

ENTERPRISE FUNDS OVERVIEW

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

FUNDS & BUDGET UNITS:

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

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

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

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

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

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

Stormwater Fund Revenues

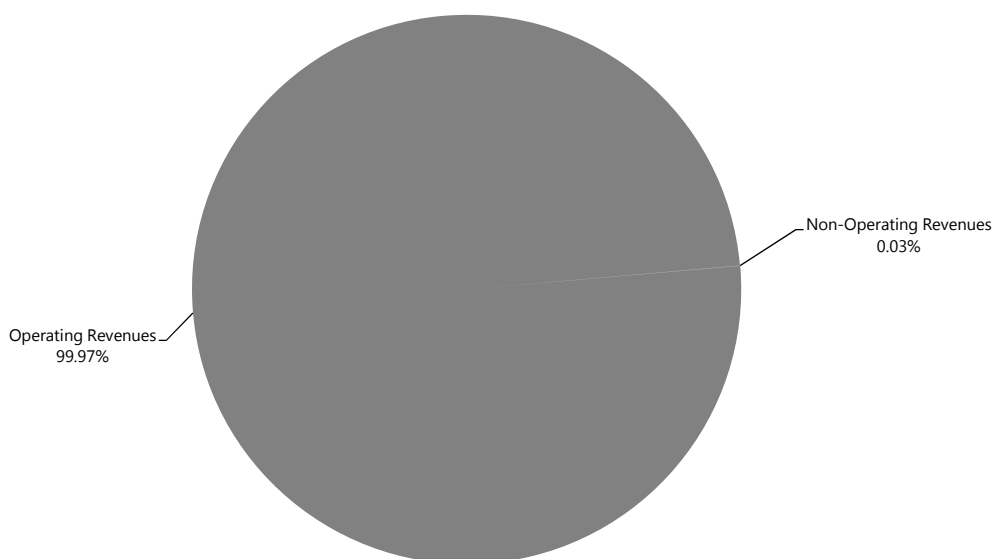
Fund 600

	2011-2012 Actual Revenues	2012-2013 Actual Revenues	2013-2014 Council Approved*	2013-2014 Actual Revenues**	2014-2015 Manager Recommended	2014-2015 Council Approved
Restricted Intergov't Revenue	\$ -	\$ 1,567	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenues	\$ 10,539	\$ 31,912	\$ -	\$ 43,011	\$ 1,000	\$ 1,000
Investment Earnings	\$ 51,343	\$ (26,488)	\$ 45,000	\$ 97,411	\$ -	\$ -
Operating Revenues	\$ 3,714,155	\$ 3,738,035	\$ 3,725,717	\$ 3,796,410	\$ 3,732,000	\$ 3,732,000
Retained Earnings Appropriated	\$ -	\$ -	\$ 897	\$ -	\$ -	\$ -
Total Revenues	\$ 3,776,037	\$ 3,745,026	\$ 3,771,614	\$ 3,936,832	\$ 3,733,000	\$ 3,733,000
% budget change	2%	-1%		5%		-1%

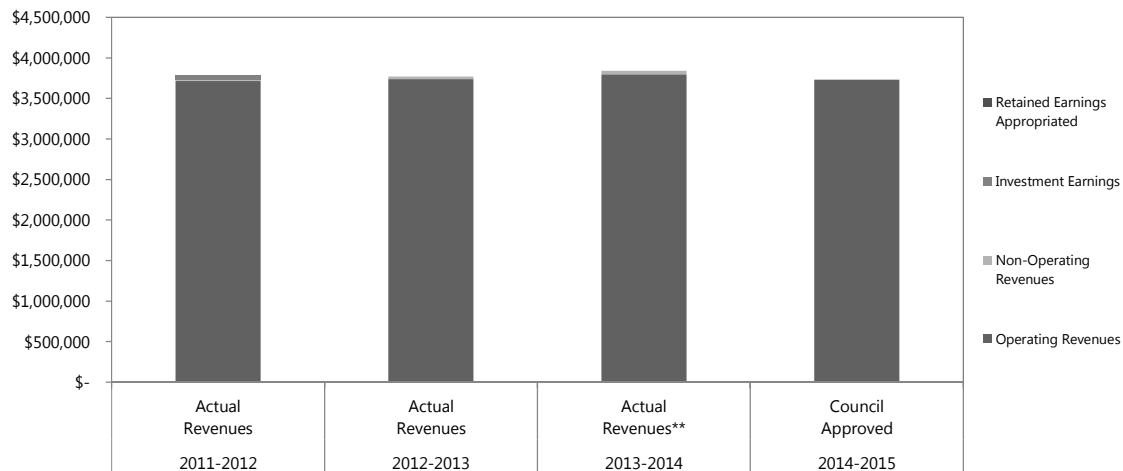
* as amended

**as of 7/31/14, unaudited

FY 14-15 Stormwater Fund Revenue (By Source)



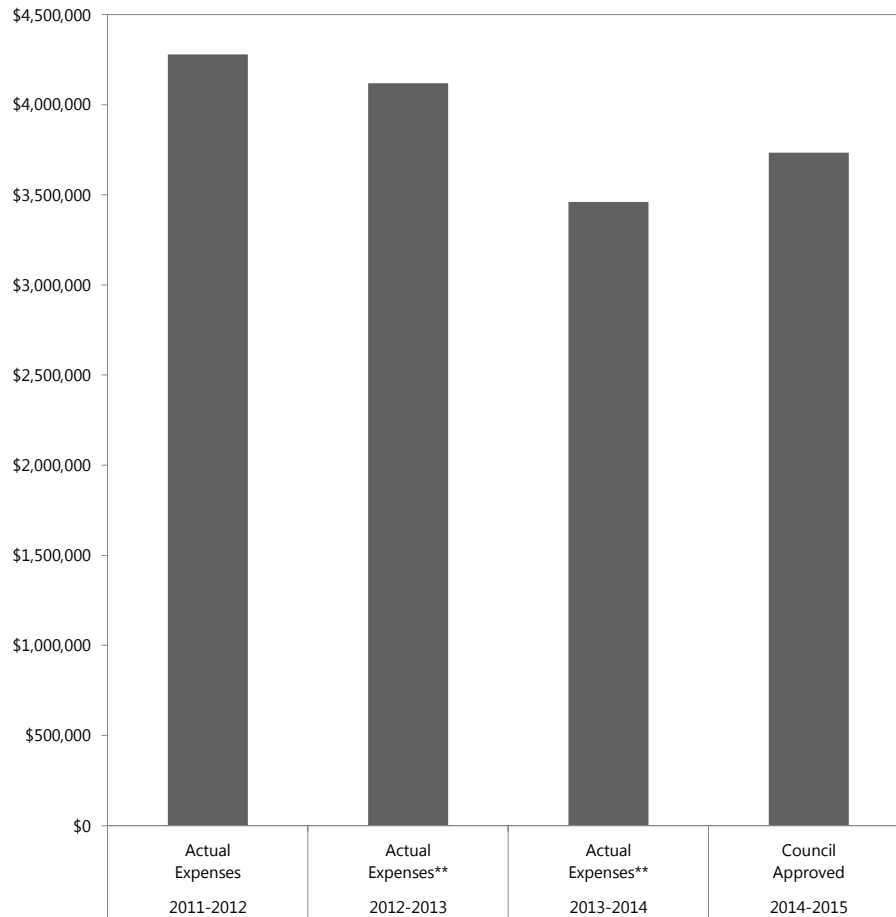
Stormwater Revenue Trend



Stormwater Fund Expenditures

	2011-2012 Actual Expenses	2012-2013 Actual Expenses**	2013-2014 Council Approved	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Stormwater Operations	\$ 4,278,045	\$ 4,119,527	\$ 3,771,614	\$ 3,460,856	\$ 3,733,000	\$ 3,733,000
Total Expenditures	\$ 4,278,045	\$ 4,119,527	\$ 3,771,614	\$ 3,460,856	\$ 3,733,000	\$ 3,733,000
% budget change	0%	-4%		-16%		-1%
* as amended						
**as of 7/31/14, unaudited						

Stormwater Expenditure Trend



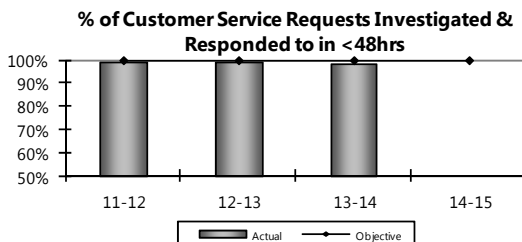
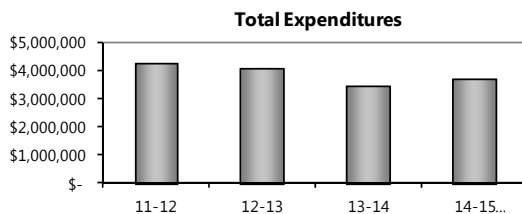
STORMWATER OPERATIONS & MAINTENANCE

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 2013-14 MAJOR ACCOMPLISHMENTS:

- Began implementation of masterplan recommendations on 6 culvert replacements.
- The Stormwater Management Advisory Committee continues to meet and discuss communitywide stormwater issues.
- Continued the 3 Mile Branch/Cold Water Creek Watershed Master Plan.
- Replaced the McKinnon St. culvert.
- Replaced the Tribune St. culvert.
- Replaced aging sweeper, allowing greater opportunities for construction projects.

FY 2014-15 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.
- Develop preventative ditch maintenance program, including addition of staff.
- Replace aging sweeper truck to ensure compliance with Phase II requirements.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Train additional employees in BMP inspection process to facilitate increased water quality protection.
- Continue improvement to the performance management tracking system.
- Implement new programs as needed to comply with the new NPDES Phase II stormwater permit.

PERFORMANCE GOALS:

Major Service Area: Respond to Customer 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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Street Sweeping	Total number of times streets swept per year	Workload	12	16	12	16	12	12
Customer Service	% service requests investigated & responded to within 2 working days	Effectiveness	99%	99%	100%	98.1%	100%	100%
NPDES Phase II	Total number of Phase II education events	Workload	42	58	30	29	30	30
NPDES Phase II	% of BMPs inspected per year	Workload	51%	38%	25%	68%	25%	25%
NPDES Phase II	% of development plans reviewed by internal deadline	Effectiveness	99%	98%	100%	100%	100%	100%
Safety	# of preventable accidents	Effectiveness	0	0	0	0	0	0

BUDGET SUMMARY:

Cost Center #: 7100						
	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Personnel Services	\$ 1,211,626	\$ 1,242,366	\$ 1,183,213	\$ 1,285,187	\$ 1,369,681	\$ 1,369,681
Operations	\$ 398,135	\$ 370,225	\$ 608,216	\$ 338,812	\$ 613,369	\$ 613,369
Capital Outlay	\$ -	\$ -	\$ 305,000	\$ 253,700	\$ 385,000	\$ 385,000
Depreciation	\$ 1,559,934	\$ 1,578,115	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 2,415	\$ 624	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 514,105	\$ 417,496	\$ 443,991	\$ 406,991	\$ 449,763	\$ 449,763
Transfers	\$ 591,830	\$ 510,701	\$ 1,231,194	\$ 1,176,166	\$ 915,187	\$ 915,187
Total Expenditures	\$ 4,278,045	\$ 4,119,527	\$ 3,771,614	\$ 3,460,856	\$ 3,733,000	\$ 3,733,000
% budget change	0%	-4%		-16%		-1%
* as amended						
**as of 7/31/14, unaudited						
Authorized FTE	20.25	20.25	19.77	19.77	22.09	22.09

Electric Systems Revenue

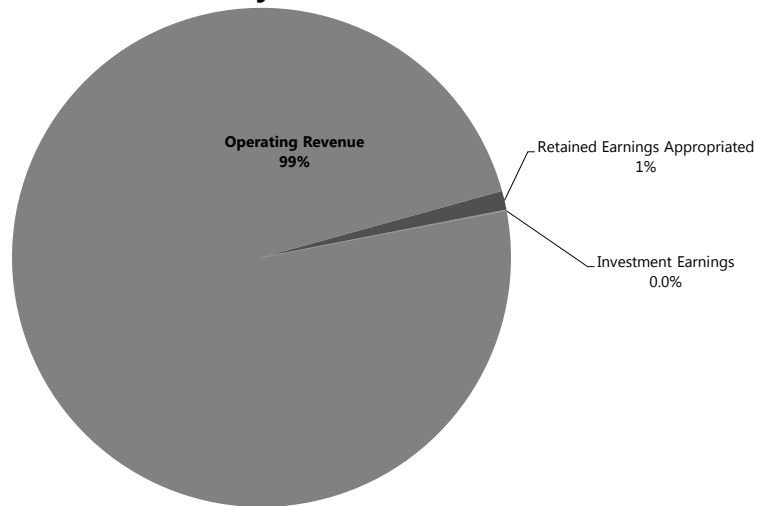
Fund 610

	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Revenues	Actual Revenues	Council Approved	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 74,643	\$ 73,969	\$ -	\$ 29,085	\$ 50,000	\$ 50,000
Investment Earnings	\$ 426,914	\$ (137,086)	\$ 190,000	\$ 729,661	\$ -	\$ -
Operating Revenue	\$ 78,948,101	\$ 81,194,497	\$ 80,815,575	\$ 80,754,662	\$ 80,626,573	\$ 80,626,573
Retained Earnings Appropriated	\$ -	\$ -	\$ 1,238,453	\$ -	\$ 1,012,647	\$ 1,012,647
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 79,449,658	\$ 81,131,380	\$ 82,244,028	\$ 81,513,408	\$ 81,689,220	\$ 81,689,220
% budget change	5%	2%		0%		-1%

