

# ENTERPRISE FUNDS OVERVIEW

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**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](mailto: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](mailto: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](mailto: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](mailto: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](mailto: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, Deputy City Manager, (704) 920-5201 or via email at [hamiltom@concordnc.gov](mailto: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](mailto: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](mailto:grahamaj@concordnc.gov).

# Stormwater Fund Revenues

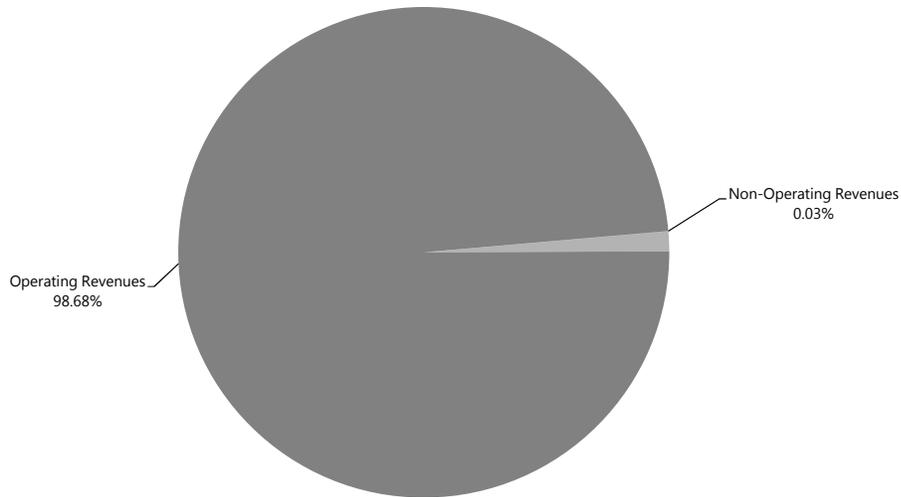
## Fund 600

	2012-2013 Actual Revenues	2013-2014 Actual Revenues	2014-2015 Council Approved*	2014-2015 Actual Revenues**	2015-2016 Manager Recommended	2015-2016 Council Approved
Restricted Intergov't Revenue	\$ 1,567	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenues	\$ 31,912	\$ 43,011	\$ 63,627	\$ 120,370	\$ 1,000	\$ 1,000
Investment Earnings	\$ (26,488)	\$ 97,411	\$ 53,900	\$ -	\$ 50,000	\$ 50,000
Operating Revenues	\$ 3,738,035	\$ 3,796,410	\$ 3,732,000	\$ 3,897,127	\$ 3,811,061	\$ 3,811,061
Retained Earnings Appropriated	\$ -	\$ -	\$ 0.18	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 3,745,026</b>	<b>\$ 3,936,832</b>	<b>\$ 3,849,527</b>	<b>\$ 4,017,497</b>	<b>\$ 3,862,061</b>	<b>\$ 3,862,061</b>
% budget change	-1%	5%		2%		0%

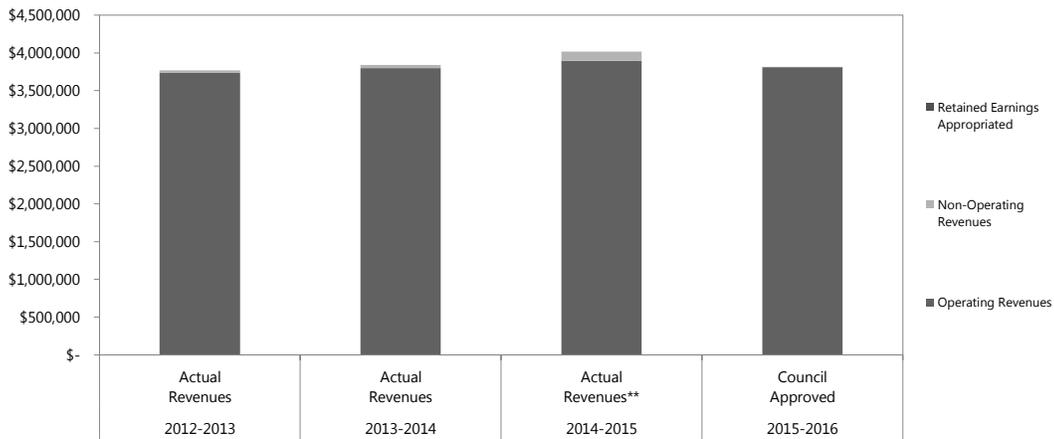
\* as amended

\*\*as of August 17, 2015

### FY 15-16 Stormwater Fund Revenue (By Source)



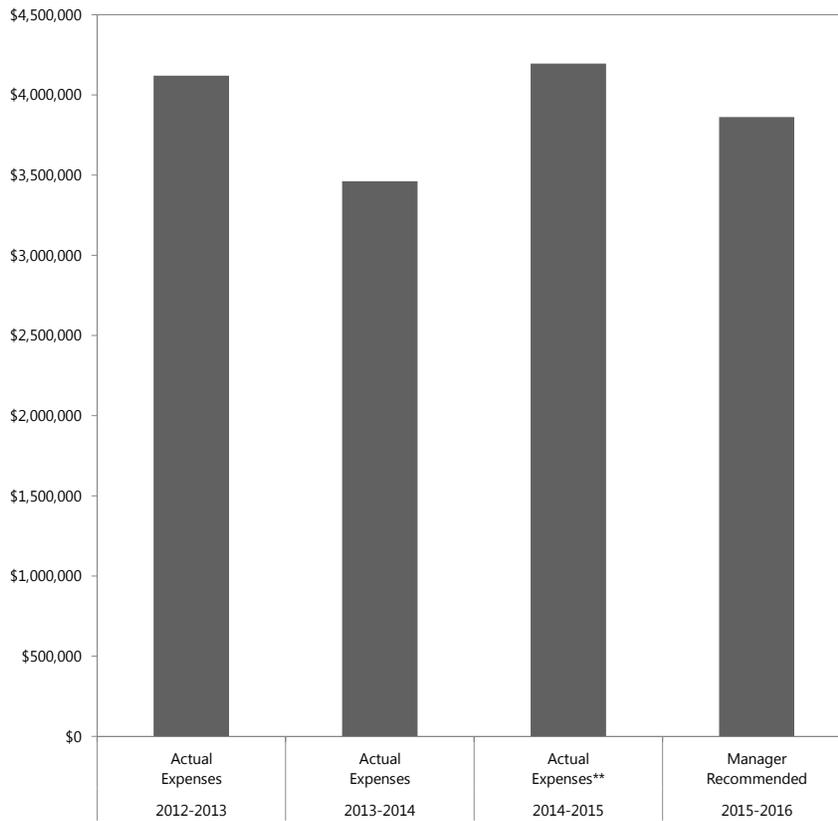
### Stormwater Revenue Trend



# Stormwater Fund Expenditures

	2012-2013 Actual Expenses	2013-2014 Actual Expenses	2014-2015 Council Approved*	2014-2015 Actual Expenses**	2015-2016 Manager Recommended	2015-2016 Council Approved
Stormwater Operations	\$ 4,119,527	\$ 3,460,856	\$ 3,849,527	\$ 4,194,689	\$ 3,862,061	\$ 3,862,061
<b>Total Expenditures</b>	<b>\$ 4,119,527</b>	<b>\$ 3,460,856</b>	<b>\$ 3,849,527</b>	<b>\$ 4,194,689</b>	<b>\$ 3,862,061</b>	<b>\$ 3,862,061</b>
% budget change		-4%		21%		0.3%
* as amended						
**as of August 17, 2015						

## Stormwater Expenditure Trend



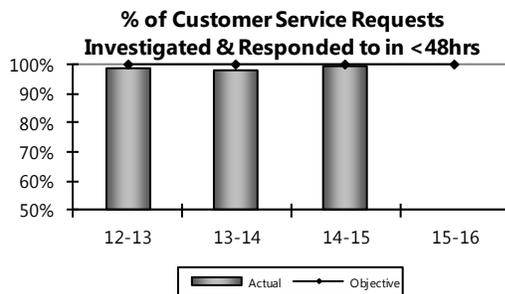
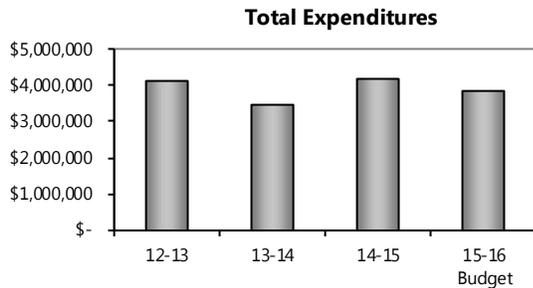
# STORMWATER OPERATIONS & MAINTENANCE

**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 2014-15 MAJOR ACCOMPLISHMENTS:**

- Designed masterplan recommendations on 6 culvert replacements.
- Developed integrated project list to evaluate and rank projects from 3 completed masterplans.
- Completed the 3 Mile Branch/Cold Water Creek Watershed Master Plan.
- Replaced the White St. culvert.
- Initiated a ditch maintenance program

**FY 2015-16 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.
- Implement new technology such as tablets for field use to improve customer response and efficiencies.

**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.
- Continue to evaluate ditch maintenance program to maximize efficiencies.

**PERFORMANCE GOALS:****Major Service Area: Customer Service**

**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: Safety**

**Goal:** Provide training and corrective actions to support a safe working environment for co-workers and the public.

**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: Development Plan Review**

**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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Street Sweeping	Total number of times streets swept per year	Workload	16	16	12	12	12	12
Customer Service	% service requests investigated & responded to within 2 working days	Effectiveness	99%	98.1%	100%	98%	100%	100%
NPDES Phase II	Total number of Phase II education events	Workload	58	29	30	43	30	30
NPDES Phase II	% of BMPs inspected per year	Workload	38%	68%	25%	35%	25%	25%
Development Plan Review	% of development plans reviewed by internal deadline	Effectiveness	98%	100%	100%	98%	100%	100%
Safety	# of preventable accidents	Effectiveness	0	0	0	0	0	0

**BUDGET SUMMARY:**

Cost Center #: 7100	2012-2013		2013-2014		2014-2015		2014-2015		2015-2016		2015-2016	
	Actual Expenses	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Actual Expenses**	Manager Recommended	Manager Recommended	Council Approved	Council Approved		
Personnel Services	\$ 1,242,366	\$ 1,285,187	\$ 1,369,681	\$ 1,369,681	\$ 1,279,028	\$ 1,279,028	\$ 1,439,238	\$ 1,439,238	\$ 1,439,238	\$ 1,439,238		
Operations	\$ 370,225	\$ 338,812	\$ 667,551	\$ 667,551	\$ 306,201	\$ 306,201	\$ 600,713	\$ 600,713	\$ 600,713	\$ 600,713		
Capital Outlay	\$ -	\$ 253,700	\$ 447,345	\$ 447,345	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Depreciation	\$ 1,578,115	\$ -	\$ -	\$ -	\$ 1,667,017	\$ 1,667,017	\$ -	\$ -	\$ -	\$ -		
Debt Service	\$ 624	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Cost Allocations	\$ 417,496	\$ 406,991	\$ 449,763	\$ 449,763	\$ 412,282	\$ 412,282	\$ 478,032	\$ 478,032	\$ 478,032	\$ 478,032		
Transfers	\$ 510,701	\$ 1,176,166	\$ 915,187	\$ 915,187	\$ 530,161	\$ 530,161	\$ 1,344,078	\$ 1,344,078	\$ 1,344,078	\$ 1,344,078		
<b>Total Expenditures</b>	<b>\$ 4,119,527</b>	<b>\$ 3,460,856</b>	<b>\$ 3,849,527</b>	<b>\$ 3,849,527</b>	<b>\$ 4,194,689</b>	<b>\$ 4,194,689</b>	<b>\$ 3,862,061</b>	<b>\$ 3,862,061</b>	<b>\$ 3,862,061</b>	<b>\$ 3,862,061</b>		
% budget change	-4%	-16%			21%					0.3%		
* as amended												
**as of August 17, 2015												
<b>Authorized FTE</b>	<b>20.25</b>	<b>19.77</b>	<b>22.09</b>									

# Electric Systems Revenue

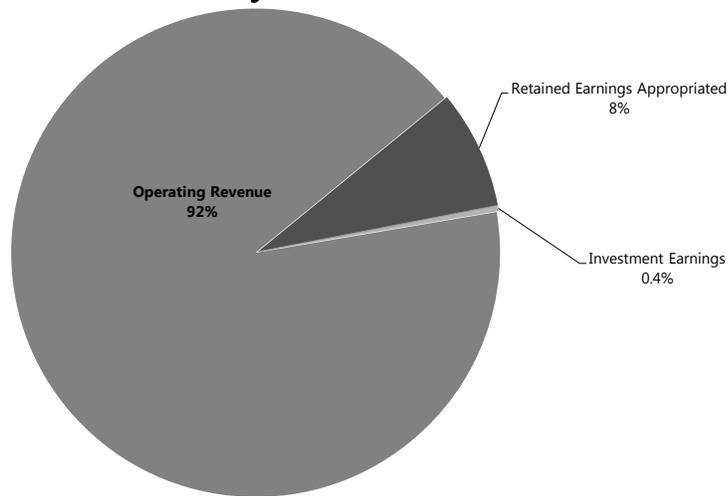
Fund 610

	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Revenues	Actual Revenues	Council Approved	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 73,969	\$ 29,085	\$ 54,770	\$ 161	\$ 30,000	\$ 30,000
Investment Earnings	\$ (137,086)	\$ 729,661	\$ 360,000	\$ 414,513	\$ 315,000	\$ 315,000
Operating Revenue	\$ 81,194,497	\$ 80,754,662	\$ 80,853,123	\$ 81,120,442	\$ 81,722,445	\$ 81,772,445
Retained Earnings Appropriated	\$ -	\$ -	\$ 2,805,248	\$ -	\$ 7,000,000	\$ 7,000,000
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 81,131,380</b>	<b>\$ 81,513,408</b>	<b>\$ 84,073,141</b>	<b>\$ 81,535,116</b>	<b>\$ 89,067,445</b>	<b>\$ 89,117,445</b>
% budget change	2%	3%		0.03%		6%

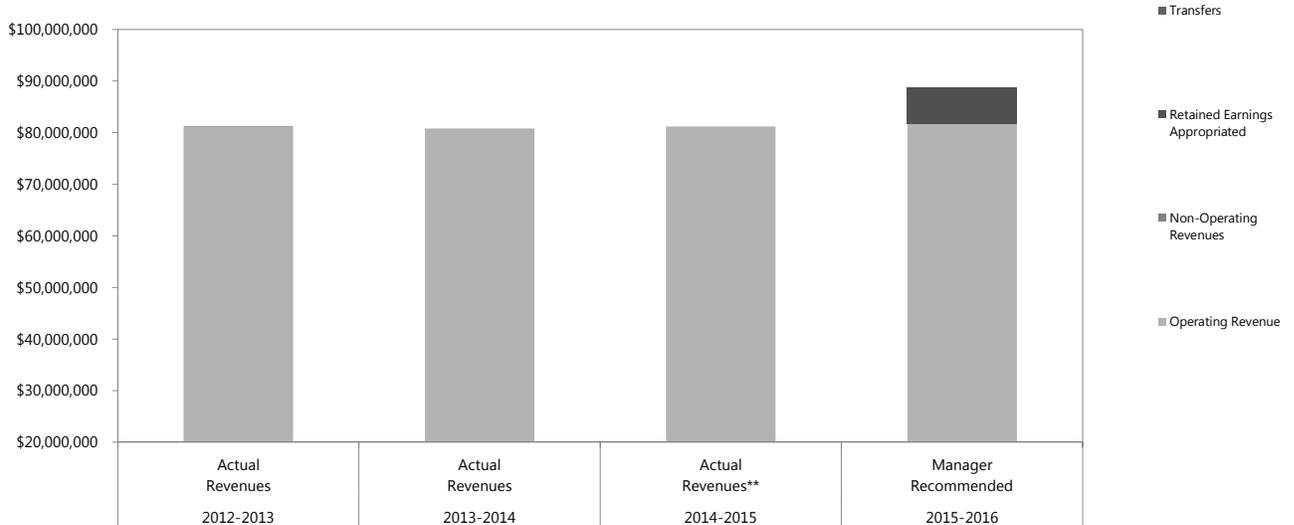
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\*\*as of August 17, 2015

