

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 Stormwater, at (704) 920-5343 or via email at putnamc@concordnc.gov.

Electric Fund: Electric Systems operates and maintains the City of Concord's electric distribution system. Additional information regarding any Electric Systems division may be obtained by contacting Bob Pate, Director of Electric Systems, at (704) 920-5301 or via email at pateb@concordnc.gov.

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

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

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

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

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

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

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

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

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

Hillgrove Water Treatment Plant: Hillgrove Water Treatment Plant provides up to 12,000,000 gallons per day (MGD) of treated drinking water.

Coddle Creek Water Treatment Plant: Coddle Creek Water Treatment Plant provides up to 12,000,000 gallons per day (MGD) of treated drinking water.

Waterlines Operations & Maintenance: Waterlines Operations & Maintenance is responsible for the efficient operation and maintenance of water lines and connections 24 hours a day.

Transit Fund: The Concord/Kannapolis Area Transit System - or Rider – is responsible for providing the highest quality passenger transportation services for the citizens of Concord and Kannapolis. The Cities of Concord and Kannapolis partner to provide the Rider service with Concord serving as the lead agency. Additional information regarding Transit System may be contacting LJ Weslowski, Director of Transit, at (704) 920-5878 or via email at weslowlj@concordnc.gov.

Wastewater Fund: The Wastewater Resources Department is responsible for managing and maintaining the sewer collection system and pump stations that provide service for over 30,000 customers. Additional information regarding the Wastewater Resources Department may be obtained by contacting Christie Putnam, Director of Wastewater, at (704) 920-5343 or via email at putnamc@concordnc.gov.

Golf Course Fund: The Dan Maples designed Rocky River Golf Course at Concord is a full-service 18-hole championship golf course open to all citizens. The City contracts course management to John Q. Hammonds. Additional information regarding Rocky River Golf Club at Concord may be obtained by contacting Merl Hamilton, Assistant City Manager, (704) 920-5201 or via email at hamiltom@concordnc.gov.

Aviation Fund: The Aviation Department – Concord Regional Airport – is responsible for operating and maintaining the City's airport facilities for public use in accordance with federal, state, and local regulations, rules, policies, and ordinances. The airport also provides fuel and other aeronautical services and lease space on a long and short-term basis to tenants and transient individuals, firms, and agencies. The City is in the process of naming a new Aviation Director. In the meantime, additional information regarding Concord Regional Airport may be obtained by contacting Merl Hamilton, Assistant City Manager, (704) 920-5201 or via email at hamiltom@concordnc.gov.

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

Stormwater Fund Revenues

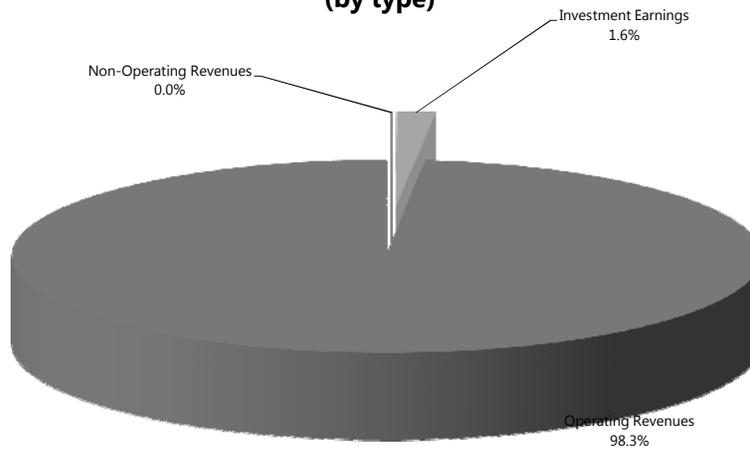
Fund 600

	2009-2010 Actual Revenues	2010-2011 Actual Revenues	2011-2012 Council Approved*	2011-2012 Actual Revenues**	2012-2013 Manager Recommended	2012-2013 Council Approved
Restricted Intergov't Revenue	\$ 359,665	\$ -		\$ -	\$ -	\$ -
Non-Operating Revenues	\$ 21,294	\$ -	\$ 6,857	\$ -	\$ 1,000	\$ -
Investment Earnings	\$ 53,646	\$ 64,602	\$ 20,000	\$ 22,373	\$ 60,000	\$ -
Operating Revenues	\$ 3,569,351	\$ 3,650,742	\$ 3,577,300	\$ 3,236,208	\$ 3,611,000	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ 12,648	\$ -	\$ -	\$ -
Total Revenues	\$ 4,003,955	\$ 3,715,344	\$ 3,616,805	\$ 3,258,581	\$ 3,672,000	\$ -
% budget change	12%	-7%			2%	

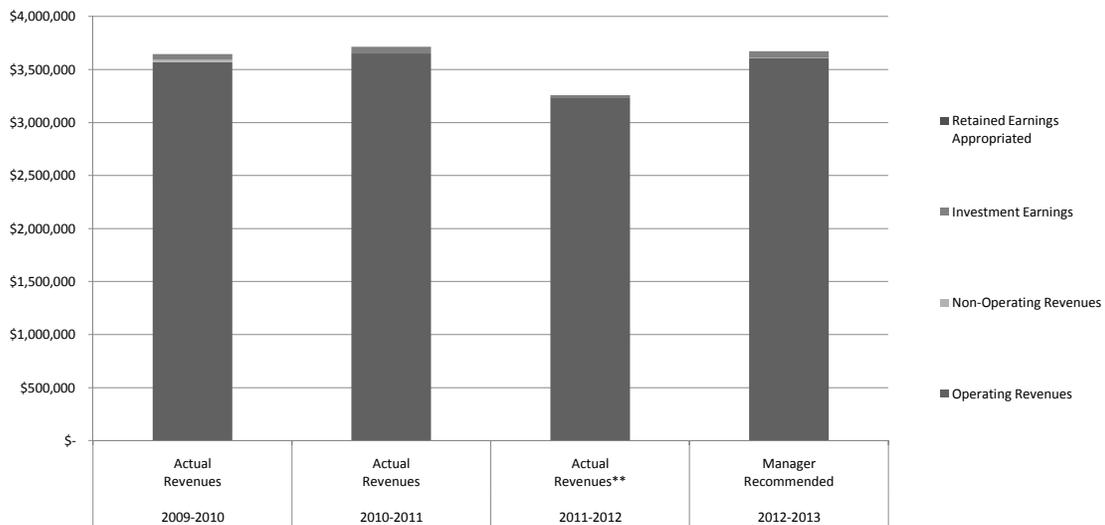
* as amended

**as of May 9, 2012

**FY 12-13 Stormwater Fund Revenue
(by type)**



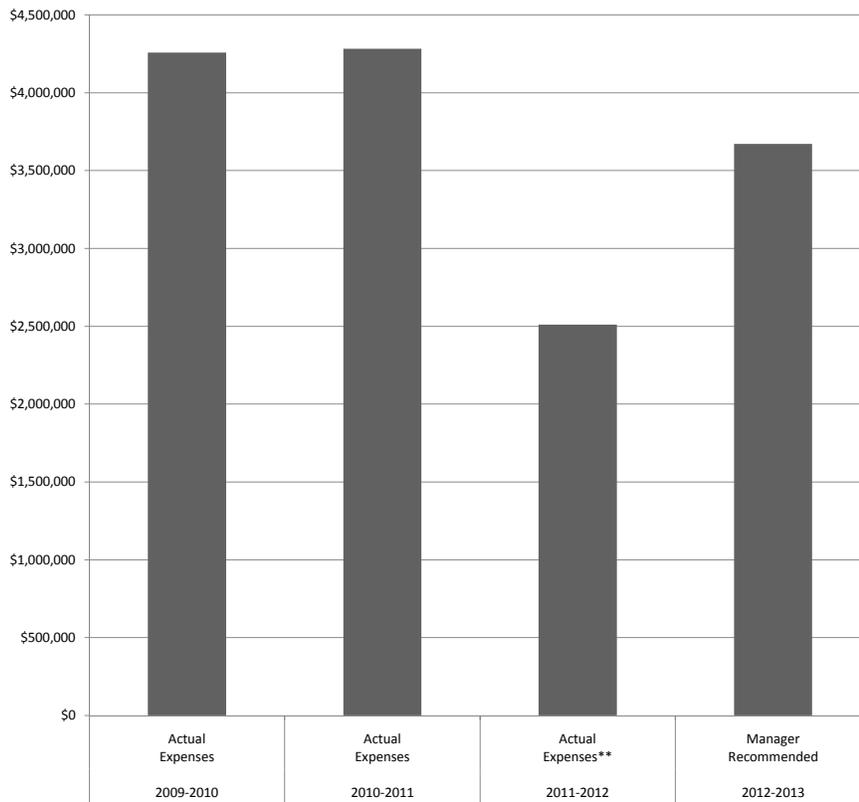
Stormwater Revenue Trend



Stormwater Fund Expenditures

	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved
By Department						
Stormwater Operations	\$ 4,258,604	\$ 4,282,110	\$ 3,616,805	\$ 2,511,374	\$ 3,672,000	\$ -
Total Expenditures	\$ 4,258,604	\$ 4,282,110	\$ 3,616,805	\$ 2,511,374	\$ 3,672,000	\$ -
% budget change		-3%	1%		2%	
* as amended						
**as of May 9, 2012						

Stormwater Expenditure Trend



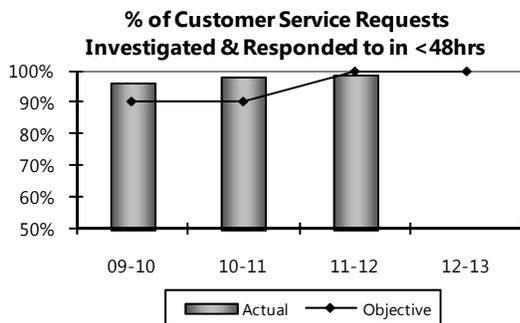
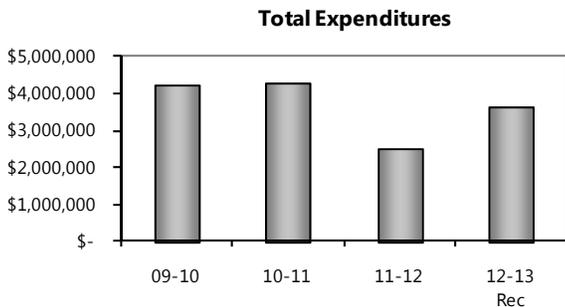
STORMWATER OPERATIONS & MAINTENANCE

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

PROGRAM LOCATOR:

Fund: Stormwater Fund
Functional Area: Utilities - Stormwater
Department: **Stormwater Operations & Maint.**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Respond to customer inquiries related to drainage and stormwater quality in a timely manner.
- Maintain Drainage System within City maintained street rights-of-way.
- Maintain compliance with the City of Concord's NPDES Phase II stormwater permit.
- Review development plans to ensure compliance with City ordinances that address floodplain

protection, water quality, and water quantity from stormwater runoff.

- Provide scheduled street sweeping within City limits to enhance water quality.

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Received updated NPDES Phase II stormwater permit. This is the City's second five-year permit cycle.
- Constructed a wet pond to improve stormwater quality at the Brown Operations Center. This project was partially funded through a grant from the Clean Water Management Trust Fund.
- The Stormwater Management Advisory Committee continues to meet and discuss communitywide stormwater issues.
- Developed Spanish language water quality posters with the Regional Stormwater Partnership.
- Completed the Irish Buffalo Creek Watershed Master Plan.
- Developed an employee's good housekeeping water quality training program as required by the NPDES permit.
- Updated and revised certain performance management tracking items to better track all aspects of the stormwater program, including BMP inspection, plan review and safety.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue stormwater master planning to identify capital needs related to water quality, streams, and drainage systems.
- Implement the employee training program for good housekeeping compliance.
- Finalize and implement the Illicit Discharge Detection and Elimination program procedures guide.
- Replace aging track excavator to reduce repair costs and maintenance downtime.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Develop a routine site inspection process to identify compliance issues.
- Continue improvement to the performance management tracking system.
- Implement new programs as needed to comply with the new NPDES Phase II stormwater permit.

PERFORMANCE GOALS:

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

Goal: To respond to stormwater inquiries within 2 working days and schedule meetings with customers or initiate investigations to evaluate customer concerns and identify necessary corrective actions.

Major Service Area: Maintain Drainage System within City Street Rights-of-Way

Goal: To clean and video inspect drainage structures to determine the physical condition and identify illicit discharges in order to continue a comprehensive preventative maintenance program, and to promote an effective stormwater system.

Major Service Area: Maintain NPDES Phase II Compliance

Goal: To implement required NPDES Phase II Stormwater program elements in order to reduce pollution and erosion caused by stormwater runoff.

Major Service Area: Review Development Plans to Ensure Compliance with City Ordinances

Goal: To complete review in a timely manner and assure a complete and thorough review to support development while assuring compliance with City ordinances and required NPDES Phase II Stormwater program elements.

Major Service Area: Provide Scheduled Street Sweeping within City Limits to Enhance Water Quality

Goal: To complete established sweeping routes on schedule in order to reduce pollution from streets reaching streams and degrading water quality.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Street Sweeping	Total number of times streets swept per year	Workload	12	16	12	6	12	12
Customer Service	% service requests investigated & responded to within 2 working days	Effectiveness	96%	98%	100%	99%	100%	100%
NPDES Phase II	Total number of Phase II education events	Workload	55	50	30	23	30	30
NPDES Phase II	% of BMPs inspected per year	Workload	New for FY12	New for FY12	25%	26%	25%	25%
NPDES Phase II	% of development plans reviewed by internal deadline	Effectiveness	New for FY12	New for FY12	100%	100%	100%	100%
Safety	# of preventable accidents	Effectiveness	New for FY12	New for FY12	0	0	0	0

BUDGET SUMMARY:

Cost Center #: 7100	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved
Personnel Services	\$ 1,142,994	\$ 1,174,196	\$ 1,195,230	\$ 1,056,737	\$ 1,214,651	\$ -
Operations	\$ 530,947	\$ 263,243	\$ 563,966	\$ 344,988	\$ 547,572	\$ -
Capital Outlay	\$ -	\$ -	\$ 92,000	\$ 42,168	\$ 230,000	\$ -
Depreciation	\$ 1,601,278	\$ 1,596,328	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 5,207	\$ 3,836	\$ 43,372	\$ 32,529	\$ 43,372	\$ -
Cost Allocations	\$ 659,206	\$ 692,258	\$ 531,747	\$ 443,122	\$ 444,034	\$ -
Transfers	\$ 318,973	\$ 552,250	\$ 1,190,490	\$ 591,830	\$ 1,192,371	\$ -
Total Expenditures	\$ 4,258,604	\$ 4,282,110	\$ 3,616,805	\$ 2,511,374	\$ 3,672,000	\$ -
% budget change	-3%	1%			2%	
* as amended						
**as of May 9, 2012						
Authorized FTE	20.50	20.25	20.25	20.25	20.25	

Electric Systems Revenue

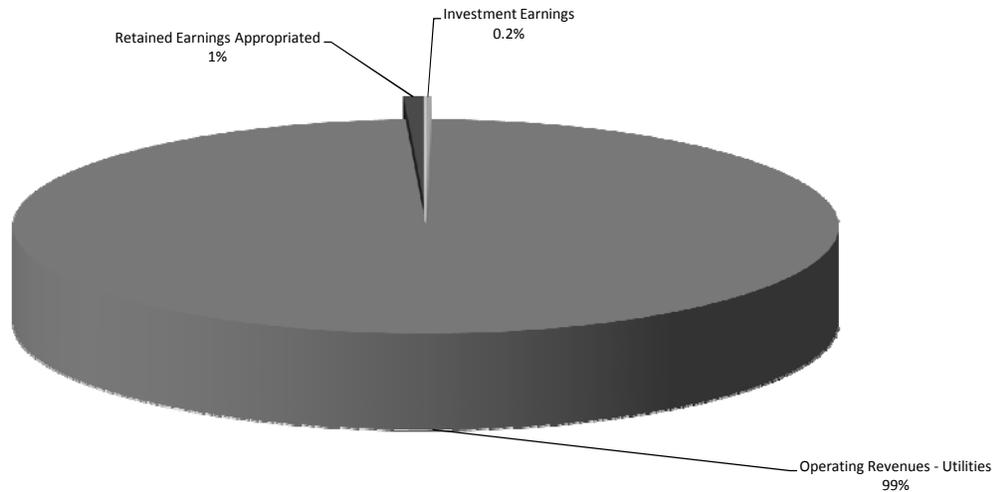
Fund 610

	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 6,400	\$ 5,526	\$ 65,578	\$ 49,684	\$ -	\$ -
Investment Earnings	\$ 454,178	\$ 539,578	\$ 230,000	\$ 241,911	\$ 190,000	\$ -
Operating Revenues - Utilities	\$ 69,955,857	\$ 74,971,026	\$ 76,799,537	\$ 67,721,818	\$ 81,165,150	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ 2,540,563	\$ -	\$ 645,586	\$ -
Transfers	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 70,421,935	\$ 75,516,130	\$ 79,635,678	\$ 68,013,413	\$ 82,000,736	\$ -
% budget change	-0.1%	7%			3%	

