592	\$ 15,183,455	\$ 11,009,401	\$ 8,909,766	\$ 8,909,766
% budget change	-2%	33%	5%			-41%

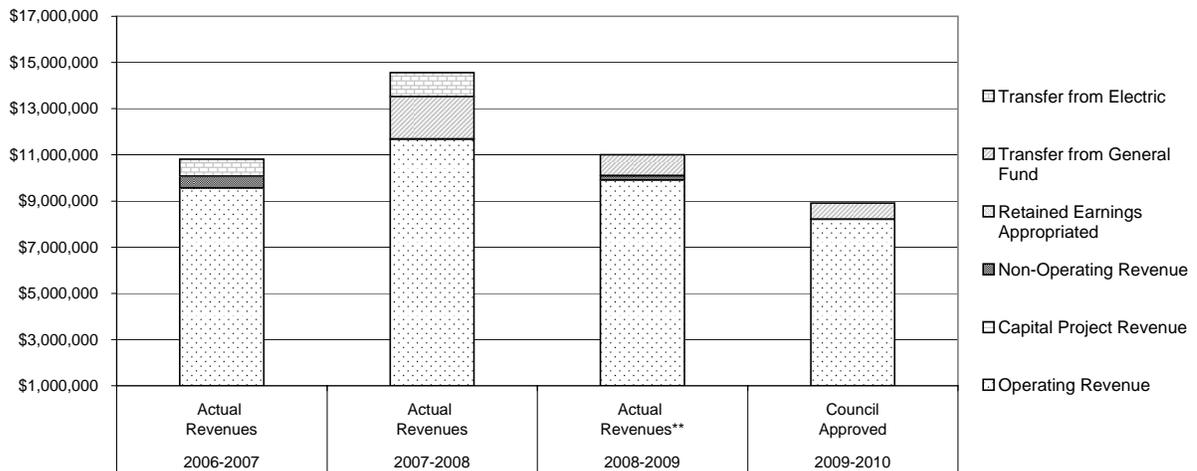
* as amended
**as of 7/20/09

FY 09-10 Aviation Revenues

(by source)



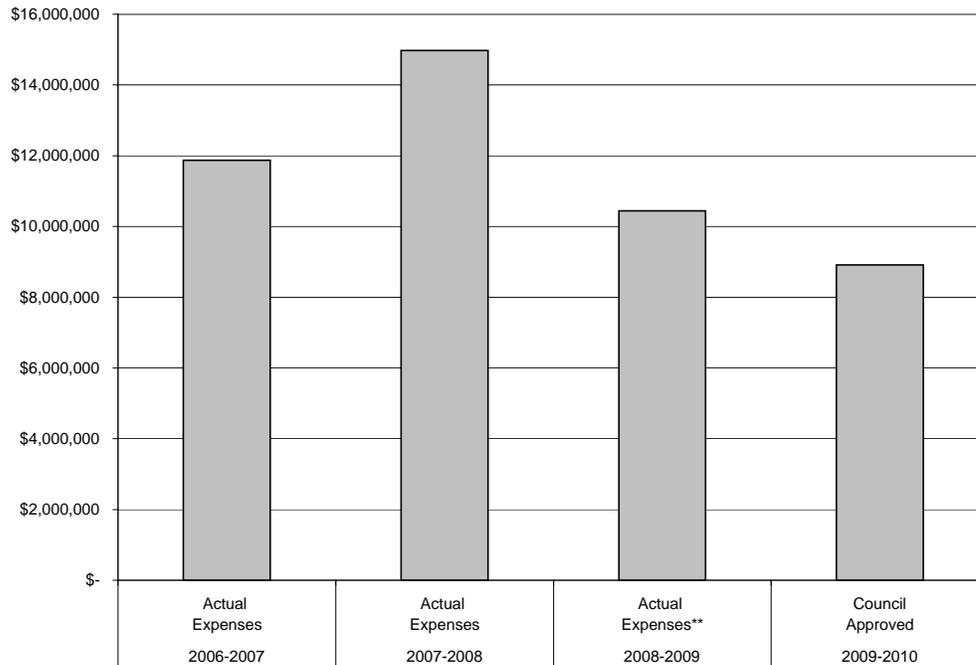
Aviation Revenue Trend



Aviation Expenditures

	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
By Department						
Aviation Operations	\$ 11,875,632	\$ 14,974,364	\$ 15,183,455	\$ 10,444,842	\$ 8,909,766	\$ 8,909,766
Total Expenses	\$ 11,875,632	\$ 14,974,364	\$ 15,183,455	\$ 10,444,842	\$ 8,909,766	\$ 8,909,766
% budget change		12%	26%	1%		-41%
* as amended						
**as of 7/20/09						