## FY15-16 Electric Systems Revenues



## Electric Systems Revenue Trend



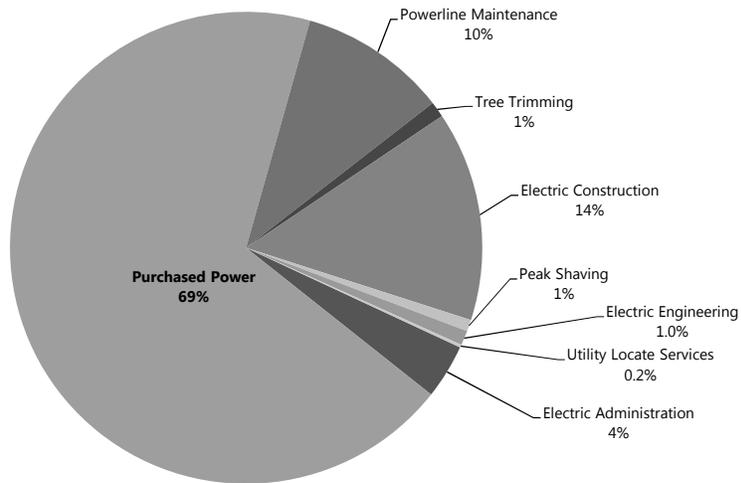
# Electric Systems Expenditures

Budget Unit	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Electric Administration	\$ 2,640,265	\$ 2,680,041	\$ 3,671,794	\$ 3,161,858	\$ 3,329,582	\$ 3,329,582
Purchased Power	\$ 56,681,692	\$ 56,631,428	\$ 60,437,604	\$ 50,865,045	\$ 61,170,253	\$ 61,170,253
Powerline Maintenance	\$ 2,661,006	\$ 3,174,589	\$ 4,244,943	\$ 3,993,696	\$ 9,020,033	\$ 9,020,033
Tree Trimming	\$ 848,938	\$ 975,740	\$ 1,014,094	\$ 956,496	\$ 961,847	\$ 961,847
Electric Construction	\$ 14,522,211	\$ 10,894,821	\$ 12,609,721	\$ 11,508,551	\$ 12,818,003	\$ 12,818,003
Peak Shaving	\$ 968,108	\$ 1,248,488	\$ 1,094,232	\$ 939,355	\$ 710,177	\$ 710,177
Electric Engineering	\$ 639,981	\$ 672,730	\$ 832,183	\$ 653,204	\$ 883,662	\$ 883,662
Utility Locate Services	\$ 121,027	\$ 130,053	\$ 178,570	\$ 129,553	\$ 173,888	\$ 173,888
<b>Total Expenses</b>	<b>\$ 79,083,228</b>	<b>\$ 76,407,890</b>	<b>\$ 84,083,141</b>	<b>\$ 72,207,758</b>	<b>\$ 89,067,445</b>	<b>\$ 89,067,445</b>
% budget change	8%	-3%		-5%		6%

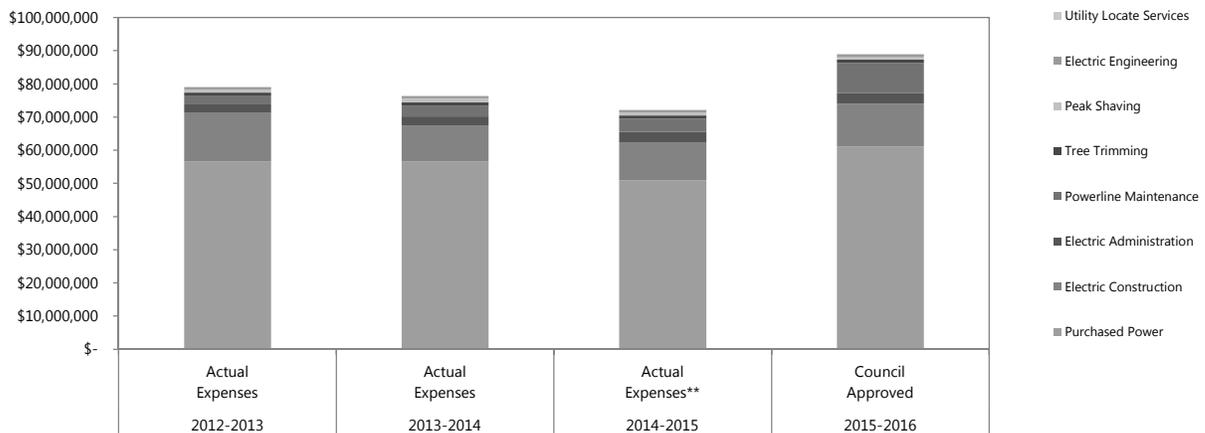
\* as amended

\*\*as of August 17, 2015

## FY15-16 Electric Systems Expenditures



## Electric Systems Expenditure Trends



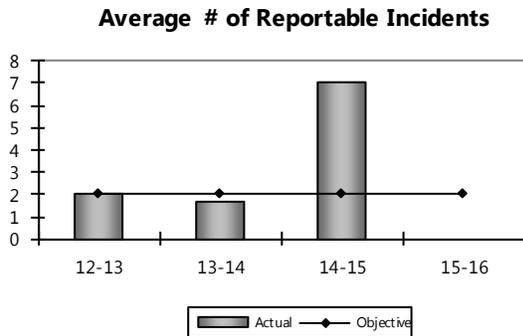
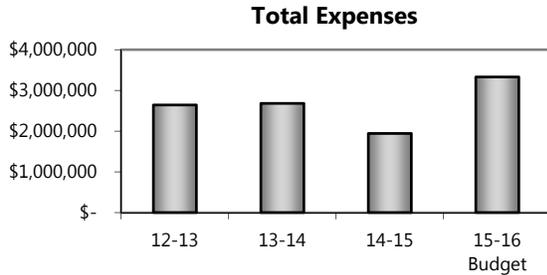
# ELECTRIC SYSTEMS ADMINISTRATION

**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 2014-15 MAJOR ACCOMPLISHMENTS:**

- 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 2015-16 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.
- Staff will monitor the contract with NTE to make sure all the obligation are meet by them by the June 1, 2016 as outlined in the contract.

**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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Safety	Average # of reportable incidents	Effectiveness	2	1.67	2	7	2.0	5

**BUDGET SUMMARY:**

<b>Cost Center #: 7200</b>							
	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	
Personnel Services	\$ 201,903	\$ 290,763	\$ 322,932	\$ 318,352	\$ 304,456	\$ 304,456	
Operations	\$ 214,179	\$ 243,909	\$ 628,809	\$ 302,767	\$ 388,157	\$ 388,157	
Depreciation & Amortization	\$ -	\$ -	\$ -	\$ 773	\$ -	\$ -	
Other Appropriations	\$ 148,461	\$ -	\$ -	\$ -	\$ 561,518	\$ 561,518	
Cost Allocations	\$ 1,530,092	\$ 1,596,775	\$ 2,710,546	\$ 2,530,459	\$ 2,066,310	\$ 2,066,310	
Transfers	\$ 545,630	\$ 548,594	\$ 9,507	\$ 9,507	\$ 9,141	\$ 9,141	
<b>Total Expenses</b>	<b>\$ 2,640,265</b>	<b>\$ 2,680,041</b>	<b>\$ 3,671,794</b>	<b>\$ 3,161,858</b>	<b>\$ 3,329,582</b>	<b>\$ 3,329,582</b>	
% budget change	8%	10%		18%			-9%
* as amended							
**as of August 17, 2015							
<b>Authorized FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

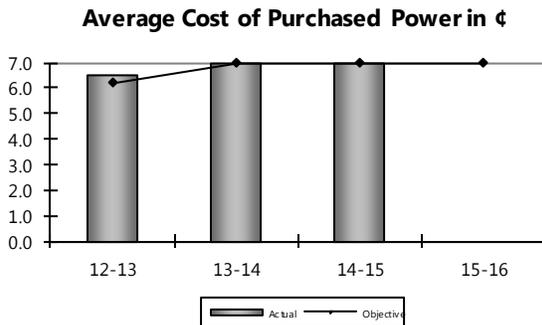
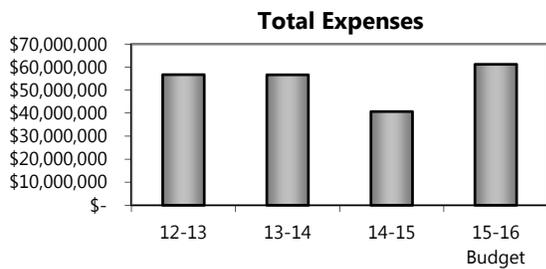
# PURCHASED POWER

**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 2014-15 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.
- Completed negotiations for a purchase power agreement to start January 1, 2019, thereby helping to stabilize future energy costs.

**FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Implement a cost of service model update to verify and justify all departmental costs and to allocate the revenue requirements to the respective rate classes.
- Continue to work with future power suppliers to enhance the City's position in the power markets.
- Continue to research programs designed to enhance peak demand reduction during heavy system loads.

**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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 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	6.52¢	7¢	7¢	6.65¢	7¢	7¢

**BUDGET SUMMARY:**

Cost Center #: 7210	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Operations	\$ 56,681,692	\$ 56,631,428	\$ 60,437,604	\$ 50,865,045	\$ 61,170,253	\$ 61,170,253
<b>Total Expenses</b>	<b>\$56,681,692</b>	<b>\$ 56,631,428</b>	<b>\$ 60,437,604</b>	<b>\$50,865,045</b>	<b>\$ 61,170,253</b>	<b>\$ 61,170,253</b>
% budget change	11%	11%		-10%		1%
* as amended						
**as of August 17, 2015						
<b>Authorized FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

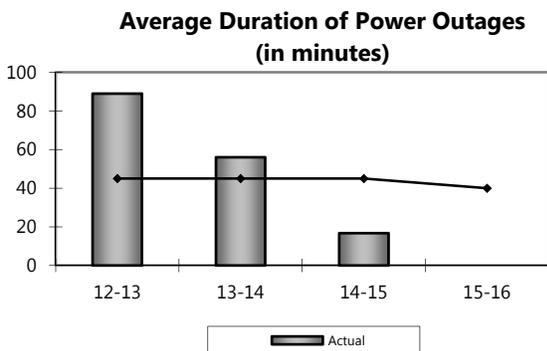
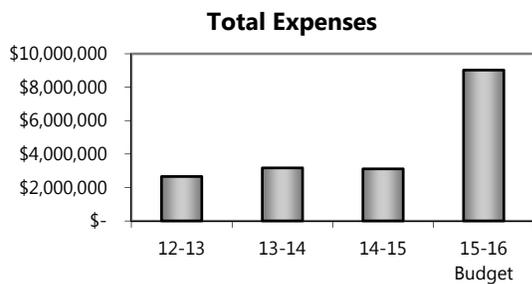
# MAINTENANCE POWER LINES

**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 2014-15 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 I to update control systems to modern electronic relaying.
- Completed conversion of 4 substations to a fiber optic communications platform.

- Changed out residential electric meters as part of a change-out program to maintain a growing electrical system with new hardware and materials.
- Expanded the wireless Ethernet SCADA Communication Line Network.

**FY 2015-16 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.
- Transfer of \$7,000,000 to fund the Smart Meter project.
- 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.
- Complete conversion of Substation "H" 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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
System Monitoring	System Average Interruption Duration Index (SAIDI) (in minutes)	Effectiveness	N/A	N/A	45	34	40	110
System Monitoring	System Average Interruption Frequency Index (SAIFI) (# of events)	Effectiveness	N/A	N/A	.61	.60	.61	1.1
System Monitoring	Customer Average Interruption Duration Index (CAIDI) (in minutes)	Effectiveness	N/A	N/A	66	55	66	80
Electric Equipment Maint.	% of outages caused by mechanical failure	Effectiveness	1.5%	3.21%	3%	3.34%	3%	3%
Meter Testing / Installation	# of watt-hr. meters tested/calibrated	Workload	2,504	2,945	3,000	2,452	3,000	3,000

**BUDGET SUMMARY:**

Cost Center #: 7220	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 843,179	\$ 1,067,317	\$ 1,199,756	\$ 1,250,994	\$ 1,249,711	\$ 1,249,711
Operations	\$ 311,352	\$ 338,011	\$ 920,602	\$ 505,316	\$ 619,918	\$ 619,918
Capital Outlay	\$ 154,967	\$ 35,388	\$ 1,038,115	\$ -	\$ 119,500	\$ 119,500
Depreciation & Amortization	\$ 1,138,155	\$ -	\$ -	\$ 1,152,705	\$ -	\$ -
Cost Allocations	\$ 33,353	\$ 23,873	\$ 21,470	\$ 19,681	\$ 30,904	\$ 30,904
Transfers	\$ 180,000	\$ 1,710,000	\$ 1,065,000	\$ 1,065,000	\$ 7,000,000	\$ 7,000,000
<b>Total Expenses</b>	<b>\$ 2,661,006</b>	<b>\$ 3,174,589</b>	<b>\$ 4,244,943</b>	<b>\$ 3,993,696</b>	<b>\$ 9,020,033</b>	<b>\$ 9,020,033</b>
% budget change	-43%	-32%		26%		112%
* as amended						
**as of August 17, 2015						
	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>

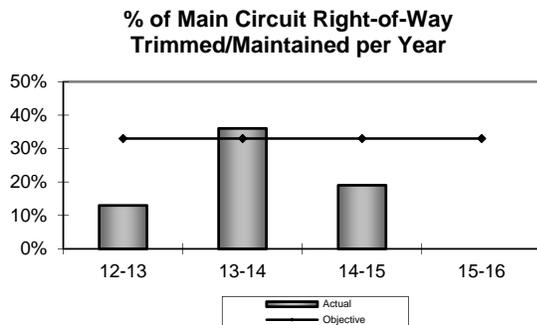
# TREE TRIMMING

**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 2014-15 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 2015-16 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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 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	33%	36%	33%	38%	33%	33%
Tree Trimming	% of power outages caused by trees and tree limbs	Effectiveness	18%	12%	10%	11%	10%	10%

**BUDGET SUMMARY:**

Cost Center #: 7230	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
	Personnel Services	\$ 459,806	\$ 490,995	\$ 480,250	\$ 471,364	\$ 477,628
Operations	\$ 333,450	\$ 405,610	\$ 528,391	\$ 460,219	\$ 471,575	\$ 471,575
Capital Outlay	\$ 29,611	\$ 74,895	\$ -	\$ 19,914	\$ 7,500	\$ 7,500
Depreciation & Amortization	\$ 18,227	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 7,844	\$ 4,240	\$ 5,453	\$ 4,999	\$ 5,144	\$ 5,144
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 848,938</b>	<b>\$ 975,740</b>	<b>\$ 1,014,094</b>	<b>\$ 956,496</b>	<b>\$ 961,847</b>	<b>\$ 961,847</b>
% budget change	4%	20%		-2%		-5.2%
* as amended						
**as of August 17, 2015						
	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

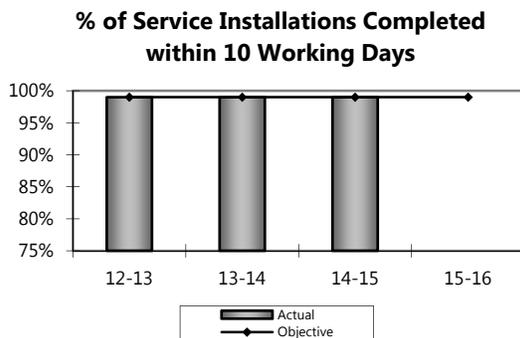
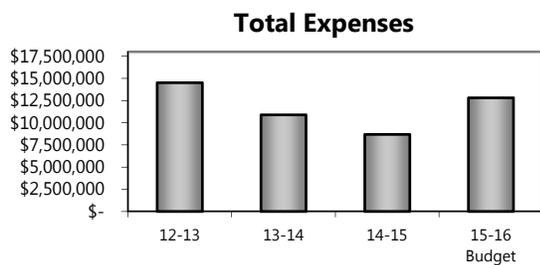
# ELECTRIC CONSTRUCTION

**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 2014-15 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 I.
- Completed installation of primary feeds to major apartment complex in the Mills East section.