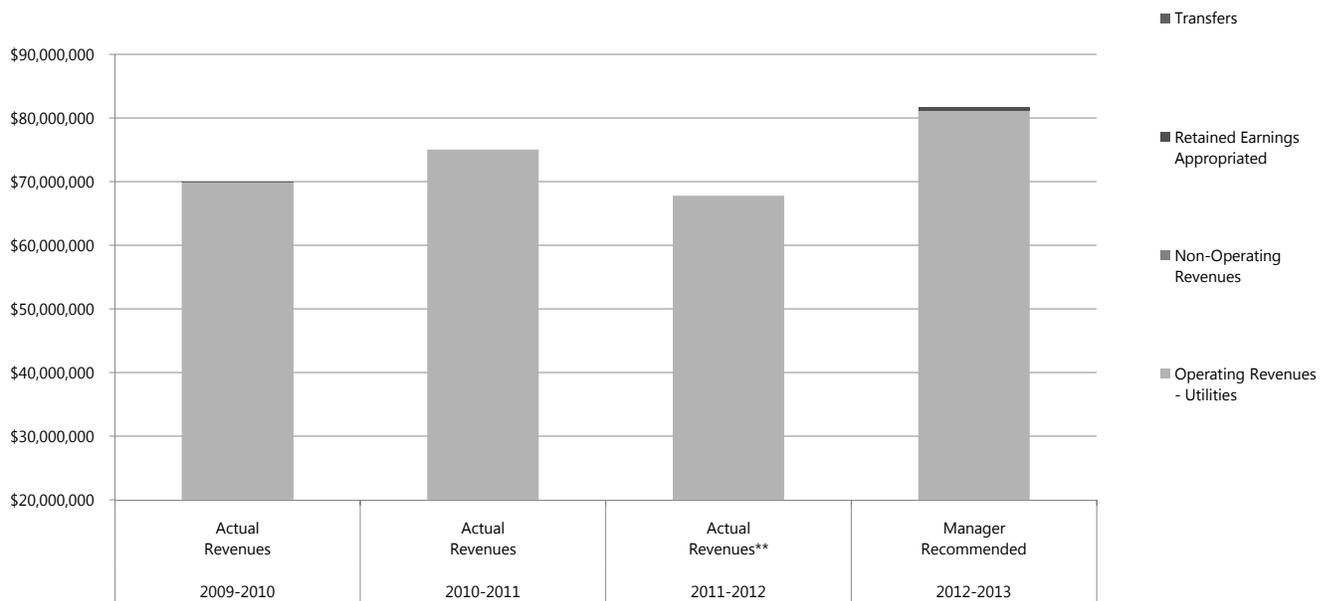
* as amended

**as of May 9, 2012

FY12-13 Electric Systems Revenues



Electric Systems Revenue Trend

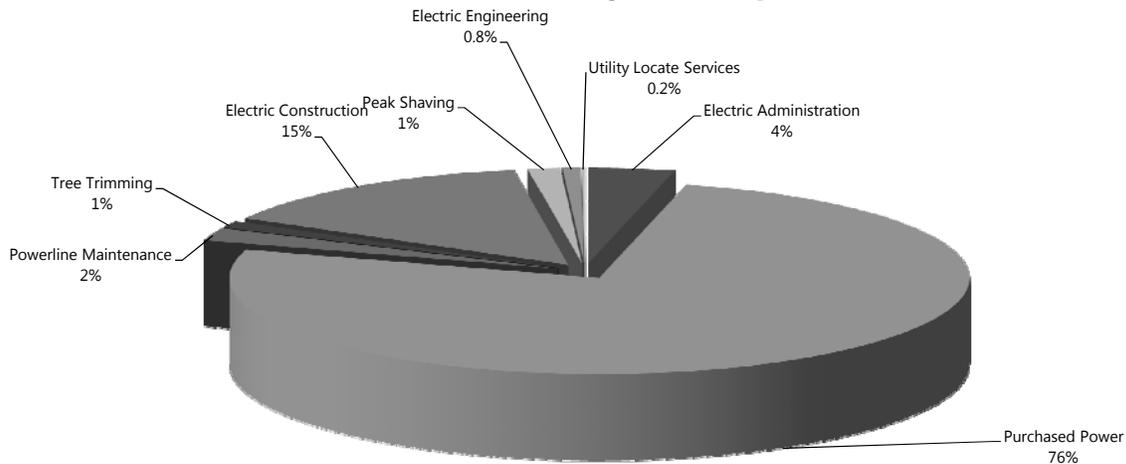


Electric Systems Expenditures

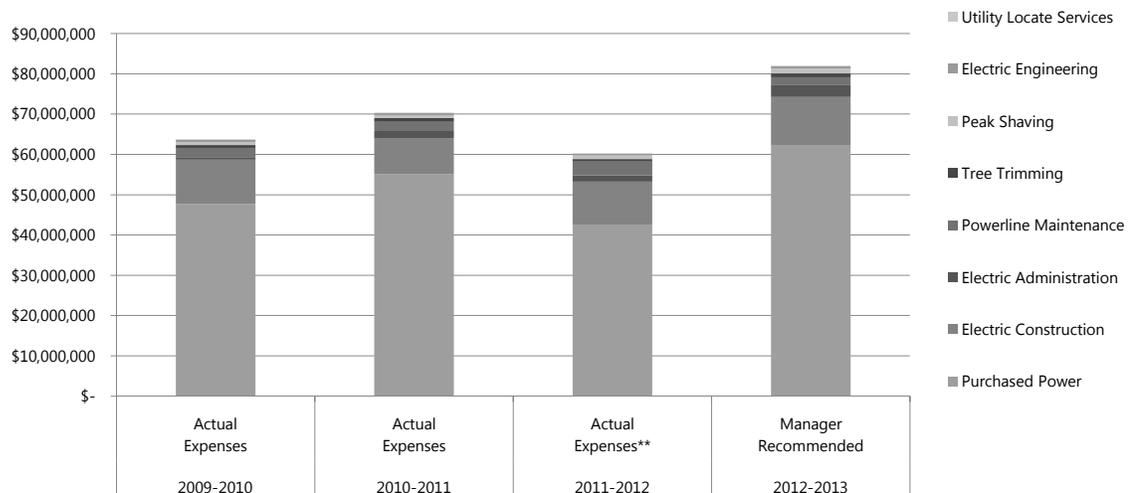
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
By Cost Center						
Electric Administration	\$ 646,678	\$ 1,751,376	\$ 2,955,399	\$ 1,626,553	\$ 3,097,296	\$ -
Purchased Power	\$ 47,693,615	\$ 55,064,197	\$ 57,214,871	\$ 42,556,592	\$ 62,320,502	\$ -
Powerline Maintenance	\$ 2,258,740	\$ 2,305,073	\$ 3,783,042	\$ 3,355,230	\$ 1,752,906	\$ -
Tree Trimming	\$ 732,207	\$ 911,635	\$ 926,394	\$ 676,813	\$ 976,101	\$ -
Electric Construction	\$ 10,986,276	\$ 8,998,524	\$ 12,888,426	\$ 10,664,839	\$ 11,932,422	\$ -
Peak Shaving	\$ 699,587	\$ 738,062	\$ 1,137,196	\$ 827,139	\$ 1,156,689	\$ -
Electric Engineering	\$ 619,707	\$ 466,634	\$ 610,017	\$ 492,884	\$ 641,762	\$ -
Utility Locate Services	\$ 142,086	\$ 113,349	\$ 120,333	\$ 83,887	\$ 123,058	\$ -
Total Expenses	\$ 63,778,896	\$ 70,348,851	\$ 79,635,678	\$ 60,283,938	\$ 82,000,736	\$ -
% budget change	1%	10%			3%	

* as amended
**as of May 9, 2012

FY12-13 Electric Systems Expenditures



Electric Systems Expenditure Trends



ELECTRIC SYSTEMS ADMINISTRATION

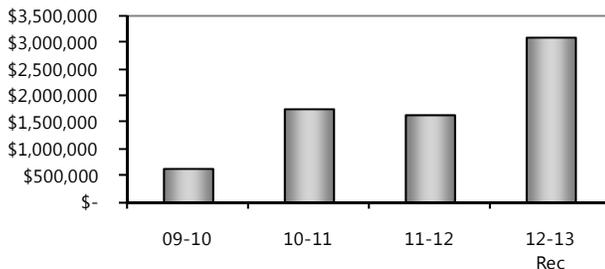
MISSION: Electric Systems Administration exists to ensure that the City of Concord's electric system operates in a manner that provides a reliable source of electric power to the City's customers in a fiscally responsible manner that is safe for employees, customers, and the general public.

PROGRAM LOCATOR:

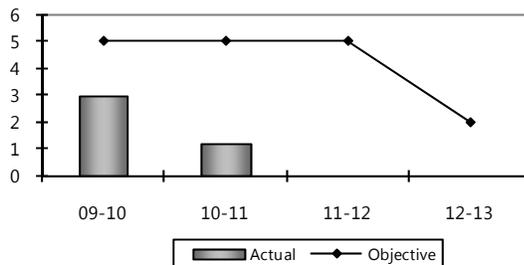
Fund: Electric Fund
Functional Area: Utilities-Electric
Department: Electric Systems
Division: **Electric Administration**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



Average # of Reportable Incidents



MAJOR SERVICE(S) PROVIDED:

- Safety
- Electric System Management

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- For calendar year, 2011 the Electric Department recorded an incidence rate of Zero which qualifies the department for a National Safety Award from APPA.
- Completed both audits on our compliance of the NERC reliability standards and received final reports of no findings of non-compliance on both audits.
- The department will receive in April 2012 the Reliable Public Power Provider (RP3) Diamond

designation. This is the highest designation that a utility can achieve.

FY 2011-12 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continuation of Legal and Engineering funding. These funds are required to support possible audits and review of wholesale power rates, annual adjustments, system design, and SERC/NERC compliance as anticipated
- Continuation of a payment in Lieu of Taxes to the General Fund.
- Continuation of funding for the Rate Stabilization Fund.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Bi-monthly staff meetings ensure clear understanding of departmental objectives and individual roles.
- Regular departmental safety meetings are held to ensure personnel are adequately trained and understand expectations regarding safe working practices.
- 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	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Safety	Average # of reportable incidents	Effectiveness	3	1.2	5	0	2	5

BUDGET SUMMARY:

Cost Center #: 7200						
	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved
Personnel Services	\$ 76,425	\$ 179,126	\$ 188,678	\$ 173,780	\$ 196,369	\$ -
Operations	\$ 514,794	\$ 405,329	\$ 534,250	\$ 234,047	\$ 375,716	\$ -
Depreciation & Amortization	\$ 2,659	\$ 2,659	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 10,971	\$ 653,261	\$ 1,462,471	\$ 1,218,726	\$ 1,729,581	\$ -
Transfers	\$ 41,829	\$ 511,000	\$ 770,000	\$ -	\$ 795,630	\$ -
Total Expenses	\$ 646,678	\$ 1,751,376	\$ 2,955,399	\$ 1,626,553	\$ 3,097,296	\$ -
* as amended	-22%	171%			0%	
**as of May 9, 2012						
Authorized FTE	2.00	2.00	2.00	2.00	2.00	2.00

PURCHASED POWER

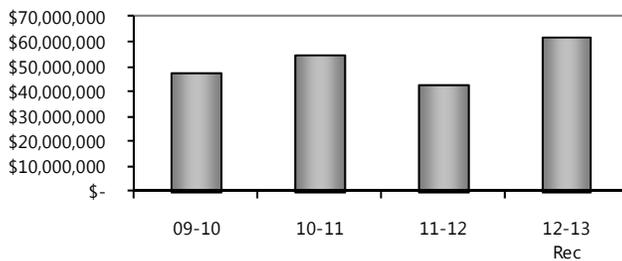
MISSION: The Purchased Power Department exists to maintain a dependable, reliable and affordable source of electricity for resale to customers of the City of Concord's Electric System.

PROGRAM LOCATOR:

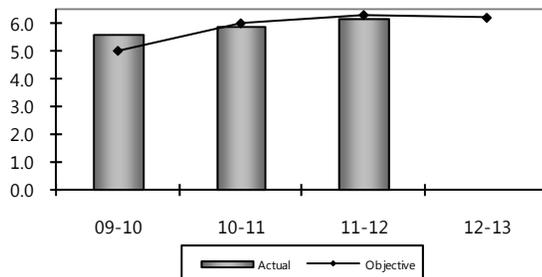
Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Purchased Power**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



Average Cost of Purchased Power in ¢



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 2011-12 MAJOR ACCOMPLISHMENTS:

- Staff negotiated an amended Purchase Power Contract with Duke Energy that outlines the

process and the credits to the City for renewable generators that attach to our system. As part of this amended contract Duke will call on our generation when needed and guarantee the City the full demand credit if 75% or greater of the generators are online during the peak hour for the year.

- Staff has used available peak shaving resources and will reduce purchased power expense by approximately \$4.3 million during the current fiscal year.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- FY13 budget reflects a \$5.16 million (9%) increase in wholesale purchased power expenses over budgeted figure for FY12.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

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

PERFORMANCE GOALS:**Major Service Area: Purchase Wholesale Power**

Goal: Ensure the accuracy of all payments for purchased power by reviewing and comparing metering data and bill calculations.

Goal: Predict annual system peak and load ratio share calculations that will minimize end impact of end of year true up process.

Major Service Area: Resource Management

Goal: To provide efficient utilization of resources in order to limit or reduce costs of electric system operation.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Purchase Wholesale Power	Accuracy rate for purchased power payments	Workload	100%	100%	100%	100%	100%	100%
Resource Mngt.	Average cost of purchased power (in cents)	Effectiveness	5.6	5.92	6.3	6.17	6.2	6.0

BUDGET SUMMARY:

Cost Center #: 7210	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Operations	\$ 47,693,615	\$ 55,064,197	\$ 57,214,871	\$ 42,556,592	\$ 62,320,502	\$ -
Total Expenses	\$ 47,693,615	\$ 55,064,197	\$ 57,214,871	\$ 42,556,592	\$ 62,320,502	\$ -
% budget change	3%	15%			9%	
* as amended						
**as of May 9, 2012						
Authorized FTE	0.00	0.00	0.00	0.00	0.00	0.00

MAINTENANCE POWERLINES

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

PROGRAM LOCATOR:

Fund: Electric Fund

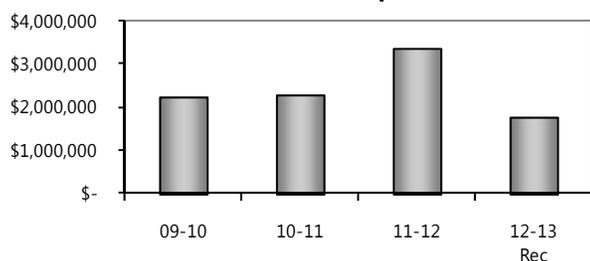
Functional Area: Utilities- Electric

Department: Electric Systems

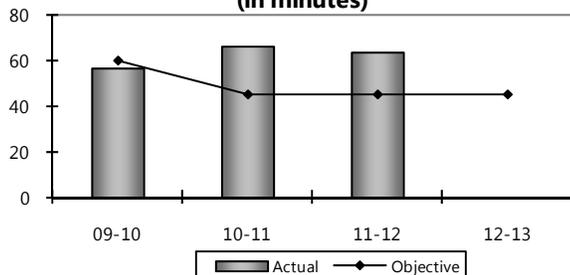
Division: **Maintenance Powerlines**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



Average Duration of Power Outages (in minutes)



MAJOR SERVICE(S) PROVIDED:

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Maintenance Powerlines coworkers successfully deployed to assist the Peak Shaving Division with operation of Generation facilities to reduce peak demand, thereby lowering purchase power costs.
- Completed construction of new Substation "K-2" for additional loading requirements in the International Business Park.

- Completed conversion of Substation "K-1" outdated electromechanical relaying to current design fully electronic relay protection scheme.
- Changed out residential electric meters as part of a change-out program to maintain a growing electrical system with new hardware and materials.
- Continued expansion of wireless Ethernet SCADA Communication Line Network.

FY 2012-13 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 4 substations to a fiber optic communications platform.
- Initiate advanced metering infrastructure on key accounts to better track energy consumption profiles.
- Extend Sky-Pilot wireless system to accommodate distribution automation initiatives and support data backhaul.
- Replace existing metal-clad switchgear at substation "F" with modern enclosure.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- A routine preventive maintenance and emergency repair program is maintained to ensure effectiveness of power lines, substations, power delivery stations, peak shaving generation plants, electric metering and SCADA operations.
- Staff will continue to evaluate outage data to improve system reliability.
- Staff is implementing the wireless Ethernet SCADA Communication Line Network. This will enable remote access of the SCADA servers and provide the ability to remotely monitor and control strategic system protective devices. This provides a more rapid response to power outages.
- Staff will continue career development training.
- SCADA Dept. will work with GIS to update and ensure a viable and reliable mapping database.

PERFORMANCE GOALS:**Major Service Area: System Monitoring**

Goal: To provide timely response to power outages for business and residential customers in order to minimize power disruptions.

Major Service Area: Electric Equipment Maintenance

Goal: To provide system maintenance of electrical equipment in order to ensure constant flow of power.