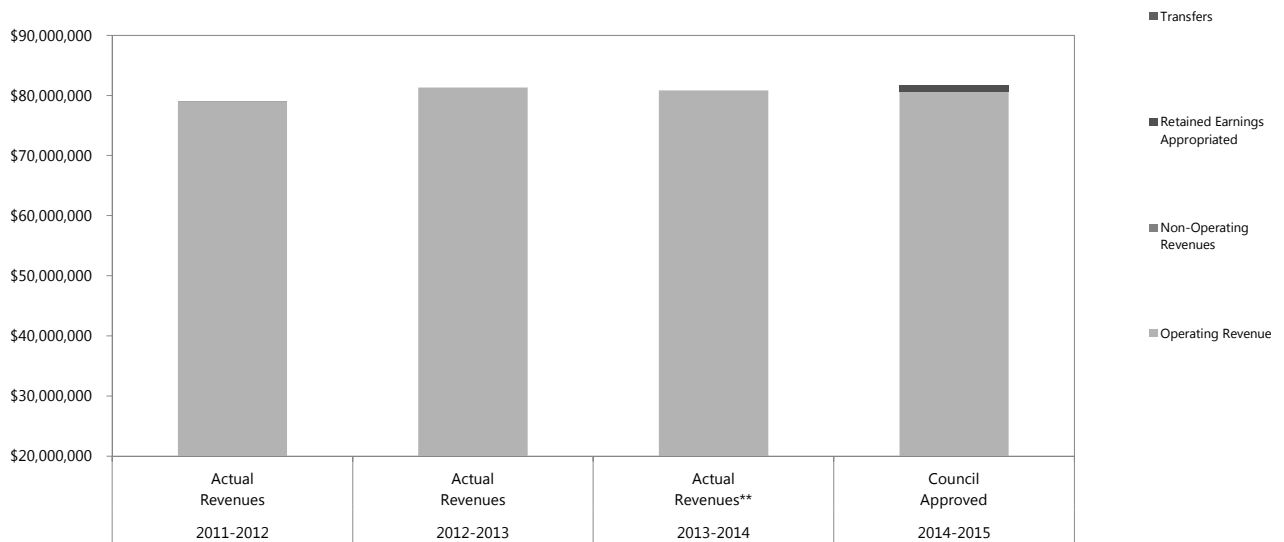
* as amended

**as of 7/31/14, unaudited

FY14-15 Electric Systems Revenues



Electric Systems Revenue Trend



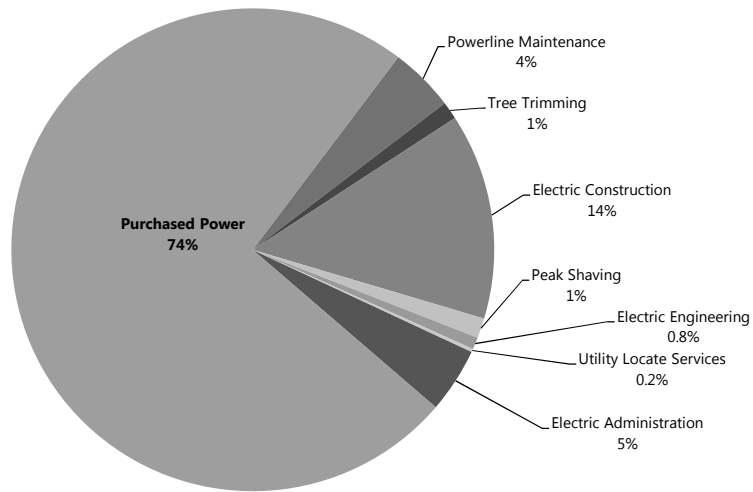
Electric Systems Expenditures

Budget Unit	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Electric Administration	\$ 2,445,376	\$ 2,640,265	\$ 3,046,934	\$ 2,680,041	\$ 3,566,836	\$ 3,566,836
Purchased Power	\$ 50,898,080	\$ 56,681,692	\$ 61,186,942	\$ 56,631,428	\$ 60,437,604	\$ 60,437,604
Powerline Maintenance	\$ 4,649,975	\$ 2,661,006	\$ 3,214,755	\$ 3,174,589	\$ 3,543,539	\$ 3,543,539
Tree Trimming	\$ 814,981	\$ 848,938	\$ 1,103,987	\$ 975,740	\$ 955,860	\$ 955,860
Electric Construction	\$ 11,075,273	\$ 14,522,211	\$ 11,324,005	\$ 10,894,821	\$ 11,276,979	\$ 11,276,979
Peak Shaving	\$ 932,700	\$ 968,108	\$ 1,339,771	\$ 1,248,488	\$ 1,092,181	\$ 1,092,181
Electric Engineering	\$ 562,214	\$ 639,981	\$ 894,578	\$ 672,730	\$ 663,074	\$ 663,074
Utility Locate Services	\$ 111,092	\$ 121,027	\$ 133,057	\$ 130,053	\$ 153,147	\$ 153,147
Total Expenses	\$ 71,489,691	\$ 79,083,228	\$ 82,244,029	\$ 76,407,890	\$ 81,689,220	\$ 81,689,220
% budget change	-6%	11%		-3%		-1%

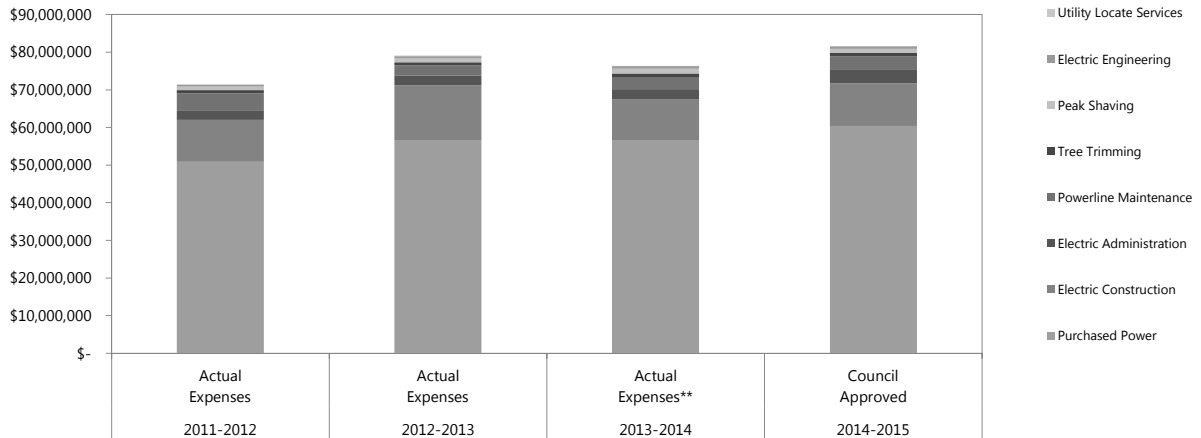
* as amended

**as of 7/31/14, unaudited

FY14-15 Electric Systems Expenditures



Electric Systems Expenditure Trends



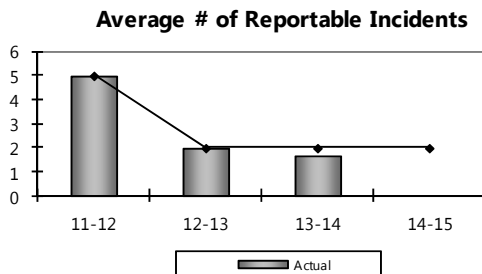
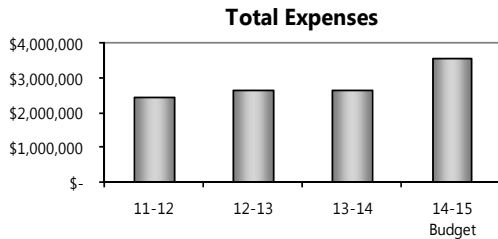
ELECTRIC SYSTEMS ADMINISTRATION

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Safety
- Electric System Management

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- For Calendar year 2013 the Electric Department recorded an incident rate of Zero which qualifies the department for a National Safety Award from APPA. The department will receive this award in April of 2014.
- Continued the Peak Partner Program that notifies our customers of time of forecasted peak electric demand. This voluntary program can help the City control its wholesale power cost and help reduce rate increase to our customers.
- Continued the Key Accounts Program with our top 15 electric customers. Each account was visited to introduce the program and each

account was assigned an electric staff members as a main point of contact for their electric questions and concerns.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

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

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Bi-monthly staff meetings ensure clear understanding of departmental objectives and individual roles.
- Regular departmental safety meetings are held to ensure personnel are adequately trained and understand expectations regarding safe working practices.

PERFORMANCE GOALS:**Major Service Area: Safety**

Goal: To provide a safe work environment for employees in order to minimize safety risks.

BUDGET SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Safety	Average # of reportable incidents	Effectiveness	5	2	2	1.67	2	5

BUDGET SUMMARY:

Cost Center #: 7200						
	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 200,085	\$ 201,903	\$ 201,552	\$ 290,763	\$ 322,932	\$ 322,932
Operations	\$ 260,402	\$ 214,179	\$ 554,851	\$ 243,909	\$ 523,851	\$ 523,851
Depreciation & Amortization	\$ 2,659	\$ -	\$ -	\$ -	\$ -	\$ -
Other Appropriations	\$ 153,487	\$ 148,461	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,308,743	\$ 1,530,092	\$ 1,741,937	\$ 1,596,775	\$ 2,161,046	\$ 2,161,046
Transfers	\$ 520,000	\$ 545,630	\$ 548,594	\$ 548,594	\$ 559,007	\$ 559,007
Total Expenses	\$ 2,445,376	\$ 2,640,265	\$ 3,046,934	\$ 2,680,041	\$ 3,566,836	\$ 3,566,836
% budget change	40%	8%		2%		17%
* as amended						
**as of 7/31/14, unaudited						
Authorized FTE	2.00	2.00	2.00	2.00	3.00	3.00

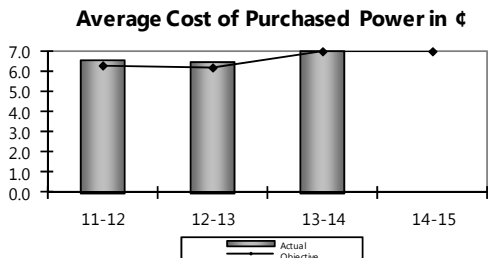
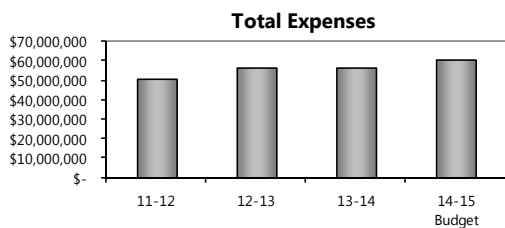
PURCHASED POWER

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Purchase Wholesale Power:
 - Monitor current contracts for the City's purchase of wholesale power to ensure economic and operational integrity and reliability
 - Monitor monthly wholesale power bills to ensure accuracy.
 - Predict anticipated electric system peaks and determine load ratio share calculations that will be used for annual billing projections.

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Continued the offering of customer programs and a new rate to help reduce the City's wholesale demand cost.
- Staff has used available peak shaving resources and will reduce purchased power expense by approximately \$5 million during the current fiscal year.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- FY15 budget reflects an \$824,000 (1.3%) decrease in wholesale purchased power expenses over budgeted figure for FY14.

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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Purchase Wholesale Power	Accuracy rate for purchased power payments	Workload	100%	100%	100%	100%	100%	100%
Resource Mngt.	Average cost of purchased power (in cents)	Effectiveness	6.56¢	6.52¢	7¢	7¢	7¢	6¢

BUDGET SUMMARY:

Cost Center #: 7210	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Operations	\$ 50,898,080	\$ 56,681,692	\$ 61,186,942	\$ 56,631,428	\$ 60,437,604	\$ 60,437,604
Total Expenses	\$ 50,898,080	\$ 56,681,692	\$ 61,186,942	\$ 56,631,428	\$ 60,437,604	\$ 60,437,604
% budget change	-8%	11%		0%		-1%
* as amended						
**as of 7/31/14, unaudited						
Authorized FTE	0.00	0.00	0.00	0.00	0.00	0.00

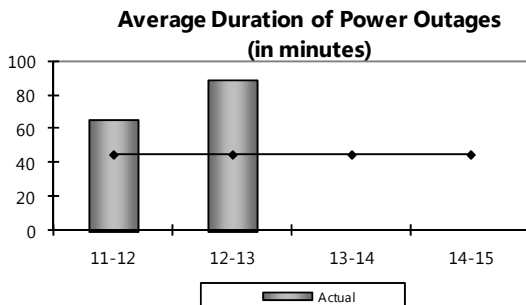
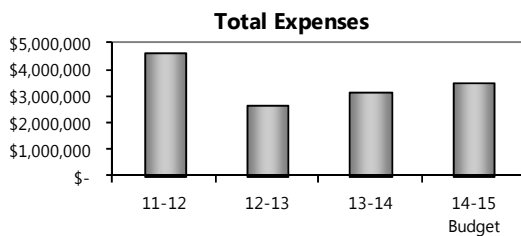
MAINTENANCE POWER LINES

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Maintenance Power lines coworkers successfully deployed to assist the Peak Shaving Division with operation of Generation facilities to reduce peak demand, thereby lowering purchase power costs.
- Completed rebuilding of substation J to update control systems to modern electronic relaying.
- Completed conversion of 4 substations to a fiber optic communications platform.
- Completed conversion of 2 substations to a fiber optic communications platform.
- Changed out residential electric meters as part of a change-out program to maintain a growing

electrical system with new hardware and materials.

- Expanded the wireless Ethernet SCADA Communication Line Network.

FY 2014-15 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 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.
- Continue pilot project to gage effectiveness of advanced metering infrastructure.
- Complete conversion of Substation "B" outdated electromechanical relaying to current design fully electronic relay protection scheme.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

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

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

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

Major Service Area: Electric Equipment Maintenance

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

Major Service Area: Testing/Installation

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
System Monitoring	Average duration of power outages (in minutes)	Effectiveness	66	89	45	Unavailable	45	45
Electric Equipment Maint.	% of outages caused by mechanical failure	Effectiveness	1.98%	1.5%	2%	3.21%	2%	N/A
Meter Testing / Installation	# of watt-hr. meters tested/calibrated	Workload	2,378	2,504	3,000	2,945	3,000	N/A

BUDGET SUMMARY:

Cost Center #:	7220						
	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved	
Personnel Services	\$ 889,472	\$ 843,179	\$ 906,361	\$ 1,067,317	\$ 1,199,756	\$ 1,199,756	
Operations	\$ 244,980	\$ 311,352	\$ 526,387	\$ 338,011	\$ 605,083	\$ 605,083	
Capital Outlay	\$ 52,882	\$ 154,967	\$ 45,975	\$ 35,388	\$ 652,230	\$ 652,230	
Depreciation & Amortization	\$ 1,139,205	\$ 1,138,155	\$ -	\$ -	\$ -	\$ -	
Cost Allocations	\$ 15,436	\$ 33,353	\$ 26,032	\$ 23,873	\$ 21,470	\$ 21,470	
Transfers	\$ 2,308,000	\$ 180,000	\$ 1,710,000	\$ 1,710,000	\$ 1,065,000	\$ 1,065,000	
Total Expenses	\$ 4,649,975	\$ 2,661,006	\$ 3,214,755	\$ 3,174,589	\$ 3,543,539	\$ 3,543,539	
% budget change	102%	-43%		19%			10%
* as amended							
**as of 7/31/14, unaudited							
	13.00	13.00	13.00	13.00	17.00	17.00	

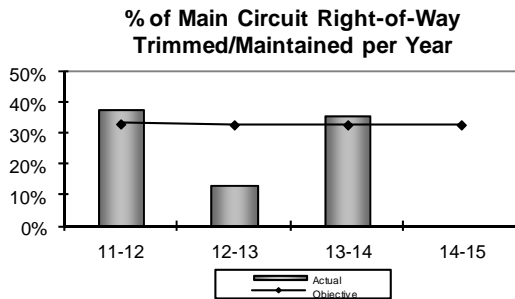
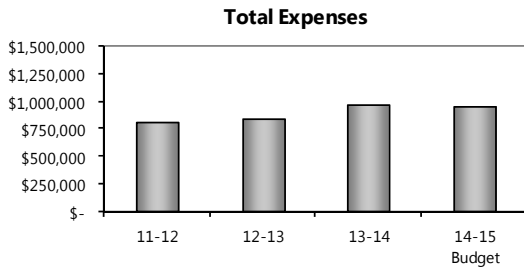
TREE TRIMMING

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 2013-14 MAJOR ACCOMPLISHMENTS:

- Reduced customer concerns with personal contact or by leaving a door hanger prior to performing removal and/or trimming of customers' trees.
- Continued career development training for tree trimming personnel to enhance level of service and proficiency for customers.
- Increased overall % of circuits trimmed with use of contract services and improved scheduling.