- Continued deployment of new fusing schemes throughout the electric system.
- Started construction of primary duct bank system to feed additional loads in the north section of the International Business Park.

**FY 2015-16 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.
- Complete construction of primary duct bank system to feed additional loads in the North section of the International Business Park.
- Continue to install fiber optic cable throughout the City for major and small projects.

**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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 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%	95%	99%	99%
Electric Const.	% of street lights repaired within 2 working days	Effectiveness	99%	99%	99%	95%	99%	99%

**BUDGET SUMMARY:**

Cost Center #:	2012-2013		2013-2014		2014-2015		2015-2016	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
<b>Cost Center #:7240</b>								
Personnel Services	\$ 2,635,330	\$ 2,590,393	\$ 2,548,804	\$ 2,565,864	\$ 2,525,164	\$ 2,525,164		
Operations	\$ 1,889,562	\$ 1,481,734	\$ 2,557,245	\$ 1,693,686	\$ 2,414,632	\$ 2,414,632		
Capital Outlay	\$ 1,297,398	\$ 1,919,438	\$ 5,918,248	\$ 3,384,095	\$ 2,485,000	\$ 2,485,000		
Depreciation & Amortization	\$ 2,736,008	\$ 6,779	\$ -	\$ 2,816,671	\$ -	\$ -		
Debt Service	\$ 1,105,495	\$ 3,053,968			\$ 2,959,374	\$ 2,959,374		
CIP Projects	\$ (113,035)	\$ 475,997	\$ 50,000	\$ (334,854)	\$ 845,000	\$ 845,000		
Cost Allocations	\$ 1,421,453	\$ 1,216,512	\$ 1,455,424	\$ 1,303,089	\$ 1,588,833	\$ 1,588,833		
Transfers	\$ 3,550,000	\$ 150,000	\$ 80,000	\$ 80,000	\$ -	\$ -		
<b>Total Expenses</b>	<b>\$ 14,522,211</b>	<b>\$ 10,894,821</b>	<b>\$ 12,609,721</b>	<b>\$ 11,508,551</b>	<b>\$ 12,818,003</b>	<b>\$ 12,818,003</b>		
% budget change	31%	-2%		6%				1.7%
* as amended								
**as of August 17, 2015								
<b>Authorized FTE</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>		<b>33.00</b>

# PEAK SHAVING

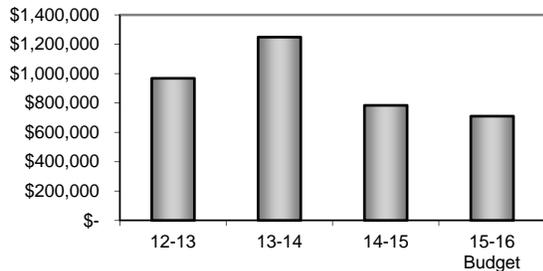
**MISSION:** The Peak Shaving Department exists to ensure the availability of its Peak Shaving generation resources in a manner that will reduce the City's expense for purchased power.

**PROGRAM LOCATOR:**

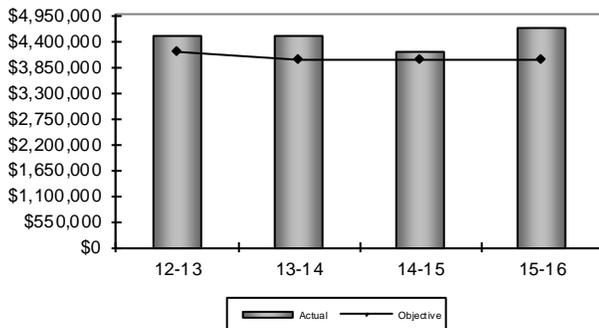
*Fund:* Electric Fund  
*Functional Area:* Utilities- Electric  
*Department:* Electric Systems  
*Division:* **Peak Shaving**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenses**



**Net Savings Generated by Peak Shaving**



**MAJOR SERVICE(S) PROVIDED:**

- Peak Shaving Generation

**FY 2014-15 MAJOR ACCOMPLISHMENTS:**

- Utilized peak shaving resources to reduce approximately \$4.2 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 2015-16 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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Peak Shaving	Average KW output per unit	Efficiency	1,550	1,575	1,600	1600	1600	1,600
Peak Shaving	Amount of net savings peak shavings generates	Effectiveness	\$4.5M	\$4.5M	\$4M	\$4.7M	\$4.0M	\$4.0M

**BUDGET SUMMARY:**

<b>Cost Center #: 7241</b>	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 61,795	\$ 21,372	\$ -	\$ -	\$ -	\$ -
Operations	\$ 633,702	\$ 948,039	\$ 1,093,282	\$ 880,329	\$ 710,177	\$ 710,177
Capital Outlay	\$ -	\$ 109,226	\$ -	\$ -	\$ -	\$ -
Depreciation & Amortizatic	\$ 1,380	\$ -	\$ -	\$ 58,155	\$ -	\$ -
Debt Service	\$ 50,149	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 220,000	\$ 169,000	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,082	\$ 851	\$ 950	\$ 871	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 968,108</b>	<b>\$ 1,248,488</b>	<b>\$ 1,094,232</b>	<b>\$ 939,355</b>	<b>\$ 710,177</b>	<b>\$ 710,177</b>
% budget change	4%	34%		-25%		-35%
* amended						
**as of August 17, 2015						
	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# ELECTRIC ENGINEERING SERVICES

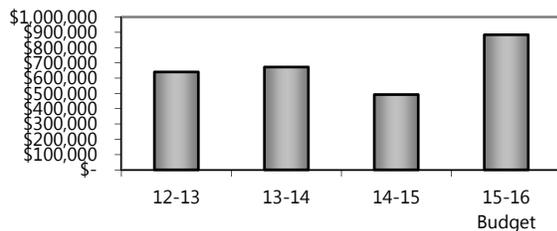
**MISSION:** To provide the highest level of service to both internal and external customers of the City's electric service through engineering and design of new and existing services, along with electric systems data acquisition and use through sound engineering practices and GIS mapping technology.

**PROGRAM LOCATOR:**

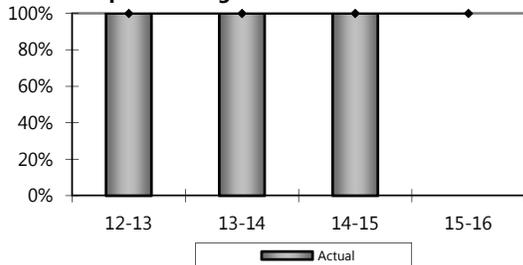
*Fund:* Electric Fund  
*Functional Area:* Utilities- Electric  
*Department:* Electric Systems  
*Division:* **Electric Engineering Services**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenses**



**% Developers Contacted within 48 hours of request through Plan Review Center**



**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 2014-15 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 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue maintaining the accuracy and structure of the data in the electric system geo-database.
- Continue implementation of an ArcFM ESRI extension with the Milsoft WindMil Map. Incorporate new staking software with the interface capability within WindMil Map.
- Begin researching the work-flow required for more accurate Work Order Management system.

**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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Planning and Design	% of Customers contacted within 24 hours of a request through the Call Center or Electric Dispatch	Effectiveness	N/A	N/A	100%	100%	100%	100%
Planning and Design	% of Developers Contacted within 48 hours of a request through the Plan Review Center	Effectiveness	N/A	N/A	100%	100%	100%	100%
GIS App. Service	% of Internal customer needs responded to within 24 hours.	Effectiveness	N/A	N/A	100%	100%	100%	100%
GIS App. Service	% of Provision of mapping needs handled within 1 working day	Effectiveness	N/A	N/A	100%	100%	100%	100%

**BUDGET SUMMARY:**

Cost Center #:7250	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 408,767	\$ 380,535	\$ 429,997	\$ 426,915	\$ 556,249	\$ 556,249
Operations	\$ 157,775	\$ 116,423	\$ 264,232	\$ 153,195	\$ 189,714	\$ 189,714
Capital Outlay	\$ -	\$ 101,203	\$ 75,144	\$ -	\$ 45,795	\$ 45,795
Depreciation & Amortizati	\$ 14,527	\$ -	\$ -	\$ 15,518	\$ -	\$ -
Cost Allocations	\$ 58,912	\$ 74,569	\$ 62,810	\$ 57,576	\$ 91,904	\$ 91,904
<b>Total Expenses</b>	<b>\$ 639,981</b>	<b>\$ 672,730</b>	<b>\$ 832,183</b>	<b>\$ 653,204</b>	<b>\$ 883,662</b>	<b>\$ 883,662</b>
% budget change	37%	5%		-3%		6%
* as amended						
** as of August 17, 2015						
<b>Authorized FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>

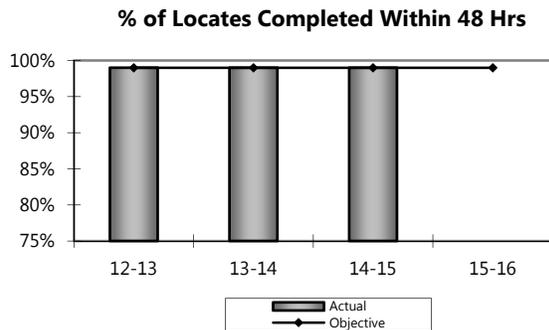
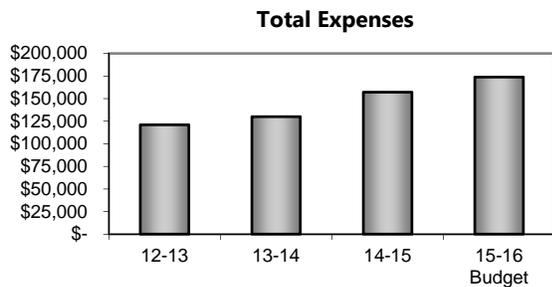
# UTILITY LOCATE SERVICES

**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 2014-15 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 2015-16 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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 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:**

<b>Cost Center #:7260</b>	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
	Personnel Services	\$ 270,895	\$ 280,971	\$ 293,447	\$ 310,151	\$ 335,603
Operations	\$ 75,367	\$ 66,377	\$ 114,727	\$ 78,369	\$ 99,564	\$ 99,564
Capital Outlay	\$ -	\$ 6,500	\$ 61,701	\$ -	\$ 68,000	\$ 68,000
Depreciation & Amortization	\$ 12,869	\$ -	\$ -	\$ 8,062	\$ -	\$ -
Cost Allocations	\$ (238,104)	\$ (223,795)	\$ (291,305)	\$ (267,029)	\$ (329,279)	\$ (329,279)
<b>Total Expenses</b>	<b>\$ 121,027</b>	<b>\$ 130,053</b>	<b>\$ 178,570</b>	<b>\$ 129,553</b>	<b>\$ 173,888</b>	<b>\$ 173,888</b>
% budget change	7%	15%		-0.4%		-3%
*as amended						
** as of August 17, 2015						
	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

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

# Water Resources Revenues

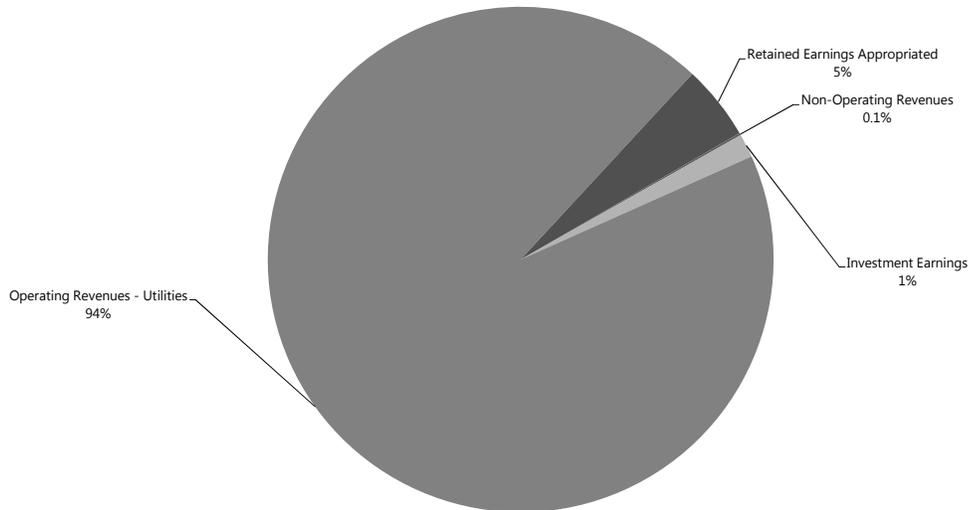
Fund 620

	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 56,800	\$ 52,844	\$ 44,514	\$ 47,687	\$ 34,000	\$ 34,000
Investment Earnings	\$ (101,770)	\$ 547,096	\$ -	\$ 320,050	\$ 340,000	\$ 340,000
Operating Revenues - Utilities	\$ 19,403,470	\$ 19,789,834	\$ 19,925,158	\$ 21,480,754	\$ 21,305,040	\$ 21,305,040
Retained Earnings Appropriated	\$ -	\$ -	\$ 608,476	\$ -	\$ 1,090,580	\$ 1,090,580
Financing Proceeds/Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 19,358,500</b>	<b>\$ 20,389,774</b>	<b>\$ 20,578,148</b>	<b>\$ 21,848,491</b>	<b>\$ 22,769,620</b>	<b>\$ 22,769,620</b>
% budget change	-5%	5%		7%		11%