Major Service Area: Testing/Installation

Goal: To ensure the accuracy and integrity of all electric meter systems in order to maintain compliance with State regulations and proper billing.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
System Monitoring	Average duration of power outages (in minutes)	Effectiveness	57	66	45	64	45	45
Electric Equipment Maint.	% of outages caused by mechanical failure	Effectiveness	2.5%	3.13%	2%	1.88%	< 2 %	N/A
Meter Testing / Installation	# of watt-hr. meters tested/calibrated	Workload	2,326	2,392	3,000	1,165	3,000	N/A

BUDGET SUMMARY:

Cost Center #: 7220						
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 833,484	\$ 871,750	\$ 911,178	\$ 775,042	\$ 931,900	\$ -
Operations	\$ 198,572	\$ 200,245	\$ 454,376	\$ 215,224	\$ 432,663	\$ -
Capital Outlay	\$ -	\$ -	\$ 93,010	\$ 43,232	\$ 175,000	\$ -
Depreciation & Amortization	\$ 1,153,100	\$ 1,125,671	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 73,584	\$ 107,407	\$ 16,478	\$ 13,732	\$ 33,343	\$ -
Transfers	\$ -	\$ -	\$ 2,308,000	\$ 2,308,000	\$ 180,000	\$ -
Total Expenses	\$ 2,258,740	\$ 2,305,073	\$ 3,783,042	\$ 3,355,230	\$ 1,752,906	\$ -
% budget change	-11%	2%			-54%	
**as of May 5, 2012						
	13.00	13.00	13.00	13.00	13.00	

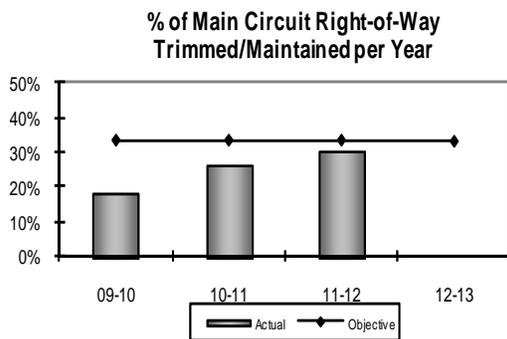
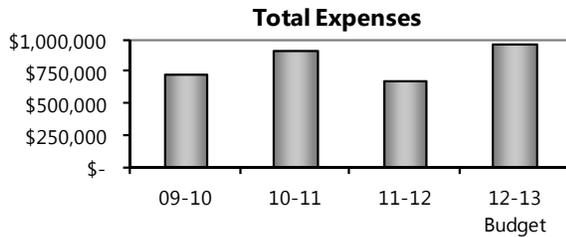
TREE TRIMMING

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Line Clearance Tree Trimming

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Reduced customer concerns with personal contact or by leaving a door hanger prior to performing removal and/or trimming of customers' trees.
- Continued career development training for tree trimming personnel to enhance level of service and proficiency for customers.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue tree replacement program, which encourages re-planting of low growing trees in order to minimize future maintenance of power

line rights-of-way and improve reliability of electric service to customers.

- Continue utilization of contract labor to augment in-house personnel in clearing power line rights-of-way. This will enhance the reliability of service provided to customers.
- Continue to educate the public on the need for proper ROW clearance.
- Improve our low growth line clearance preventative maintenance programs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

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

PERFORMANCE GOALS:

Major Service Area: Tree Trimming

Goal: To provide timely notification to customers of tree trimming services scheduled near or on their property in order to heighten awareness of work crew activity and customer service.

Goal: To provide thorough tree trimming and timely response to customer tree maintenance in order to minimize potential or further damage to electrical infrastructures and property.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Tree Trimming	% of customers receiving personal or door hanger notification of service on their property within 24 hrs of scheduled tree trimming	Effectiveness	100%	100%	100%	100%	100%	100%
Tree Trimming	% of main circuit right-of-way trimmed/maintained per year	Effectiveness	18%	33.3%	33.3%	30%	33.3%	33.3%
Tree Trimming	% of power outages caused by trees and tree limbs	Effectiveness	14%	10%	10%	11%	10%	10%

BUDGET SUMMARY:

Cost Center #: 7230						
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 578,583	\$ 615,675	\$ 545,355	\$ 383,353	\$ 542,868	\$ -
Operations	\$ 66,860	\$ 212,926	\$ 378,479	\$ 291,327	\$ 396,055	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Depreciation & Amortization	\$ 29,496	\$ 29,496	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 56,768	\$ 53,538	\$ 2,560	\$ 2,133	\$ 7,178	\$ -
Transfers	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 732,207	\$ 911,635	\$ 926,394	\$ 676,813	\$ 976,101	\$ -
% budget change	-14%	25%			5%	
**as of May 9, 2012						
	9.00	9.00	9.00	9.00	9.00	

ELECTRIC CONSTRUCTION

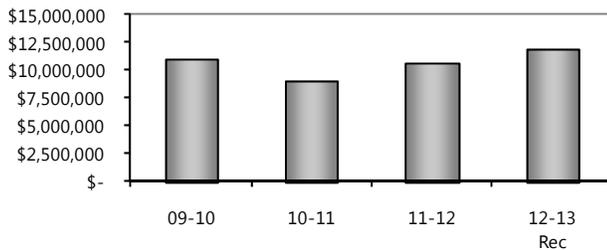
MISSION: The Electric Construction Department exists to extend, construct, and install major overhead and underground electric facilities for current and future City of Concord electric customers to meet the needs for electric system capacity.

PROGRAM LOCATOR:

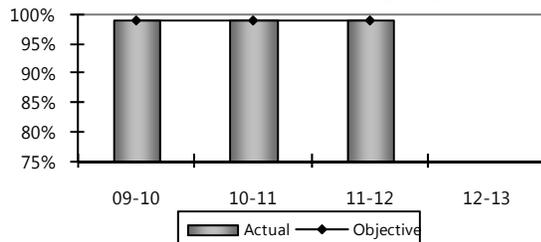
Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Electric Construction**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



% of Service Installations Completed within 10 Working Days



MAJOR SERVICE(S) PROVIDED:

- Electric Construction
 - Underground Utility Construction
 - Overhead Utility Construction

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Provided lighting along major streets and thoroughfares throughout the City.
- Inspected three wooden pole lines; replaced and upgraded poles as required.
- Completed renovations to vaults in the downtown underground system.
- Completed installation of four miles of fiber optic cable to support the Transportation Department and Substation "O" and Del-3 communications.

- Completed installation of 2000' of 12,470v duct bank in the International Business Park.
- Completed installation of 600 amp primary feed to the CelGard manufacturing plant.

FY 2012-13 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 additional aging vaults and equipment in Downtown underground system.
- Complete 600 amp alternate feed to the CelGard manufacturing plant.
- Start construction of primary duct bank system to feed additional loads in the North section of the International Business Park.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Maintain a schedule for truck and equipment replacement to ensure maximum availability to crews and ensure response to customers' demands.
- Utilize contract labor as a means of providing high levels of service in periods of increased service demand.
- Regularly inspect wooden poles on the system to protect against disruptions in the system.
- Provide career development training to increase the knowledge and performance of employees.

PERFORMANCE GOALS:**Major Service Area: Electric Construction**

Goal: To provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable time period.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Electric Const.	% of service installations completed within 10 working days	Effectiveness	99%	99%	99%	99%	99%	99%
Electric Const.	% of outdoor lights installed within 5 working days	Effectiveness	99%	99%	99%	99%	99%	99%
Electric Const.	% of street lights repaired within 2 working days	Effectiveness	99%	99%	99%	99%	99%	99%

BUDGET SUMMARY:

Cost Center #:7240							
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	
Personnel Services	\$ 2,269,931	\$ 2,179,716	\$ 2,295,487	\$ 2,078,458	\$ 2,462,097	\$ -	-
Operations	\$ 2,215,309	\$ 1,867,332	\$ 1,660,437	\$ 1,625,582	\$ 1,584,925	\$ -	-
Capital Outlay	\$ (590,182)	\$ (566,456)	\$ 2,224,917	\$ 1,244,650	\$ 2,117,500	\$ -	-
Depreciation & Amortization	\$ 2,712,442	\$ 2,725,861	\$ -	\$ -	\$ -	\$ -	-
Debt Service	\$ 1,108,561	\$ 1,387,032	\$ 3,198,972	\$ 2,458,972	\$ 3,195,792	\$ -	-
CIP Projects	\$ (272,189)	\$ (498,335)	\$ -	\$ -	\$ -	\$ -	-
Cost Allocations	\$ 3,541,904	\$ 1,806,009	\$ 1,508,613	\$ 1,257,177	\$ 1,422,108	\$ -	-
Transfers	\$ 500	\$ 97,366	\$ 2,000,000	\$ 2,000,000	\$ 1,150,000	\$ -	-
Total Expenses	\$ 10,986,276	\$ 8,998,524	\$ 12,888,426	\$ 10,664,839	\$ 11,932,422	\$ -	-
* as amended	-0.5%	-18%			-7%		
**as of May 9, 2012							
Authorized FTE	34.00	34.00	34.00	34.00	34.00	34.00	

PEAK SHAVING

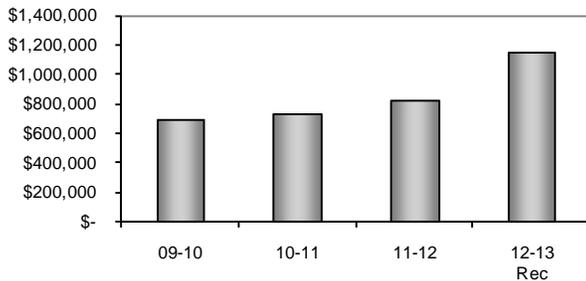
MISSION: The Peak Shaving Department exists to ensure the availability of its Peak Shaving generation resources in a manner that will reduce the City's expense for purchased power.

PROGRAM LOCATOR:

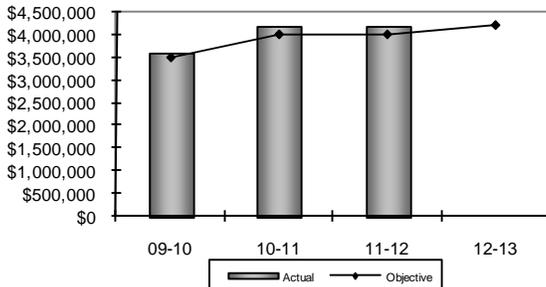
Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Peak Shaving**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



Net Savings Generated by Peak Shaving



MAJOR SERVICE(S) PROVIDED:

- Peak Shaving Generation

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Utilized peak shaving resources to reduce approximately \$4.0 million from the City's purchased power expense.
- Major preventative maintenance was performed to maintain peak shaving generator effectiveness.
- Spare Caterpillar generator was installed and used to help shore up City generators in the peak shaving effort.
- Installed initial phase of mitigation equipment to reduce diesel exhaust emissions in compliance with new Environmental Protection Agency standards.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Install second phase of mitigation equipment to reduce diesel exhaust emissions in compliance with new Environmental Protection Agency standards.
- Continue to utilize peak shaving resources to reduce the City's purchased power expense.
- Purchase critical replacement supplies to ensure quick response to mechanical failures.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue to perform engine maintenance as scheduled to ensure efficient operation.
- Continue to monitor system loading through SCADA.
- Continue to train generating personnel to handle peak shaving efforts.

PERFORMANCE GOALS:**Major Service Area: Peak Shaving**

Goal: To provide efficient and reliable peak shaving units to the Purchased Power budget unit to reduce the City's need to purchase power during peak usage times.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Peak Shaving	Average KW output per unit	Efficiency	1,550	1,550	1,600	1,600	1,600	1,600
Peak Shaving	Amount of net savings peak shavings generates	Effectiveness	\$3.6M	\$3.6M	\$4.0M	\$4.2M	\$4.2M	\$4.0M

BUDGET SUMMARY:

Cost Center #: 7241						
	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved
Personnel Services	\$ 105,524	\$ 57,469	\$ 100,601	\$ 52,692	\$ 105,959	\$ -
Operations	\$ 574,207	\$ 664,216	\$ 805,877	\$ 556,362	\$ 779,675	\$ -
Capital Outlay	\$ -	\$ 4,435	\$ 50,149	\$ 37,611	\$ -	\$ -
Depreciation & Amortization	\$ 11,090	\$ 7,685	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 6,021	\$ -	\$ -	\$ -	\$ 50,149	\$ -
Transfers	\$ -	\$ -	\$ 180,000	\$ 180,000	\$ 220,000	\$ -
Cost Allocations	\$ 2,746	\$ 4,256	\$ 569	\$ 474	\$ 906	\$ -
Total Expenses	\$ 699,587	\$ 738,062	\$ 1,137,196	\$ 827,139	\$ 1,156,689	\$ -
% budget change	-14%	-2%			2%	
**as of May 9, 2012						
	2.00	2.00	2.00	2.00	2.00	

ELECTRIC ENGINEERING SERVICES

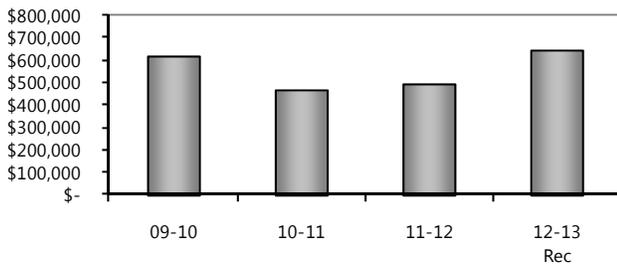
MISSION: To provide the highest level of service to both internal and external customers of the City's electric service through engineering and design of new and existing services, along with electric systems data acquisition and use through sound engineering practices and GIS mapping technology.

PROGRAM LOCATOR:

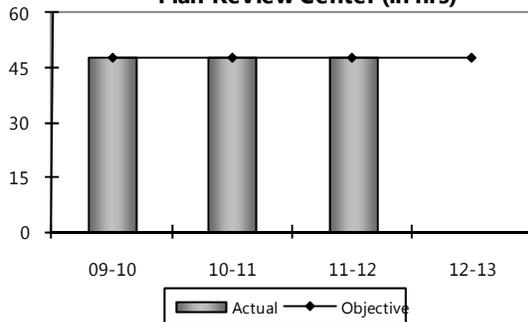
Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Electric Engineering Services**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



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



MAJOR SERVICE(S) PROVIDED:

- Electric Engineering Planning and Design
- Electric Distribution System Protection (Safety)
- Compliance with NESC, NEC & other applicable codes
- GIS Application Services (Maps & data)
- Compliance with SERC and NERC (Reliability)

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Provide data and modeling for a system protection device coordination study.

- Maintaining the current data in the electric system geo-database with as-built construction plans completed by crews.
- New techniques have been developed to analyze the information in the geo-database in order to provide exceptional integrity.
- Provide support for special operations associated with infrastructure projects.
- Support electrical design solutions for commercial and industrial loads, by interacting with the customer as well as our planning department, in order to provide the best results for each project. Support electrical design solutions for general electric infrastructure improvements.
- Upgrade to ArcGIS version 10.

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

- Continue maintaining the accuracy and structure of the data in the electric system geo-database.
- Establish the use of Milsoft, the leading circuit modeling software, that will accurately represent a fully detailed circuit model including individual customers, inline and endpoint devices, and even distributed generation. This electric engineering analysis can handle every aspect of electric distribution system planning. This can be interfaced with SCADA, Automatic Meter Reading and other data sources.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue training personnel by using cost effective training courses. In this every changing technical field of work, keeping up with the latest engineering techniques, GIS development and electric system design is very important.
- Database analysis tools will continue to be refined as we strive to provide the highest integrity possible and scheduled automation of such.
- Continue the development of our Residential Energy Audit (Energy Conservation) program.
- Further development of a Key Accounts Program providing a relationship between the Electric Systems personnel and large Commercial and Industrial accounts. This may assist the customer with technical data, identifying unknown energy usage and provide a contact, 24 hours a day, 7 days a week.

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	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Planning and Design	Contact time for customer requests through the Call Center or Electric Dispatch (in hours)	Effectiveness	24	24	24	24	24	24
Planning and Design	Contact time for developer requests through Plan Review Center (in hours)	Effectiveness	48	48	48	48	48	48
GIS Applic. Service	Internal customer needs response time (in hours)	Effectiveness	24	24	24	24	24	24
GIS Applic. Service	Provision of mapping needs (in days)	Effectiveness	2	1	1	1	1	1

BUDGET SUMMARY:

Cost Center #:7250						
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 370,003	\$ 303,229	\$ 371,378	\$ 343,688	\$ 393,888	\$ -
Operations	\$ 151,258	\$ 106,950	\$ 157,374	\$ 101,967	\$ 161,975	\$ -
Capital Outlay	\$ -	\$ -	\$ 38,885	\$ 11,913	\$ 25,000	\$ -
Depreciation & Amortization	\$ 13,657	\$ 10,547	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 84,789	\$ 45,907	\$ 42,380	\$ 35,317	\$ 60,899	\$ -
Total Expenses	\$ 619,707	\$ 466,634	\$ 610,017	\$ 492,884	\$ 641,762	\$ -
% budget change	-10%	-25%			5%	
* as amended						
**as of May 9, 2012						
Authorized FTE	5.00	5.00	5.00	0.00	0.00	

UTILITY LOCATE SERVICES

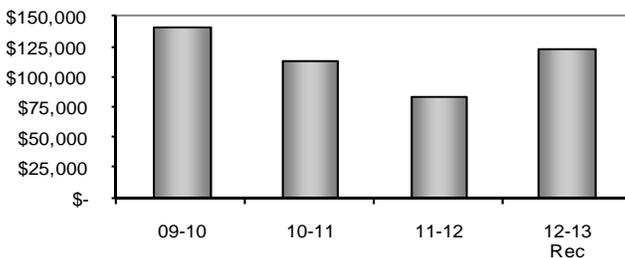
MISSION: The Utility Locate Service Division exists to ensure that all City utilities are accurately located in adequate time to comply with the N.C. Underground Damage Prevention Act.