Aviation Expenditure Trend



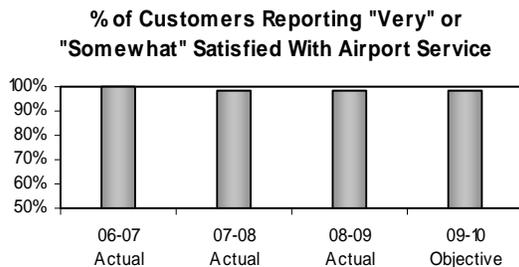
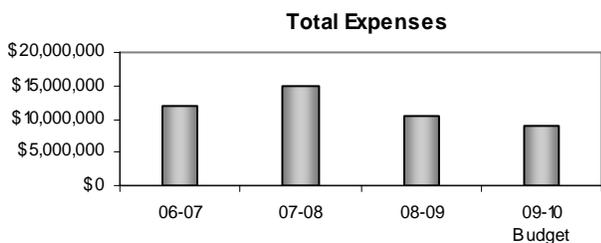
AVIATION

MISSION: The Aviation Department's mission is to provide services in a safe and secure manner, that exceed expectations for the 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 2008-09 MAJOR ACCOMPLISHMENTS:

- Completed transition to a Phillips 66 Aviation Fuel Provider and upgraded the fleet with all new fuel trucks.
- With the 139 Certificate, Concord Regional Airport handled over 600 NASCAR charter flights in calendar year 2008.
- Received more than \$4 Million in grant funds to begin projects such as the Master Plan update, Stormwater Plan, Apron expansion, and pavement overlay.
- Completed the North Taxiway project.
- Completed the Taxiway "A" and taxiway connector widening project.
- Completed Phase 1 of South Development Area project. Phase 2 is in progress.

- New airport Hangar-in-common design completed.
- Wind tunnel project and City Fire Station #9 opened at locations adjacent to the airport.
- Hosted the 30th Annual NC Airport Association Conference, Spring 2009.
- Airport Fuel Farm tank addition, upgrade, and retrofit project is in progress.
- Participated in a national pilot project to develop a Safety Management System (SMS) to increase safety and situational awareness. An SMS Plan has been developed and approved by the FAA.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- FY10 budget contains reductions in most areas due to the economic climate, lower fuel sales, and a substantial decrease in the operating transfer to the department.
- Continue primary focus on Security, Safety, and provision of outstanding Service.
- Other major focus areas for FY10 include:
 - Infrastructure construction, hangar construction, and facility planning projects
 - Marketing, revenue generation and signing new tenants for hangar space
 - Finding a company to help develop a private-public relationship for design and construction of the airport terminal building and parking facilities expansions
- Continue working with FAA, NCDOT, and Legislators to develop funding for a critically needed new Air Traffic Control Tower.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- SMS Plan implementation, software purchases, and training are underway, including the establishment of an employee-led "Feet on Ramp" Safety committee.
- Point of Sale software enhancements have been made to improve customer service through billing efficiency, increased accountability, and paperwork reduction.
- In-House Design Team is developing a department tailored customer service training program that creates "Raving Fans", works to improve department communication, and seeks ways to demonstrate staff appreciation.
- Purchase a mobile laptop and software with grant funds to assist staff with Airport / FBO inspection requirements and help move the department towards a more paperless inspection process.
- Staff continues to participate in Safety First Program, a web-based training and information service for airport operations, industry news, aviation security, and ARFF emergency response.