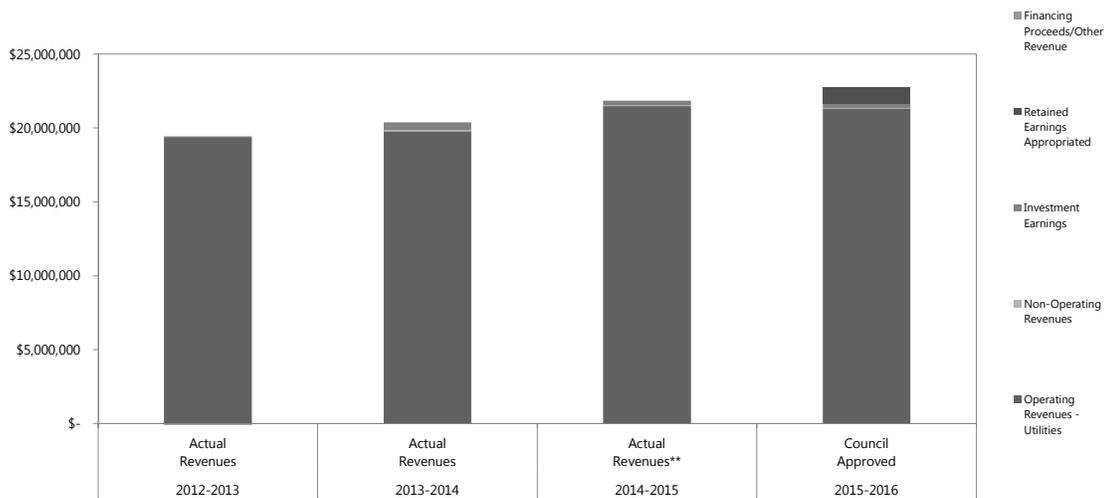
\* as amended

\*\*as of August 17, 2015

FY 15-16 Water Resources Revenues (by Source)



Water Resources Revenue Trend

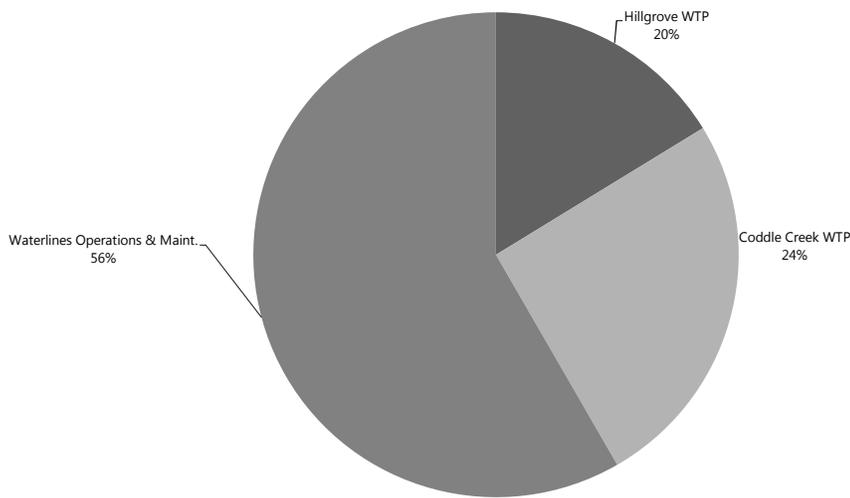


# Water Resources Expenditures

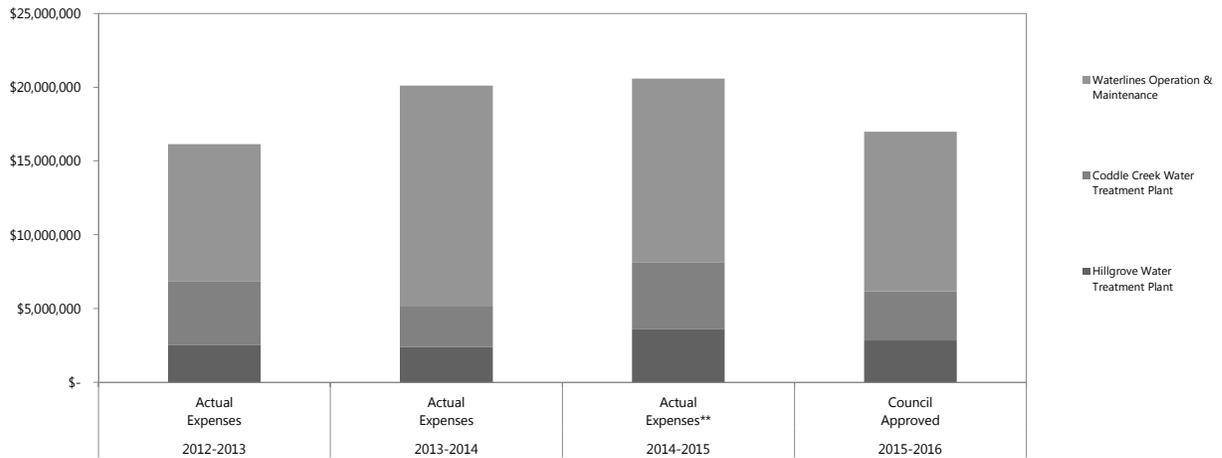
Budget Unit	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Hillgrove Water Treatment Plant	\$ 2,505,274	\$ 2,371,524	\$ 3,594,027	\$ 2,834,395	\$ 3,699,750	\$ 3,699,750
Coddle Creek Water Treatment Plant	\$ 4,306,563	\$ 2,810,428	\$ 4,550,460	\$ 3,333,144	\$ 5,788,809	\$ -
Waterlines Operation & Maintenance	\$ 9,338,054	\$ 14,926,359	\$ 12,433,661	\$ 10,818,619	\$ 13,281,061	\$ 13,281,061
<b>Total Expenses</b>	<b>\$ 16,149,891</b>	<b>\$ 20,108,311</b>	<b>\$ 20,578,148</b>	<b>\$ 16,986,158</b>	<b>\$ 22,769,620</b>	<b>\$ 16,980,811</b>
% budget change		-22%	25%		-16%	-17%

\* as amended  
 \*\* as of August 17, 2015

**FY 15-16 Water Resources Expenditures (by Budget Unit)**



**Water Resources Expenditure Trend**



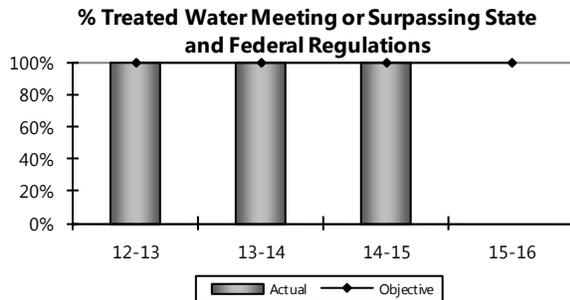
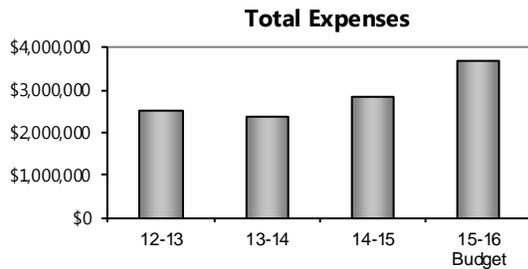
# HILLGROVE WATER PLANT

**MISSION:** The Hillgrove Water Plant provides drinking water at the most economical rate, meeting all state and federal regulations for the customers of the City of Concord and Cabarrus County, and our neighboring municipalities Harrisburg, Kannapolis, and Midland.

**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 2014-15 MAJOR ACCOMPLISHMENTS:**

- Started construction of powder activated carbon facility.
- Replaced outdated SCADA monitoring equipment.
- Partial completion of outdated lab equipment replacement.

**FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue replacing outdated lab equipment for compliance monitoring.

- New Chlorine Contact Time Study for disinfection compliance.
- Complete construction of carbon feed system.
- Purchase a work order/inventory software program for maintenance.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Attending training sessions to obtain knowledge on new regulations and treatment processes.
- Attend training on OSHA safety programs.

**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.

**Major Service Area: Safety**

**Goal:** To provide a safe work environment for coworkers.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	99.8%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	98%	98%	98%	100%	100%	87%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.02	1.02	1.03	1.01	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:**

<b>Cost Center #: 7330</b>						
	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 849,626	\$ 847,417	\$ 908,173	\$ 835,077	\$ 1,005,787	\$ 1,005,787
Operations	\$ 1,157,042	\$ 1,053,682	\$ 2,136,459	\$ 1,171,671	\$ 2,065,516	\$ 2,065,516
Capital Outlay	\$ -	\$ 41,500	\$ 95,000	\$ -	\$ 611,500	\$ 611,500
Depreciation & Amortization	\$ 379,315	\$ -	\$ -	\$ 374,452	\$ -	\$ -
Transfers	\$ 110,000	\$ 415,000	\$ 440,000	\$ 440,000	\$ -	\$ -
Cost Allocations	\$ 9,291	\$ 13,925	\$ 14,395	\$ 13,195	\$ 16,947	\$ 16,947
<b>Total Expenses</b>	<b>\$ 2,505,274</b>	<b>\$ 2,371,524</b>	<b>\$ 3,594,027</b>	<b>\$ 2,834,395</b>	<b>\$ 3,699,750</b>	<b>\$ 3,699,750</b>
% budget change	-8%	-5%		-5%		3%
* as amended						
** as of August 17, 2015						
<b>Authorized FTE</b>	<b>14.50</b>	<b>14.50</b>	<b>15.00</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>

# CODDLE CREEK WATER PLANT

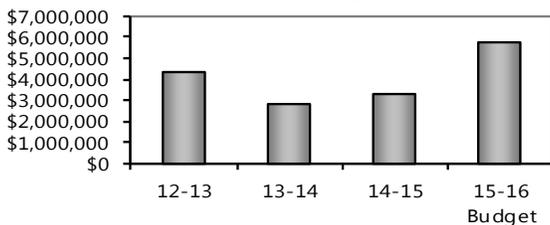
**MISSION:** The Coddle Creek Water Treatment Plant exists to provide drinking water at the most economical rate, meeting all state and federal regulations for customers of the City of Concord, Cabarrus County, and our neighboring municipalities Harrisburg, Kannapolis and Midland.

**PROGRAM LOCATOR:**

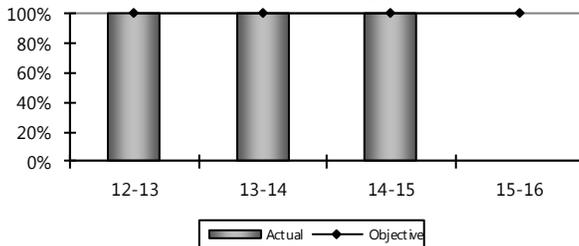
*Fund:* Water Fund  
*Functional Area:* Utilities - Water  
*Department:* Water Resources  
*Division:* **Coddle Creek Water Plant**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenses**



**% Treated Water Meeting or Surpassing State and Federal Regulations**



**MAJOR SERVICE(S) PROVIDED:**

- Water Treatment and Analysis

**FY 2014-15 MAJOR ACCOMPLISHMENTS:**

- Plant scale evaluation of higher dosages of aluminum sulfate to achieve enhanced TOC removal.
- Contracted for dewatering, transport and disposal of process sludge.
- Replaced two pump starter motors.

**FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Evaluate replacing sedimentation basin tube settlers with plate settlers.
- Evaluate additional sludge lagoon.

**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.

**Major Service Area: Safety**

**Goal:** To provide a safe work environment for coworkers.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 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	92.1%	97.9%	97.9%	94.8%	97.9%	98%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.025	1.026	1.026	1.02	1.026	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	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 911,058	\$ 945,298	\$ 1,001,883	\$ 994,315	\$ 1,012,525	\$ 1,012,525
Operations	\$ 2,594,151	\$ 1,837,361	\$ 3,189,660	\$ 1,759,525	\$ 4,588,448	\$ 4,588,448
Capital Outlay	\$ -	\$ 14,310	\$ 38,900	\$ -	\$ 171,500	\$ 171,500
Depreciation & Amortization	\$ 269,288	\$ -	\$ -	\$ 260,455	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 12,066	\$ 13,459	\$ 14,017	\$ 12,849	\$ 16,336	\$ 16,336
Transfers	\$ 520,000	\$ -	\$ 306,000	\$ 306,000	\$ -	\$ -
<b>Total Expenses</b>	<b>\$ 4,306,563</b>	<b>\$ 2,810,428</b>	<b>\$ 4,550,460</b>	<b>\$ 3,333,144</b>	<b>\$ 5,788,809</b>	<b>\$ 5,788,809</b>
% budget change	47%	-35%		-5%		27%
* as amended						
**as of August 17, 2015						
<b>Authorized FTE</b>	<b>15.50</b>	<b>15.50</b>	<b>16.00</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

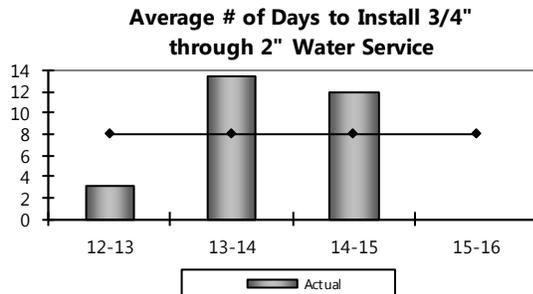
# WATERLINES OPERATIONS & MAINTENANCE

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

**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 2014-15 MAJOR ACCOMPLISHMENTS:**

- Completed construction of waterline from Albemarle.
- Hydraulic modeling to evaluate new operational efficiencies and support Fire Department ISO 2 rating.
- Installed prv's into Rock Hill area to increase fire flow availability.
- Completed leak detection on 10% of water system.

- Continue encouragement to participate in Toilet Credit Program.
- Began project to replace inadequate and failing waterlines in downtown area.

**FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue leak detection.
- Initiate valve maintenance program.
- Begin flushing program.
- Complete conversion to AMR.
- Implement new technology such as tablets to be used in the field to improve data acquisition and customer response.
- Rehabilitate Todd St. storage tank.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Leak detection to facilitate repair of small leaks before they become major water main breaks in roadways and under sidewalks.
- 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.