PROGRAM LOCATOR:

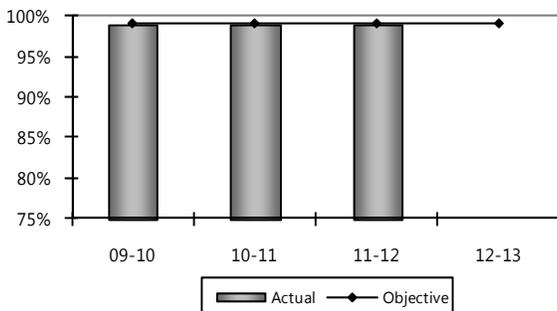
Fund: Electric Fund
Functional Area: Utilities – Electric
Department: Electric Systems
Division: **Utility Locate Services**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



% of Locates Completed Within 48 Hrs



MAJOR SERVICE(S) PROVIDED:

- Utility Location

FY 2011-12 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 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

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

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

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

PERFORMANCE GOALS:

Major Service Area: Utility Location

Goal: To locate all utilities in compliance with the N.C. Underground Damage Prevention Act guidelines of accuracy and time requirements in order to prevent damage to underground water, wastewater, and electric infrastructure.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Utility Location	% of locates that are located within 24 inches	Effectiveness	98%	99%	99%	99%	99%	99%
Utility Location	% of locates that are located within 48 hours	Effectiveness	99%	99%	99%	99%	99%	99%

BUDGET SUMMARY:

Cost Center #:7260							
	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved	
Personnel Services	\$ 275,088	\$ 256,032	\$ 256,911	\$ 231,180	\$ 268,517	\$ -	-
Operations	\$ 33,552	\$ 37,203	\$ 91,745	\$ 42,976	\$ 110,323	\$ -	-
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	-
Depreciation & Amortization	\$ 14,908	\$ 14,908	\$ -	\$ -	\$ -	\$ -	-
Cost Allocations	\$ (181,464)	\$ (194,794)	\$ (228,323)	\$ (190,269)	\$ (261,782)	\$ -	-
Total Expenses	\$ 142,086	\$ 113,349	\$ 120,333	\$ 83,887	\$ 123,058	\$ -	-
% budget change	12%	-20%			2%		
*as amended							
** as of May 9, 2012							
	5.00	5.00	4.00	4.00	4.00		

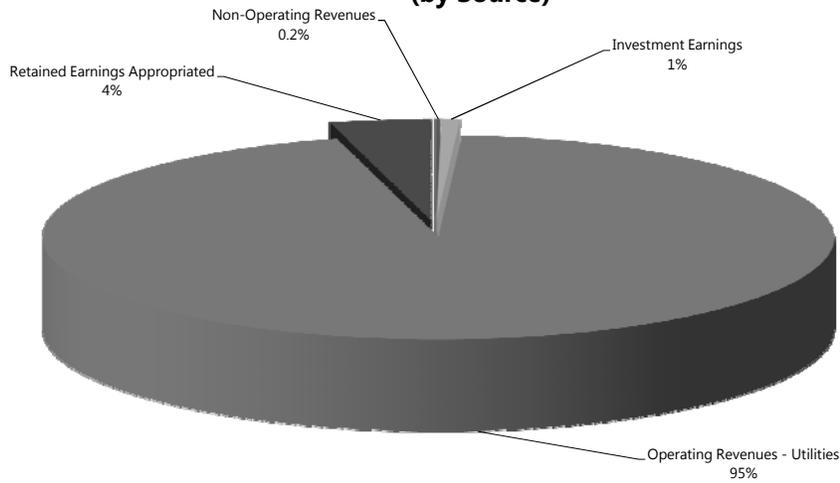
The Utility Locate Services budget is allocated across the Electric, Water, and Wastewater departments.

Water Resources Revenues

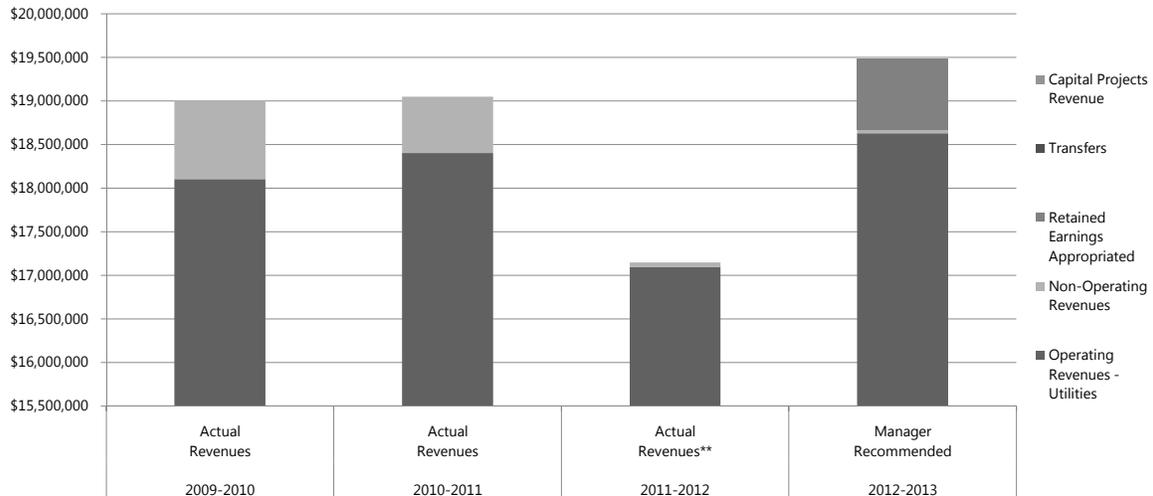
Fund 620

	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 904,024	\$ 646,165	\$ 60,417	\$ 50,513	\$ 38,785	\$ -
Investment Earnings	\$ 555,656	\$ 661,435	\$ 281,620	\$ 308,649	\$ 150,000	\$ -
Operating Revenues - Utilities	\$ 18,103,464	\$ 18,402,901	\$ 18,294,350	\$ 17,094,311	\$ 18,627,700	\$ -
Retained Earnings Appropriated		\$ -	\$ 5,433,216	\$ -	\$ 811,919	\$ -
Capital Projects Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 19,563,144	\$ 19,710,501	\$ 24,069,603	\$ 17,453,473	\$ 19,628,404	\$ -
% budget change	-38%	1%			-18%	
* as amended	\$ -					
**as of May 9, 2012						

FY 12-13 Water Resources Revenues (by Source)



Water Resources Revenue Trend

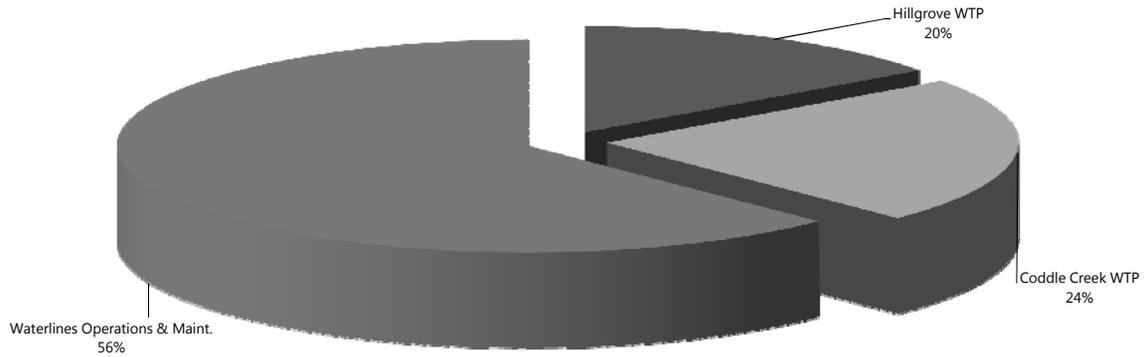


Water Resources Expenditures

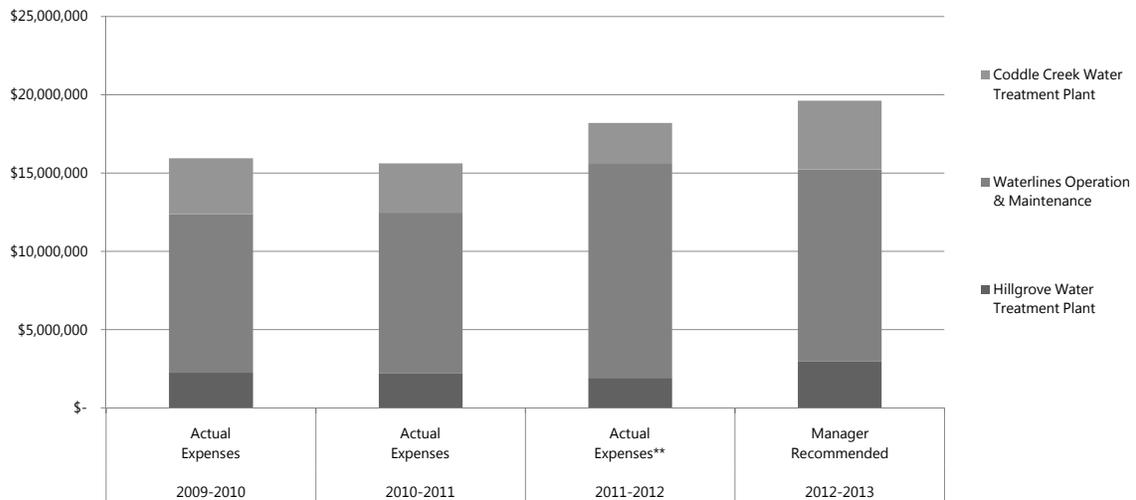
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
By Cost Center						
Hillgrove Water Treatment Plant	\$ 2,249,602	\$ 2,225,325	\$ 3,229,606	\$ 1,933,596	\$ 2,968,482	\$ -
Coddle Creek Water Treatment Plant	\$ 3,581,404	\$ 3,146,793	\$ 3,930,271	\$ 2,565,509	\$ 4,399,793	\$ -
Waterlines Operation & Maintenance	\$ 10,124,280	\$ 10,246,384	\$ 16,909,725	\$ 13,709,404	\$ 12,260,129	\$ -
Total Expenses	\$ 15,955,287	\$ 15,618,502	\$ 24,069,602	\$ 18,208,509	\$ 19,628,404	\$ -
% budget change		-3%	-2%		539%	

* as amended
 ** as of May 9, 2012

FY 12-13 Water Resources Expenditures (by Cost Center)



Water Resources Expenditure Trend



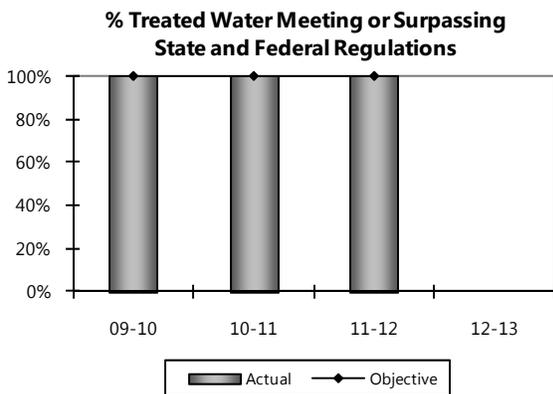
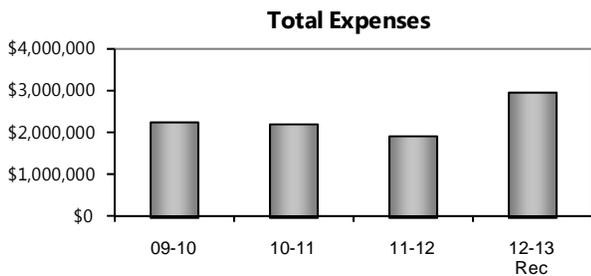
HILLGROVE WATER PLANT

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



MAJOR SERVICE(S) PROVIDED:

- Water Treatment and Analysis

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Rebuilding of #4 High Service Finish water discharge pump.
- Rebuilding of the filter backwash pump.
- Completion of the Sodium Hypochlorite tank and roof replacement.
- Partial completion of the SCADA monitoring for the Sodium Hypochlorite building.
- Partial completion of south clearwell top spalling.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue replacing outdated lab equipment for compliance monitoring.
- Continue to analyze the most economical way to meet Stage 2 D-DBP regulation.
- New chlorine contact time study for compliance with state requirements.
- Filter rehabilitation.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Attending training sessions to obtain knowledge on new regulations and treatment processes.

PERFORMANCE GOALS:

Major Service Area: Water Treatment and Analysis

Goal: To comply with and exceed state and federal regulations in order to provide safe drinking water.

Goal: To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	99%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	89%	92%	94%	96%	97%	87%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.02	1.02	1.03	1.02	1.02	1.03
Safety	# of preventable accidents	Effectiveness	New for FY12	New for FY12	0	0	0	0

*State and Federal Regulation is 95%

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

BUDGET SUMMARY:

Cost Center #: 7330	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 746,720	\$ 789,171	\$ 790,584	\$ 692,232	\$ 825,043	\$ -
Operations	\$ 1,082,270	\$ 1,011,778	\$ 2,125,674	\$ 986,515	\$ 1,970,365	\$ -
Capital Outlay	\$ -	\$ -	\$ 57,529	\$ -	\$ 55,000	\$ -
Depreciation & Amortization	\$ 408,497	\$ 410,377	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 8,074	\$ -
Cost Allocations	\$ 12,116	\$ 13,999	\$ 5,819	\$ 4,849	\$ 110,000	\$ -
Total Expenses	\$ 2,249,602	\$ 2,225,325	\$ 3,229,606	\$ 1,933,596	\$ 2,968,482	\$ -
% budget change	4%	-1%			-8%	
* as amended						
** as of May 9, 2012						
Authorized FTE	14.50	14.50	14.50	14.50	14.50	

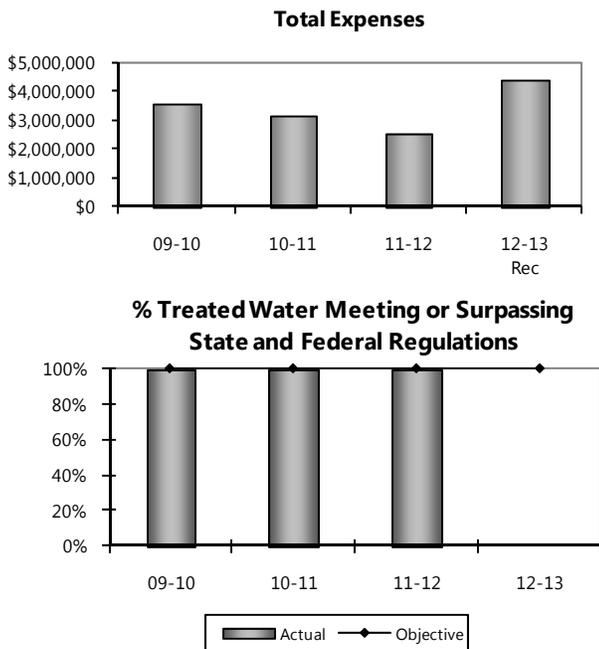
CODDLE CREEK WATER PLANT

MISSION: The Coddle Creek Water Treatment Plant exists to provide drinking water at the most economical rate, meeting all state and federal regulations for residential and commercial customers of the City of Concord, Cabarrus County, and our neighboring municipalities such as Harrisburg, Kannapolis and Midland.

PROGRAM LOCATOR:

Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Coddle Creek Water Plant**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Water Treatment and Analysis

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Performed review of the cost - benefit analysis of an on-site dewatering facility for process lagoons.
- Plant scale evaluation of different powdered activated carbons to determine effectiveness for total organic carbonate (TOC) removal.
- Contracted with Bio-Nomic Services for dewatering, transport and disposal of process sludge.
- Replaced defective check valves on 2 high services pumps.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Evaluate additional alum sulfate feed to achieve higher TOC reduction.
- Replace roof of chemical feed level of facility.
- Receive bids and contract for dewatering, transport and disposal of process sludge in Spring 2013.
- Replace 3 high service pump motor starters.
- Replace 2 Programmable Logic Control cabinets in filter gallery.
- Begin compliance phase of Stage 2 Disinfection By-Product regulations.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Attend training sessions and seminars to stay abreast of the newest regulations, treatment techniques and testing methods to meet these requirements.
- Visit other municipalities to observe and discuss the steps that they have undertaken to help meet the Stage 2 Disinfection By-Product regulations.

PERFORMANCE GOALS:**Major Service Area: Water Treatment and Analysis**

Goal: To comply with and exceed State and Federal regulations in order to provide safe drinking water.

Goal: To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal regulations.	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	76.6%	85%	95%	87%	95%	98%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.03	1.02	1.03	1.026	1.03	1.03
Safety	# of preventable accidents	Effectiveness	New for FY12	New for FY12	0	1	0	0

*State and Federal regulation is 95%.