FY 2014-15 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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 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	38%	33%	33%	36%	33%	33.3%
Tree Trimming	% of power outages caused by trees and tree limbs	Effectiveness	11%	18%	10%	12%	10%	10%

BUDGET SUMMARY:

Cost Center #: 7230	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 429,532	\$ 459,806	\$ 550,306	\$ 490,995	\$ 480,250	\$ 480,250
Operations	\$ 353,544	\$ 333,450	\$ 473,965	\$ 405,610	\$ 470,157	\$ 470,157
Capital Outlay	\$ -	\$ 29,611	\$ 74,000	\$ 74,895	\$ -	\$ -
Depreciation & Amortization	\$ 29,496	\$ 18,227	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 2,409	\$ 7,844	\$ 5,716	\$ 4,240	\$ 5,453	\$ 5,453
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 814,981	\$ 848,938	\$ 1,103,987	\$ 975,740	\$ 955,860	\$ 955,860
% budget change	-11%	4%		15%		-13%
* as amended						
**as of 7/31/14, unaudited						
	9.00	9.00	9.00	9.00	7.00	7.00

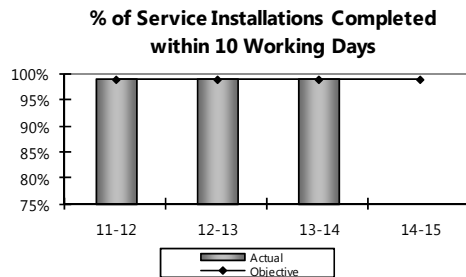
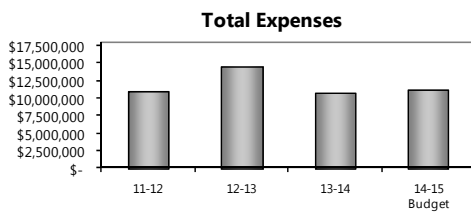
ELECTRIC CONSTRUCTION

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Electric Construction
 - Underground Utility Construction
 - Overhead Utility Construction

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Began installation of LED lighting along Cabarrus Ave. corridor.
- Inspected wooden pole lines; replaced and upgraded poles as required.
- Completed renovations to vaults in the downtown underground system.
- Completed construction of exits at Substation J.
- Completed installation of primary feeds to major apartment complex in the Mills East section.
- Continued deployment of new fusing schemes throughout the electric system.

FY 2013-14 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue to replace aging Bucket Trucks and equipment as budget allows.
- Continue career development training of electric maintenance and construction personnel in order to provide continuous improvement of employee proficiency and enhance their ability to provide the level of service our customers expect.
- Continue to improve lighting along major streets and thoroughfares throughout the City with a focus on the George Liles Blvd. extension.
- Continue to inspect and remediate several wooden pole lines that comprise strategic distribution circuits. These pole lines exceed 30 years old and require documentation of their general condition and remediation of deterioration.
- Provide funding for upgrades to three additional aging vaults and equipment in Downtown underground system.
- Start construction of primary duct bank system to feed additional loads in the North section of the International Business Park.
- Begin replacement of 12KV circuit exits at substation I.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

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

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 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 #:	2011-2012		2012-2013		2013-2014		2014-2015	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
Personnel Services	\$ 2,418,060	\$ 2,635,330	\$ 2,515,284	\$ 2,590,393	\$ 2,506,390	\$ 2,506,390		
Operations	\$ 1,836,037	\$ 1,889,562	\$ 1,688,555	\$ 1,481,734	\$ 1,761,150	\$ 1,761,150		
Capital Outlay	\$ (196,095)	\$ 1,297,398	\$ 2,069,832	\$ 1,919,438	\$ 1,955,000	\$ 1,955,000		
Depreciation & Amortization	\$ 2,773,350	\$ 2,736,008	\$ -	\$ 6,779	\$ -	\$ -		
Debt Service	\$ 1,091,324	\$ 1,105,495	\$ 3,058,997	\$ 3,053,968	\$ 2,972,885	\$ 2,972,885		
CIP Projects	\$ (381,519)	\$ (113,035)	\$ 514,213	\$ 475,997	\$ 660,000	\$ 660,000		
Cost Allocations	\$ 1,534,116	\$ 1,421,453	\$ 1,327,124	\$ 1,216,512	\$ 1,421,554	\$ 1,421,554		
Transfers	\$ 2,000,000	\$ 3,550,000	\$ 150,000	\$ 150,000	\$ -	\$ -		
Total Expenses	\$ 11,075,273	\$ 14,522,211	\$ 11,324,005	\$ 10,894,821	\$ 11,276,979	\$ 11,276,979		
% budget change	23%	31%		-25%				-0.4%
* as amended								
**as of 7/31/14, unaudited								
Authorized FTE	34.00	34.00	34.00	34.00	33.00	33.00		33.00

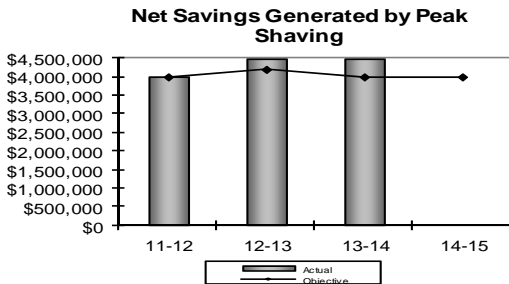
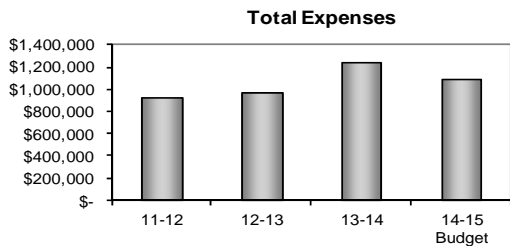
PEAK SHAVING

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Peak Shaving Generation

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Utilized peak shaving resources to reduce approximately \$5.0 million from the City's purchased power expense.
- Major preventative maintenance was performed to maintain peak shaving generator effectiveness.
- Tested to determine compliance for reciprocating internal combustion engine (RICE) emissions standards
- Installed third phase of mitigation equipment to reduce diesel exhaust emissions in compliance with new Environmental Protection Agency standards.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

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

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

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

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Peak Shaving	Average KW output per unit	Efficiency	1,550	1,550	1,600	1,575	1,600	1,600
Peak Shaving	Amount of net savings peak shavings generates	Effectiveness	\$4M	\$4.5M	\$4M	\$4.5M	\$4M	\$4.0M

BUDGET SUMMARY:

Cost Center #: 7241	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 61,133	\$ 61,795	\$ 105,701	\$ 21,372	\$ -	\$ -
Operations	\$ 639,503	\$ 633,702	\$ 849,916	\$ 948,039	\$ 1,091,231	\$ 1,091,231
Capital Outlay	\$ -	\$ -	\$ 214,226	\$ 109,226	\$ -	\$ -
Depreciation & Amortizatic	\$ 1,380	\$ 1,380	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 50,149	\$ 50,149	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 180,000	\$ 220,000	\$ 169,000	\$ 169,000	\$ -	\$ -
Cost Allocations	\$ 535	\$ 1,082	\$ 928	\$ 851	\$ 950	\$ 950
Total Expenses	\$ 932,700	\$ 968,108	\$ 1,339,771	\$ 1,248,488	\$ 1,092,181	\$ 1,092,181
% budget change	26%	4%		29%		-18%
* amended						
**as of 7/31/14, unaudited						
	2.00	2.00	2.00	2.00	0.00	0.00

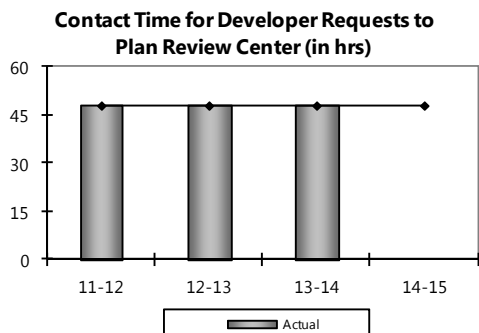
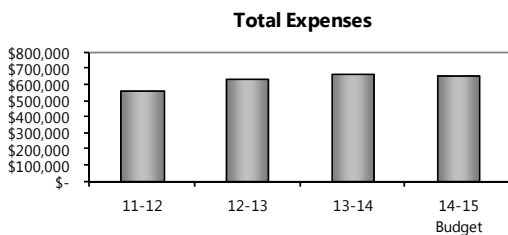
ELECTRIC ENGINEERING SERVICES

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:



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 2013-14 MAJOR ACCOMPLISHMENTS:

- Continued to provided maps and data to operation's crews for ongoing electric system's protection coordination (re-fusing) project. Acquire facility revisions, provided by operations crews, to update maps and database with actual changes and differences verified in field. Several different types of equipment are being verified.

- Supported electrical design solutions for commercial and industrial loads by interacting with the customers, as well as our planning department, in order to provide the best results for each project. Supported electrical design solutions for electric infrastructure improvements.
- Incorporated a browser based platform to view the GIS maps, and data, with the Intranet and /or Internet. This system utilizes application such as: Flex, Silverlight and ArcGIS On-Line.
- Enhanced a computer processed engineering analysis model, for the City's electric distribution system, using Milsoft's Engineering Analysis Software. This is currently being used for a capacitor evaluation.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue maintaining the accuracy and structure of the data in the electric system geo-database.
- Researched replacing the ArcGIS ESRI extension currently in use. This was done in order to provide better functionality and more efficient database structuring. This is very important when interfacing with the existing Outage Management, Engineering and *future* Smart Grid Software. An RFP has been publicly announced for this extension.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue training personnel by using cost effective training courses.
- Database maintenance techniques will continue to be refined as we strive to provide the highest integrity possible.
- Manage our Residential Energy Audit, Heat Pump Rebate and Peak Partners Programs.
- Manage our Key Accounts Program that provides a relationship between the Electric Systems and Key Accounts.
- Establish an electronic interface capable of connecting the software used for work orders associated with electric design to the warehouse and accounting/bookkeeping departments.

PERFORMANCE GOALS:**Major Service Area: Planning and Design**

Goal: To provide prompt response to new customers to determine their needs and desires for electric service.

Major Service Area: GIS Application Service

Goal: To identify and address internal customer needs such as calculations and maps promptly in order to maintain construction and service schedules.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 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 App. Service	Internal customer needs response time (in hours)	Effectiveness	24	24	24	24	24	24
GIS App. Service	Provision of mapping needs (in days)	Effectiveness	1	1	1	1	1	1

BUDGET SUMMARY:

Cost Center #:7250	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 393,720	\$ 408,767	\$ 398,168	\$ 380,535	\$ 429,997	\$ 429,997
Operations	\$ 116,733	\$ 157,775	\$ 226,613	\$ 116,423	\$ 170,267	\$ 170,267
Capital Outlay	\$ -	\$ -	\$ 188,449	\$ 101,203	\$ -	\$ -
Depreciation & Amortizati	\$ 12,104	\$ 14,527	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 39,657	\$ 58,912	\$ 81,348	\$ 74,569	\$ 62,810	\$ 62,810
Total Expenses	\$ 562,214	\$ 639,981	\$ 894,578	\$ 672,730	\$ 663,074	\$ 663,074
% budget change	20%			5%		-26%
* as amended						
** as of 7/31/14, unaudited						
Authorized FTE	5.00	5.00	5.00	5.00	5.00	5.00

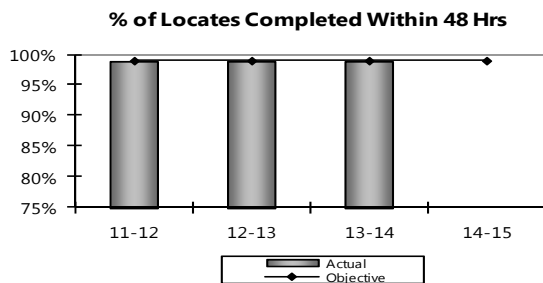
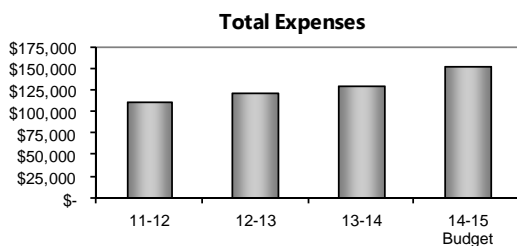
UTILITY LOCATE SERVICES

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

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

FY 2013-2014 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 2014-15 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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Utility Location	% of locates that are located within 24 inches	Effectiveness	99%	99%	99%	99%	99%	99%
Utility Location	% of locates that are located within 48 hours	Effectiveness	99%	99%	99%	99%	99%	99%

BUDGET SUMMARY:

Cost Center #:7260							
	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	
Personnel Services	\$ 265,488	\$ 270,895	\$ 266,643	\$ 280,971	\$ 293,447	\$ 293,447	
Operations	\$ 52,878	\$ 75,367	\$ 98,554	\$ 66,377	\$ 84,505	\$ 84,505	
Capital Outlay	\$ -	\$ -	\$ 12,000	\$ 6,500	\$ 66,500	\$ 66,500	
Depreciation & Amortization	\$ 14,909	\$ 12,869	\$ -	\$ -	\$ -	\$ -	
Cost Allocations	\$ (222,183)	\$ (238,104)	\$ (244,140)	\$ (223,795)	\$ (291,305)	\$ (291,305)	
Total Expenses	\$ 111,092	\$ 121,027	\$ 133,057	\$ 130,053	\$ 153,147	\$ 153,147	
% budget change	-2%	9%		7%			15%
*as amended							
** as of 7/31/14, unaudited							
	5.00	4.00	4.00	4.00	4.00	4.00	4.00

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

Water Resources Revenues

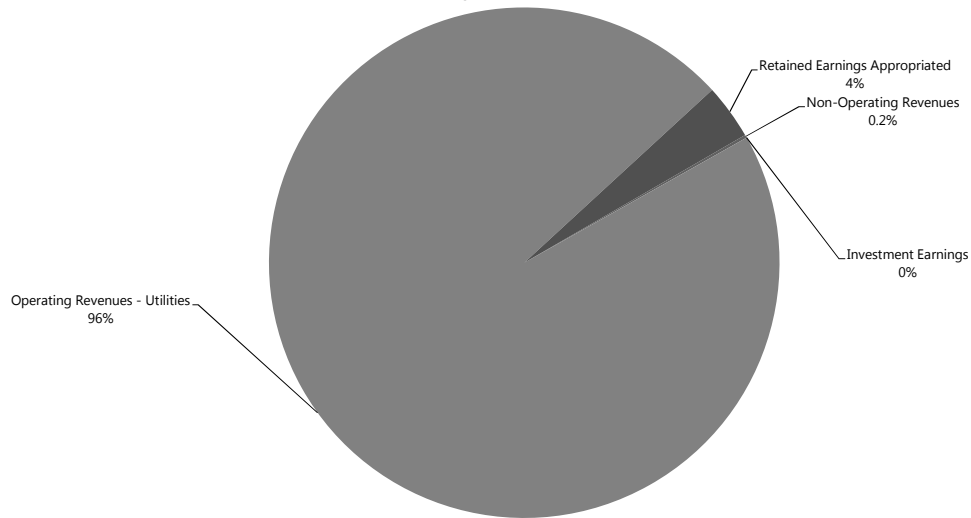
Fund 620

	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Revenues	Actual Revenues**	Council Approved	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 53,414	\$ 56,800	\$ 40,000	\$ 52,844	\$ 34,000	\$ 34,000
Investment Earnings	\$ 500,461	\$ (101,770)	\$ 180,000	\$ 547,096	\$ -	\$ -
Operating Revenues - Utilities	\$ 19,816,038	\$ 19,403,470	\$ 18,889,700	\$ 19,789,834	\$ 19,496,700	\$ 19,496,700
Retained Earnings Appropriated	\$ -	\$ -	\$ 4,078,897	\$ -	\$ 708,010	\$ 708,010
Financing Proceeds/Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 20,369,913	\$ 19,358,500	\$ 23,188,597	\$ 20,389,774	\$ 20,238,710	\$ 20,238,710
% budget change	3%	-5%		5%		-13%