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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Airport Mgmt. & Dev.	# of based aircraft	Workload	198	197	200	188	200	200
Airport Mgmt. & Dev.	% of office space leased	Effectiveness	100%	100%	100%	88%	98%	100%
Maint., Safety, & Security	# of accidents per 100 aircraft towed	Effectiveness	0.025	0.038	0.010	0.013	0.010	0.000
FBO	% of customers reporting "Very" or "Somewhat" satisfied with Airport service	Effectiveness	100%	98%	98%	98%	98%	100%
FBO	% of customers reporting "Very" or "Somewhat" satisfied with the image and appearance	Effectiveness	99%	98%	99%	98%	99%	100%
FBO	% of transient fuel sales	Effectiveness	34%	50%	45%	36%	45%	50%
FBO	% of team shift inspections completed	Effectiveness	N/A	N/A	99%	98%	99%	100%

BUDGET SUMMARY:

Cost Center #: 4530	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 1,649,185	\$ 2,083,780	\$ 1,852,180	\$ 1,752,513	\$ 1,738,329	\$ 1,738,329
Operations	\$ 6,621,292	\$ 8,746,769	\$ 10,761,321	\$ 6,354,076	\$ 5,290,470	\$ 5,290,470
Capital Outlay	\$ 364,540	\$ (478,749)	\$ 17,334	\$ 3,730	\$ -	\$ -
Depreciation	\$ 700,471	\$ 1,170,170	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 1,197,323	\$ 1,471,393	\$ 1,742,587	\$ 1,740,363	\$ 1,684,164	\$ 1,684,164
Cost Allocations	\$ 176,592	\$ 175,445	\$ 204,267	\$ 161,282	\$ 196,803	\$ 196,803
Transfers	\$ 1,166,229	\$ 1,805,556	\$ 293,196	\$ 293,196	\$ -	\$ -
Grant Expenditures	\$ -	\$ -	\$ 312,570	\$ 139,682	\$ -	\$ -
Total Expenses	\$ 11,875,632	\$ 14,974,364	\$ 15,183,455	\$ 10,444,842	\$ 8,909,766	\$ 8,909,766
% budget change	12%	26%	1%			-41%
* as amended						
**as of 7/20/09						
Authorized FTE	37.59	38.00	40.50	40.50	39.50	39.50

Public Housing Revenue

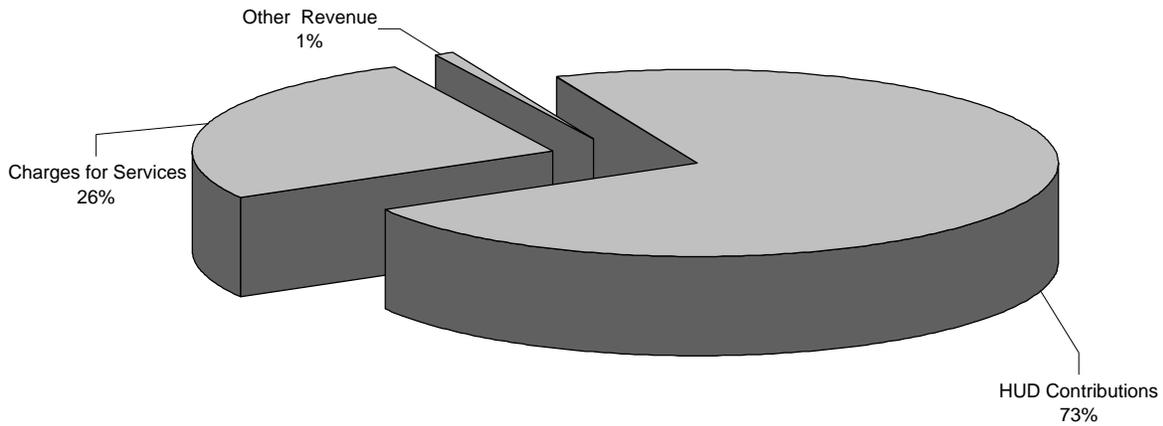
Fund 690

	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Charges for Services	\$ 236,210	\$ 274,298	\$ 272,009	\$ 275,735	\$ 277,500	\$ 277,500
Interest on Investments	\$ 172,610	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ -	\$ 18,145	\$ 214,500	\$ 12,679	\$ 10,000	\$ 10,000
HUD Contributions	\$ 682,541	\$ 734,295	\$ 700,000	\$ 748,774	\$ 780,000	\$ 780,000
Total Revenue	\$ 1,091,361	\$ 1,026,738	\$ 1,186,509	\$ 1,037,188	\$ 1,067,500	\$ 1,067,500
% budget change	57%	-6%	16%			-10%