**These are internally established limits that exceed State and Federal regulations.

BUDGET SUMMARY:

Cost Center #: 7331	2009-2010	2010-11	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 872,667	\$ 860,866	\$ 894,141	\$ 746,308	\$ 929,011	\$ -
Operations	\$ 2,094,778	\$ 1,840,953	\$ 2,991,909	\$ 1,811,933	\$ 2,866,425	\$ -
Capital Outlay	\$ -	\$ -	\$ 35,500	\$ -	\$ 73,500	\$ -
Depreciation & Amortization	\$ 266,993	\$ 270,478	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 327,313	\$ 150,923	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 19,654	\$ 23,572	\$ 8,721	\$ 7,268	\$ 10,857	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ 520,000	\$ -
Total Expenses	\$ 3,581,404	\$ 3,146,793	\$ 3,930,271	\$ 2,565,509	\$ 4,399,793	\$ -
% budget change	-2%	-12%			12%	
* as amended						
**as of May 9, 2012						
Authorized FTE	15.50	15.50	15.50	15.50	15.50	

WATERLINES OPERATIONS & MAINTENANCE

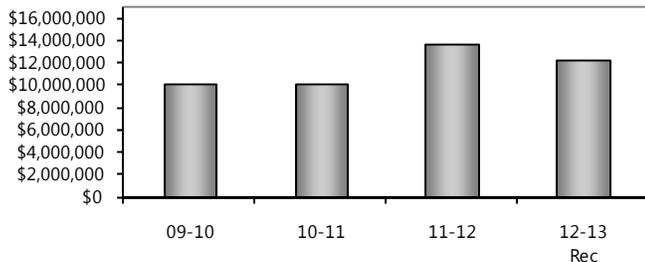
MISSION: The Water Resources Department exists to provide quality drinking water, accountability, respect, continuous improvement, and trust to our residential, commercial, industrial and municipal customers including the planning of long-range water needs to meet future growth and demands on our water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

PROGRAM LOCATOR:

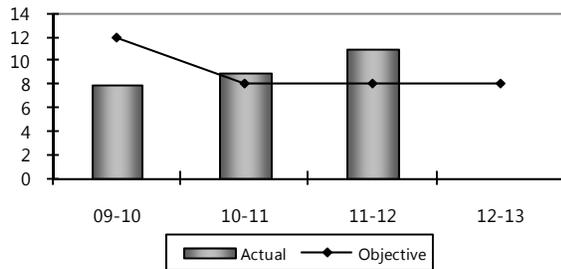
Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Waterlines Operations & Maint.**

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 2011-12 MAJOR ACCOMPLISHMENTS:

- Implemented Toilet Credit Program for residential customers.
- Converted SCADA operations of Speedway Tank to fiber.
- Installed mixing system in Midland Tank to improve water quality.
- Completed design of waterline from Albemarle.

- Completed and activated a new 2 MG elevated storage tank.
- Completed updating the hydraulic water model and identified areas for fire flow improvement.
- Completed 2nd of 5 years to complete conversion of remaining meters to AMR ahead of schedule.
- Implemented new software for Backflow tracking.
- Completed leak detection on 10% of water system.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Replace aging back hoe with excavator to allow for work in tighter spaces (neighborhoods).
- Begin construction of the waterline from Albemarle.
- Continue conversion of remaining meters to AMR.
- Continue leak detection.
- Begin project to replace inadequate and failing waterlines in downtown area.

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 10% of the water distribution system annually in order to reduce the number of leaks and reduce un-accounted water loss.

Major Service Area: New Construction

Goal: To provide more efficient water service installations for residential, commercial, and industrial customers in order to help expedite the construction of development projects.

Major Service Area: Water Quality

Goal: To provide the highest quality of water to customers by meeting and exceeding both state and EPA guidelines in order to ensure the safety and health of the water supply.

Major Service Area: Water Meters

Goal: To install AMR water meters and convert older water meters to radio read technology in order to increase the efficiency and accuracy in reading water meters.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year Obj.	FY13 Obj.	Benchmark Target
New Construction	Avg. # of days to install ¾" through 2" water service	Effectiveness	8	9	8	11	8	8
Water Quality	# of customer complaints per 1,000 accounts	Effectiveness	6.9	4.7	1.0	2	1.0	1
Water Meters	# AMRs installed	Workload	216	242	220	159	220	220
Maint.	System leak detection surveys completed	Effectiveness	Revised for FY11	10%	10	0%	10%	10%
Safety	# of preventable accidents	Effectiveness	New for FY12	New for FY12	0	0	0	0

BUDGET SUMMARY:

Cost Center #: 7340							
	2009-2010	2010-11	2011-2012	2010-11	2011-2012	2011-2012	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	
Personnel Services	\$ 1,772,892	\$ 1,815,220	\$ 1,954,613	\$ 1,479,536	\$ 1,961,229	\$ -	
Operations	\$ 1,315,828	\$ 1,545,365	\$ 2,124,782	\$ 1,286,693	\$ 1,737,708	\$ -	
Capital Outlay	\$ (304,550)	\$ (525,540)	\$ 623,786	\$ 86,648	\$ 1,165,500	\$ -	
Depreciation & Amortization	\$ 3,039,330	\$ 3,087,212		\$ -	\$ -	\$ -	
Debt Service	\$ 1,574,422	\$ 2,097,516	\$ 5,128,386	\$ 4,128,611	\$ 5,125,180	\$ -	
Cost Allocations	\$ 2,281,684	\$ 2,226,610	\$ 2,101,463	\$ 1,751,220	\$ 2,253,205	\$ -	
Transfers	\$ 444,674	\$ -	\$ 4,976,695	\$ 4,976,695	\$ 17,307	\$ -	
Total Expenses	\$ 10,124,280	\$10,246,384	\$16,909,725	\$13,709,404	\$ 12,260,129	\$ -	
% budget change	-5%	1%			-27%		
* as amended							
**as of May 9, 2012							
Authorized FTE	35.00	34.75	34.75	34.75	34.75		

Transit System Revenue

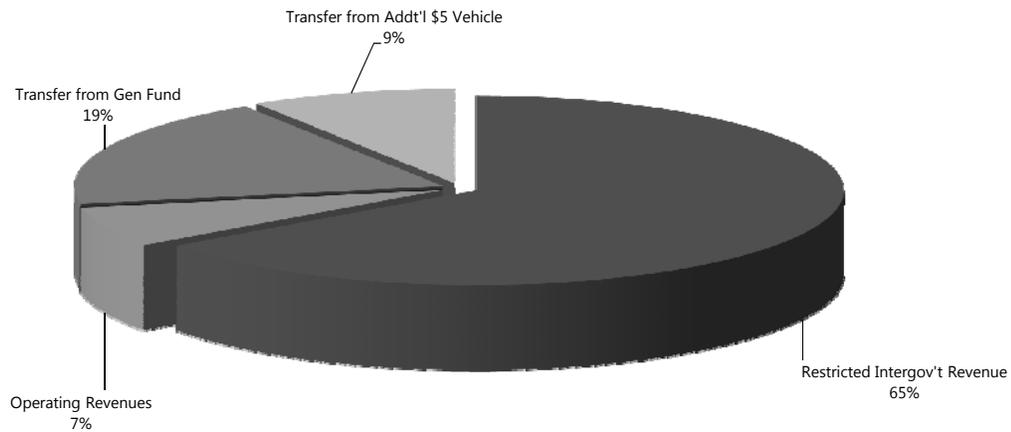
Fund 630

	2009-2010 Actual Revenues	2010-2011 Actual Revenues	2011-2012 Council Approved*	2011-2012 Actual Revenues**	2012-2013 Manager Recommended	2012-2013 Council Approved
Restricted Intergov't Revenue	\$ 1,646,591	\$ 2,468,534	\$ 2,075,803	\$ 519,455	\$ 2,119,006	\$ -
Operating Revenues	\$ 179,832	\$ 188,329	\$ 178,357	\$ 197,328	\$ 225,000	\$ -
Non-Operating Revenue	\$ -	\$ -	\$ 501	\$ -	\$ -	\$ -
Retained Earnings	\$ -	\$ -	\$ 103,930	\$ -	\$ -	\$ -
Transfer from Gen Fund	\$ 87,446	\$ 392,196	\$ 391,600	\$ -	\$ 617,901	\$ -
Transfer from Addtl \$5 Vehicle	\$ 370,548	\$ 8,373	\$ 294,154	\$ 131,706	\$ 294,154	\$ -
Total Revenues	\$ 2,284,417	\$ 3,057,431	\$ 3,044,345	\$ 848,489	\$ 3,256,061	\$ -
% budget change	-37%	34%			7%	

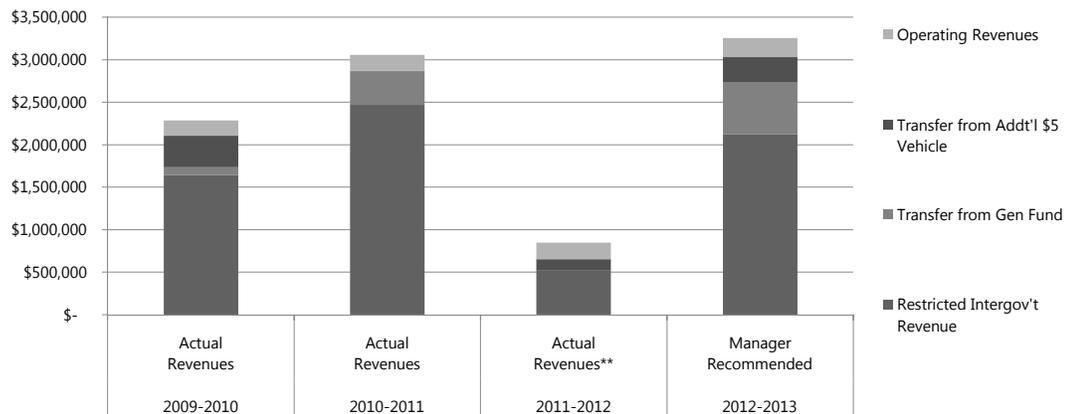
* as amended

**as of May 9, 2012

FY 12-13 Transit System Revenues (by Source)



Transit Revenue Trend



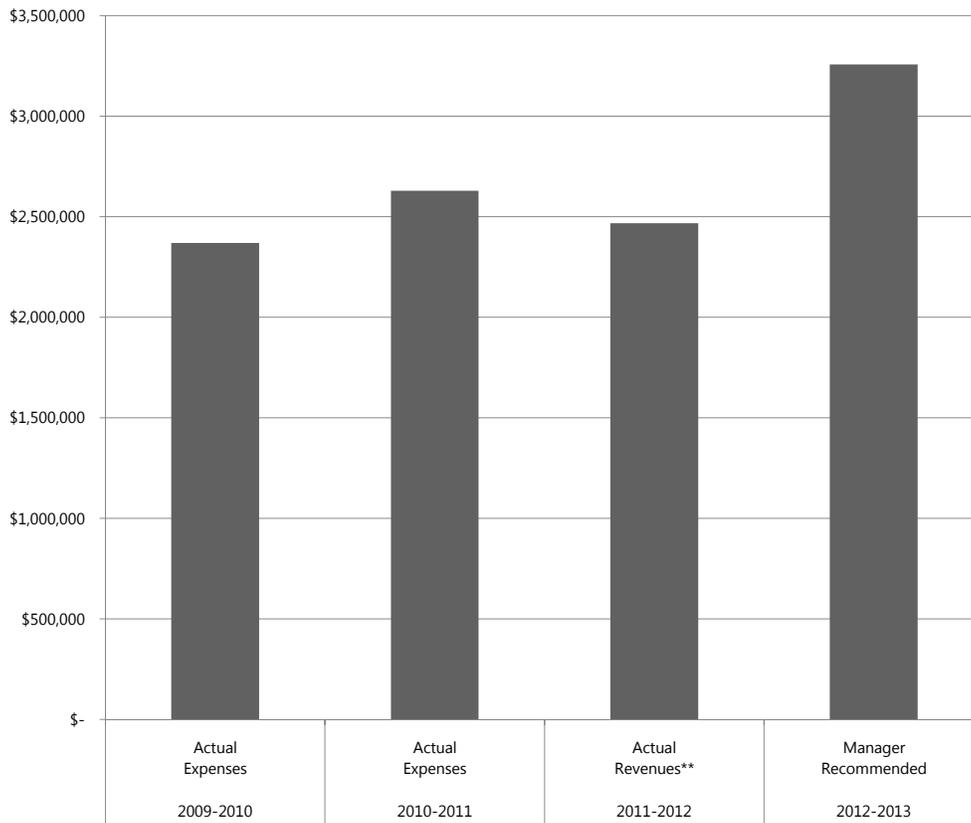
Transit System Expenses

	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Revenues**	2012-2013 Manager Recommended	2012-2013 Council Approved
Transit - Rider	\$ 2,368,593	\$ 2,629,242	\$ 3,044,345	\$ 2,468,137	\$ 3,256,061	\$ -
Total Expenses	\$ 2,368,593	\$ 2,629,242	\$ 3,044,345	\$ 2,468,137	\$ 3,256,061	\$ -
<i>% budget change</i>		-38%	11%		7%	

* as amended

**as of May 9, 2012

Transit Expenditure Trend



PUBLIC TRANSIT SYSTEM

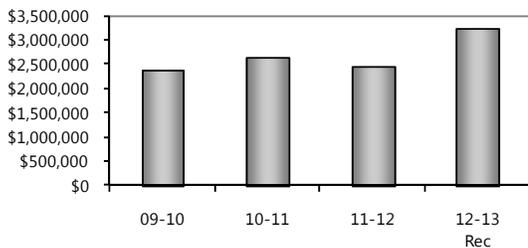
MISSION: To provide safe, dependable, and user-friendly transportation services to the citizens of Concord and Kannapolis with the desire to operate at the highest levels of rider satisfaction.

PROGRAM LOCATOR:

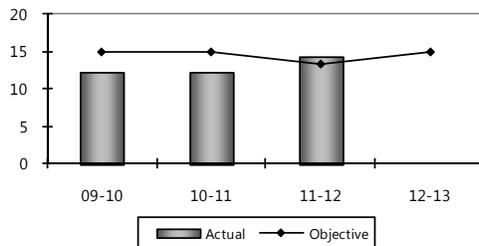
Fund: Transit System
 Functional Area: Transit System
 Department: **Transit FY13 - Rider**
 Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



of Passengers per Revenue Hour



MAJOR SERVICE(S) PROVIDED:

- Fixed-route transit service to Concord and Kannapolis

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Hired new PT Customer Service Specialist.
- Increased hours that both the Transit Center and the Customer Service desk are open Tuesday through Friday, and added access on Saturdays.
- Added three new bus stops.
- Created solution to allow continued service to Social Security office.
- Created routing improvements to improve on time performance of Orange and Brown Routes.
- Concluded reclamation of former Davidson Drive location and moved bus shelters to two new locations in Concord and Kannapolis.
- Maximized Federal 5307 allocation from NC DOT to add an additional \$166,458.75 in Capital monies to the budget with no additional local contribution.
- Utilized additional Federal Capital funds for major component repairs to aging bus fleet, as well as

the roll out of the first year of a multiyear plan to introduce a series of passenger amenities across the system.

- Worked to successfully update our lapsed FTA Civil Rights Program.
- Worked to successfully execute a combined two-year 5307 grant to recover the Federal share of monies for FY 09 and FY 10.
- Successfully prepared for the FTA Triennial Review that was conducted this year.
- Revised and released Service Provider RFP and led effort to select new provider for the next 5 years.
- Completed successful first year in new Transit Center while working through close out issues with General Contractor.
- Instituted internal and external recycling program at Transit Center.
- Expanded participation in local community outreach events and educational opportunities.
- Experienced a 26% increase in system ridership over course of 2011, with record farebox revenues exceeding \$200,000 for the first time.

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

- Significant increases in fuel costs and ADA Paratransit services costs will occur. Finding realistic budget realignments or additional sources of funding will be crucial to offsetting these costs.
- If selected by NC DOT through competitive grant process to participate in NC DOT's Transit Apprentice Program, will begin work with an apprentice.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to fully and creatively leverage our Federal and State funding options. Look for additional sources of funding.
- Seek funding options in order to start process of purchasing replacement buses for our oldest buses beginning in FY 13-14.
- Continue to work on budget and funding options to allow the introduction of Sunday service.
- Expand community outreach activities.
- Complete work related to Transportation Development Plan: establish outline for future needs and growth.
- Continue efforts to improve communication and connections between Rider and neighboring transit systems and services.
- Successfully complete upgrade of surveillance systems on system vehicles utilizing remaining ARRA funds.