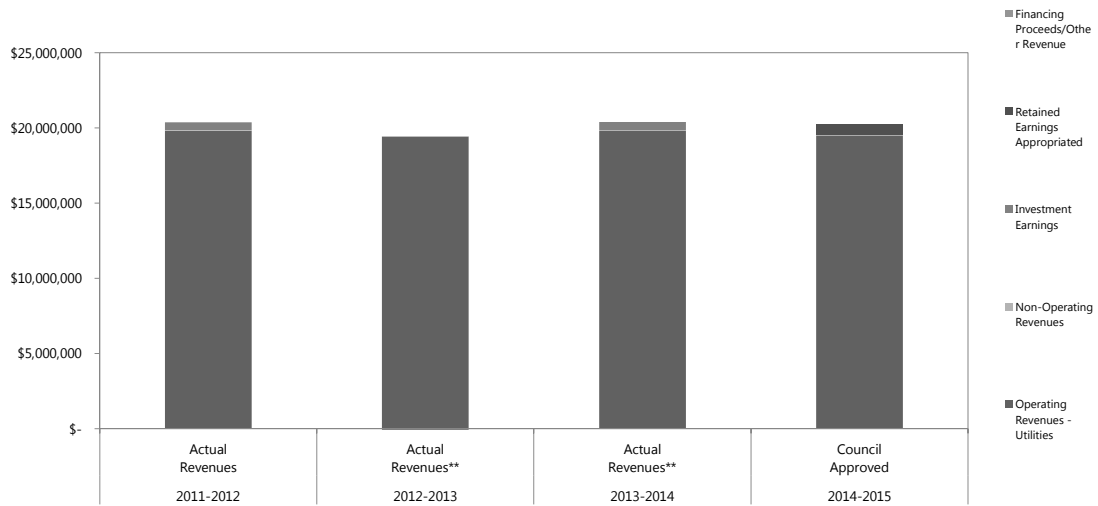
* as amended

**as of 7/31/14, unaudited

FY 14-15 Water Resources Revenues (by Source)



Water Resources Revenue Trend



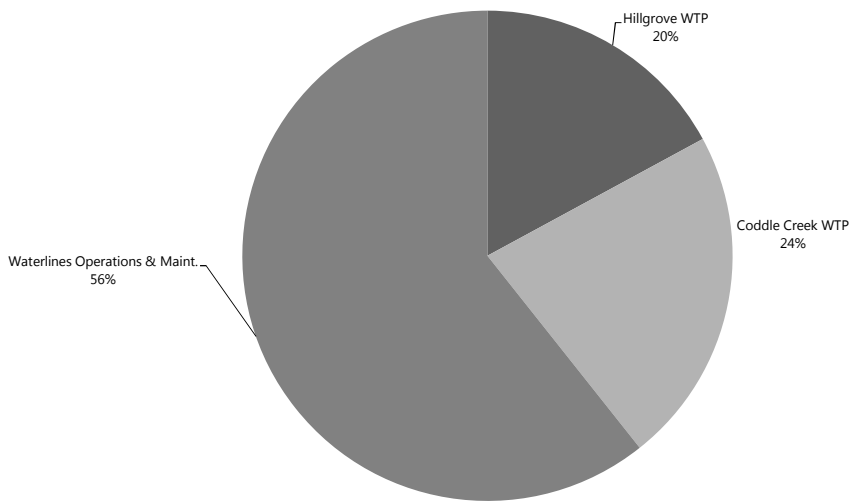
Water Resources Expenditures

Budget Unit	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved	Actual Expenses**	Manager Recommended	Council Approved
Hillgrove Water Treatment Plant	\$ 2,736,853	\$ 2,505,274	\$ 3,317,189	\$ 2,371,524	\$ 3,457,059	\$ 3,457,059
Coddle Creek Water Treatment Plant	\$ 3,345,438	\$ 4,306,563	\$ 3,981,593	\$ 2,810,428	\$ 4,502,153	\$ 4,502,153
Waterlines Operation & Maintenance	\$ 14,521,840	\$ 9,338,054	\$ 15,889,815	\$ 14,926,359	\$ 12,279,498	\$ 12,279,498
Total Expenses	\$ 20,604,131	\$ 16,149,891	\$ 23,188,597	\$ 20,108,311	\$ 20,238,710	\$ 20,238,710
% budget change		32%	-22%	25%		-13%

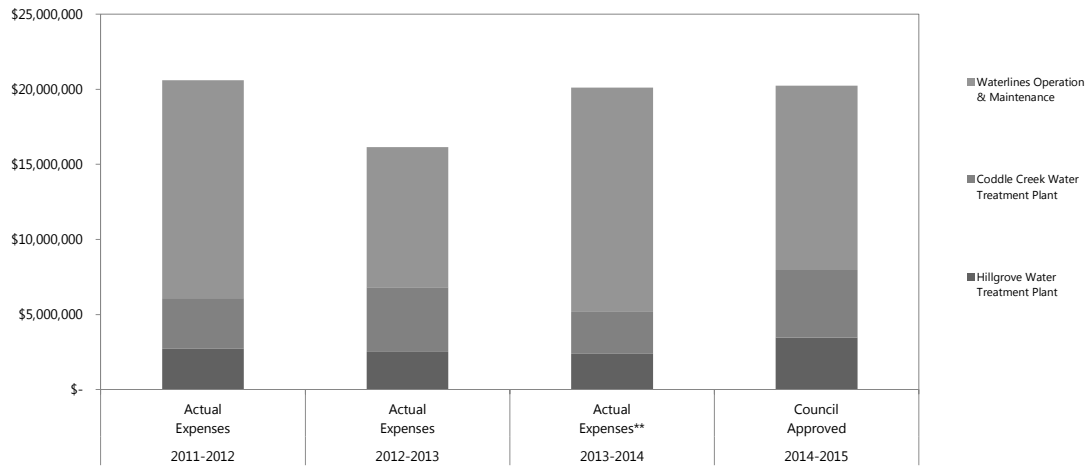
* as amended

** as of 7/31/14, unaudited

FY 14-15 Water Resources Expenditures (by Budget Unit)



Water Resources Expenditure Trend



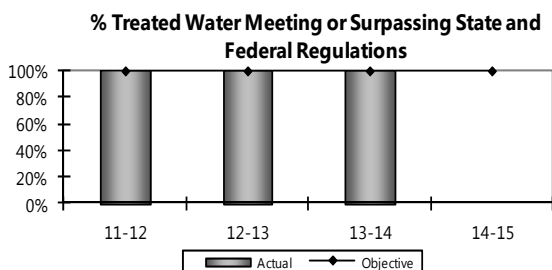
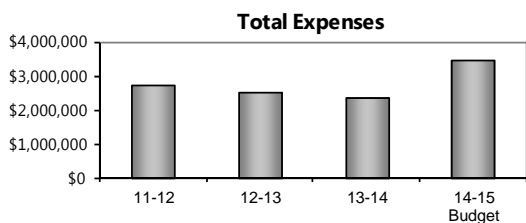
HILLGROVE WATER PLANT

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS



MAJOR SERVICE(S) PROVIDED:

- Water Treatment and Analysis

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Completed Stage 2 DBP analysis.
- Completed design of powder activated carbon facility.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue replacing outdated lab equipment for compliance monitoring.
- New Chlorine Contact Time Study for disinfection compliance.
- Construct Carbon feed system.

- Replace SCADA monitoring equipment due to outdated data processing and programming.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

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

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

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 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%	99.8%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	98%	98%	98%	98%	98%	87%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.026	1.02	1.02	1.02	1.03	1.03
Safety	# of preventable accidents	Effectiveness	0	0	0	0	0	0

*State and Federal Regulation is 95%

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

BUDGET SUMMARY:

Cost Center #: 7330	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 826,755	\$ 849,626	\$ 832,453	\$ 847,417	\$ 908,173	\$ 908,173
Operations	\$ 1,252,018	\$ 1,157,042	\$ 2,015,545	\$ 1,053,682	\$ 1,999,491	\$ 1,999,491
Capital Outlay	\$ -	\$ -	\$ 39,000	\$ 41,500	\$ 95,000	\$ 95,000
Depreciation & Amortization	\$ 402,614	\$ 379,315	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 250,000	\$ 110,000	\$ 415,000	\$ 415,000	\$ 440,000	\$ 440,000
Cost Allocations	\$ 5,466	\$ 9,291	\$ 15,191	\$ 13,925	\$ 14,395	\$ 14,395
Total Expenses	\$ 2,736,853	\$ 2,505,274	\$ 3,317,189	\$ 2,371,524	\$ 3,457,059	\$ 3,457,059
% budget change	23%	-8%		-5%		4%
* as amended						
** as of 7/31/14, unaudited						
Authorized FTE	14.50	14.50	14.50	14.50	15.00	15.00

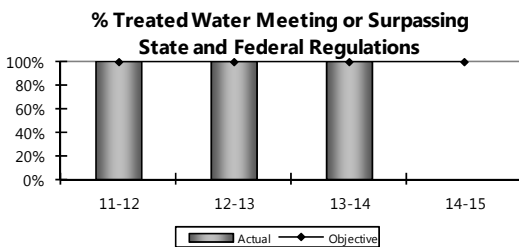
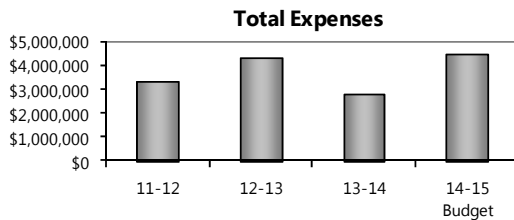
CODDLE CREEK WATER PLANT

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 2013-14 MAJOR ACCOMPLISHMENTS:

- Plant scale evaluation of different powdered activated carbons to determine effectiveness for TOC removal.
- Contracted for dewatering, transport and disposal of process sludge.
- Replaced two electric cabinets.
- Replaced two pump starter motors.
- Replace roof of chemical feed level of facility.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Evaluate additional alum sulfate feed to achieve higher water quality.

- Continue 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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 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%	99.6%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	85%	92.1%	97.9%	74%	97.9%	98%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1,023	1,025	1,026	1,03	1026	1.03
Safety	# of preventable accidents	Effectiveness	0	0	0	0	0	0

*State and Federal regulation is 95%.

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

BUDGET SUMMARY:

Cost Center #: 7331						
	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Personnel Services	\$ 902,131	\$ 911,058	\$ 923,453	\$ 945,298	\$ 1,001,883	\$ 1,001,883
Operations	\$ 2,159,687	\$ 2,594,151	\$ 3,019,136	\$ 1,837,361	\$ 3,144,753	\$ 3,144,753
Capital Outlay	\$ -	\$ -	\$ 24,310	\$ 14,310	\$ 35,500	\$ 35,500
Depreciation & Amortization	\$ 275,438	\$ 269,288	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 8,182	\$ 12,066	\$ 14,694	\$ 13,459	\$ 14,017	\$ 14,017
Transfers	\$ -	\$ 520,000	\$ -	\$ -	\$ 306,000	\$ 306,000
Total Expenses	\$ 3,345,438	\$ 4,306,563	\$ 3,981,593	\$ 2,810,428	\$ 4,502,153	\$ 4,502,153
% budget change	6%	47%		-35%		13%
* as amended						
**as of 7/31/14, unaudited						
Authorized FTE	15.50	15.50	15.50	15.50	16.00	16.00

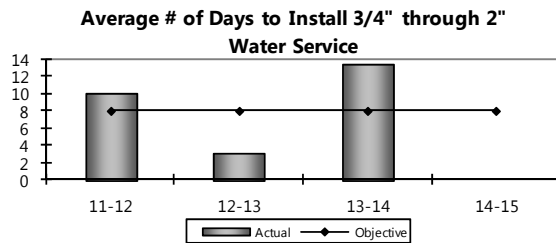
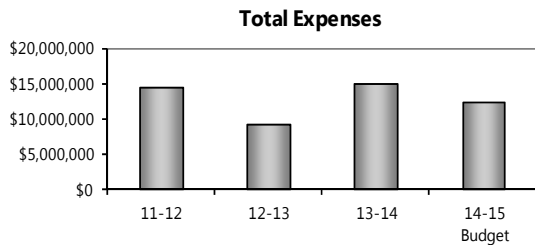
WATERLINES OPERATIONS & MAINTENANCE

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:



MAJOR SERVICE(S) PROVIDED:

- Maintenance
- New Construction
- Water Quality
- Water Meters

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Completed design of waterline from Albemarle.
- Supported Fire Department's efforts to achieve ISO 2 rating.
- Completed 4th of 5 years to complete conversion of remaining meters to AMR ahead of schedule.
- Completed leak detection on 10% of water system.
- Continue encouragement to participate in Toilet Credit Program.

- Installed check valves to provide increased fire flow to artificial pressure zone
- Began construction of the waterline from Albemarle.
- Began project to replace inadequate and failing waterlines in downtown area

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue leak detection.
- Complete installation of check valves to support increased fire flow within system.
- Initiate valve maintenance program.
- Begin flushing program.
- Complete first phase of fire flow study.
- Complete conversion to AMR.
- Identify changes to operation to facilitate Albemarle Water.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Maintenance crews are able to repair small leaks through leak detection before they become major water main breaks in roadways and under sidewalks.
- Construction timeline for installing new water connections has improved due to a reduction in the number of water leak repairs.
- Water Quality complaints are being reduced due to replacement of older water mains and installation of automatic flushing devices on dead end mains.
- Large water meter testing, repair and replacement program to AMR radio read is taking place to increase efficiency in reading meters and ensure reading accuracy.

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

Goal: To conduct leak detection surveys on the 10% of the water distribution system annually in order to reduce the number of leaks and reduce un-accounted water loss.