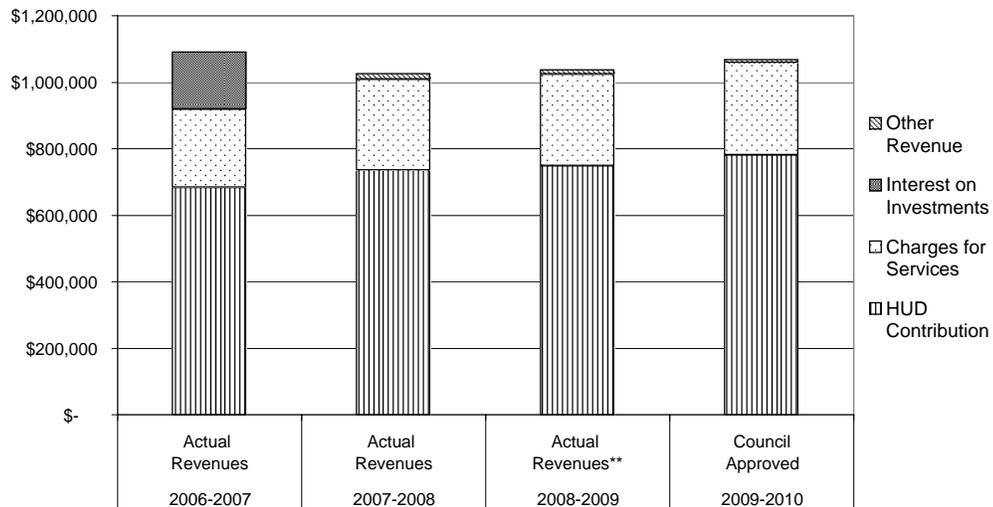
* as amended
** as of 7/20/09

FY 09-10 Public Housing Revenue

(by source)



Public Housing Revenue Trend

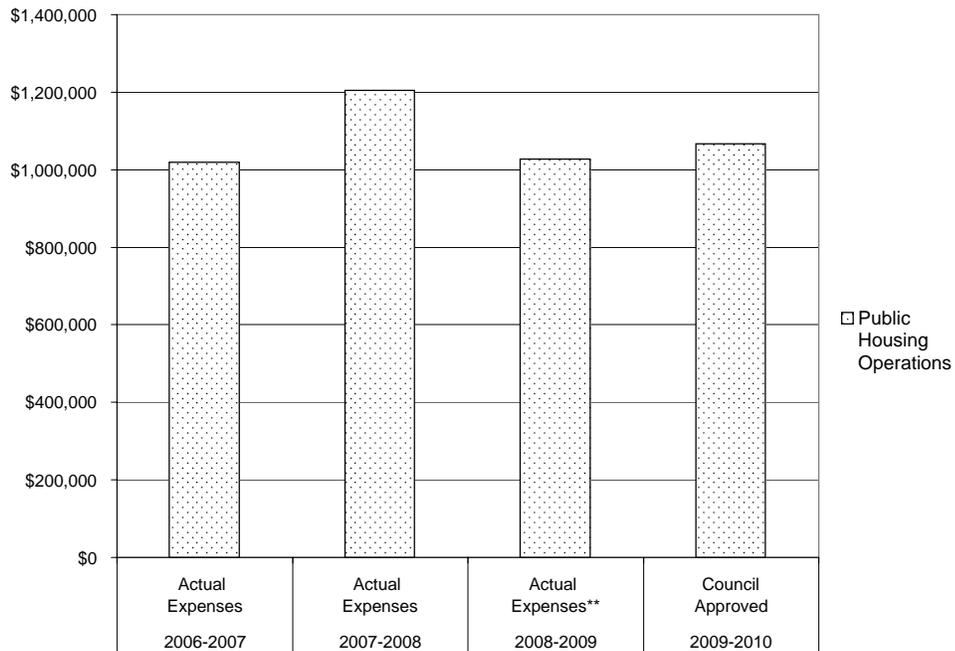


Public Housing Expenditures

	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Public Housing Operations	\$1,019,448	\$1,204,365	\$ 1,186,509	\$ 1,027,007	\$ 1,067,500	\$ 1,067,500
Total Expense	\$1,019,448	\$ 1,204,365	\$ 1,186,509	\$ 1,027,007	\$ 1,067,500	\$ 1,067,500
<i>% budget change</i>	3%	18%	-1%			-10%