PERFORMANCE GOALS:**Major Service Area: Fixed-route Transit Service**

Goal: To provide safe, quality service to riders in order to attract new and retain existing riders, prevent roadway injuries and property damage, keep costs low, and maintain bus trip schedules.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Fixed-route Transit	# of Riders	Workload	387,908	384,317	400,000	225,951	440,000	400,000
Fixed-route Transit	# of passengers per revenue hour	Efficiency	12.3	12.3	13.4	14.3	15	15
Fixed-route Transit	% of fare box recovery	Efficiency	8.2%	8.2%	8.7%	8.7%	9%	15%
Fixed-route Transit	# of preventable accidents per 100,000 bus miles	Effectiveness	0.2	0.32	.5	.68	.5	0.50
Fixed-route Transit	# of rider complaints per 100,000 riders/trips	Effectiveness	3	6	8	7	8	5
Fixed-route Transit	% of riders rating overall service as "Excellent" or "Good"	Effectiveness	N/A	97%	95%	98%	95%	95%
Fixed-route Transit	On-time Performance	Effectiveness	New for FY13	New for FY13	New for FY13	New for FY13	New for FY13	NA
Fixed-route Transit	Passenger requests for service inside the service area	Workload	New for FY13	New for FY13	New for FY13	New for FY13	New for FY13	NA

BUDGET SUMMARY:

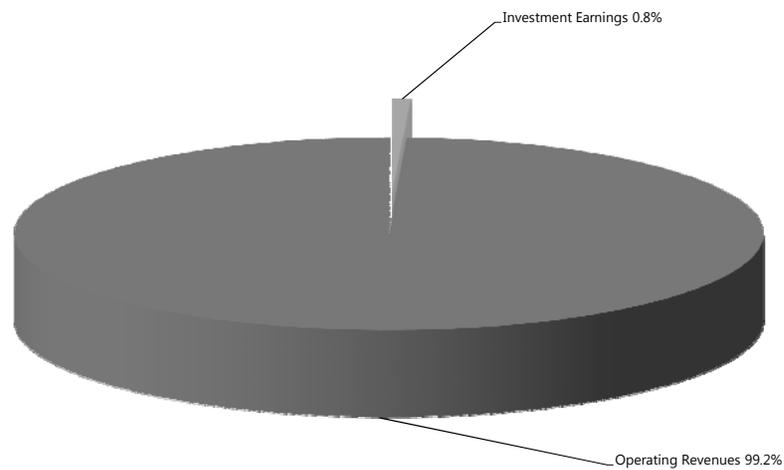
Cost Center #: 7609	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ -	\$ 101,449	\$ 143,265	\$ 59,013	\$ 186,750	\$ -
Operations	\$ 2,330,959	\$ 2,490,810	\$ 2,689,266	\$ 2,375,449	\$ 2,742,034	\$ -
Capital Outlay	\$ 37,634	\$ 36,983	\$ 125,000	\$ -	\$ 278,959	\$ -
Transfers	\$ -	\$ -	\$ 6,000			
Cost Allocations	\$ -	\$ -	\$ 80,814	\$ 33,675	\$ 48,318	\$ -
Total Expenses	\$ 2,368,593	\$ 2,629,242	\$ 3,044,345	\$ 2,468,137	\$ 3,256,061	\$ -
% budget change	-38%	11%			7%	
* as amended						
** as of May 9, 2012						
Authorized FTE	0.00	2.00	2.75	2.75	2.55	

Wastewater Resources Revenues

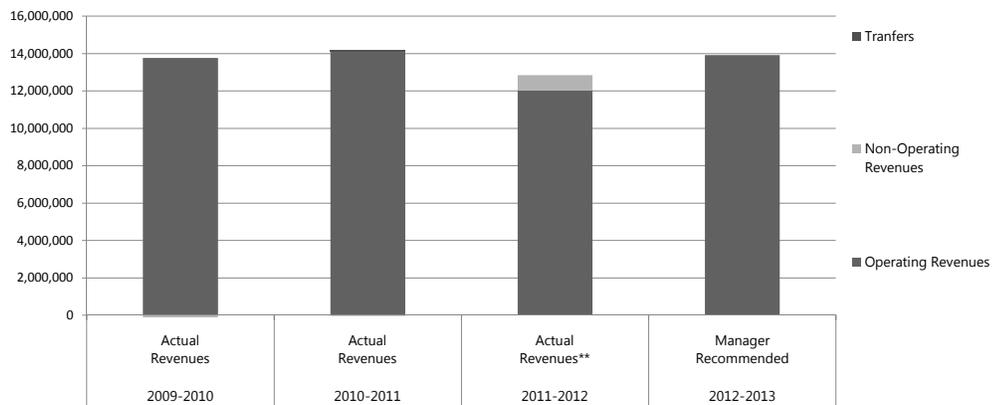
Fund 640

	2009-2010 Actual Revenues	2010-2011 Actual Revenues	2011-2012 Council Approved*	2011-2012 Actual Revenues**	2012-2013 Manager Recommended	2012-2013 Council Approved
Non-Operating Revenues	\$ (133,195)	\$ (29,602)	\$ 703,927	\$ 818,358	\$ -	\$ -
Investment Earnings	\$ 413,412	\$ 141,970	\$ 60,000	\$ 167,321	\$ 110,000	\$ -
Operating Revenues	\$ 13,773,878	\$ 14,096,057	\$ 13,749,433	\$ 12,028,300	\$ 13,922,000	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ 67,167	\$ -	\$ -	\$ -
Transfers	\$ -	\$ 61,000	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 14,054,095	\$ 14,269,425	\$ 14,580,527	\$ 13,013,979	\$ 14,032,000	\$ -
% budget change		-19%	2%		-4%	
* as amended						
**as of May 9, 2012						

**FY 12-13 Wastewater Resources Revenue
(by Source)**



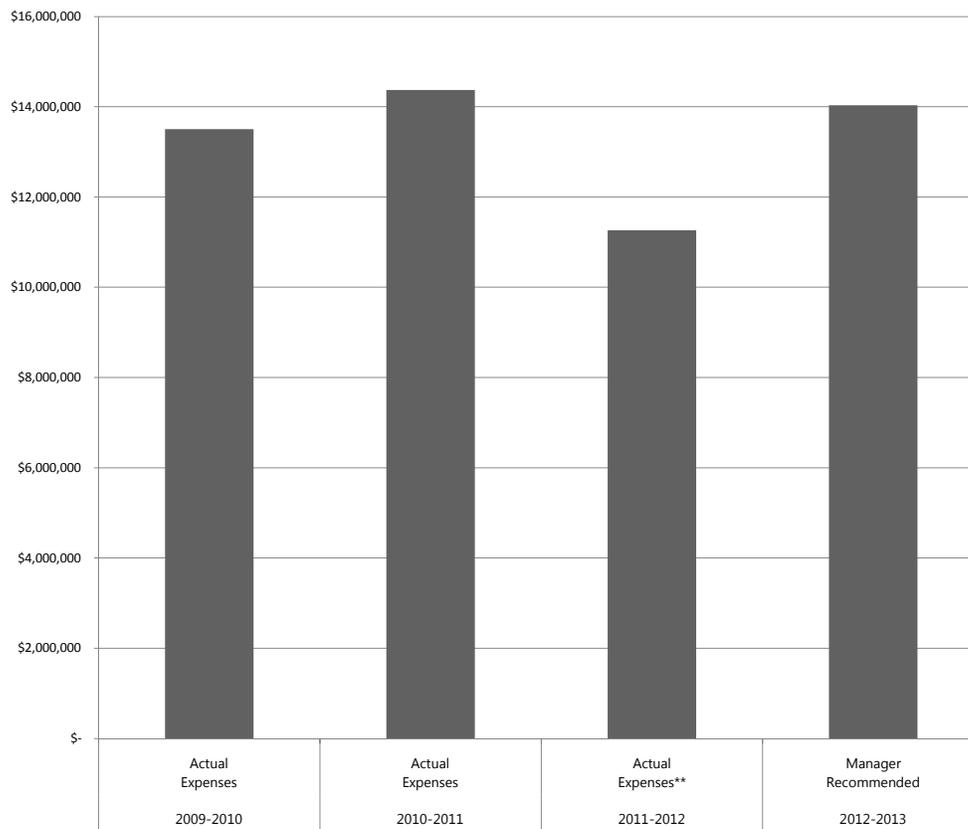
Wastewater Revenue Trend



Wastewater Resources Expenditures

	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved
By Cost Center						
Wastewaterlines Operations & Maint.	\$ 13,507,142	\$ 14,370,561	\$ 14,580,527	\$ 11,260,240	\$ 14,032,000	\$ -
Total Expenditures	\$ 13,507,142	\$ 14,370,561	\$ 14,580,527	\$ 11,260,240	\$ 14,032,000	\$ -
% budget change		-9%	6%		-4%	
* as amended						
** as of May 9, 2012						

Wastewater Expenditure Trend



WASTEWATERLINES OPERATIONS & MAINTENANCE

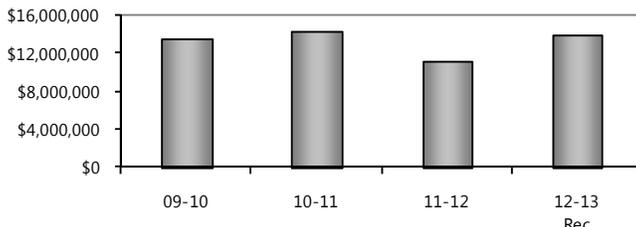
MISSION: The Wastewater Resources Department exists to provide efficient and timely sanitary sewer collection service to residential, commercial, and industrial customers, while building the integrity of our system to enhance water quality and protect the environment for future generations.

PROGRAM LOCATOR:

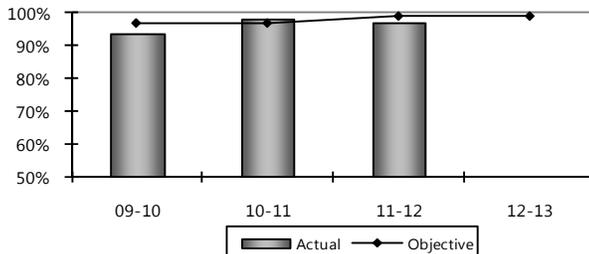
Fund: Wastewater Fund
Functional Area: Utilities - Wastewater
Department: **Wastewaterlines Oper. & Maint.**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



% of Normal Working Hour Emergency Calls Responded to Within 30 Minutes



MAJOR SERVICE(S) PROVIDED:

- Management and maintenance of a wastewater collection system with 530 miles of gravity sewer, 23 pump stations, and 14 miles of force main that serves over 31,000 customers, including:
 - Rapid response to calls concerning potential blockages and overflows
 - Pipe and pump station wet well jetting and cleaning
 - Routine pump station inspection
 - Pipe inspection using closed circuit t.v. cameras
 - Installation and repair of sewer service connections
 - Installation and repair of system pipes and manholes
 - Smoke testing
 - Location of system components and defects using GPS units
 - Right-of-way maintenance
 - Fats, oils, and grease control education program
 - Flow monitoring

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Received NC's first Collection System of the Year Award (in the large collection system category) by the NC AWWA-WEA professional association.
- Awarded Concord's Productivity Improvement Award for reducing the amount of rainwater entering the collection system and saving over \$470,000 in conveyance and treatment charges from WSACC.
- Discovered stormwater infiltration of the sewer system in the downtown area and developed a plan to address I & I problems.
- Identified customers in the Midland area that are receiving sewer service but are not being billed
- Developed a 5-year pipe lining plan to ensure that all pipes over 90 years old have been replaced or rehabilitated – the current lining contract (Year 1) includes over 19,500 feet of pipe.
- Identified and corrected a WSACC billing error WSACC that charged Concord for Mount Pleasant's water treatment plant backwash water.
- In-House replacement of 4,371 lf of gravity mainline for Larkhaven Ph 1 & 2, City Place, Cascade, and Ramsgate.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue lining contract to meet the needs of our 5-year plan.
- Complete In-House projects- Epworth UMC outfall, Palaside Dr., Odell Dr. Outfall, Bell & Corban extension.
- Continue to locate defects and I & I using flow monitoring and smoke testing.
- Budget for new technology such as desktop computers, laptops and tablets to improve response our customers and continue to remain paperless.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Implementing a 5-year lining plan to rehabilitate the system's oldest pipes in an effort to reduce groundwater penetration in the system.
- Adding lining dates to pipe attributes in GIS to help identify pipes with liners that have reached the end of their useful life.
- Identifying right-of-way maintenance requirements in GIS (not needed, hand-cut, mow, yard inspection, other).
- Locating/acquiring easement documents for all outfall lines and educating property owners on easement restrictions.
- Work with new technology to help refine our response to customers.

PERFORMANCE GOALS:

Major Service Area: Manage and Maintain Sewer System

Goal: To provide quality and cost efficient management and maintenance of the City's sewer system in order to maximize resources and ensure the health and safety of the community.

Major Service Area: Right of Way Protection Program

Goal: To complete the identification of all properties within the city limits of Concord that have sewer lines crossing them and distribute notification to these residents as well as enter this information in Harris so future residents will be notified of the sewer line.

Major Service Area: Emergency Response Calls

Goal: To provide timely response to all emergency calls (line or service blockages) in order to quickly correct system disruptions and potential damage to the system and personal property.

Major Service Area: Collection System Blockages

Goal: To reduce the collection system blockages that result from system defects, roots or grease per 100 linear feet of pipe in order to prevent sewer overflows that can cause public health concerns and damage to the environment.

Major Service Area: After-Hour Emergency Calls

Goal: To provide timely response to after-hour emergency calls (per NCDENR requirements) in order to quickly correct system disruptions and potential damage to the system and personal property.

Major Service Area: Jetting and Cleaning

Goal: To provide comprehensive jetting and cleaning of collection mains in order to prevent main blockage and main breaks.

Major Service Area: Installation of 4" Services

Goal: To provide timely installation of 4" service lines to residential/commercial customers in order to expedite development of real property.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Manage & Maintain Sewer System	Miles of sewer maintained per employee	Efficiency	17.6	17.8	17.6	18.2	17.6	17.75
Manage & Maintain Sewer System	Cost per mile of maintained pipe	Efficiency	\$25,906	\$26,333	\$25,000	N/A	\$25,000	N/A
Right of Way Protection Program	Identify properties that have sewer mains crossing them	Workload	New for FY11	99%	100%	95%	100%	100%
Emergency Response Calls	% of normal hour emergency calls responded to within 30 minutes	Effectiveness	94%	98%	99%	97%	99%	98%
Collection System Blockages	Mainline blockages per 100 miles of pipe	Effectiveness	1.71	2.25	2	0.56	2.0	2.0
After-hour Emergency Calls	% of after-hour emergency calls responded to within 120 minutes	Effectiveness	100%	100%	100%	100%	100%	100%
Sewer Line Installation	% of 4" services lines installed within 5 days of application	Effectiveness	94%	68%	80%	99%	100%	100%
Jetting and Cleaning	LF of line jetted to prevent blockages	Workload	335,047	333,190	334,541	99%	350,000	417,230

BUDGET SUMMARY

Cost Center #:7420						
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses	Actual Expenses**	Council Approved	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,569,502	\$ 1,611,181	\$ 1,665,293	\$ 1,345,133	\$ 1,613,036	\$ -
Operations	\$ 6,836,869	\$ 6,331,420	\$ 7,161,453	\$ 5,938,169	\$ 7,251,214	\$ -
Capital Outlay	\$ (116,651)	\$ 40,544	\$ 1,127,908	\$ 260,636	\$ 908,500	\$ -
Depreciation & Amortization	\$ 2,562,895	\$ 2,766,772	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 867,250	\$ 1,106,305	\$ 2,326,811	\$ 1,691,385	\$ 2,319,735	\$ -
CIP Projects	\$ 8,771	\$ (120,877)	\$ 351,677	\$ 387,096	\$ -	\$ -
Cost Allocations	\$ 1,762,423	\$ 2,067,217	\$ 1,857,385	\$ 1,547,821	\$ 1,929,545	\$ -
Transfers	\$ 16,084	\$ 568,000	\$ 90,000	\$ 90,000	\$ 9,970	\$ -
Total Expenses	\$ 13,507,142	\$ 14,370,561	\$ 14,580,527	\$ 11,260,240	\$ 14,032,000	\$ -
% budget change	-9%	6%			-4%	
**as of May 9, 2012						
Authorized FTE	30.00	30.00	30.00	30.00	30.00	

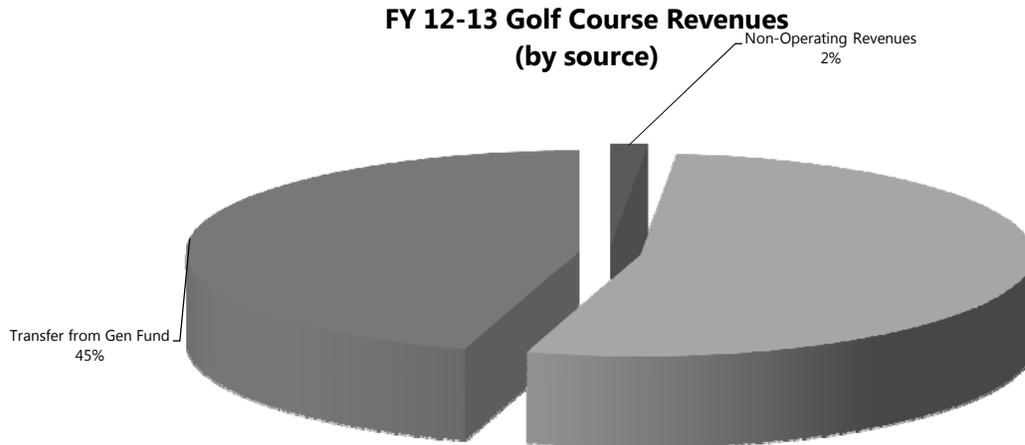
Rocky River Golf Course Revenues

Fund 650

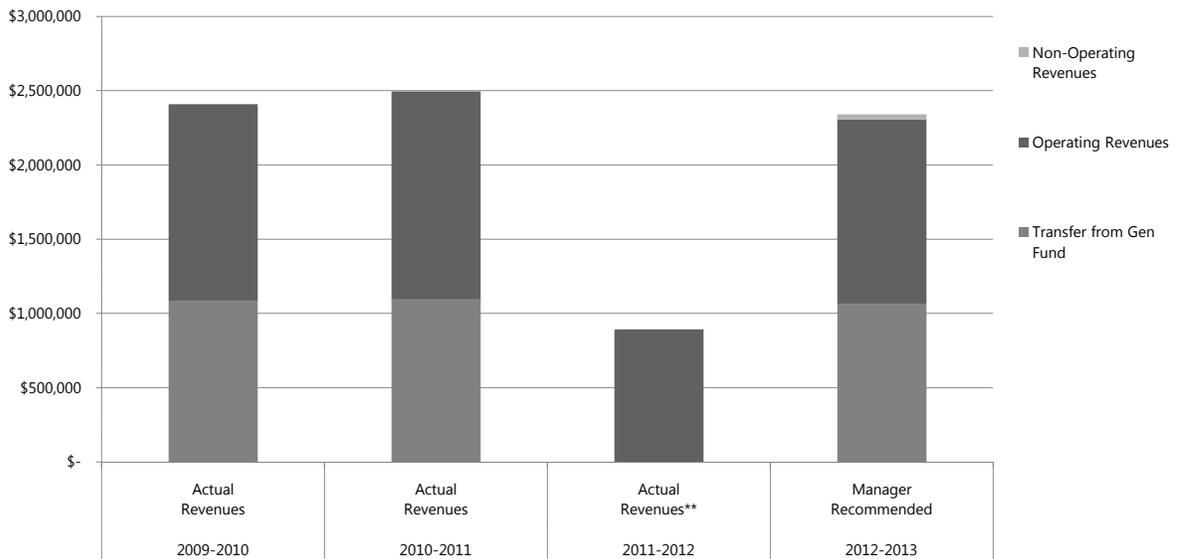
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual	Actual	Council	Actual	Manager	Council
	Revenues	Revenues	Approved*	Revenues**	Recommended	Approved
Non-Operating Revenues	\$ 2,553	\$ -	\$ -	\$ -	\$ 35,168	\$ -
Operating Revenues	\$ 1,322,705	\$ 1,399,032	\$ 1,322,622	\$ 893,155	\$ 1,244,362	\$ -
Transfer from Gen Fund	\$ 1,085,630	\$ 1,095,033	\$ 1,035,975	\$ -	\$ 1,061,456	\$ -
Total Revenues	\$ 2,410,888	\$ 2,494,065	\$ 2,358,597	\$ 893,155	\$ 2,340,986	\$ -
% budget change	-11%	3%			-1%	