Major Service Area: New Construction

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

Major Service Area: Water Quality

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

Major Service Area: Water Meters

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
New Construction	Avg. # of days to install ¾" through 2" water service	Effectiveness	10	3.11	8	13.5	8	8
Water Quality	# of customer complaints per 1,000 accounts	Effectiveness	2.5	6.4	1	4.8	1	1
Water Meters	# AMRs installed	Workload	292	138	220	26	220	220
Maint.	% of System leak detection surveys completed	Effectiveness	10%	10%	10%	10%	10%	10%
Safety	# of preventable accidents	Effectiveness	0	2	0	1	0	0

BUDGET SUMMARY:

Cost Center #: 7340	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,794,788	\$ 1,903,437	\$ 1,949,419	\$ 1,948,294	\$ 2,016,913	\$ 2,016,913
Operations	\$ 1,497,810	\$ 1,408,012	\$ 1,869,978	\$ 1,325,350	\$ 1,902,831	\$ 1,902,831
Capital Outlay	\$ 2,178	\$ -	\$ 652,500	\$ 62,676	\$ 700,500	\$ 700,500
Depreciation & Amortizati	\$ 3,137,543	\$ 2,966,710	\$ -	\$ (23,792)	\$ -	\$ -
Debt Service	\$ 1,728,121	\$ 1,689,721	\$ 4,908,164	\$ 4,900,167	\$ 4,465,526	\$ 4,465,526
CIP Projects	\$ (794,512)	\$ (1,185,824)	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 2,035,160	\$ 2,108,351	\$ 2,368,768	\$ 2,171,352	\$ 2,698,913	\$ 2,698,913
Non Operating Expense	\$ 144,057	\$ 139,340	\$ -	\$ 136,326	\$ -	\$ -
Transfers	\$ 4,976,695	\$ 308,307	\$ 4,140,986	\$ 4,405,986	\$ 494,815	\$ 494,815
Total Expenses	\$14,521,840	\$ 9,338,054	\$15,889,815	\$14,926,359	\$ 12,279,498	\$12,279,498
% budget change	42%	-36%		60%		-23%
* as amended						
**as of 7/31/14, unaudited						
Authorized FTE	34.75	34.75	34.24	34.24	33.59	33.59

Transit System Revenue

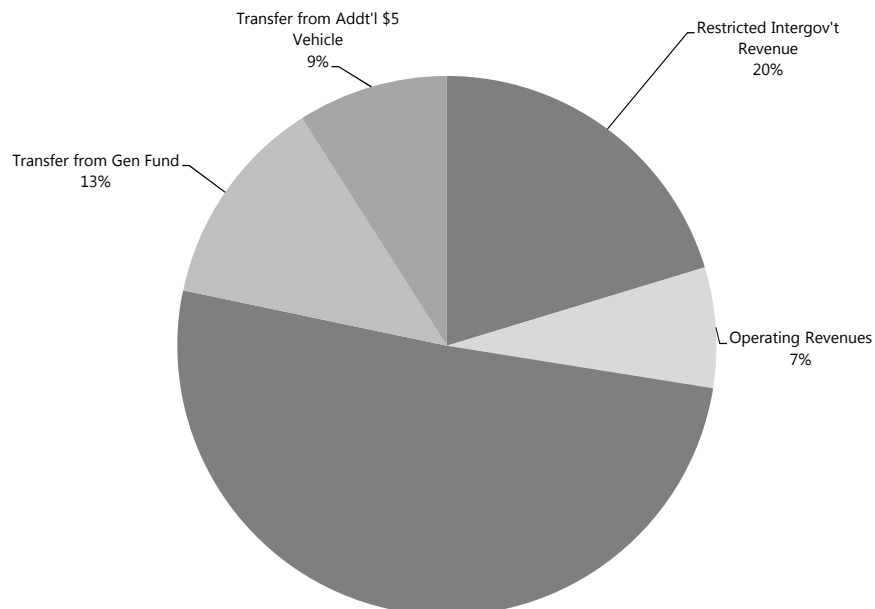
Fund 630

	2011-2012 Actual Revenues	2012-2013 Actual Revenues	2013-2014 Council Approved*	2013-2014 Actual Revenues**	2014-2015 Manager Recommended	2014-2015 Council Approved
Restricted Intergov't Revenue	\$ 539,538	\$ 781,574	\$ 7,276,265	\$ 7,006,184	\$ 697,205	\$ 697,205
Operating Revenues	\$ 39,170	\$ 212,815	\$ 246,321	\$ 289,093	\$ 248,000	\$ 248,000
Non-Operating Revenue	\$ -	\$ 1,800	\$ 1,299	\$ 63,287	\$ 1,742,940	\$ 1,742,940
Retained Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Gen Fund	\$ 354,521	\$ -	\$ 1,275,170	\$ 921,800	\$ 435,441	\$ 435,441
Transfer from Addt'l \$5 Vehicle	\$ 285,584	\$ 193,431	\$ 322,747	\$ 207,328	\$ 310,000	\$ 310,000
Total Revenues	\$ 1,218,813	\$ 1,189,620	\$ 9,121,801	\$ 8,487,692	\$ 3,433,586	\$ 3,433,586
% budget change	-60%	-2%		613%		-62%

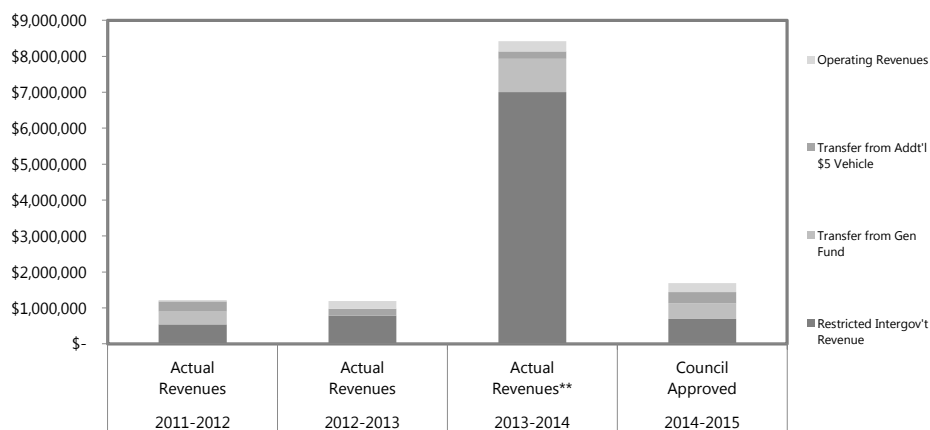
* as amended

**as of 7/31/14, unaudited

FY 14-15 Transit System Revenues (by Source)



Transit Revenue Trend



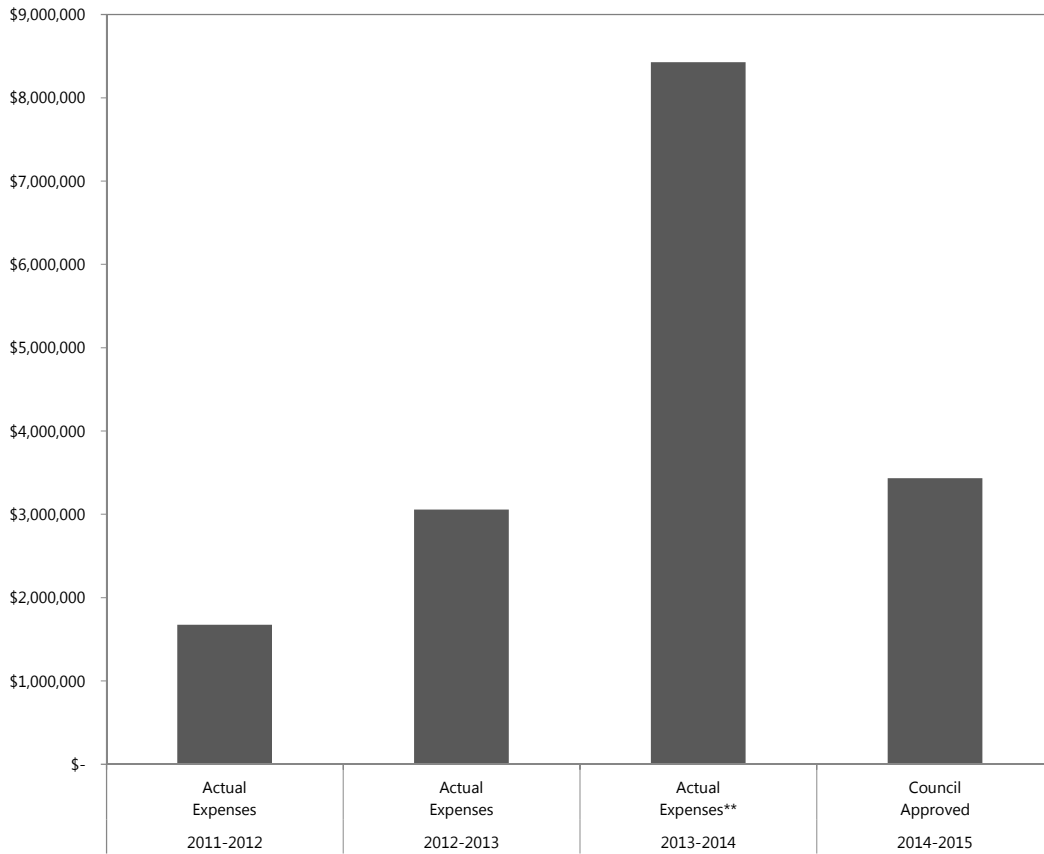
Transit System Expenses

	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Transit - Rider	\$ 1,673,973	\$ 3,056,103	\$ 9,121,801	\$ 8,424,176	\$ 3,433,586	\$ 3,433,586
Total Expenses	\$ 1,673,973	\$ 3,056,103	\$ 9,121,801	\$ 8,424,176	\$ 3,433,586	\$ 3,433,586
% budget change	-36%	83%		176%		-62%

* as amended

**as of 7/31/14, unaudited

Transit Expenditure Trend



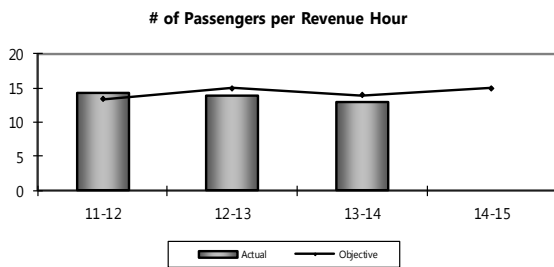
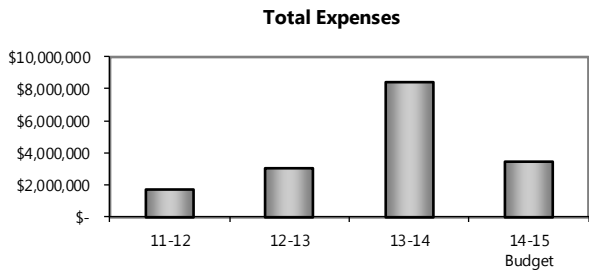
PUBLIC TRANSIT SYSTEM

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 FY15 - Rider**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Fixed-route transit service to Concord and Kannapolis

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Successfully implemented new Sunday Service
- Increased coverage hours for the Transit Center Customer Service desk so it's open and available to customers M-F 7:30-7:30, Weekends 8:30-7:30
- Completed mediation agreement with original Transit Ctr GC, completing deficiency repairs to HVAC, restrooms, parking areas and roof
- Designed, ordered and received 8 new hybrid replacement buses
- Worked with NC DOT staff to ensure that Rider Transit Center function will not be adversely impacted by next phase of I-85 widening project
- Continued ongoing passenger amenity project, installing numerous shelters, benches, trash cans and solar lighting
- Completed first Rider Transit Development Plan.

- Selected new marketing firm; worked on creating brand for Rider Transit and improving marketing items and outreach.
- Completed acquisition of Point of Sale & Inventory Management software system.
- Rider Transit was recognized at the safest Small Urban/region system in North Carolina.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Begin implementation of Transit Development Plan recommendations.
- Create Transit Planning and Technology Coordinator position to assist with maintenance & growth of Rider Transit.
- Oversee successful delivery and rollout of 40 new bus shelters systems.
- FTA continues to implement changes Federal MAP-21 legislation has created including additional streams of funding and new financial, operational and technical changes. MAP-21 expires Sept 2014 and the future of Federal funding after that is unknown.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to fully and creatively leverage our Federal and State funding options available within new federal MAP-21 legislation. Look for additional sources of funding.
- Move new hybrid buses into revenue service and complete disposal of older vehicles.
- Work to begin implementation of Transit Development Plan recommendations, including service changes to help on time performance issues.
- Continue improving Rider Transit's marketing program and impact.
- Successfully complete FTA Triennial Review process.
- Implementation and utilization of new Point of Sale & Inventory management software.
- Continued implementation of transit amenity program.
- Continue efforts to improve communication & connections between Rider & neighboring transit systems & services.

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

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Fixed-route Transit	# of Riders	Workload	449,920	430,484	450,00	465,335	500,000	500,000
Fixed-route Transit	# of passengers per revenue hour	Efficiency	14	13.92	14	13	14	15
Fixed-route Transit	% of fare box recovery	Efficiency	9.2%	10.12%	9%	9.88%	11.75%	15%
Fixed-route Transit	# of preventable accidents per 100,000 bus miles	Effectiveness	0	0.52	0	0	0	0
Fixed-route Transit	# of rider complaints per 100,000 riders/trips	Effectiveness	6	8.37	10	10	0	10
Fixed-route Transit	% of riders rating overall service as "Excellent" or "Good"	Effectiveness	98%	97.01%	95%	94.90%	95%	95%
Fixed-route Transit	On-time Performance	Effectiveness	New for FY14	New for FY14	75%	69.85%	75%	75%
Fixed-route Transit	Passenger requests for service inside the service area	Workload	New for FY14	New for FY14	200	346	200	200

BUDGET SUMMARY:

Cost Center #: 7611	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 147,014	\$ 158,409	\$ 154,371	\$ 145,658	\$ 206,920	\$ 206,920
Operations	\$ 1,515,505	\$ 2,804,370	\$ 2,557,841	\$ 2,910,875	\$ 3,007,216	\$ 3,007,216
Capital Outlay	\$ (74,157)	\$ -	\$ 5,014,858	\$ 5,006,932	\$ -	\$ -
Transfers	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -
Grant Expenditures	\$ -	\$ 47,440	\$ 1,353,576	\$ 316,650	\$ 163,354	\$ 163,354
Cost Allocations	\$ 79,611	\$ 45,883	\$ 41,155	\$ 44,061	\$ 56,096	\$ 56,096
Total Expenses	\$ 1,673,973	\$ 3,056,103	\$ 9,121,801	\$ 8,424,176	\$ 3,433,586	\$ 3,433,586
% budget change	-36%	83%		176%		-62%
* as amended						
** as of 7/31/14, unaudited						
Authorized FTE	2.75	2.75	2.70	2.70	3.70	3.70

Wastewater Resources Revenues

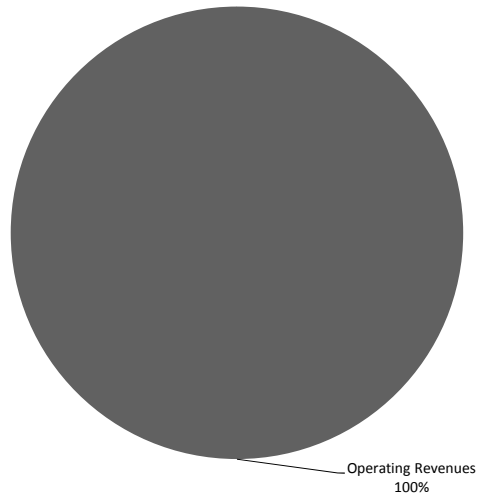
Fund 640

	2011-2012 Actual Revenues	2012-2013 Actual Revenues	2013-2014 Council Approved*	2013-2014 Actual Revenues**	2014-2015 Manager Recommended	2014-2015 Council Approved
Non-Operating Revenues	\$ 96,731	\$ 305,872	\$ -	\$ 245,525	\$ -	\$ -
Investment Earnings	\$ 198,805	\$ 32,633	\$ 110,000	\$ 214,790	\$ -	\$ -
Operating Revenues	\$ 14,772,364	\$ 14,683,028	\$ 14,627,000	\$ 15,076,718	\$ 15,027,000	\$ 15,027,000
Retained Earnings Appropriated	\$ -	\$ -	\$ 433,913	\$ -	\$ -	\$ -
Transfers	\$ -	\$ 190,622	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 15,067,900	\$ 15,212,155	\$ 15,170,913	\$ 15,537,033	\$ 15,027,000	\$ 15,027,000
% budget change	6%	1%		2%		-1%