**Major Service Area: Safety**

**Goal:** To provide a safe work environment for coworkers.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
New Construction	Avg. # of days to install ¾" through 2" water service	Effectiveness	3.11	13.5	8	12	8	8
Water Quality	# of customer complaints per 1,000 accounts	Effectiveness	6.4	4.8	1	6.3	1	1
Water Meters	# AMRs installed	Workload	138	26	220	136	220	220
Maint.	% of System leak detection surveys completed	Effectiveness	10%	10%	10%	10%	10%	10%
Safety	# of preventable accidents	Effectiveness	2	1	0	0	0	0

**BUDGET SUMMARY:**

Cost Center #: 7340	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 1,903,437	\$ 1,948,294	\$ 2,016,913	\$ 1,896,149	\$ 2,090,046	\$ 2,090,046
Operations	\$ 1,408,012	\$ 1,325,350	\$ 2,056,994	\$ 1,349,871	\$ 1,934,961	\$ 1,934,961
Capital Outlay	\$ -	\$ 62,676	\$ 700,500	\$ (89,268)	\$ 676,500	\$ 676,500
Depreciation & Amortizati	\$ 2,966,710	\$ (23,792)	\$ -	\$ 3,188,266	\$ -	\$ -
Debt Service	\$ 1,689,721	\$ 4,900,167	\$ 4,465,526	\$ 1,504,782	\$ 4,448,449	\$ 4,448,449
CIP Projects	\$ (1,185,824)	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 2,108,351	\$ 2,171,352	\$ 2,698,913	\$ 2,474,004	\$ 2,542,858	\$ 2,542,858
Non Operating Expense	\$ 139,340	\$ 136,326	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 308,307	\$ 4,405,986	\$ 494,815	\$ 494,815	\$ 1,588,247	\$ 1,588,247
<b>Total Expenses</b>	<b>\$ 9,338,054</b>	<b>\$14,926,359</b>	<b>\$12,433,661</b>	<b>\$10,818,619</b>	<b>\$ 13,281,061</b>	<b>\$13,281,061</b>
% budget change	-36%	60%		-28%		7%
* as amended						
**as of August 17, 2015						
<b>Authorized FTE</b>	<b>34.75</b>	<b>34.24</b>	<b>33.59</b>	<b>34.59</b>	<b>34.59</b>	<b>34.59</b>

# Transit System Revenue

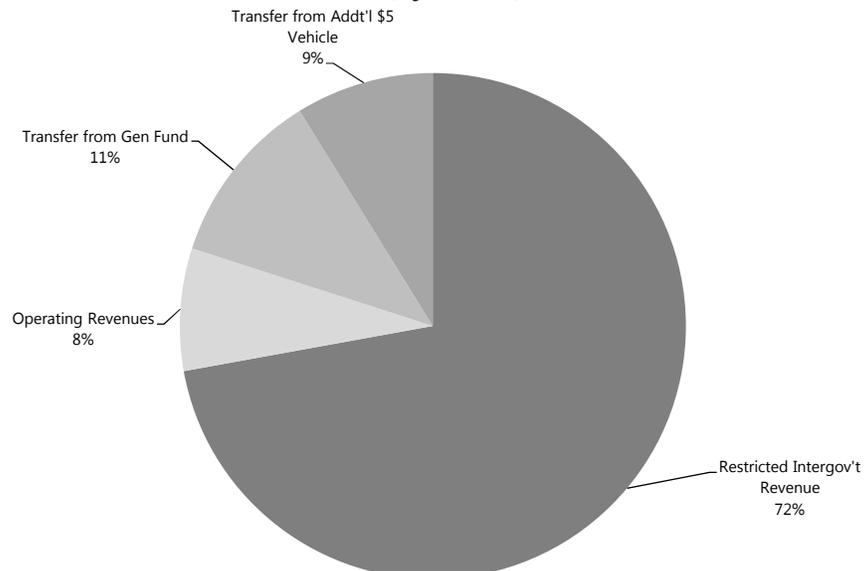
Fund 630

	2012-2013 Actual Revenues	2013-2014 Actual Revenues	2014-2015 Council Approved*	2014-2015 Actual Revenues**	2015-2016 Manager Recommended	2015-2016 Council Approved
Restricted Intergov't Revenue	\$ 781,574	\$ 5,096,508	\$ 2,446,323	\$ 2,033,171	\$ 2,536,749	\$ 2,536,749
Operating Revenues	\$ 212,815	\$ 289,091	\$ 248,000	\$ 295,558	\$ 275,000	\$ 275,000
Non-Operating Revenue	\$ 1,800	\$ 63,287	\$ -	\$ -	\$ -	\$ -
Retained Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Gen Fund	\$ -	\$ 921,800	\$ 435,918	\$ 152,494	\$ 394,068	\$ 394,068
Transfer from Addtl \$5 Vehicle	\$ 193,431	\$ 207,329	\$ 310,000	\$ 393,291	\$ 310,000	\$ 310,000
<b>Total Revenues</b>	<b>\$ 1,189,620</b>	<b>\$ 6,578,015</b>	<b>\$ 3,440,241</b>	<b>\$ 2,874,514</b>	<b>\$ 3,515,817</b>	<b>\$ 3,515,817</b>
% budget change	-2%	453%		-56%		2%

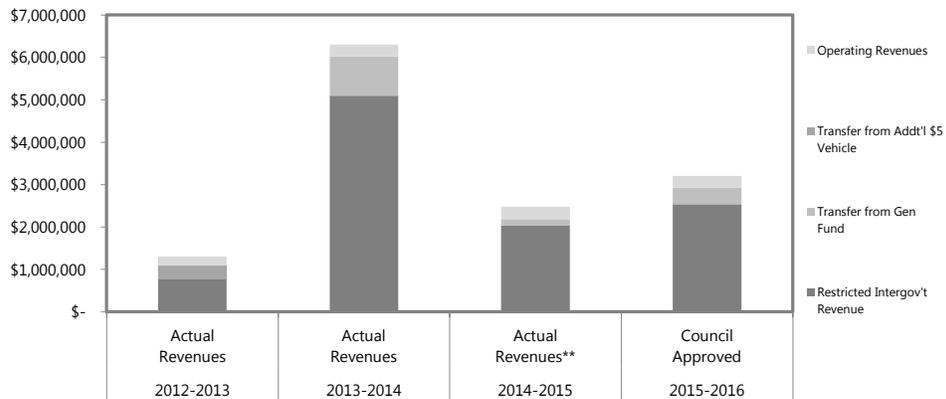
\* as amended

\*\*as of August 17, 2015

## FY 15-16 Transit System Revenues (by Source)



## Transit Revenue Trend



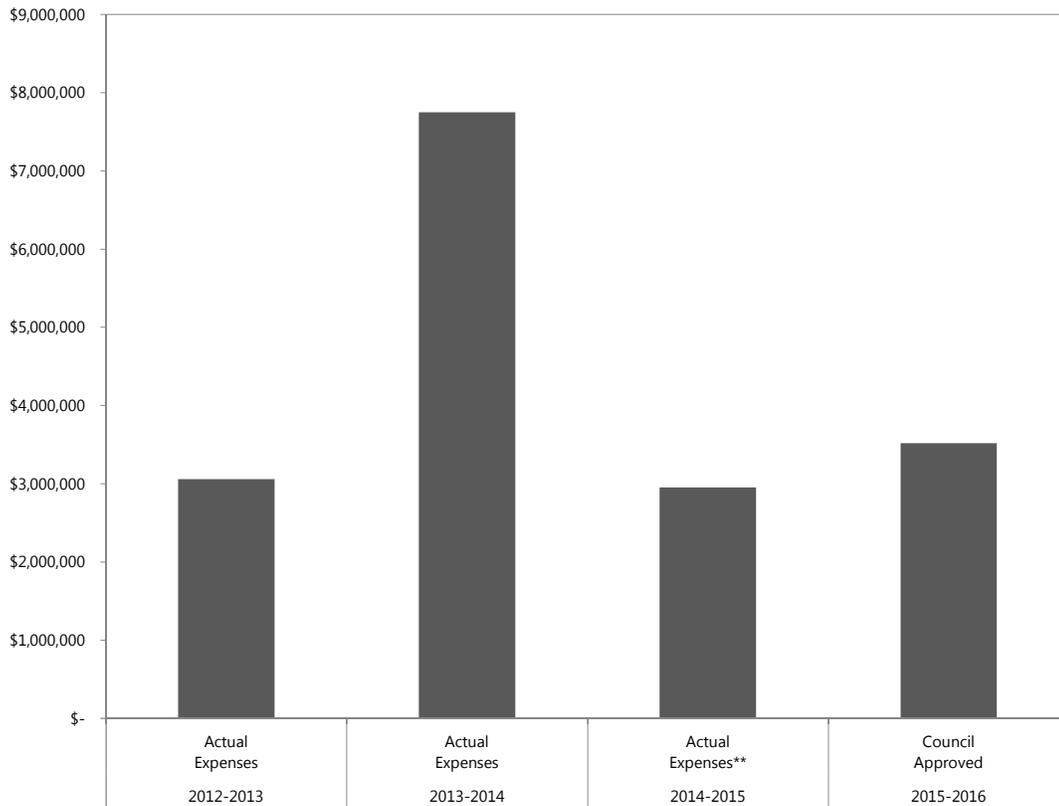
# Transit System Expenses

	2012-2013 Actual Expenses	2013-2014 Actual Expenses	2014-2015 Council Approved*	2014-2015 Actual Expenses**	2015-2016 Manager Recommended	2015-2016 Council Approved
Transit - Rider	\$ 3,056,103	\$ 7,749,440	\$ 3,440,241	\$ 2,950,147	\$ 3,515,817	\$ 3,515,817
<b>Total Expenses</b>	<b>\$ 3,056,103</b>	<b>\$ 7,749,440</b>	<b>\$ 3,440,241</b>	<b>\$ 2,950,147</b>	<b>\$ 3,515,817</b>	<b>\$ 3,515,817</b>
% budget change	83%	154%		-62%		2%

\* as amended

\*\*as of August 17, 2015

## Transit Expenditure Trend



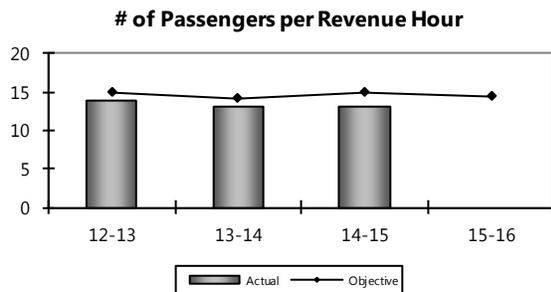
# PUBLIC TRANSIT SYSTEM

**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 FY16 - Rider**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**MAJOR SERVICE(S) PROVIDED:**

- Fixed-route transit service to Concord and Kannapolis

**FY 2014-15 MAJOR ACCOMPLISHMENTS:**

- Record ridership for the year (487,193).
- Began implementation of Rider Transit Development Plan by revising all seven (7) bus routes to improve on time performance, which has improved from the mid 60 percent to low 70 percent range to the high 80 percent, low 90 percent range.
- Successfully added new Transit Planning & Technology Coordinator position; staffing should be complete before end of FY.
- Rider Transit was recognized at the safest Small Urban/region system in North Carolina 2<sup>nd</sup> consecutive year.

- Completed FTA Triennial Review with lowest number of findings (3) so far. Successfully closed out all finding areas.
- 40 new bus shelter systems were delivered. Roll out is in process and will continue into next FY.
- Secured approval for new 60 bus stop seating & solar lighting (Simme Seat project) for passenger comfort and safety. Delivery is expect late this FY.
- Began use of Point of Sale & Inventory software.
- Pursued and received answers and guidance on a number of MAP-21 related questions and issues for Concord UZA.
- Hybrid bus fleet showing 52% fuel usage reduction – net annual savings +\$150,000/year.
- Secured \$2.559 million dollars in vehicle capital and operating funds from NC DOT to help resolve short term funding issues from MAP-21.

**FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Complete rollout of 40 new bus shelters systems.
- Complete rollout of new Simme Seat project.
- Successfully negotiate & secure regional funding agreement for MAP-21 funds for FY 15-16.
- Monitoring of ADA Paratransit program. Begin looking for alternative options for provision of ADA services.
- Consider implementation of advertising program to generate additional program income for Rider.
- Work to encourage FTA & Congress to create long term funding for transit; MAP-21 expires May 2015 and the future of Federal funding after that is unknown.
- Prepare for significant operational impacts due to local road construction projects.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Continue to fully and creatively leverage our Federal and State funding options available within MAP-21 and any other federal funding change legislation. Look for additional sources of funding.
- Continue implementation of Transit Development Plan recommendations, specifically infrastructure & amenity improvement projects.
- Continue improving Rider Transit’s marketing program and impact.
- Continue efforts to improve communication & coordination 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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Fixed-route Transit	# of Riders	Workload	430,484	465,335	500,000	472,555	500,000	500,000
Fixed-route Transit	# of passengers per revenue hour	Efficiency	13.92	13	14.25	13	14.30	15
Fixed-route Transit	% of fare box recovery	Efficiency	10.12%	9.88%	8.75 %	10.75%	9.5	15%
Fixed-route Transit	# of preventable accidents per 100,000 bus miles	Effectiveness	0.52	.63	.60	0	.60	.60
Fixed-route Transit	# of rider complaints per 100,000 riders/trips	Effectiveness	8.37	10.75	11	8	10.5	10
Fixed-route Transit	Average satisfaction rating of overall service	Effectiveness	97.01%	94.90%	95%	94.1%	95%	95%
Fixed-route Transit	On-time Performance	Effectiveness	New for FY15	69.85%	75%	79.05%	85%	75%
Fixed-route Transit	Passenger requests for service inside the service area	Workload	New for FY14	346	200	383	300	200

**BUDGET SUMMARY:**

Cost Center #: 7612	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 158,409	\$ 145,658	\$ 206,920	\$ 157,656	\$ 282,702	\$ 282,702
Operations	\$ 2,804,370	\$ 2,910,875	\$ 3,013,871	\$ 2,668,503	\$ 2,954,538	\$ 2,954,538
Capital Outlay	\$ -	\$ 5,006,932	\$ -	\$ (1,072)	\$ -	\$ -
Grant Expenditures	\$ 47,440	\$ 316,650	\$ 163,354	\$ 73,639	\$ 141,220	\$ 141,220
Cost Allocations	\$ 45,883	\$ 44,061	\$ 56,096	\$ 51,421	\$ 137,357	\$ 137,357
<b>Total Expenses</b>	<b>\$ 3,056,103</b>	<b>\$ 8,424,176</b>	<b>\$ 3,440,241</b>	<b>\$ 2,950,147</b>	<b>\$ 3,515,817</b>	<b>\$ 3,515,817</b>
% budget change	83%	176%		17%		2%
* as amended						
** as of August 17, 2015						
<b>Authorized FTE</b>	<b>2.75</b>	<b>2.70</b>	<b>3.70</b>	<b>3.70</b>	<b>4.70</b>	<b>4.70</b>

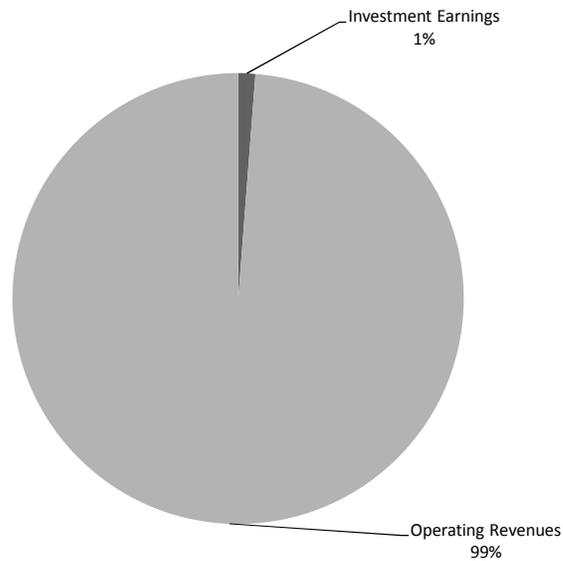
# Wastewater Resources Revenues

Fund 640

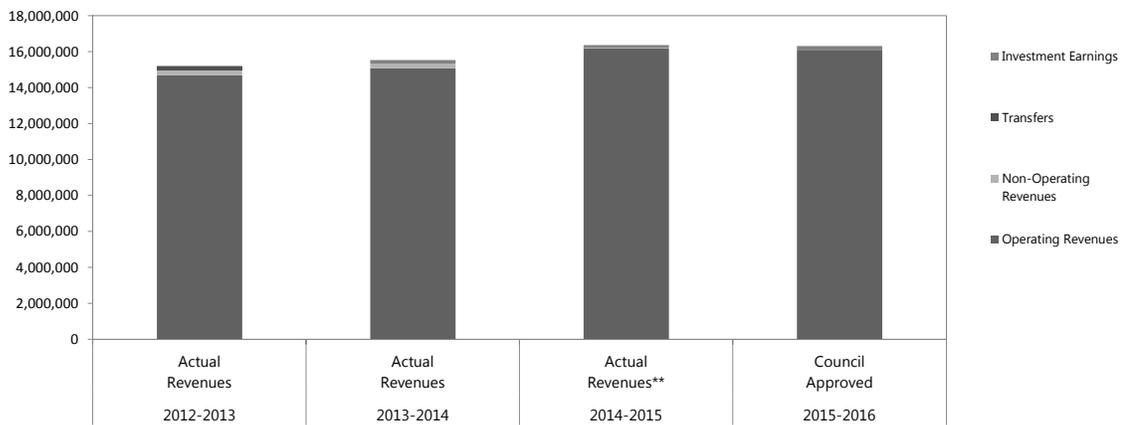
	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual	Actual	Council	Actual	Manager	Council
	Revenues	Revenues	Approved*	Revenues**	Recommended	Approved
Non-Operating Revenues	\$ 305,872	\$ 245,525	\$ 20,771	\$ 34,842	\$ -	\$ -
Investment Earnings	\$ 32,633	\$ 214,790	\$ 119,000	\$ 162,412	\$ 200,000	\$ 200,000
Operating Revenues	\$ 14,683,028	\$ 15,076,718	\$ 15,452,350	\$ 16,168,411	\$ 16,111,000	\$ 16,111,000
Retained Earnings Appropriated	\$ -	\$ -	\$ 185,971	\$ -	\$ -	\$ -
Transfers	\$ 190,622	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 15,212,155</b>	<b>\$ 15,537,033</b>	<b>\$ 15,778,092</b>	<b>\$ 16,365,665</b>	<b>\$ 16,311,000</b>	<b>\$ 16,311,000</b>
% budget change	1%	2%		5%		3%