* as amended

**as of May 9, 2012



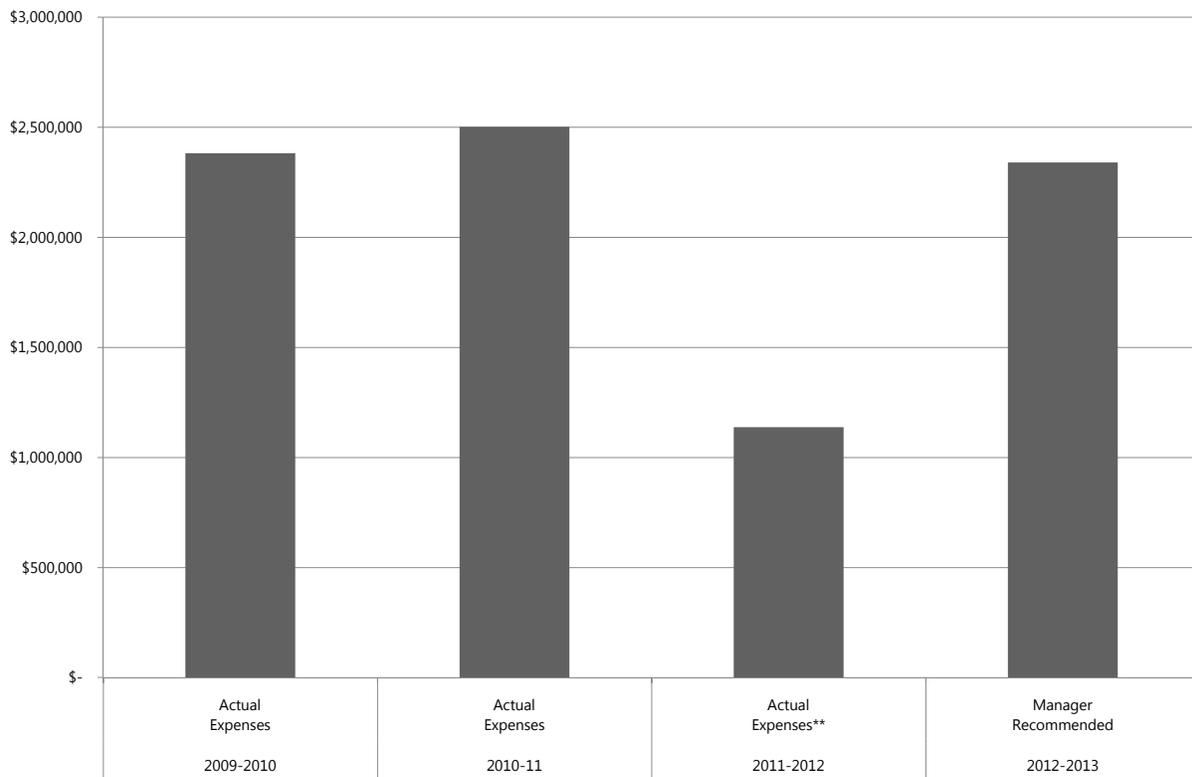
Golf Course Revenue Trend



Rocky River Golf Course Expenses

	2009-2010 Actual Expenses	2010-11 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved
Rocky River Golf Club at Concord	\$ 2,382,090	\$ 2,502,300	\$ 2,358,597	\$ 1,137,094	\$ 2,340,986	\$ -
Total Expenses	\$ 2,382,090	\$ 2,502,300	\$ 2,358,597	\$ 1,137,094	\$ 2,340,986	\$ -
% budget change	-7%	5%			-1%	
* as amended						
**as of May 9, 2012						

Rocky River Golf Club at Concord Expenditure Trend



GOLF COURSE

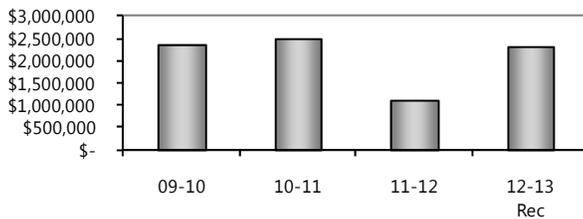
MISSION: The Golf Course is committed to excellence in offering a full service quality golf facility and consistently providing high quality course conditions and customer services.

PROGRAM LOCATOR:

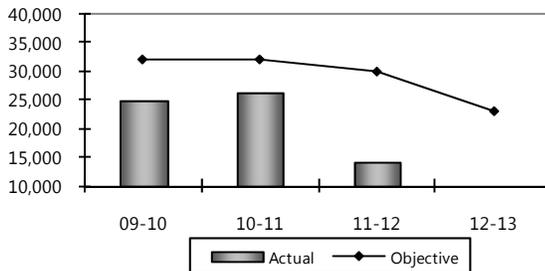
Fund: Golf Course
 Functional Area: Golf Course
 Department: **Rocky River Golf Course**
 Division: N/A

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 2011-12 MAJOR ACCOMPLISHMENTS:

- Installed new HVAC units in Clubhouse.
- Hosted Joe Gibbs outing.
- Hosted Petty Foundation Tournament
- Close to budget thus far in a very tough economic environment for golf (as of mid-year).

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Temporary greens in play during summer months while existing greens are renovated.
- Lower course maintenance costs moving forward.
- Continue to improve Clubhouse including possible expansion (long term).

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Improved greens will make the product offering much more appealing to the public golfer.
- Continued teaching and lesson programs promoted through Parks and Rec. Dept and programs offered through the Director of Golf Instruction.
- Promote youth golf and grow the game through instructional programs.
- Partner with Cabarrus County Schools to introduce golf at the Middle School level.

PERFORMANCE GOALS:**Major Service Area: Full Service Golf Facility**

Goal: To consistently provide a quality golf facility at an affordable rate with superlative customer service to both residents and non-residents of the City of Concord in order to provide the best possible golf experience and maximize both recreational use and revenue.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Full Service Golf Facility	# of rounds played (18-hole equivalent)	Workload	24,874	26,439	30,000	14,200	23,000	34,000
Full Service Golf Facility	# of pass-holder rounds played (18-hole equivalent)	Workload	2,858	2,490	3,500	1,767	2,500	5,000
Full Service Golf Facility	Average golf and food/beverage revenue per 18-hole round	Efficiency	\$53.18	\$52.92	\$55.00	\$48.74	\$45.00	N/A
Full Service Golf Facility	Average operating cost per 18-hole round	Efficiency	\$44.91	\$51.71	\$40.00	\$50.45	\$43.00	N/A

BUDGET SUMMARY:

Cost Center #: 7500, 7501	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Operations	\$ 1,349,850	\$ 1,472,485	\$ 1,361,392	\$ 959,608	\$ 1,345,656	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ (2,500)	\$ -	\$ -
Depreciation & Amortization	\$ 30,702	\$ 32,577	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 1,001,538	\$ 997,238	\$ 997,205	\$ 179,986	\$ 995,330	\$ -
Total Expenses	\$ 2,382,090	\$ 2,502,300	\$ 2,358,597	\$ 1,137,094	\$ 2,340,986	\$ -
% budget change	-7%	5%			-1%	
* as amended						
**as of May 9, 2012						

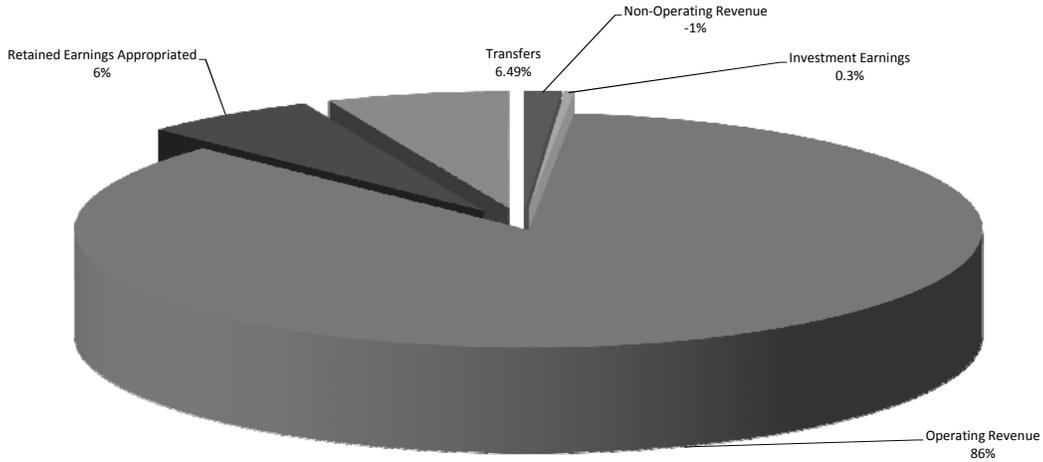
Aviation Revenue

Fund 680

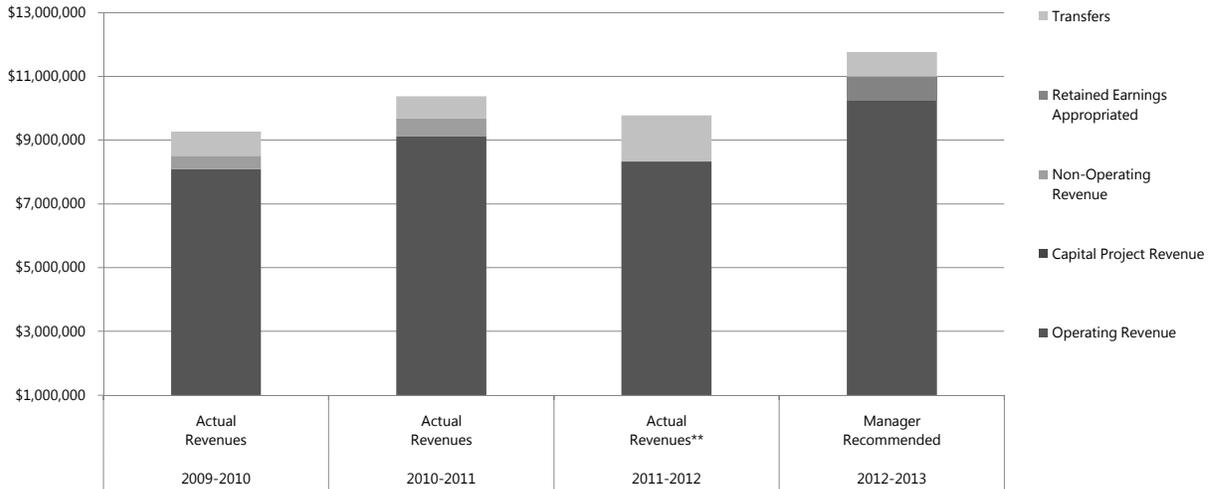
	2009-2010 Actual Revenues	2010-2011 Actual Revenues	2011-2012 Council Approved*	2011-2012 Actual Revenues**	2012-2013 Manager Recommended	2012-2013 Council Approved
Non-Operating Revenue	\$ 418,074	\$ 558,271	\$ 56,409	\$ 19,602	\$ (150,000)	\$ -
Investment Earnings	\$ 64,762	\$ 53,561	\$ 40,000	\$ 16,303	\$ 40,000	\$ -
Operating Revenue	\$ 8,092,461	\$ 9,124,603	\$ 10,751,702	\$ 8,332,271	\$ 10,244,235	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ 551,146	\$ -	\$ 747,399	\$ -
Transfers	\$ 756,321	\$ 699,000	\$ 837,808	\$ 1,425,574	\$ 775,742	\$ -
Total Revenue	\$ 9,331,618	\$ 10,435,435	\$ 12,237,065	\$ 9,793,750	\$ 11,657,376	\$ -
% budget change	-16%	12%	12%		-5%	

* as amended
**as of May 9, 2012

FY 12-13 Aviation Revenues (by source)



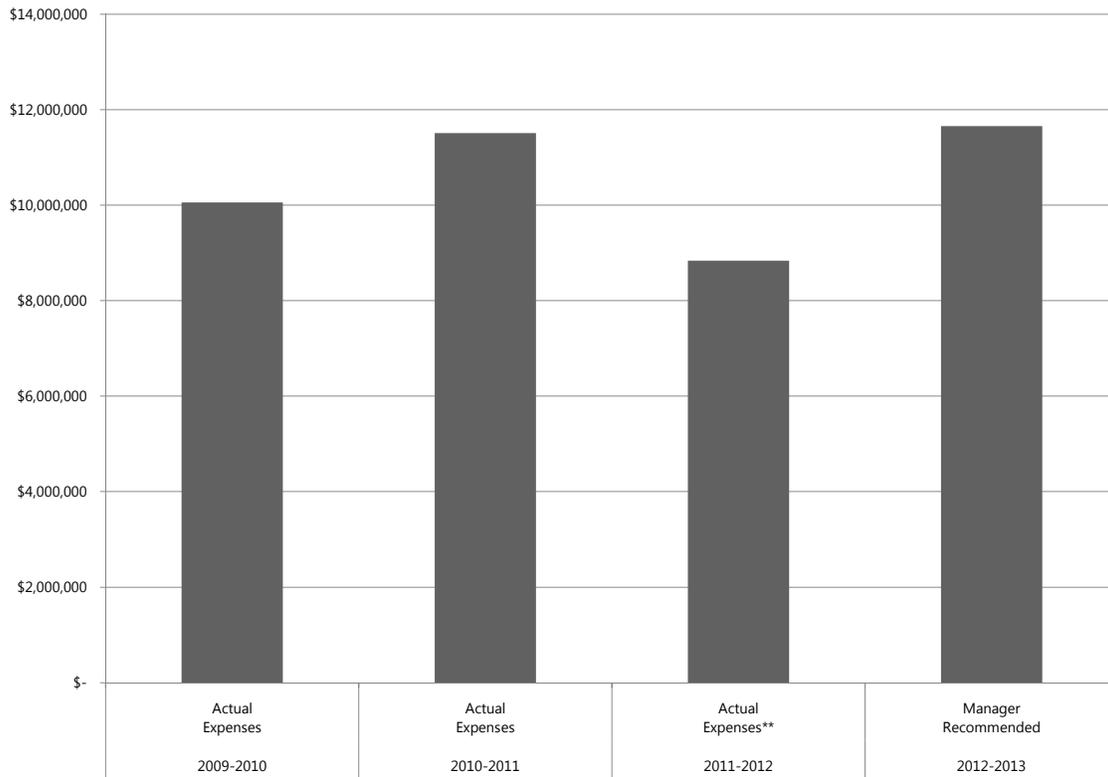
Aviation Revenue Trend



Aviation Expenditures

	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved
By Department						
Aviation Operations	\$ 10,060,530	\$ 11,507,486	\$ 12,237,065	\$ 8,839,155	\$ 11,657,376	\$ -
Total Expenses	\$ 10,060,530	\$ 11,507,486	\$ 12,237,065	\$ 8,839,155	\$ 11,657,376	\$ -
% budget change	-9%	14%	12%		-5%	
* as amended						
**as of May 9, 2012						

Aviation Expenditure Trend



AVIATION

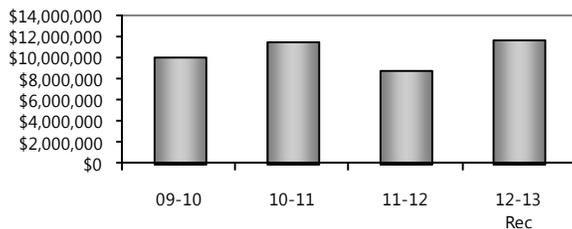
MISSION The Aviation Department's mission is to provide services in a safe and secure manner, that exceed expectations for the corporate, business, and general aviation community with the desire to increase & support economic development for the City of Concord and the region.

PROGRAM LOCATOR:

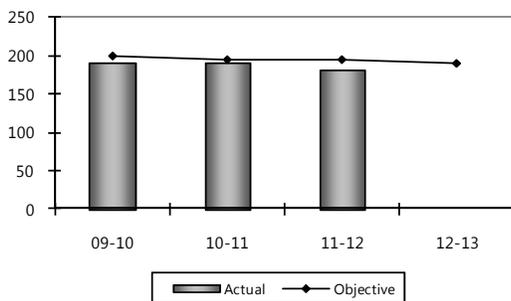
Fund: Aviation
Functional Area: Transportation
Department: **Aviation Operations**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



Number of Based Aircraft



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 2011-12 MAJOR ACCOMPLISHMENTS:

- 400+ 737 operations taken care of this past year.
- Medcenter Air Helicopter now based at Airport out of Fire Station #6.
- Gravel overflow parking lot and second private hangar built in South Development Area.
- Spill Prevention, Control and Countermeasures Plan finished and implemented.