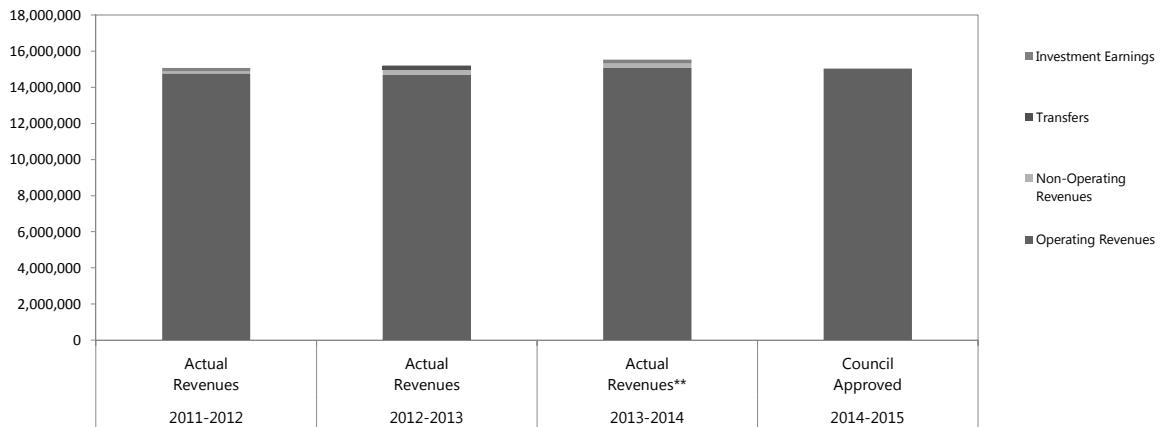
* as amended

**as of 7/31/14, unaudited

FY 14-15 Wastewater Resources Revenue (by Source)



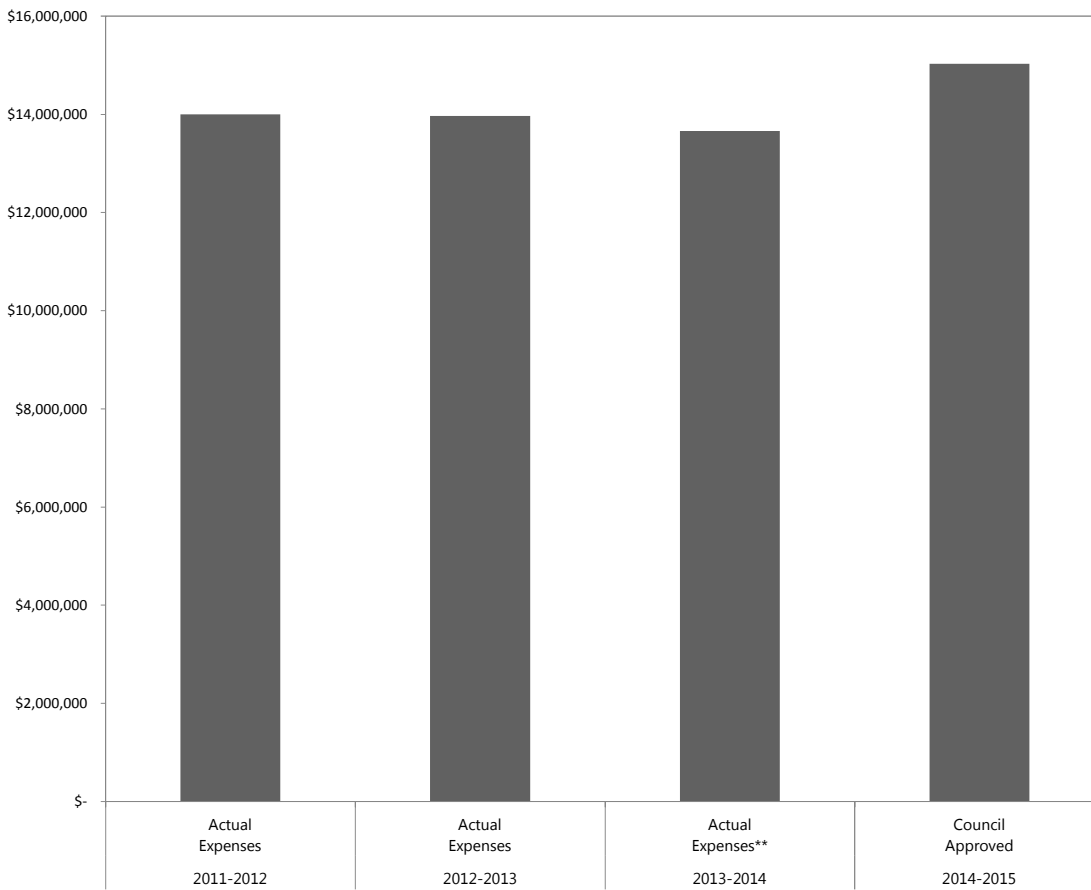
Wastewater Revenue Trend



Wastewater Resources Expenditures

	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
By Cost Center						
Wastewaterlines Operations & Maint.	\$ 13,994,818	\$ 13,966,088	\$ 15,170,912	\$ 13,660,161	\$ 15,027,000	\$ 15,027,000
Total Expenditures	\$ 13,994,818	\$ 13,966,088	\$ 15,170,912	\$ 13,660,161	\$ 15,027,000	\$ 15,027,000
% budget change		-3%	0%		-2%	-1%
* as amended						
** as of 7/31/14, unaudited						

Wastewater Expenditure Trend



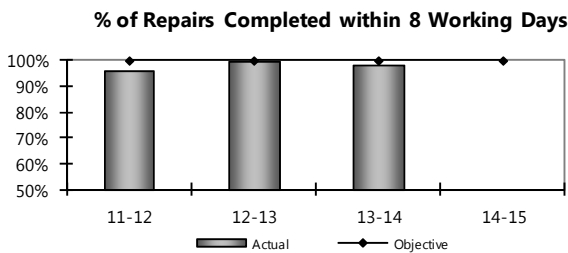
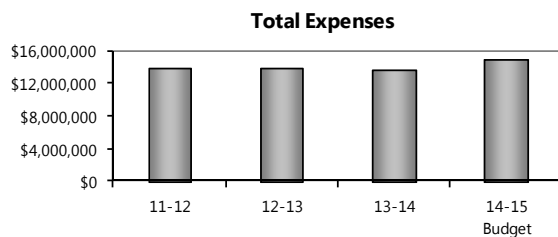
WASTEWATERLINES OPERATIONS & MAINTENANCE

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Management and maintenance of a wastewater collection system with 530 miles of gravity sewer, 23 pump stations, and 14 miles of force main that serves over 31,000 customers, including:
 - Rapid response to calls concerning potential blockages and overflows
 - Pipe and pump station wet well jetting/cleaning

- Routine pump station inspection
- Pipe inspection using closed circuit t.v. cameras
- Installation and repair of sewer service connections
- Installation and repair of system pipes/manholes
- Smoke testing
- Location of system components and defects using GPS units
- Right-of-way maintenance
- Fats, oils, and grease control education program
- Flow monitoring

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Continue to refine the lining procedures to rehab the most liner feet of pipe for the money used in the program.
- Added additional funds to rehab manholes contributing to I&I.
- Completed In-House projects-Southbrook, Wilkinson and Rosehaven replacement, Concord Business Park phase 1 & 2.
- Elimination of Ayers Commons pump station.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue using flow monitoring, Dye and Smoke testing to locate defects in the system.
- Continue to implement new technology such as laptops and tablets to be used in the field to improve data acquisition and customer response.
- Addressing increasing solid issues.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Lining and manhole rehab programs to address the oldest/most defective areas in the system.
- Using the latest technology to enhance our performance to our customers.
- Adding information to GIS attribute tables such as dates, materials, pictures and other information to better identify sewer issues.
- Enhance right-of-way maintenance program.

PERFORMANCE GOALS:

Major Service Area: Manage and Maintain Sewer System

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

Major Service Area: Right of Way Protection Program

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

Major Service Area: Emergency Response Calls

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

Major Service Area: Collection System Blockages

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

Major Service Area: After-Hour Emergency Calls

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

Major Service Area: Jetting and Cleaning

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

Major Service Area: Installation of 4" Services

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

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj	FY14 Actual	FY15 Obj.	Benchmark Target
Manage & Maintain Sewer System	% of repairs completed within 8 working days	Workload	96%	99%	100%	98%	100%	80%
Manage & Maintain Sewer System	Miles of high priority lines inspected	Efficiency	New	80	80	12	80	NA
Manage & Maintain Sewer System	% of food service facilities inspected annually	Workload	New	10	10	88.4%	10	NA
Manage & Maintain Sewer System	# of preventable accidents	Effectiveness	New	1	0	1	0	0
Collection System Blockages	# of reportable SSOs	Effectiveness	New	7	0	11	0	0
Jetting and Cleaning	Miles of sewer main cleaned	Workload	New	64.7	53	94.9	53	NA
Right of Way Protection Program	Miles of right-of-way mowed annually	Efficiency	New	93	82	46	82	82
Emergency Response Calls	% of emergency call on-site evaluations within 120 minutes	Efficiency	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY

Cost Center #:7420						
	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 1,596,978	\$ 1,620,122	\$ 1,665,740	\$ 1,545,251	\$ 1,757,138	\$ 1,757,138
Operations	\$ 6,583,228	\$ 6,346,275	\$ 7,358,756	\$ 7,107,181	\$ 7,247,055	\$ 7,247,055
Capital Outlay	\$ (1,341,195)	\$ -	\$ 1,057,604	\$ 299,960	\$ 1,072,000	\$ 1,072,000
Depreciation & Amortizati	\$ 2,857,381	\$ 2,801,741	\$ -	\$ 743	\$ -	\$ -
Debt Service	\$ 2,236,804	\$ 906,799	\$ 2,312,912	\$ 2,309,145	\$ 2,811,842	\$ 2,811,842
CIP Projects	\$ 85,838	\$ 104,539	\$ 54,390	\$ 91,457	\$ -	\$ -
Cost Allocations	\$ 1,818,972	\$ 1,800,678	\$ 1,792,555	\$ 1,643,175	\$ 1,783,131	\$ 1,783,131
Non Operating Exp	\$ 66,812	\$ 64,624	\$ -	\$ 63,171	\$ -	\$ -
Transfers	\$ 90,000	\$ 321,310	\$ 928,955	\$ 600,078	\$ 355,834	\$ 355,834
Total Expenses	\$ 13,994,818	\$ 13,966,088	\$ 15,170,912	\$ 13,660,161	\$ 15,027,000	\$ 15,027,000
% budget change	-3%	0%		-13%		-1%
* as amended						
**as of 7/31/14, unaudited						
Authorized FTE	30.00	30.00	30.00	30.00	30.32	30.32

Rocky River Golf Course Revenues

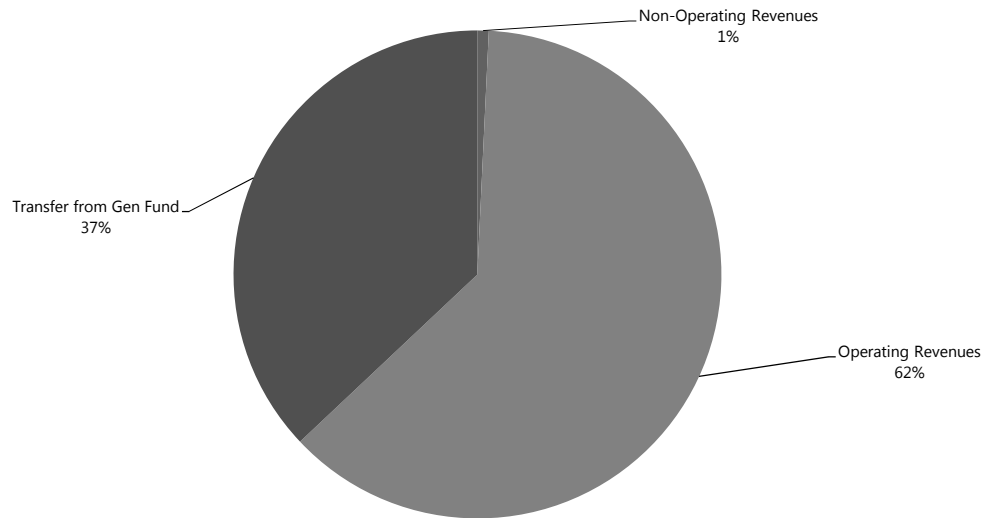
Fund 650

	2011-2012 Actual Revenues	2012-2013 Actual Revenues	2013-2014 Council Approved*	2013-2014 Actual Revenues**	2014-2015 Manager Recommended	2014-2015 Council Approved
Non-Operating Revenues	\$ (25,633)	\$ -	\$ -	\$ 1,536	\$ 19,967	\$ 19,967
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Revenues	\$ 1,333,427	\$ 1,340,041	\$ 1,485,212	\$ 1,750,255	\$ 1,677,575	\$ 1,677,575
Transfer from Gen Fund	\$ 1,021,472	\$ 1,012,722	\$ 1,002,199	\$ 787,894	\$ 998,050	\$ 998,050
Total Revenues	\$ 2,329,266	\$ 2,352,763	\$ 2,487,411	\$ 2,539,685	\$ 2,695,592	\$ 2,695,592
% budget change	-7%	1%		8%		8%

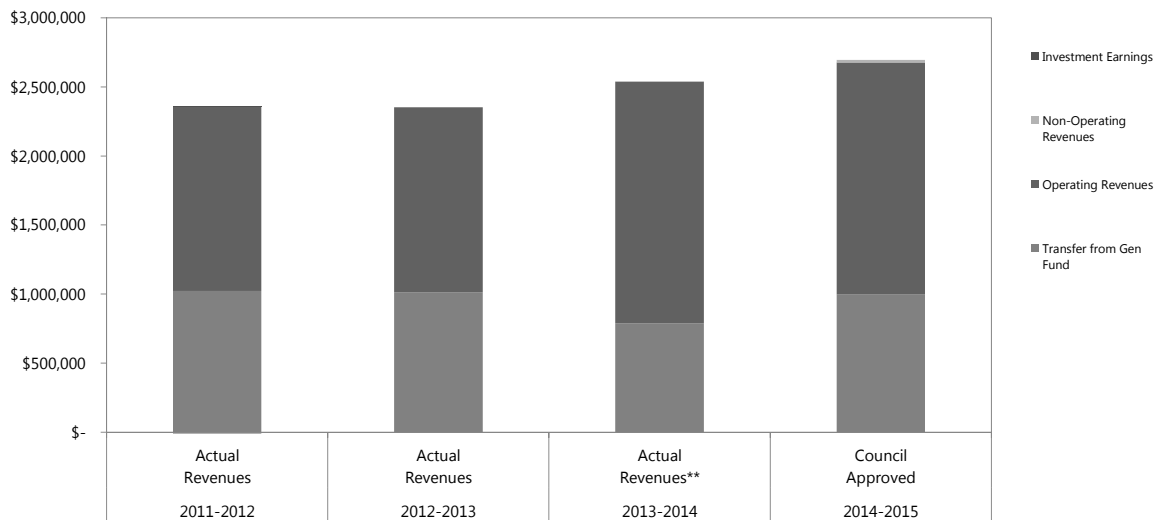
* as amended

**as of 7/31/14, unaudited

FY 14-15 Golf Course Revenues (by source)