\* as amended  
\*\*as of August 17, 2015

**FY 15-16 Wastewater Resources Revenue  
(by Source)**



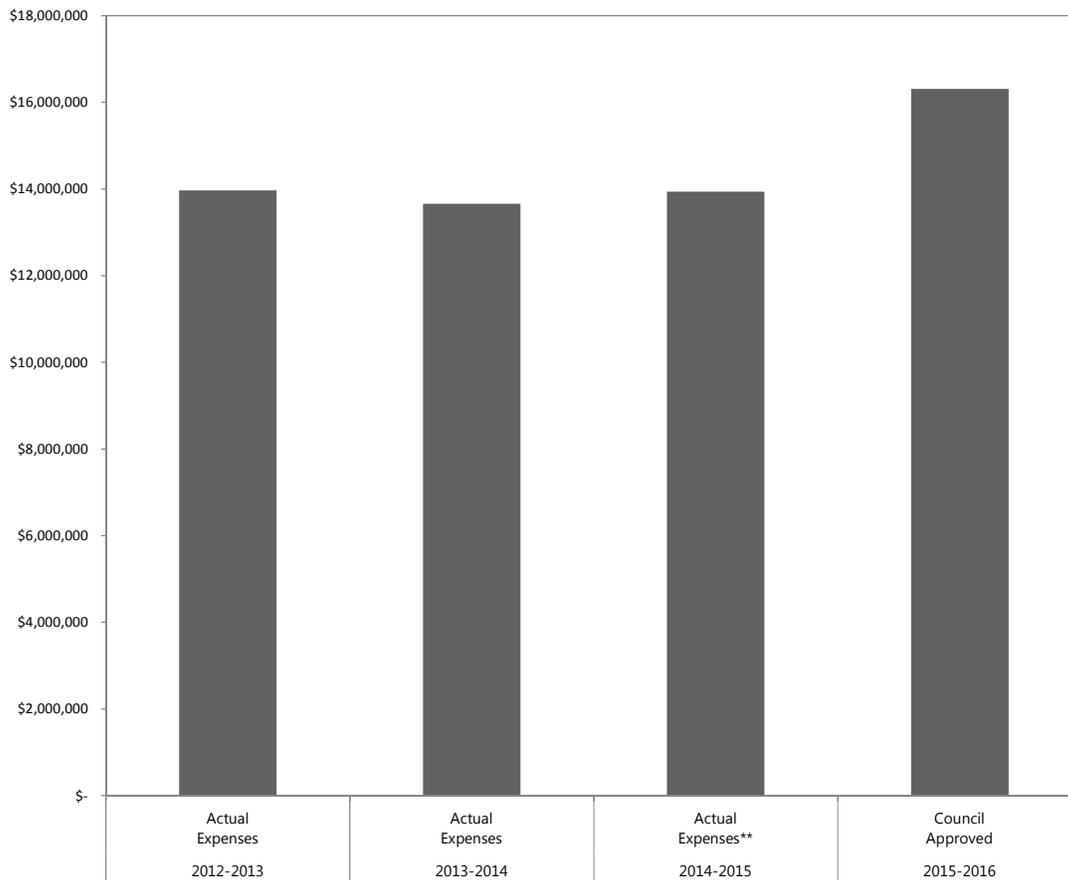
**Wastewater Revenue Trend**



# Wastewater Resources Expenditures

By Cost Center	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Wastewaterlines Operations & Maint.	\$ 13,966,088	\$ 13,660,161	\$ 15,778,092	\$ 13,939,480	\$ 16,311,000	\$ 16,311,000
<b>Total Expenditures</b>	<b>\$ 13,966,088</b>	<b>\$ 13,660,161</b>	<b>\$ 15,778,092</b>	<b>\$ 13,939,480</b>	<b>\$ 16,311,000</b>	<b>\$ 16,311,000</b>
% budget change		-0.2%	-2%	2%		3%
* as amended						
** as of August 17, 2015						

## Wastewater Expenditure Trend



# WASTEWATERLINES OPERATIONS & MAINTENANCE

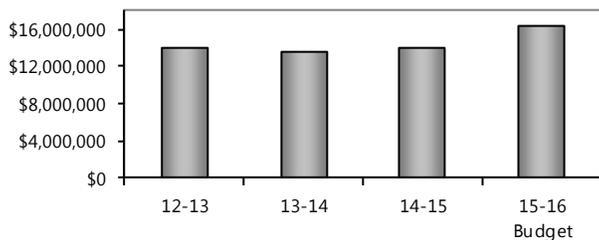
**MISSION:** The Wastewater Resources Department exists to provide efficient and timely sanitary sewer collection service to residential, commercial, and industrial customers, while building the integrity of our system to enhance water quality and protect the environment for future generations.

**PROGRAM LOCATOR:**

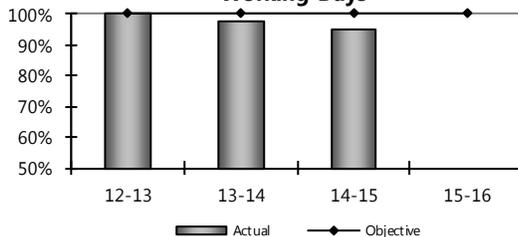
*Fund:* Wastewater Fund  
*Functional Area:* Utilities - Wastewater  
*Department:* **Wastewaterlines Oper. & Maint.**  
*Division:* N/A

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Expenses**



**% of Repairs Completed within 8 Working Days**



**MAJOR SERVICE(S) PROVIDED:**

- Management and maintenance of a wastewater collection system with 540 miles of gravity sewer, 24 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 2014-15 MAJOR ACCOMPLISHMENTS:**

- Continue to refine the lining procedures to rehab the most liner feet of pipe for the money.
- Added additional funds to rehab manholes contributing to I&I.
- Completed In-House projects-Hatley Cr., Emery St., Moore Pl. and The Boys and Girls Club
- Continued enhance right of way maintenance including use of new door hangers and advanced notification.

**FY 2015-16 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.
- Enhance construction materials to minimize disturbance and maximize customer service and efficiency.

**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: Safety**

**Goal:** To provide training and corrective actions to support a safe working environment for co-workers and the public

**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: Jetting and Cleaning**

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

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY13 Actual	FY14 Actual	FY15 Obj	FY15 Actual	FY16 Obj.	Benchmark Target
Manage & Maintain Sewer System	% of repairs completed within 8 working days	Workload	99%	98%	100%	95%	100%	80%
Manage & Maintain Sewer System	Miles of high priority lines inspected	Efficiency	80	12	80	4	80	NA
Manage & Maintain Sewer System	% of food service facilities inspected annually	Workload	95%	88.4%	100%	100%	95%	NA
Safety	# of preventable accidents	Effectiveness	1	1	0	2	0	0
Manage & Maintain Sewer System	# of reportable SSOs	Effectiveness	7	11	0	2	0	0
Jetting and Cleaning	Miles of sewer main cleaned	Workload	64.7	94.9	53	53	53	NA
Manage & Maintain Sewer System	Miles of right-of-way mowed annually	Efficiency	93	46	82	121	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					
	2012-2013 Actual Expenses	2013-2014 Actual Expenses	2014-2015 Council Approved*	2014-2015 Actual Expenses**	2015-2016 Manager Recommended	2015-2016 Council Approved
Personnel Services	\$ 1,620,122	\$ 1,545,251	\$ 1,757,138	\$ 1,604,658	\$ 1,834,544	\$ 1,834,544
Operations	\$ 6,346,275	\$ 7,107,181	\$ 7,413,967	\$ 6,820,872	\$ 7,495,764	\$ 7,495,764
Capital Outlay	\$ -	\$ 299,960	\$ 1,935,113	\$ -	\$ 1,024,700	\$ 1,024,700
Depreciation & Amortization	\$ 2,801,741	\$ 743	\$ -	\$ 3,002,656	\$ -	\$ -
Debt Service	\$ 906,799	\$ 2,309,145	\$ 2,811,842	\$ 2,804,595	\$ 2,796,226	\$ 2,796,226
CIP Projects	\$ 104,539	\$ 91,457	\$ 73,660	\$ 69,133	\$ -	\$ -
Cost Allocations	\$ 1,800,678	\$ 1,643,175	\$ 1,783,131	\$ (365,675)	\$ 1,917,253	\$ 1,917,253
Non Operating Exp	\$ 64,624	\$ 63,171	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 321,310	\$ 600,078	\$ 3,241	\$ 3,241	\$ 1,242,513	\$ 1,242,513
<b>Total Expenses</b>	<b>\$ 13,966,088</b>	<b>\$ 13,660,161</b>	<b>\$ 15,778,092</b>	<b>\$ 13,939,480</b>	<b>\$ 16,311,000</b>	<b>\$ 16,311,000</b>
% budget change	0%	-13%		-24%		3%
* as amended						
**as of August 17, 2015						
<b>Authorized FTE</b>	<b>30.00</b>	<b>30.00</b>	<b>30.32</b>	<b>30.32</b>	<b>30.32</b>	<b>30.32</b>

# Rocky River Golf Course Revenues

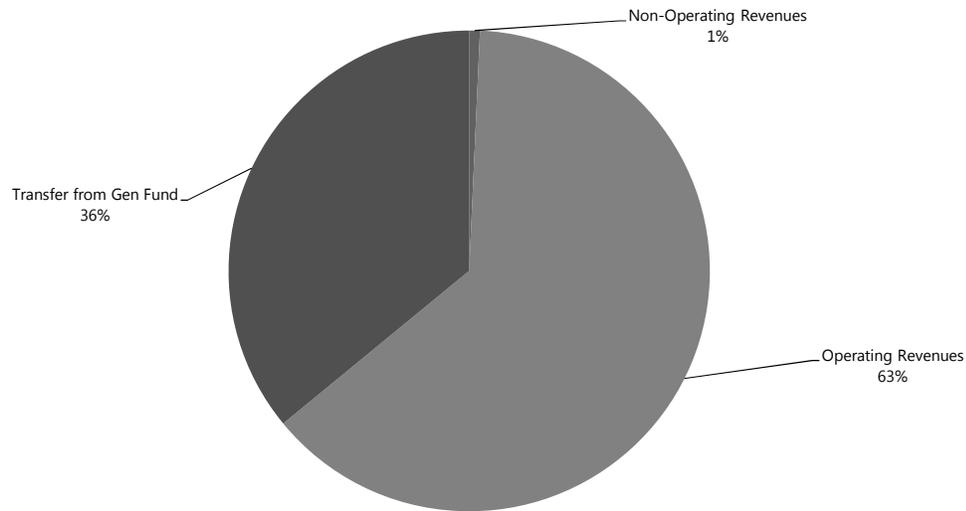
Fund 650

	2012-2013 Actual Revenues	2013-2014 Actual Revenues	2014-2015 Council Approved	2014-2015 Actual Revenues**	2015-2016 Manager Recommended	2015-2016 Council Approved
Non-Operating Revenues	\$ -	\$ 1,536	\$ 19,967	\$ (2,267)	\$ 18,848	\$ 18,848
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Revenues	\$ 1,340,041	\$ 1,750,255	\$ 1,677,575	\$ 1,689,931	\$ 1,655,639	\$ 1,655,639
Transfer from Gen Fund	\$ 1,012,722	\$ 787,894	\$ 998,050	\$ 661,670	\$ 939,920	\$ 939,920
<b>Total Revenues</b>	<b>\$ 2,352,763</b>	<b>\$ 2,539,685</b>	<b>\$ 2,695,592</b>	<b>\$ 2,349,334</b>	<b>\$ 2,614,407</b>	<b>\$ 2,614,407</b>
% budget change	1%	8%		-7%		-3%