* as amended
**as of 7/20/09

Public Housing Expenditure Trend



PUBLIC HOUSING OPERATIONS

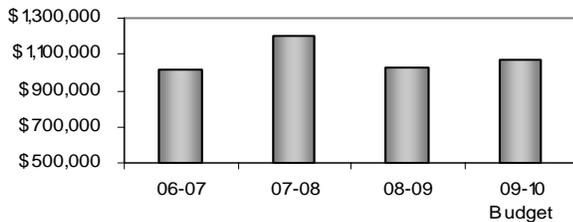
MISSION: The City of Concord's Housing Department serves low-income families for whom conventional housing is unaffordable. Our mission is to provide these families with decent, safe, and sanitary housing while supporting their efforts to achieve economic independence and self-sufficiency.

PROGRAM LOCATOR:

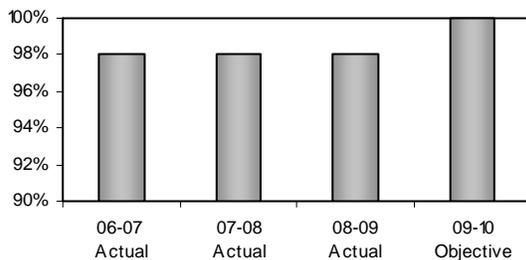
Fund: Public Housing
Functional Area: Public Housing
Department: **Public Housing Operations**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Leased Up Units



MAJOR SERVICE(S) PROVIDED:

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

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- HUD awarded Concord with a \$300,000 grant in FY 2006-07 to build a technology center to help public housing residents. The construction of the Technology Center is 85% complete. Expected occupancy date is July 2009.
- In partnership with the City's Business and Neighborhood Service Team, the housing department submitted a tax credit application to North Carolina Finance Agency to build a 48-unit

senior housing facility. Once the application is approved, the project will be called, "The Villas at Logan Gardens".

- One public housing family participating in the Homeownership Program has been pre-approved for a home loan through Cabarrus Bank and Trust.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continuing to partner with the City of Concord to revitalize the Logan Community.
- Met with HUD to finalize the Request for Qualifications (RFQ) for revitalization of the Logan Community.
- Received additional funding through the American Recovery and Reinvestment Act of 2009 (Stimulus Grant) for the modernization and retrofitting of our public housing stock.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to make sure staff is kept abreast and receiving training on all new HUD changes that are taking place.
- Increase score on resident assessment subsystem that is an indicator of the level of customer service provided.
- Maintain performance standard for submission of participant data to the Department of Housing and Urban Development at a reporting rate of 95% or more monthly.

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	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Decent, Safe, and Sanitary Housing	% of leased up units	Effectiveness	98%	98%	100%	98%	100%	100%
Family Self-Sufficiency	# of participants under program	Effectiveness	24	20	30	23	25	30
Accounting	Electronic submission to REAC	Effectiveness	Yes	Yes	Yes	N/A	Yes	Yes
Staff Training	Staff Training/Certification	Effectiveness	N/A	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 1000						
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Administrative	\$ 503,916	\$ 353,165	\$ 450,266	\$ 379,533	\$ 391,133	\$ 391,133
Operating	\$ 515,532	\$ 591,925	\$ 631,234	\$ 642,465	\$ 676,367	\$ 676,367
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ 257,525	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ 1,750	\$ 105,009	\$ 5,009	\$ -	\$ -
Total Expenditures	\$ 1,019,448	\$ 1,204,365	\$ 1,186,509	\$ 1,027,007	\$ 1,067,500	\$ 1,067,500
% budget change	3%	18%	-1%			-10%
* as amended						
**as of 7/20/09						
Authorized FTE	8.90	8.65	8.90	8.90	6.90	6.90