Golf Course Revenue Trend



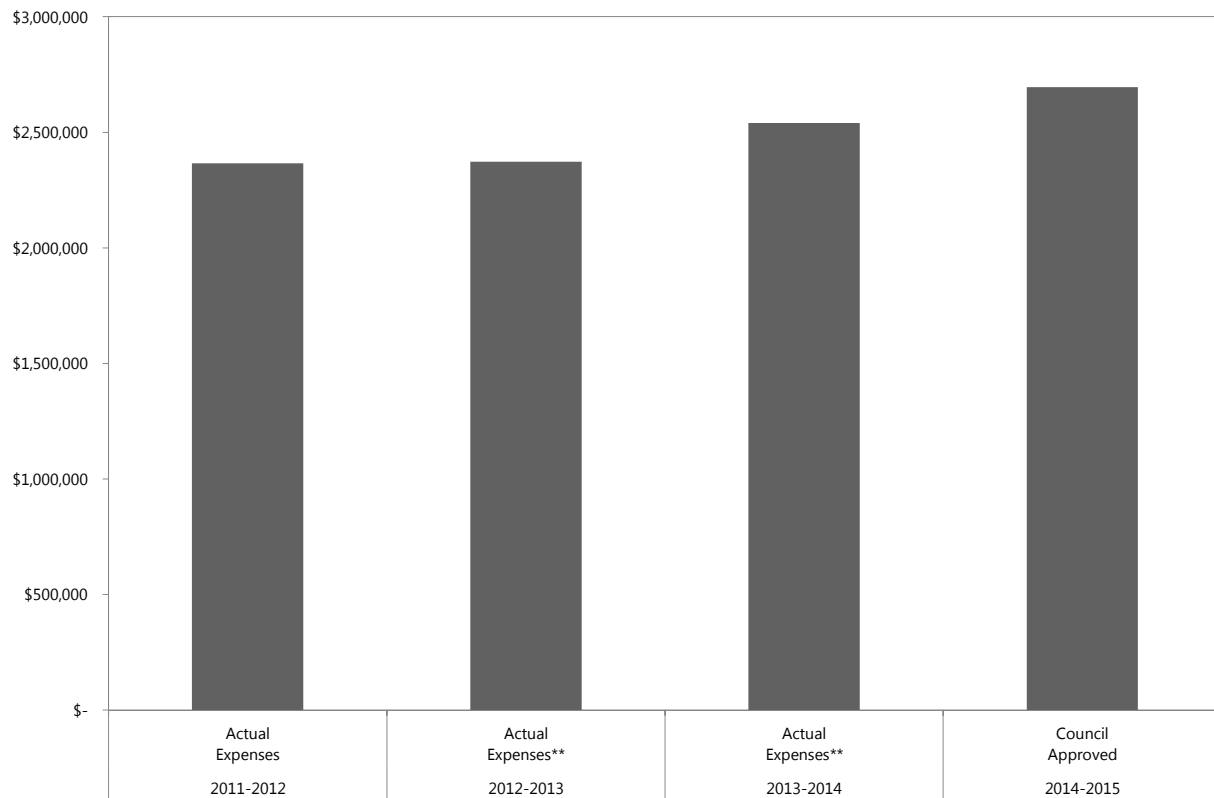
Rocky River Golf Course Expenses

	2011-2012 Actual Expenses	2012-2013 Actual Expenses**	2013-2014 Council Approved	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Rocky River Golf Club at Concord	\$ 2,366,147	\$ 2,372,081	\$ 2,487,411	\$ 2,539,685	\$ 2,695,592	\$ 2,695,592
Total Expenses	\$ 2,366,147	\$ 2,372,081	\$ 2,487,411	\$ 2,539,685	\$ 2,695,592	\$ 2,695,592
% budget change	-5%	0%		7%		8%

* as amended

**as of 7/31/14, unaudited

Rocky River Golf Club at Concord Expenditure Trend



GOLF COURSE

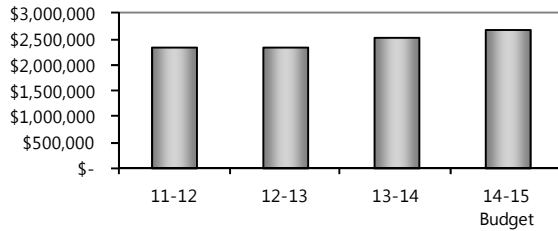
MISSION: The Golf Course is committed to excellence in offering a full service quality golf facility and consistently providing high quality course conditions and customer services.

PROGRAM LOCATOR:

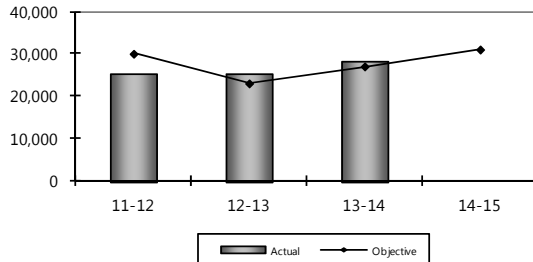
Fund: Golf Course
Functional Area: Golf Course
Department: Rocky River Golf Course
Division: N/A

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 2013-14 MAJOR ACCOMPLISHMENTS:

- Hosted Annual Mayor's Tournament, Doug Herbert BRAKES foundation and Habitat for Humanity outings with great results.
- Voted back into the NC Golf Panel's "Top 100 courses" for 2014, becoming one of very few public courses with that distinction.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Improved product has brought back many customers who were lost due to marginal course condition.
- Lower course maintenance costs continue to be realized moving forward as result of new greens.
- Clubhouse expansion/renovation project in planning stage now, with work hopefully to begin in winter of 14/15.

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 social media.
- Promote youth golf and grow the game through instructional programs.
- Continue to partner with Cabarrus County Schools and introduce golf at the Middle School and High School levels.

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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Full Service Golf Facility	# of rounds played (18-hole equivalent)	Workload	25,410	25,544	27,000	28,437	31,000	34,000
Full Service Golf Facility	# of pass-holder rounds played (18-hole equivalent)	Workload	2,500	2,500	2,500	2,904	3,500	5,000
Full Service Golf Facility	Average golf and food/beverage revenue per 18-hole round	Efficiency	\$45.00	\$53.82	\$53.82	\$55.85	\$55.00	N/A
Full Service Golf Facility	Average operating cost per 18-hole round	Efficiency	\$43.00	\$52.39	\$52.00	\$48.65	\$50.00	N/A

BUDGET SUMMARY:

Cost Center #: 7500, 7501	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Operations	\$ 1,332,062	\$ 1,357,433	\$ 1,474,661	\$ 1,526,935	\$ 1,548,020	\$ 1,548,020
Capital Outlay	\$ -	\$ -	\$ 10,200	\$ 10,200	\$ -	\$ -
Depreciation & Amortization	\$ 36,880	\$ 19,318	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 997,205	\$ 995,330	\$ 1,002,550	\$ 1,002,550	\$ 998,050	\$ 998,050
Transfers	\$ -	\$ -	\$ -	\$ -	\$ 149,522	\$ 149,522
Total Expenses	\$2,366,147	\$2,372,081	\$ 2,487,411	\$2,539,685	\$ 2,695,592	\$ 2,695,592
% budget change	-5%	0.3%		7%		8%
* as amended						
**as of 7/31/14, unaudited						

Aviation Revenue

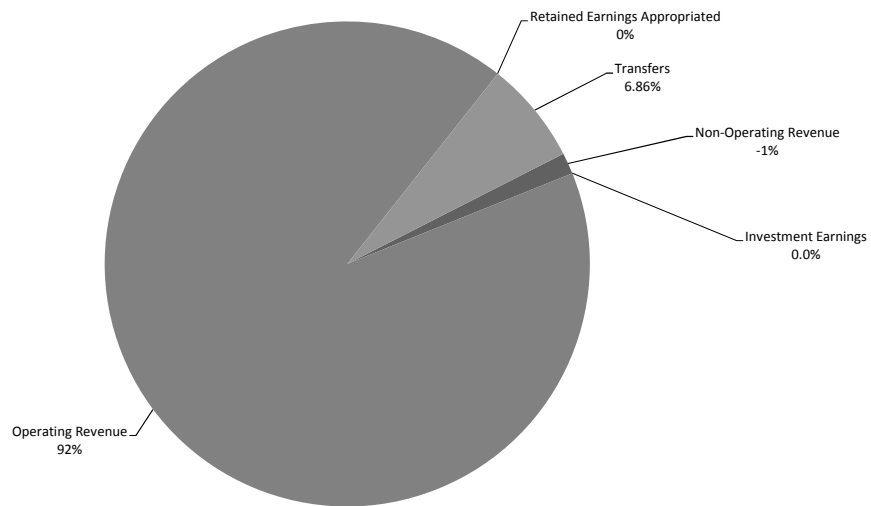
Fund 680

	2011-2012 Actual Revenues	2012-2013 Actual Revenues	2013-2014 Council Approved*	2013-2014 Actual Revenues**	2014-2015 Manager Recommended	2014-2015 Council Approved
Non-Operating Revenue	\$ 25,362	\$ 439,754	\$ 447,239	\$ 183,019	\$ (161,500)	\$ (161,500)
Investment Earnings	\$ 21,518	\$ (10,226)	\$ 40,000	\$ 69,167	\$ -	\$ -
Operating Revenue	\$ 9,787,198	\$ 9,807,609	\$ 10,001,909	\$ 10,267,904	\$ 10,608,375	\$ 10,608,375
Retained Earnings Appropriated	\$ -	\$ -	\$ 203,755	\$ -	\$ -	\$ -
Transfers	\$ 1,425,574	\$ 907,070	\$ 580,483	\$ 580,483	\$ 793,091	\$ 793,091
Total Revenue	\$ 11,259,652	\$ 11,144,207	\$ 11,273,386	\$ 11,100,573	\$ 11,239,966	\$ 11,239,966
% budget change	8%	-1%		0%		-0.3%

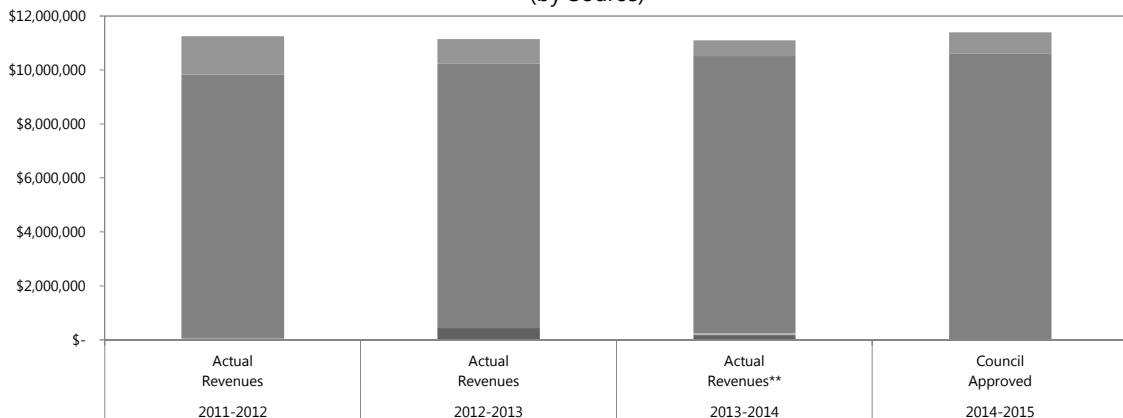
* as amended

**as of 7/31/14, unaudited

FY 14-15 Aviation Revenues (by source)



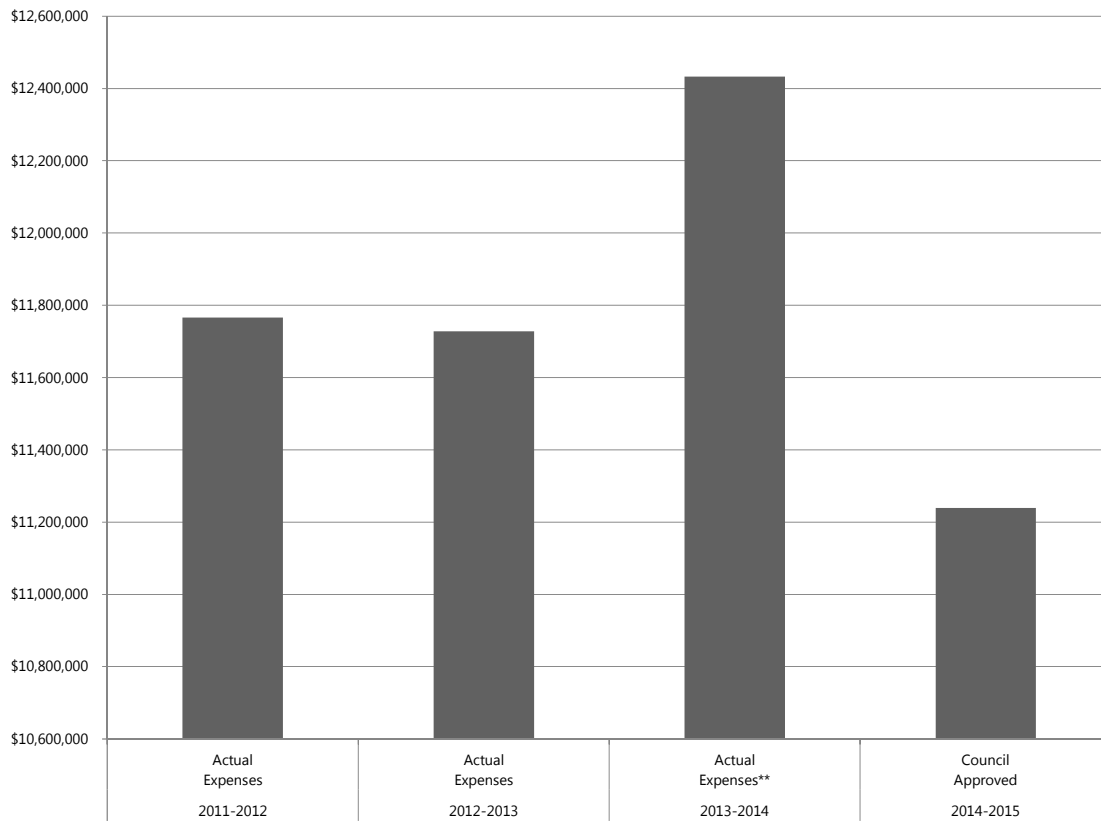
Aviation Revenue Trend
(by Source)



Aviation Expenditures

	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Aviation Operations	\$ 11,766,408	\$ 11,728,617	\$ 11,273,386	\$ 12,433,127	\$ 11,239,966	\$ 11,239,966
Total Expenses	\$ 11,766,408	\$ 11,728,617	\$ 11,273,386	\$ 12,433,127	\$ 11,239,966	\$ 11,239,966
% budget change	2.3%	-0.3%		6.0%		-0.3%
* as amended						
**as of 7/31/14, unaudited						

Aviation Expenditure Trend



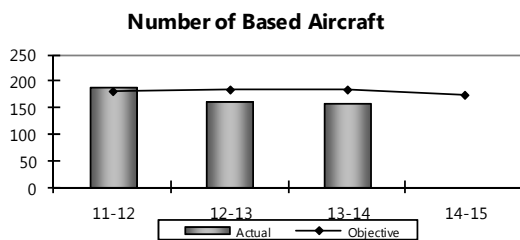
AVIATION

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

PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Airport Management, Operation, Development, Community Outreach & Marketing
- Airport Facility Maintenance, Safety, & Security
- Aviation Fixed Base Operation (Aircraft Fueling & Line Services, Hangar Rental, etc.)

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- Worked with Federal Aviation Administration to receive the Non-Primary Entitlement Designation, which increases annual grant entitlement funds annually.
- Construction of two additional parking lots to relieve parking congestion.