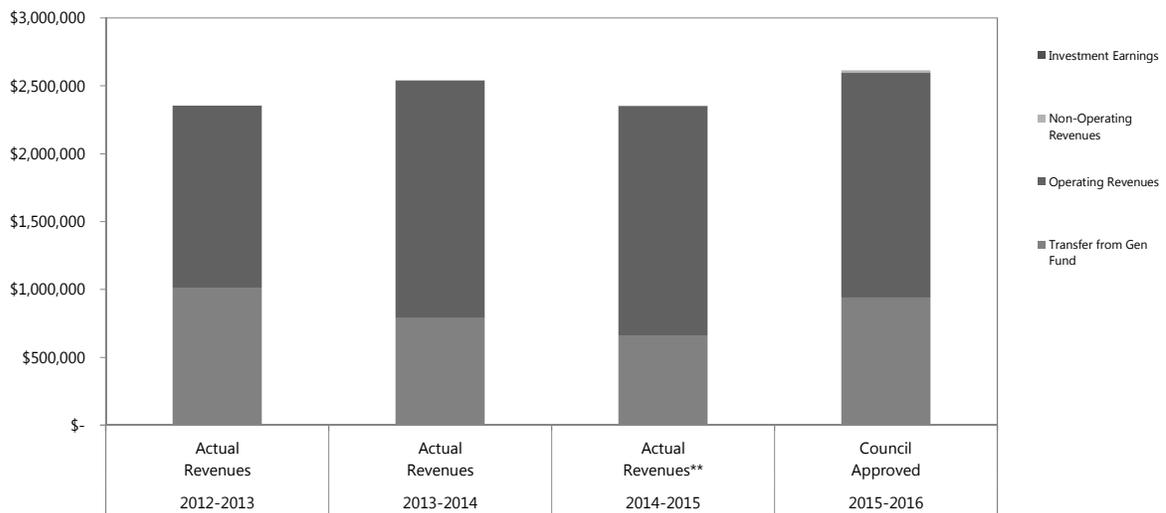
\* as amended

\*\*as of August 17, 2015

**FY 14-15 Golf Course Revenues  
(by source)**



**Golf Course Revenue Trend**



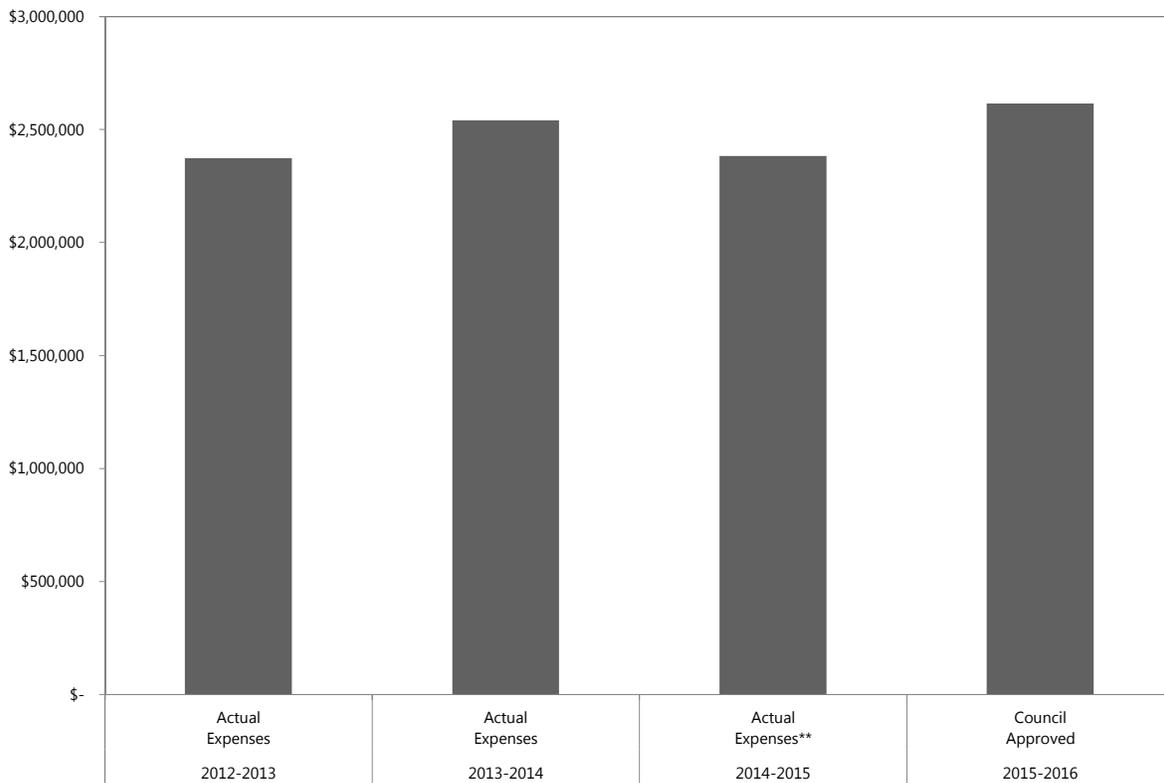
# Rocky River Golf Course Expenses

	2012-2013 Actual Expenses	2013-2014 Actual Expenses	2014-2015 Council Approved	2014-2015 Actual Expenses**	2015-2016 Manager Recommended	2015-2016 Council Approved
Rocky River Golf Club at Concord	\$ 2,372,081	\$ 2,539,685	\$ 2,695,592	\$ 2,382,769	\$ 2,614,407	\$ 2,614,407
<b>Total Expenses</b>	<b>\$ 2,372,081</b>	<b>\$ 2,539,685</b>	<b>\$ 2,695,592</b>	<b>\$ 2,382,769</b>	<b>\$ 2,614,407</b>	<b>\$ 2,614,407</b>
<i>% budget change</i>		0.3%	7%	-6%		-3%

\* as amended

\*\*as of August 17, 2015

## Rocky River Golf Club at Concord Expenditure Trend



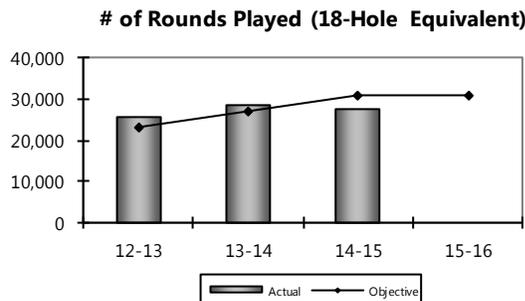
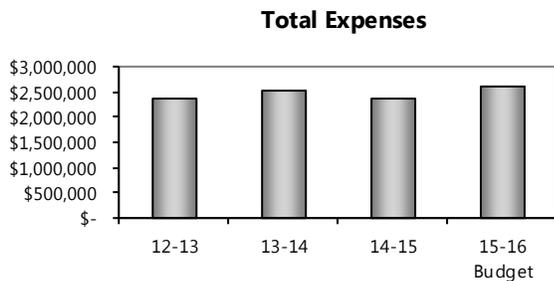
# GOLF COURSE

**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:**



**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 2014-15 MAJOR ACCOMPLISHMENTS:**

- Hosted Annual Mayor's Tournament, Doug Herbert BRAKES foundation and Habitat for Humanity outings with great results.

- Remained in NC Golf Panel's "Top 100 courses" for 2015, continuing as one of very few public courses with that distinction.
- Continue to provide a great place for local residents to enjoy affordable, quality golf experience.

**FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Revenue driven by local play, and group events. Also hosting bigger special events (weddings, etc).
- Clubhouse expansion/renovation project to begin in fall of 2015 with completion before March 2016.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:**

- Continued teaching and lesson programs promoted through social media.
- Promote youth golf and grow the game through instructional programs.
- Promote golf to Cabarrus County Schools by hosting high school golf teams, and working with middle schools to introduce the game.
- Continue to encourage participation of corporate leagues on weekday evenings. Currently Wells Fargo, and 2 other local companies host leagues.

**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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Full Service Golf Facility	# of rounds played (18-hole equivalent)	Workload	25,544	28,437	31,000	27,581	31,000	34,000
Full Service Golf Facility	# of pass-holder rounds played (18-hole equivalent)	Workload	2,500	2,904	3,500	3,660	3,500	5,000
Full Service Golf Facility	Average golf and food/beverage revenue per 18-hole round	Efficiency	\$53.82	\$55.85	\$55.00	\$54.02	\$55.00	N/A
Full Service Golf Facility	Average operating cost per 18-hole round	Efficiency	\$52.39	\$48.65	\$50.00	\$47.01	\$47.50	N/A

**BUDGET SUMMARY:**

<b>Cost Center #: 7500, 7501</b>	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Operations	\$ 1,357,433	\$ 1,526,935	\$ 1,548,020	\$ 1,493,002	\$ 1,556,383	\$ 1,556,383
Capital Outlay	\$ -	\$ 10,200	\$ -	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 19,318	\$ -	\$ -	\$ 33,435	\$ -	\$ -
Debt Service	\$ 995,330	\$ 1,002,550	\$ 856,332	\$ 856,332	\$ 939,920	\$ 939,920
Transfers	\$ -	\$ -	\$ 291,240	\$ -	\$ 118,104	\$ 118,104
<b>Total Expenses</b>	<b>\$ 2,372,081</b>	<b>\$ 2,539,685</b>	<b>\$ 2,695,592</b>	<b>\$ 2,382,769</b>	<b>\$ 2,614,407</b>	<b>\$ 2,614,407</b>
% budget change	0.3%	7%		-6%		-3%
* as amended						
**as of August 17, 2015						

# Aviation Revenue

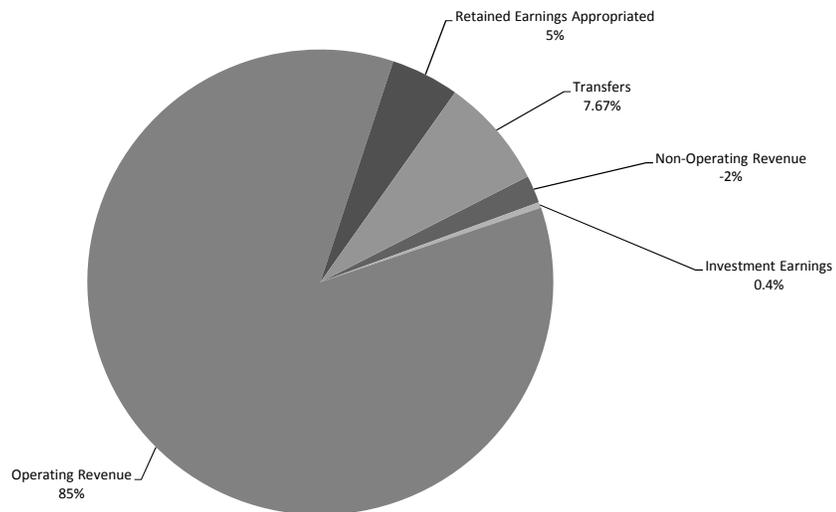
Fund 680

	2012-2013 Actual Revenues	2013-2014 Actual Revenues	2014-2015 Council Approved*	2014-2015 Actual Revenues**	2015-2016 Manager Recommended	2015-2016 Council Approved
Restricted Intergovt Revenue	\$ -	\$ -	\$ 699,597	\$ 516,657	\$ -	\$ -
Non-Operating Revenue	\$ 439,754	\$ 183,019	\$ 12,549	\$ 14,015	\$ (189,000)	\$ (189,000)
Investment Earnings	\$ (10,226)	\$ 69,167	\$ 39,004	\$ 41,723	\$ 40,000	\$ 40,000
Operating Revenue	\$ 9,807,609	\$ 10,267,904	\$ 10,534,803	\$ 8,612,280	\$ 8,411,689	\$ 8,411,689
Retained Earnings Appropriated	\$ -	\$ -	\$ 24,807	\$ -	\$ 467,635	\$ 467,635
Transfers	\$ 907,070	\$ 580,483	\$ 793,091	\$ 793,091	\$ 756,641	\$ 756,641
<b>Total Revenue</b>	<b>\$ 11,144,207</b>	<b>\$ 11,100,573</b>	<b>\$ 12,103,851</b>	<b>\$ 9,977,766</b>	<b>\$ 9,486,965</b>	<b>\$ 9,486,965</b>
% budget change	-1%	-0.4%		-10%		-2.2%

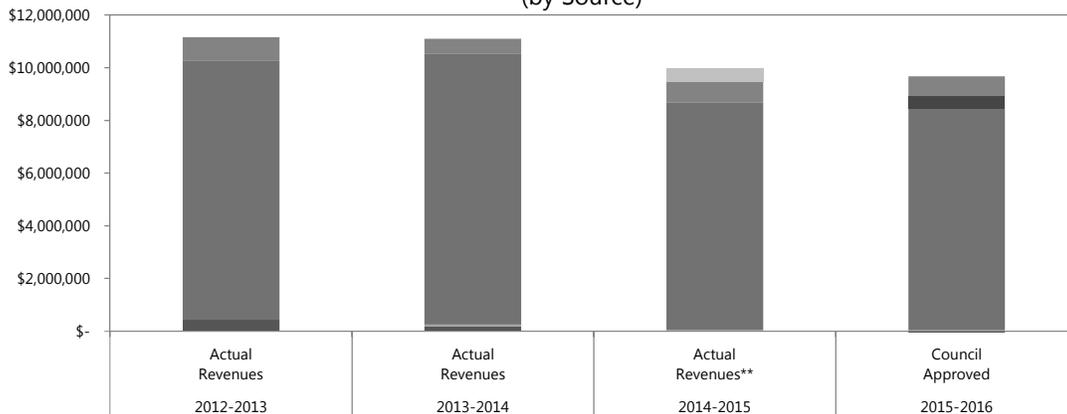
\* as amended

\*\*as of August 17, 2015

**FY 15-16 Aviation Revenues (by source)**



**Aviation Revenue Trend  
(by Source)**



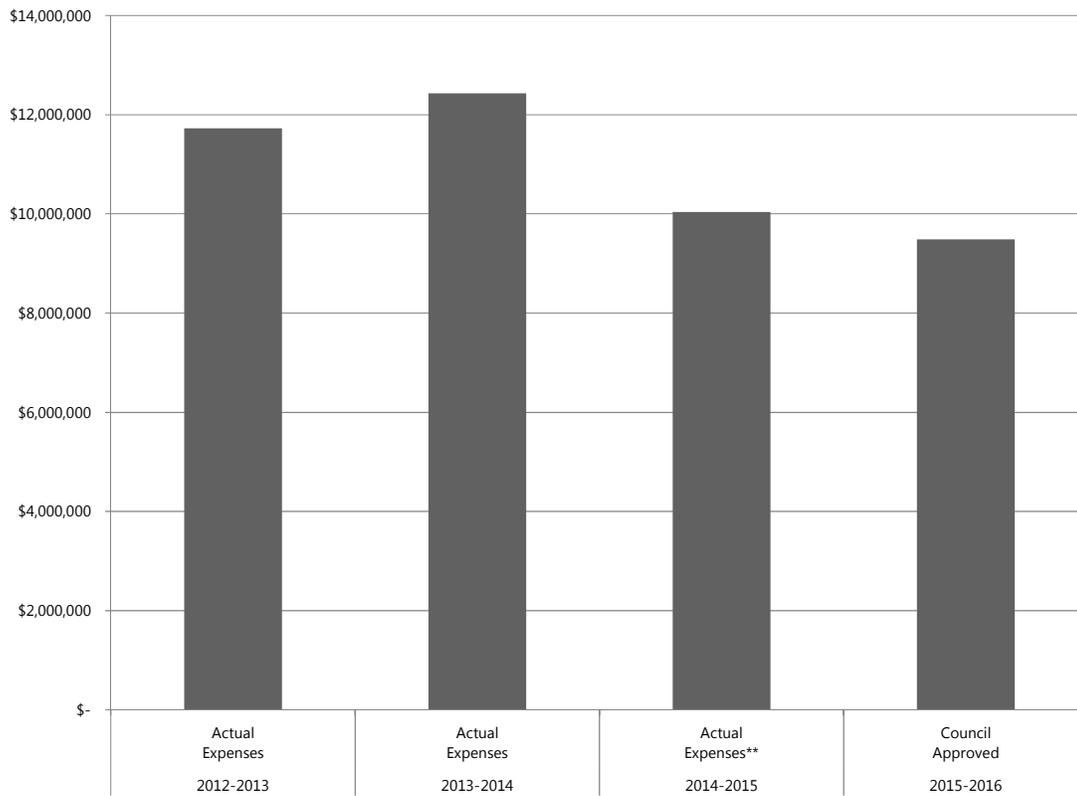
# Aviation Expenditures

	2012-2013 Actual Expenses	2013-2014 Actual Expenses	2014-2015 Council Approved*	2014-2015 Actual Expenses**	2015-2016 Manager Recommended	2015-2016 Council Approved
Aviation Operations	\$ 11,728,617	\$ 12,433,127	\$ 12,103,851	\$ 10,039,274	\$ 9,486,965	\$ 9,486,965
<b>Total Expenses</b>	<b>\$ 11,728,617</b>	<b>\$ 12,433,127</b>	<b>\$ 12,103,851</b>	<b>\$ 10,039,274</b>	<b>\$ 9,486,965</b>	<b>\$ 9,486,965</b>
% budget change	-0.3%	6.0%		-19.3%		-22%

\* as amended

\*\*as of August 17, 2015

## Aviation Expenditure Trend



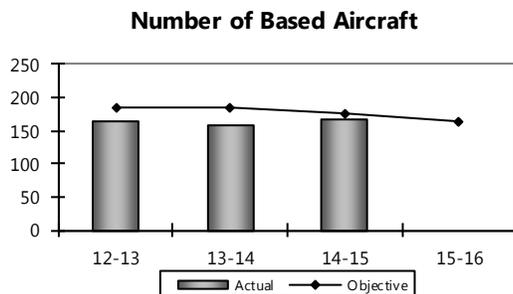
# AVIATION

**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.)
- Continued working with Federal Aviation Administration to identify projects eligible under the Non-Primary Entitlement grant program.