- Airport Emergency Plan Revision completed and approved by FAA.
- Successfully completed the mandatory FAA full scale emergency exercise.
- Successfully coordinated a "Celebration of Flight" community event.
- Obtained \$5.46 million federal grant for airport apron and taxiway overlay project.
- Apron and Taxiway overlay project designed.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Funds for DNC preparation: Security / FBO Operations / Facility cleaning.
- Technology enhancements, including tablets to do airfield and other maintenance inspections.
- Funds for facility repairs including: hangar roof repairs and hangar floor repairs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Major focus on providing outstanding customer service.
- Airport Administration staff proactively search for federal and state grant funds for airport improvement projects.
- Aviation Department will continue comparing itself to surrounding airports to be a benchmark with fuel prices and other services offered to keep our competitive edge.
- Airport Administration maintains relationships with FAA and other federal, state and local officials in order to strengthen General Aviation ties to the area.
- Airport Administration is committed to developing and implementing a strong SMS program.
- Airport Administration continues to maintain the 139 Certification for Concord Regional Airport.
- Preparing for DNC and working with a security consultant to insure the continued operation of CRA during the DNC.
- Outside Audit of FBO operations and development of internal Customer Service SOP manual.
- Maintain 100% compliance with Safety First PLST training for line personnel (FAA Requirement).
- Continue to work with Consultant and Engineering Dept. toward solutions and improvements to the Airports Fire Suppression System.

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	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Airport Mgmt. & Dev.	# of based aircraft	Workload	190	181	195	182	190	200
Airport Mgmt. & Dev.	% of office space leased	Effectiveness	92%	94%	100%	90%	96%	100%
Maint., Safety, & Security	# of accidents per 100 aircraft towed	Effectiveness	0	0.059	0	0	0.0	0.0
FBO	% of customers reporting "Very" or "Somewhat" satisfied with Airport service	Effectiveness	N/A	N/A	95%	N/A	100%	100%
FBO	% of customers reporting "Very" or "Somewhat" satisfied with the image and appearance	Effectiveness	N/A	N/A	95%	N/A	100%	100%
FBO	% of transient fuel sales	Effectiveness	30%	28%	40%	35%	40%	50%
FBO	% of team shift inspections completed	Effectiveness	99.7%	99.5%	99%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4530	2009-2010		2010-2011		2011-2012		2011-2012		2012-2013		2012-2013	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved						
Personnel Services	\$ 1,709,009	\$ 1,792,465	\$ 1,766,707	\$ 1,458,798	\$ 1,780,398	\$ -						
Operations	\$ 5,841,897	\$ 6,817,449	\$ 8,434,498	\$ 6,381,176	\$ 7,674,427	\$ -						
Capital Outlay	\$ (31,000)	\$ -	\$ 312,300	\$ 12,300	\$ 603,750	\$ -						
Depreciation	\$ 1,217,650	\$ 1,369,786		\$ -	\$ -	\$ -						
Debt Service	\$ 470,410	\$ 443,018	\$ 1,021,453	\$ 636,480	\$ 1,267,759	\$ -						
Grant Expenditures	\$ 118,249	\$ 45,507	\$ 40,000	\$ -	\$ 16,667	\$ -						
Cost Allocations	\$ 163,192	\$ 436,141	\$ 361,392	\$ 301,161	\$ 310,082	\$ -						
Transfers	\$ 571,123	\$ 603,121	\$ 300,715	\$ 49,240	\$ 4,293	\$ -						
Total Expenses	\$ 10,060,530	\$ 11,507,486	\$ 12,237,065	\$ 8,839,155	\$ 11,657,376	\$ -						
% budget change	-9%	14%			-5%							
* as amended												
**as of May 9, 2012												
Authorized FTE	39.50	35.25	36.00	36.00	36.00	36.00						

Public Housing Revenue

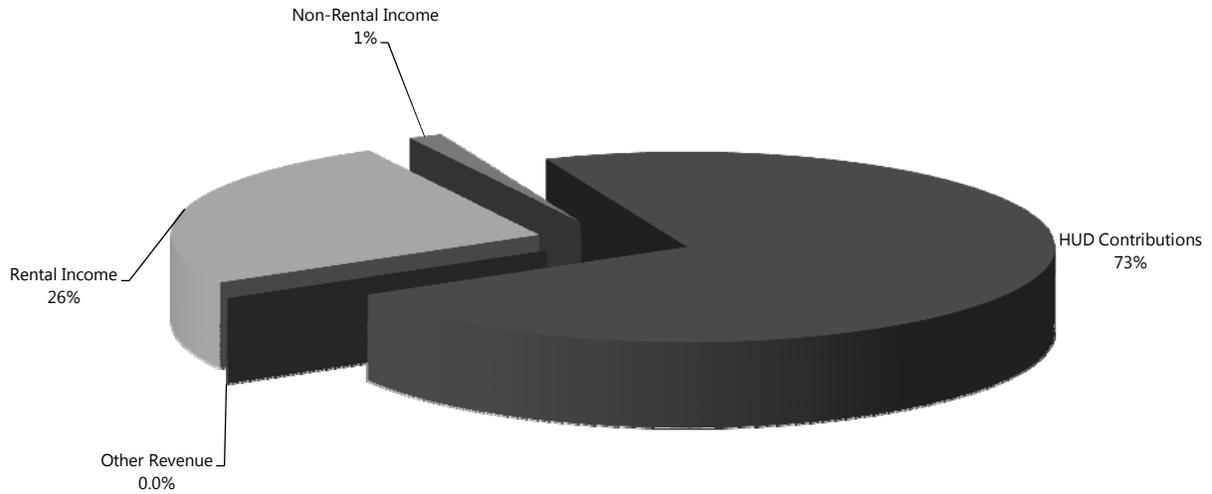
Fund 690

	2009-2010 Actual Revenues	2010-2011 Actual Revenues	2011-2012 Council Approved*	2011-2012 Actual Revenues**	2012-2013 Manager Recommended	2012-2013 Council Approved
Other Revenue	\$ -	\$ 50,000	\$ 2,473	\$ 500	\$ -	\$ -
Retained Earnings	\$ -	\$ -	\$ 3,080	\$ -	\$ -	\$ -
Rental Income	\$ 254,087	\$ 278,975	\$ 287,000	\$ 234,810	\$ 290,000	\$ -
Non-Rental Income	\$ 15,003	\$ 54,579	\$ 15,000	\$ 17,896	\$ 16,500	\$ -
HUD Contributions	\$ 848,879	\$ 810,037	\$ 857,410	\$ 691,611	\$ 824,220	\$ -
Total Revenue	\$ 1,117,969	\$ 1,193,591	\$ 1,164,963	\$ 944,817	\$ 1,130,720	\$ -
% budget change		7%	7%		-3%	

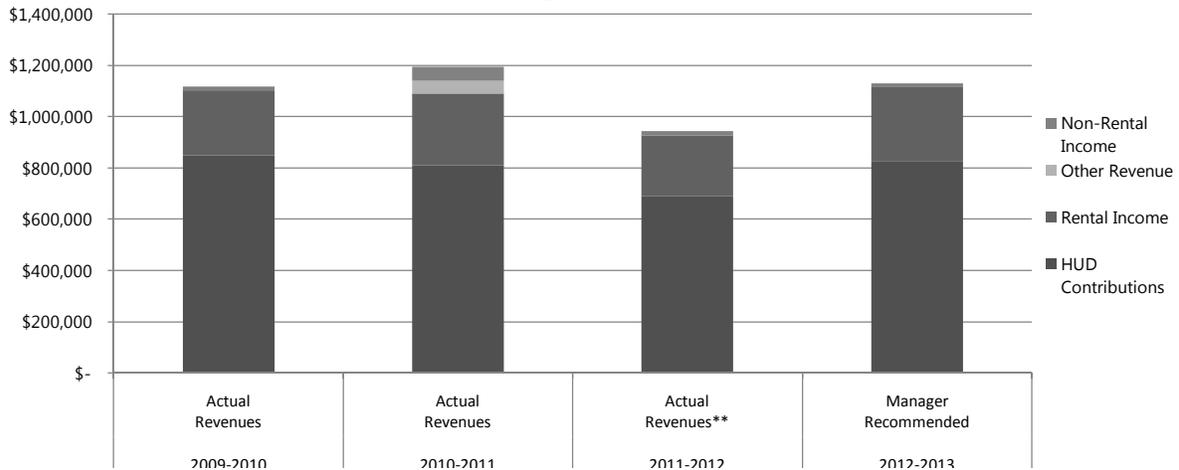
* as amended

** as of May 9, 2012

FY 12-13 Public Housing Revenue (by source)



Public Housing Revenue Trend



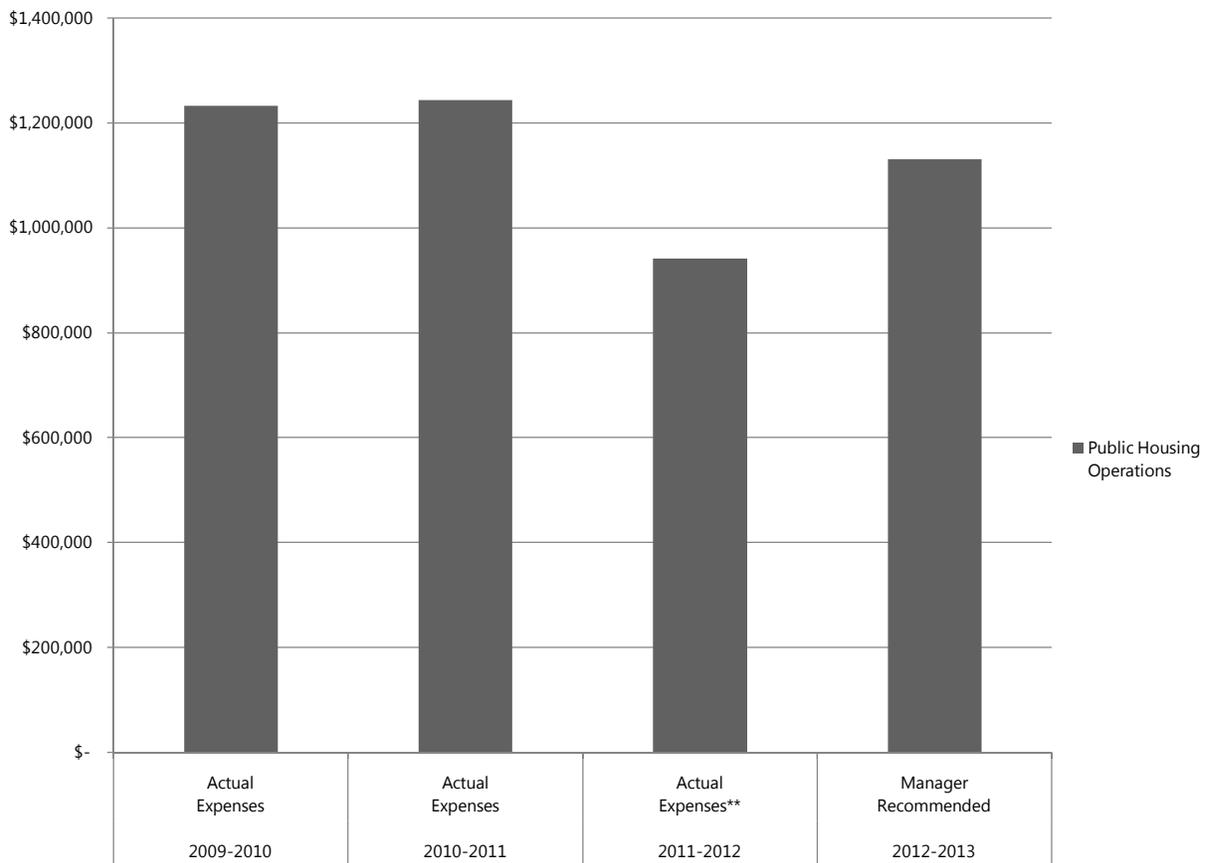
Public Housing Expenditures

	2009-2010 Actual Expenses	2010-2011 Actual Expenses	2011-2012 Council Approved*	2011-2012 Actual Expenses**	2012-2013 Manager Recommended	2012-2013 Council Approved
Public Housing Operations	\$ 1,233,001	\$ 1,243,859	\$ 1,164,963	\$ 941,490	\$ 1,130,720	\$ -
Total Expense	\$ 1,233,001	\$ 1,243,859	\$ 1,164,963	\$ 941,490	\$ 1,130,720	\$ -
% budget change	-11%	1%			-3%	

* as amended

**as of May 9, 2012

Public Housing Expenditure Trend



PUBLIC HOUSING OPERATIONS

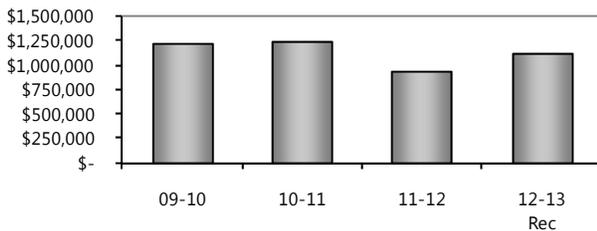
MISSION: The City of Concord's Housing Department serves low-income families for whom conventional housing is unaffordable. Our mission is to provide these families with decent, safe, and sanitary housing while supporting their efforts to achieve economic independence and self-sufficiency.

PROGRAM LOCATOR:

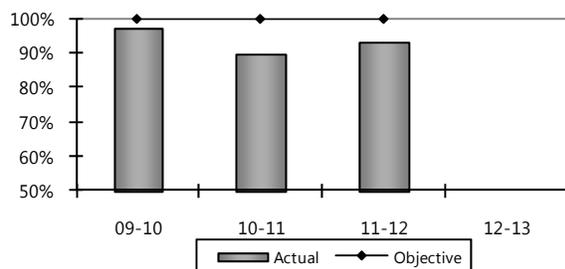
Fund: Public Housing
 Functional Area: Public Housing
 Department: **Public Housing Operations**
 Division: N/A

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 2011-12 MAJOR ACCOMPLISHMENTS:

- Initiated a GED program at the Technology Center.
- 35 individuals completed computer classes offered at the Technology Center. These classes ranged from Basic Computer Skills, Introduction to Computers, to Computer Competency Levels II and III.

- Through hard work and commitment, we have decreased our unit turnaround days from 25 to 10.
- Hosted Team Building Exercise Sessions for various City Departments with one of our consultants – CA Vision.

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

- Upgrade software system to keep track of useful management information that improves service and delivery.
- Promote work and self-sufficiency among Public Housing and Section 8 residents.
- Quality effective safety net for residents – Concord Housing Department will maintain its housing stock to above quality requirements and encourage self-sufficiency for families and pledges to constantly improve service quality.
- Combining National Night Out with the Annual Resident Enrichment day has proven to be a tremendous success both with the residents and in conserving funding.
- To work closely with community partners to research, identify and align resources to assist families on the path to a life of economic independence.
- Encourage self-sufficiency of participant families and assist in the expansion of family opportunities which address educational, socio-economic, recreational, and other human resource needs.
- Complete an expansion of the Administrative offices for Concord Housing.
- Explore options for providing energy efficiency improvements for Public Housing units.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

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

Goal: Provide high quality housing to residents/clients to obtain a safe and enjoyable living environment.

Major Service Area: Family Self-Sufficiency

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

Major Service Area: Accounting

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

Major Service Area: Task Tracking

Goal: Continue and improve Task Tracking/Management by objectives which incorporates appropriate elements of PHAS, SEMAP, MASS, and similar existing measures.

Major Service Area: Staff Training

Goal: Encourage staff to complete training/certification programs relevant to their areas of responsibility.

Major Service Area: Public Image

Goal: Continue to improve our public image through enhanced communication, coordination and accountability with outside agencies, among the staff, and with our residents.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Mid-Year	FY13 Obj.	Benchmark Target
Decent, Safe, and Sanitary Housing	% of leased up units	Effectiveness	97%	90%	100%	93%	100%	100%
Family Self-Sufficiency	# of participants under program	Effectiveness	18	13	25	20	25	30
Task Tracking	% of participants recertified under program	Effectiveness	100%	100%	100%	100%	100%	100%
Staff Training	Staff Training/Certification	Effectiveness	100%	100%	100%	100%	100%	100%
Clients Using Tech Center	# of Participants Using Tech Center Monthly	Workload/Demand	NA	NA	NA	NA	100	100
Unit Turnaround Days	# of Days to Turnover Unit for Move-In	Effectiveness	NA	NA	NA	NA	15	15
MTCS Reporting Rate	Maintain 98% Rate per HUD Standards	Effectiveness	NA	NA	NA	NA	98%	98%

BUDGET SUMMARY:

Cost Center #: 1000	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenses**	Actual Expenses**	Council Approved	Actual Expenses**	Manager Recommended	Council Approved
Administration	\$ 300,590	\$ 267,565	\$ 275,863	\$ 235,657	\$ 430,580	\$ -
Operations	\$ 659,492	\$ 695,155	\$ 836,100	\$ 672,245	\$ 680,471	\$ -
Capital Outlay	\$ -	\$ -	\$ 28,000	\$ 23,754	\$ -	\$ -
Depreciation	\$ 259,319	\$ 262,482	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 13,599	\$ 18,657	\$ 25,000	\$ 9,834	\$ 19,669	\$ -
Total Expenditures	\$ 1,233,001	\$ 1,243,859	\$ 1,164,963	\$ 941,490	\$ 1,130,720	\$ -
% budget change	-11%	1%			-3%	
* as amended						
**as of May 9, 2012						
Authorized FTE	6.90	6.50	6.50	6.50	6.50	