- Completed renovations to an existing hangar in order to minimize the cost for a temporary commercial service bldg.
- Solicited and successfully secured 1st commercial airline service.
- Allegiant Airlines began operating the first commercial service from Concord to Sanford/Orlando with 2 flights weekly.
- Continued expansion of NASCAR Race team Boeing 737 commercial charter flights.
- Promoted Concord Regional Airport at (2) two National Business Aviation Association (NBAA) aviation trade shows.
- Successfully hosted the WWII B 17 display open to the general public.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Request additional staffing due to the increased demands that the new designation of a 139 Commercial service airport bring. Changes in personnel/staffing are needed to provide support and to meet the demands of increased traffic.
- Market Concord Regional Airport for additional destinations to increase discount airline service.
- Provide a safe, secure environment for our staff, customers, and vendors.

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, TSA, and other federal, state and local officials in order to strengthen General Aviation ties to the area.
- Airport Administration continues to maintain the 139 Certification for Concord Regional Airport.
- Maintain 100% compliance with Safety First PLST training for line personnel (FAA Requirement).

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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Airport Mgmt. & Dev.	# of based aircraft	Workload	178	163	185	159	175	200
Airport Mgmt. & Dev.	# of aircraft operations	Workload	60,956	59,179	62,000	59,010	64,000	NA
Airport Mgmt. & Dev.	% of office space leased	Effectiveness	86%	100%	95%	86%	95%	100%
Airport Mgmt. & Dev.	Schedule Airline Departure Load Factor	Effectiveness	0	0	90%	90%	90%	90%
Maint., Safety, & Security	# of 139 Inspection Discrepancies	Effectiveness	0	0	0	0	0	0.0
FBO	% of transient fuel sales	Effectiveness	36%	29%	45%	37.6%	40%	50%
FBO	% of team shift inspections completed	Effectiveness	98%	100%	99%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4530						
	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Personnel Services	\$ 1,742,960	\$ 1,720,034	\$ 1,644,302	\$ 1,679,210	\$ 1,805,186	\$ 1,805,186
Operations	\$ 7,398,435	\$ 6,981,070	\$ 7,568,549	\$ 7,261,974	\$ 7,884,227	\$ 7,884,227
Capital Outlay	\$ (602,500)	\$ (602,500)	\$ 361,111	\$ 99,819	\$ 30,000	\$ 30,000
Depreciation	\$ 1,482,651	\$ 1,556,148	\$ -	\$ 1,592,393	\$ -	\$ -
Debt Service	\$ 1,302,393	\$ 1,265,037	\$ 964,907	\$ 1,227,406	\$ 1,191,546	\$ 1,191,546
Grant Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 71,226	\$ 71,030	\$ -	\$ 75,843	\$ -	\$ -
Cost Allocations	\$ 354,576	\$ 301,825	\$ 355,206	\$ 325,605	\$ 325,118	\$ 325,118
Transfers	\$ 16,667	\$ 435,973	\$ 379,311	\$ 170,877	\$ 3,889	\$ 3,889
Total Expenses	\$ 11,766,408	\$ 11,728,617	\$ 11,273,386	\$ 12,433,127	\$ 11,239,966	\$ 11,239,966
% budget change	2%	0%		6%		-0.3%
* as amended						
**as of 7/31/14, unaudited						
Authorized FTE	36.00	36.00	33.00	33.00	35.00	35.00

Public Housing Revenue

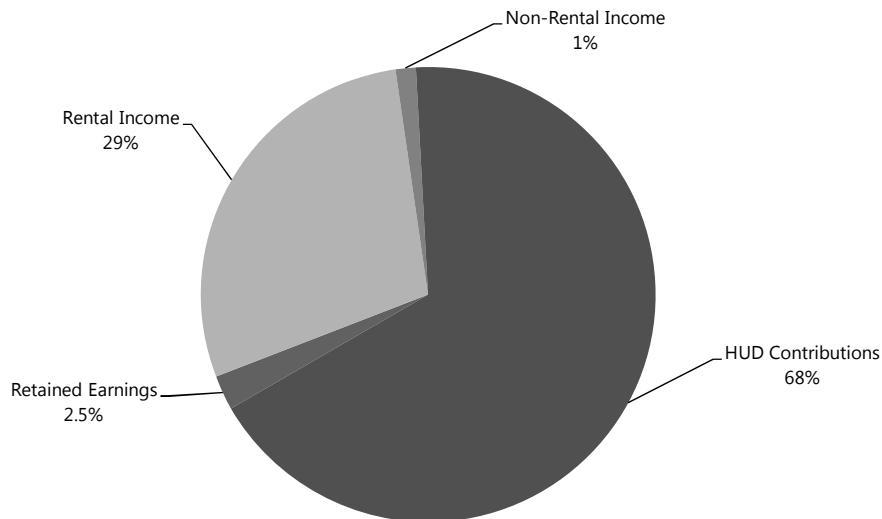
Fund 690

	2011-2012 Actual Revenues	2012-2013 Actual Revenues	2013-2014 Council Approved*	2013-2014 Actual Revenues**	2014-2015 Manager Recommended	2014-2015 Council Approved
Other Revenue	\$ 2,473	\$ (35,341)	\$ -	\$ -	\$ -	\$ -
Retained Earnings	\$ 3,080	\$ -	\$ 7,524	\$ -	\$ 28,591	\$ 28,591
Rental Income	\$ 287,000	\$ 311,801	\$ 330,000	\$ 290,455	\$ 330,000	\$ 330,000
Non-Rental Income	\$ 15,000	\$ 67,088	\$ 16,500	\$ 53,468	\$ 17,000	\$ 17,000
HUD Contributions	\$ 857,410	\$ 767,129	\$ 861,523	\$ 688,876	\$ 780,660	\$ 780,660
Total Revenue	\$ 1,164,963	\$ 1,110,677	\$ 1,215,547	\$ 1,032,799	\$ 1,156,251	\$ 1,156,251
% budget change	-1%	-5%		-7%		-5%

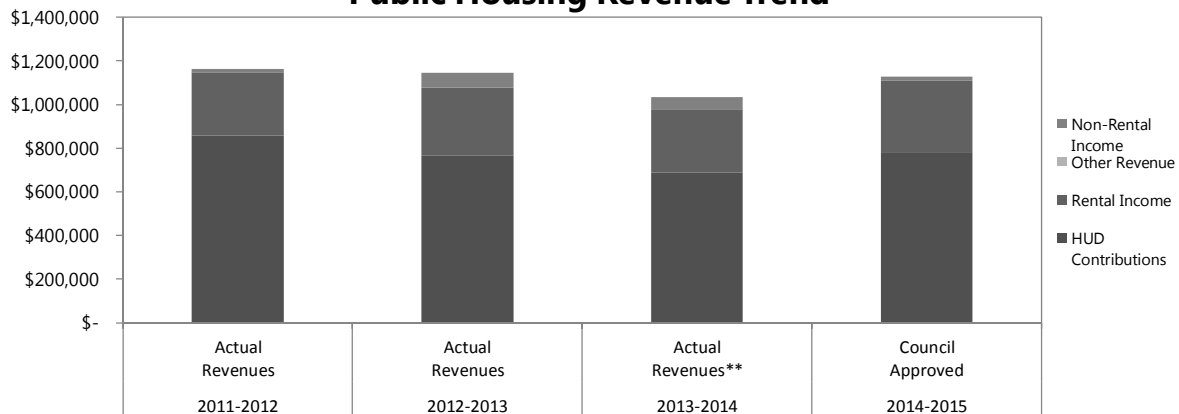
* as amended

** as of 7/31/14, unaudited

FY 14-15 Public Housing Revenue (by source)



Public Housing Revenue Trend



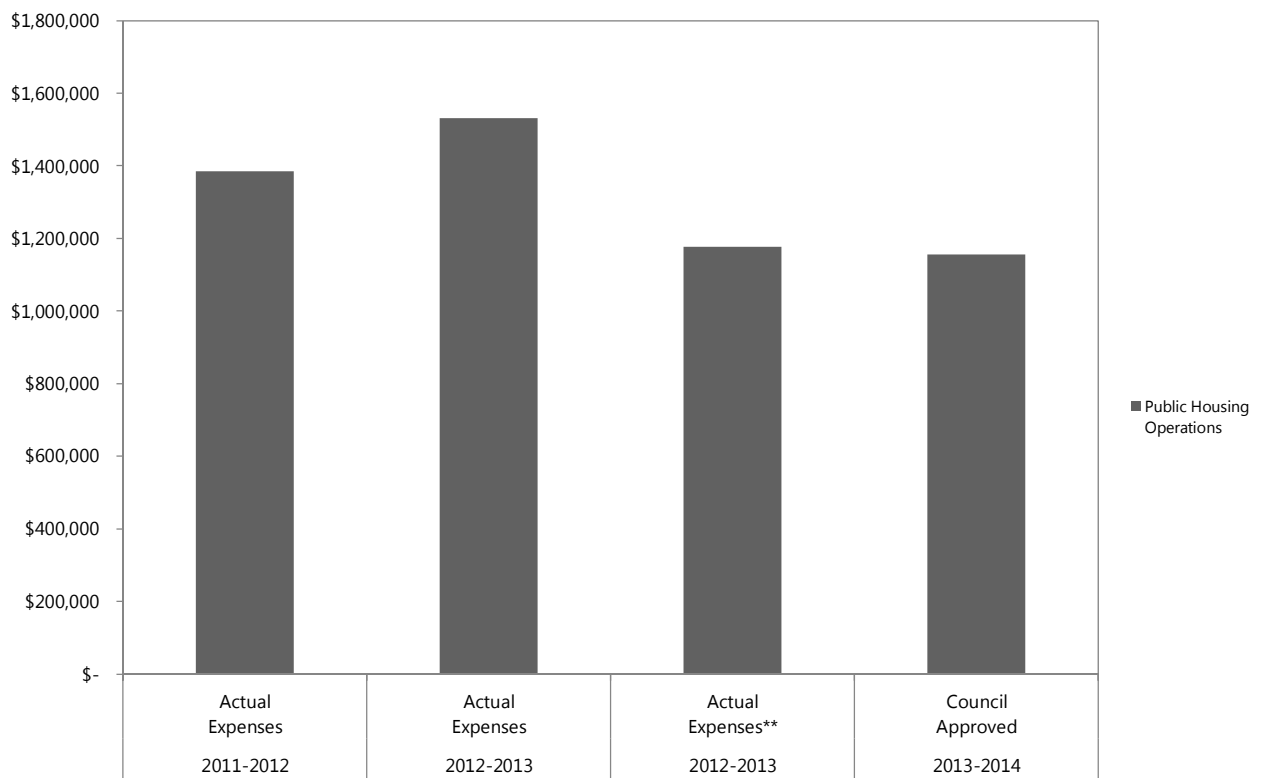
Public Housing Expenditures

	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2012-2013 Actual Expenses**	2013-2014 Manager Recommended	2013-2014 Council Approved
Public Housing Operations	\$ 1,385,702	\$ 1,532,032	\$ 1,215,547	\$ 1,176,711	\$ 1,156,251	\$ 1,156,251
Total Expense	\$ 1,385,702	\$ 1,532,032	\$ 1,215,547	\$ 1,176,711	\$ 1,156,251	\$ 1,156,251
% budget change	13%	11%		-23%		-5%

* as amended

**as of 7/31/14, unaudited

Public Housing Expenditure Trend



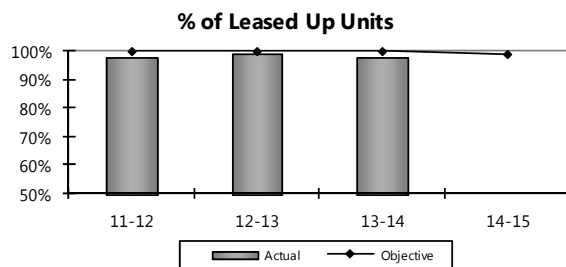
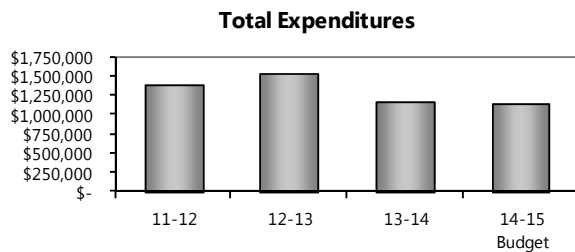
PUBLIC HOUSING OPERATIONS

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

PROGRAM LOCATOR:

Fund: Public Housing
Functional Area: Public Housing
Department: **Public Housing Operations**

BUDGET & PERFORMANCE HIGHLIGHTS



MAJOR SERVICE(S) PROVIDED:

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

FY 2013-14 MAJOR ACCOMPLISHMENTS:

- The Neighborhood Networks Technology Center continues to expand the scope of programs and classes offered. The center now offers an after school program for youth in the community. The Family Self Sufficiency participants helped organize this program.

- Received state and national awards for "The Challenger," the best newsletter produced by a small housing agency.
- The "Gifted Girls Program" received the Human Service Award at the annual conference for Carolina's Council.
- The Housing Director is now President of Carolina's Council, an organization promoting affordable rental housing in North and South Carolina. Events coordinated by the President are held at Great Wolf Lodge, Charlotte Motor Speedway, and the Embassy Suites.
- The software upgrade was completed for the Housing Department and has already proven to be a tremendous asset to improve efficiency.
- Renovation and expansion of Administration building was completed Spring 2014.

FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Work closely with community partners to research, identify and align resources to assist families on the path to a life of economic independence.
- Maintain housing stock above quality requirements.
- Encourage self-sufficiency of participant families and assist in the expansion of family opportunities with address educational, social, economic, recreational, and other human resource needs.
- Explore options for providing energy efficiency improvements for Public Housing units.
- Begin identifying needs for the improvement of maintenance facility for the department.
- Begin planning process for small expansion of Technology Center to increase storage space.

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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Decent, Safe, and Sanitary Housing	% of leased up units	Effectiveness	98%	99%	100%	98%	100%	99%
Family Self-Sufficiency	# of participants in the FSS program	Effectiveness	20	25	25	25	25	30
Task Tracking	% of participants recertified under program	Effectiveness	100%	100%	100%	100%	100%	100%
Staff Training	Staff Training/Certification	Effectiveness	100%	100%	100%	100%	100%	100%
Public Image	# of Participants Using Tech Center Monthly	Workload/Demand	New for FY13	129	100%	175	129	100
Decent, Safe, and Sanitary Housing	# of Days to Turnover Unit for Move-In	Effectiveness	New for FY13	25	10	10	10	15
Accounting	Maintain 98% Rate per HUD Standards	Effectiveness	New for FY13	98%	98%	98%	98%	98%

BUDGET SUMMARY:

Cost Center #: 1000	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Administration	\$ 273,902	\$ 407,846	\$ 427,924	\$ 133,964	\$ 374,144	\$ 374,144
Operations	\$ 776,905	\$ 678,196	\$ 726,329	\$ 993,021	\$ 760,338	\$ 760,338
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 2,100	\$ 2,100
Depreciation	\$ 284,127	\$ 396,241	\$ -	\$ -	\$ -	\$ -
Non Operating Expenses	\$ 31,099	\$ 30,080	\$ 41,625	\$ 30,057	\$ -	\$ -
Transfers	\$ 19,669	\$ 19,669	\$ 19,669	\$ 19,669	\$ 19,669	\$ 19,669
Total Expenditures	\$ 1,385,702	\$ 1,532,032	\$ 1,215,547	\$ 1,176,711	\$ 1,156,251	\$ 1,156,251
% budget change	13%	11%		-23%		-5%
* as amended						
**as of 7/31/14, unaudited						
Authorized FTE	6.50	6.50	7.50	7.50	9.30	9.30

This page intentionally left blank.