**FY 2014-15 MAJOR ACCOMPLISHMENTS:**

- Allegiant Airlines expanded the commercial service by adding weekly flights from Concord to Tampa / St. Pete and Fort Lauderdale with added additional flights from Concord to Orlando, increasing the number of commercial flights from Concord, from 2 to 6 per week.
- Processed over 40,000 passengers through the temporary commercial service building.
- 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.

**FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue to market Concord Regional Airport for additional destinations to increase airline service.
- Provide a safe, secure environment for our staff, customers, and vendors.
- Construction of ramp area in South development Area.
- Security upgrades in cameras.

**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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Airport Mgmt. & Dev.	Number of based aircraft	Workload	163	159	175	166	165	200
Airport Mgmt. & Dev.	# of aircraft operations	Workload	59,179	59,010	64,000	54,200	60,000	NA
Airport Mgmt. & Dev.	% of office space leased	Effectiveness	100%	86%	95%	93%	90%	100%
Airport Mgmt. & Dev.	Schedule Airline Departure Load Factor	Effectiveness	0	90%	90%	89%	90%	90%
Maint., Safety, & Security	# of 139 Inspection Discrepancies	Effectiveness	0	0	0	2	0	0.0
FBO	% of transient fuel sales	Effectiveness	29%	37.6%	40%	51%	44%	50%
FBO	% of team shift inspections completed	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

Cost Center #: 4530	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,720,034	\$ 1,679,210	\$ 1,805,186	\$ 1,763,604	\$ 1,810,032	\$ 1,810,032
Operations	\$ 6,981,070	\$ 7,261,974	\$ 8,017,205	\$ 5,573,680	\$ 5,555,649	\$ 5,555,649
Capital Outlay	\$ (602,500)	\$ 99,819	\$ 385,510	\$ -	\$ 115,388	\$ 115,388
Depreciation	\$ 1,556,148	\$ 1,592,393	\$ -	\$ 1,661,375	\$ -	\$ -
Debt Service	\$ 1,265,037	\$ 1,227,406	\$ 936,869	\$ 331,230	\$ 1,154,238	\$ 1,154,238
Grant Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
Non Operating Exp	\$ 71,030	\$ 75,843	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 301,825	\$ 325,605	\$ 325,918	\$ 298,051	\$ 347,918	\$ 347,918
Transfers	\$ 435,973	\$ 170,877	\$ 633,163	\$ 411,334	\$ 3,740	\$ 3,740
<b>Total Expenses</b>	<b>\$ 11,728,617</b>	<b>\$ 12,433,127</b>	<b>\$ 12,103,851</b>	<b>\$ 10,039,274</b>	<b>\$ 9,486,965</b>	<b>\$ 9,486,965</b>
% budget change	-0.3%	6%		-19%		-21.6%
* as amended						
**as of August 17, 2015						
<b>Authorized FTE</b>	<b>36.00</b>	<b>33.00</b>	<b>35.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>

# Public Housing Revenue

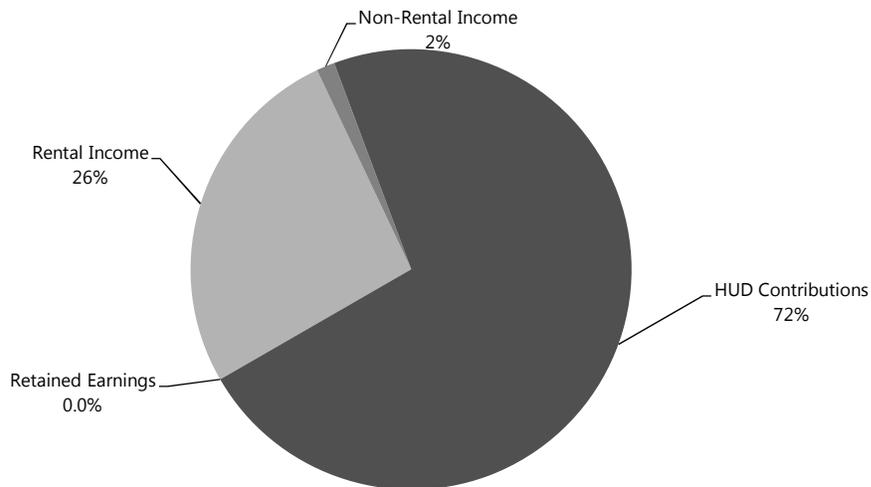
## Fund 690

	2012-2013 Actual Revenues	2013-2014 Actual Revenues	2014-2015 Council Approved	2014-2015 Actual Revenues**	2015-2016 Manager Recommended	2015-2016 Council Approved
Other Revenue	\$ (35,341)	\$ -	\$ -	\$ (26,496)	\$ -	\$ -
Retained Earnings	\$ -	\$ -	\$ 84,269	\$ -	\$ -	\$ -
Rental Income	\$ 311,801	\$ 290,455	\$ 330,000	\$ 356,888	\$ 330,000	\$ 330,000
Non-Rental Income	\$ 67,088	\$ 53,468	\$ 77,000	\$ 130,129	\$ 17,000	\$ 17,000
HUD Contributions	\$ 767,129	\$ 688,876	\$ 780,660	\$ 730,817	\$ 906,610	\$ 906,610
<b>Total Revenue</b>	<b>\$ 1,110,677</b>	<b>\$ 1,032,799</b>	<b>\$ 1,271,929</b>	<b>\$ 1,191,338</b>	<b>\$ 1,253,610</b>	<b>\$ 1,253,610</b>
% budget change	-5%	-7%		15%		-1%

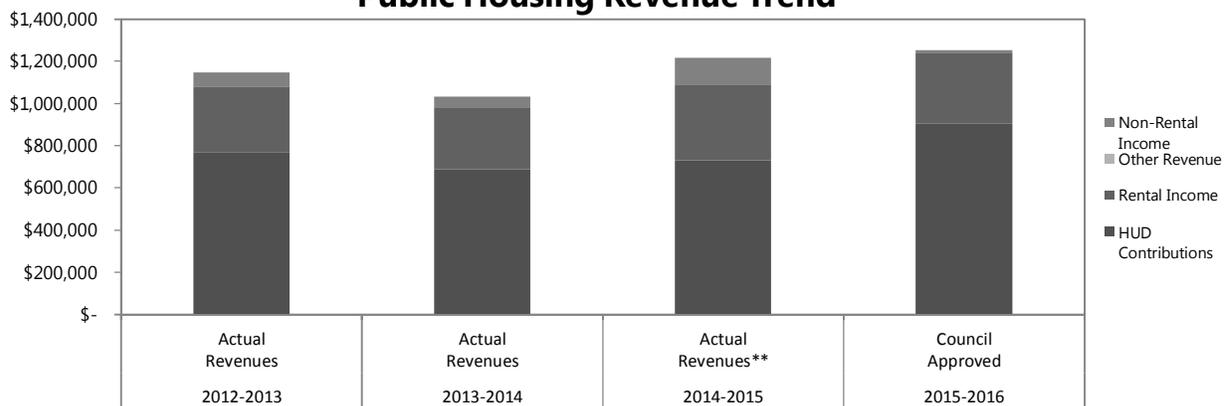
\* as amended

\*\* as of August 17, 2015

## FY 15-16 Public Housing Revenue (by source)



## Public Housing Revenue Trend



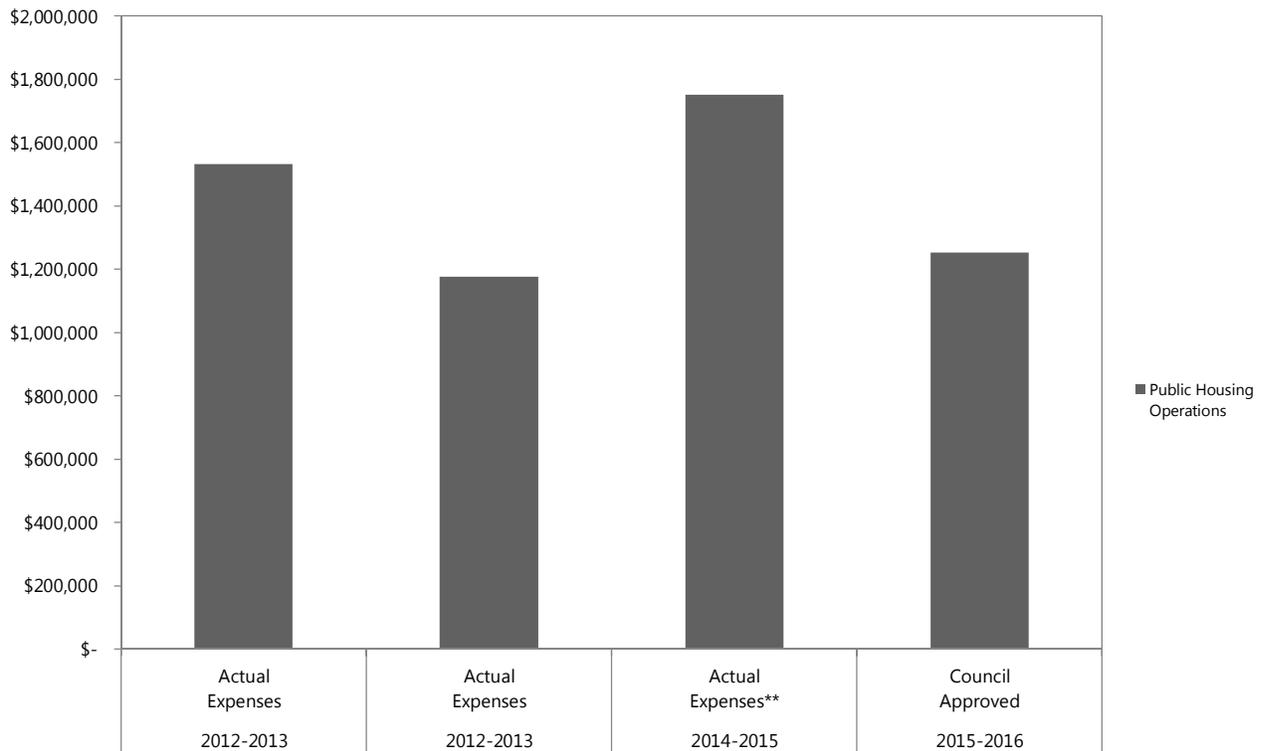
# Public Housing Expenditures

	2012-2013 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2014-2015 Actual Expenses**	2015-2016 Manager Recommended	2015-2016 Council Approved
Public Housing Operations	\$ 1,532,032	\$ 1,176,711	\$ 1,271,929	\$ 1,751,609	\$ 1,253,610	\$ 1,253,610
<b>Total Expense</b>	<b>\$ 1,532,032</b>	<b>\$ 1,176,711</b>	<b>\$ 1,271,929</b>	<b>\$ 1,751,609</b>	<b>\$ 1,253,610</b>	<b>\$ 1,253,610</b>
% budget change	11%	-23%		49%		-1%

\* as amended

\*\* as of August 17, 2015

## Public Housing Expenditure Trend



# PUBLIC HOUSING OPERATIONS

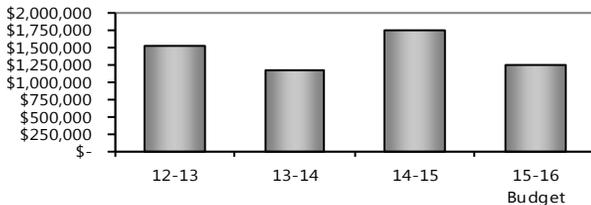
**MISSION:** The City of Concord's Housing Department serves low-income families for whom conventional housing is unaffordable. Our mission is to provide these families with decent, safe, and sanitary housing while supporting their efforts to achieve economic independence and self-sufficiency.

**PROGRAM LOCATOR:**

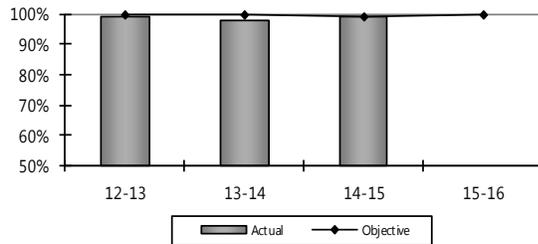
*Fund:* Public Housing  
*Functional Area:* Public Housing  
*Department:* **Public Housing Operations**

**BUDGET & PERFORMANCE HIGHLIGHTS**

**Total Expenditures**



**% of Leased Up Units**



**MAJOR SERVICE(S) PROVIDED:**

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

**FY 2014-15 MAJOR ACCOMPLISHMENTS:**

- Housing Director is now Electing Officer and board member of Carolina Council, an organization promoting affordable housing in North/South Carolina.
- Carolina Councils Residents Retreat will be hosted by Concord with over 100 residents from various Housing Authorities within NC/SC. This year's theme is "Transforming your Destination". The retreat will be held at the Embassy Suites.

- Reporting rate for unit turnaround is 98% per HUD standards.
- Only housing authority in NC to receive the Safety & Security Grant. This grant will help upgrade Public Housing units. The total grant awarded was \$250,000.
- The Neighborhood Networks Technology Center continues to expand the scope of programs and classes offered. The center has expanded more programs gearing towards health such as diabetes classes, hosting health fair, & nutritional classes for youth and adults.
- Hosted a job fair at the Neighborhood Networks Technology Center with at least 25 residents receiving jobs.
- Five Public Housing residents graduated from the Family Self-Sufficiency program.

**FY 2015-16 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.
- 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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Decent, Safe/Sanitary Housing	% of leased up units	Effectiveness	99%	98%	100%	99%	100%	99%
Family Self-Sufficiency	# of participants in the FSS program	Effectiveness	25	25	25	29	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	129	175	129	187	130	100
Decent, Safe, and Sanitary Housing	# of Days to Turnover Unit for Move-In	Effectiveness	25	10	10	48	10	15
Accounting	% Tenant Accounts Collected	Effectiveness	98%	98%	98%	83%	98%	98%

**BUDGET SUMMARY:**

Cost Center #: 1000	2012-2013		2013-2014		2014-2015		2015-2016	
	Actual	Actual	Council	Actual	Manager	Council		
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved		
Administration	\$ 407,846	\$ 133,964	\$ 481,232	\$ 468,929	\$ 508,102	\$ 508,102		
Operations	\$ 678,196	\$ 993,021	\$ 768,928	\$ 775,679	\$ 724,388	\$ 724,388		
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 1,451	\$ 1,451		
Depreciation	\$ 396,241	\$ -	\$ -	\$ 485,407	\$ -	\$ -		
Non Operating Expenses	\$ 30,080	\$ 30,057	\$ 2,100	\$ 1,925	\$ -	\$ -		
Transfers	\$ 19,669	\$ 19,669	\$ 19,669	\$ 19,669	\$ 19,669	\$ 19,669		
<b>Total Expenditures</b>	<b>\$ 1,532,032</b>	<b>\$ 1,176,711</b>	<b>\$ 1,271,929</b>	<b>\$ 1,751,609</b>	<b>\$ 1,253,610</b>	<b>\$ 1,253,610</b>		
% budget change	11%	-23%		49%			-1%	
* as amended								
**as of August 17, 2015								
<b>Authorized FTE</b>	<b>6.50</b>	<b>7.50</b>	<b>9.30</b>	<b>9.30</b>	<b>9.30</b>	<b>9.30</b>	<b>9.30</b>	