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Fund & Budget Unit Structure (FY 2019-2020)

Below outlines the organizational structure the city uses to account for (including accounting numbers) revenues and expenditures of city operations. Revenues are accounted at the fund level. Expenditures are accounted at the budget unit level (e.g. Governing Body, Tree Trimming, Purchasing, Police, etc.).

GENERAL FUND

FUND 100 – GENERAL FUND

General Government

1. Governing Body – 4110
2. Public Services Admin. – 4115
3. City Manager’s Office – 4120
4. Human Resources – 4125
5. Wellness Center – 4126
6. Finance – 4130
7. Tax – 4140
8. Legal – 4150
9. Non-Departmental – 4190

Public Safety

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

Public Works

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

Economic Development

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

Cultural and Recreational

28. Parks and Recreation – 6120
29. Aquatics – 6121

SPECIAL REVENUE FUNDS

FUND 201 – MUNICIPAL SERVICE DISTRICT FUND

1. Municipal Service District – 5000

FUND 210 – SECTION 8 VOUCHER PROGRAM FUND

1. Housing Vouchers Program – 1500

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

1. Addl. \$5 Vehicle Tax – 8200

FUND 310 – COMMUNITY DEVELOPMENT BLOCK GRANT FUND

1. Administration – 3111
2. Projects – 3112

FUND 320 – HOME CONSORTIUM FUND

1. Administration – 3209
2. Projects – 3210

FUND 350 – MARKET RATE UNITS FUND

1. Market Rate Units – 3500

ENTERPRISE FUNDS

FUND 600 – STORMWATER FUND

1. Stormwater Operations – 7100

FUND 610 – ELECTRIC SYSTEMS FUND

1. Electric Administration – 7200
2. Purchased Power – 7210
3. Powerlines Maintenance – 7220
4. Tree Trimming – 7230
5. Electric Construction – 7240
6. Peak Shaving – 7241
7. Electric Engineering Services – 7250
8. Utility Locate Services – 7260

FUND 620 – WATER RESOURCES FUND

1. Hillgrove Treatment Plt. – 7330
2. Coddle Creek Treatment Plt. – 7331
3. Waterlines Op. & Maint. – 7340

FUND 630 – PUBLIC TRANSIT FUND

1. Rider Transit System – 7616

FUND 640 – WASTEWATER RESOURCES FUND

1. Wastewaterlines Op. & Maint.– 7420

FUND 650 – GOLF COURSE FUND

1. Rocky River Golf Club – 7501

FUND 680 – AVIATION FUND

1. Aviation Operations – 4530

FUND 690 – PUBLIC HOUSING FUND

1. Public Housing Operations – 1000

INTERNAL SERVICES FUND

FUND 800 – INTERNAL SERVICES FUND

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

PROJECT FUNDS

FUND 420 – PARKS & RECREATION CAPITAL PROJECTS

1. Parks & Recreation Capital Projects – 8300
2. Hector H Henry II Greenway – 8311

FUND 421 – WASTEWATER CAPITAL PROJECTS

1. Wastewater Projects – 8402

FUND 423 – TRANSPORTATION CAPITAL PROJECTS

1. Streets Projects – 8600

FUND 426 – FIRE & LIFE SAFETY PROJECTS

1. Fire & Life Safety Projects – 8670

FUND 429 – WATER CAPITAL PROJECTS

1. Water Projects – 8700

FUND 430 – GENERAL CAPITAL PROJECTS

1. BOC Capital Projects- 8800
2. General Fund Capital Projects – 8804

FUND 451 –AIRPORT PROJECTS

1. Airport Projects – 6300

FUND 473 – ELECTRIC PROJECTS

1. Electric Projects – 6949

FUND 474 – STORMWATER PROJECTS

1. Stormwater Master Plan – 7101
2. Stream Restoration Project – 7102
3. Stormwater Projects – 7103

FUND 475 – ROCKY RIVER GOLF COURSE PROJECTS

1. Golf Course – 7550

FIRST CONCORD/DEBT SERVICE FUNDS

FUND 550 – 2010 LIMITED OBLIGATION

1. 2010 LOBS – 7020

FUND 552 – 2014 LOBS

1. 2014 LOBS First Concord – 6990

CAPITAL RESERVE FUNDS

FUND 282 – UTILITY CAPITAL RESERVE

1. Utility Capital Reserve – 8120

FUND 285 – GENERAL CAPITAL RESERVE PROJECTS

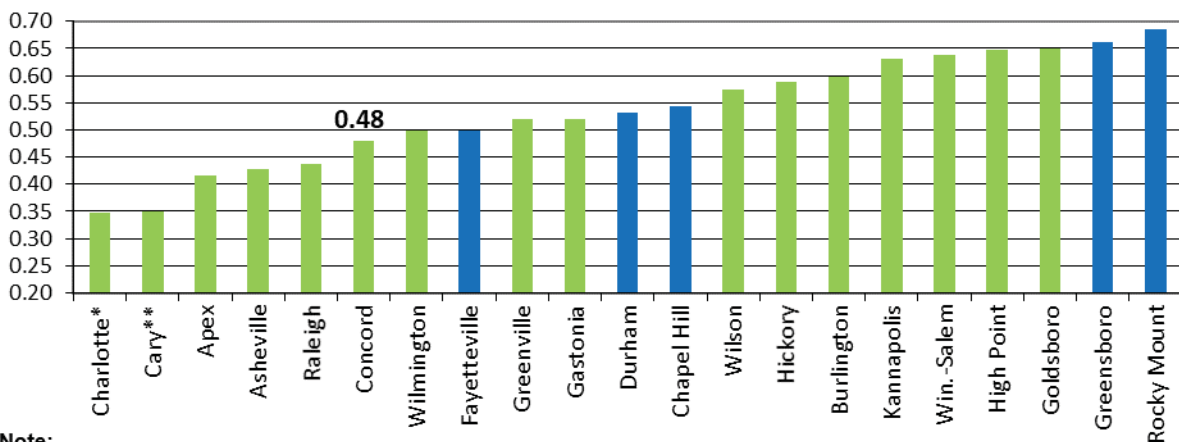
1. Capital Reserve Expenditures – 8150

Major Revenue Sources

General Fund: The current General Fund budget for the 2019-20 fiscal year totals \$94,483,872 compared to the original adopted budget of \$88,215,189 for FY 2018-19. Factoring out transfers, financing proceeds, and appropriations from fund balance (non-operating revenue); there is a revenue increase of \$5,143,083 (5.87%) when compared to the original adopted current budget. The increase in revenues for the City’s General Fund budget proposal is a result of a 3% growth in the City’s assessed values. The City’s tax rate of 0.48¢ per \$100 will not change. Local Option sales tax collections are also included in the City’s projected revenue growth. Sales tax collections are estimated conservatively for FY 2019-20; these revenues are directly related to economic conditions. The 2019-20 budget includes an increase in expected revenue from the Local Option sales tax source in the amount of \$435,900 or 2% when compared to current year projected collections. The proposed budget increases the vehicle license fee from \$15 to \$30 which results in projected revenue increases of \$1,170,000. The City will also implement a monthly solid waste fee this fiscal year. The fee is \$2.24 per household and will generate approximately \$910,000. The City has estimated revenues conservatively using information provided by the North Carolina League of Municipalities, historical and statistical trends, and other local factors. Again, this budget was prepared under the assumption that the City of Concord will receive all of its State shared revenues for the 2019-20 fiscal years.

Property Taxes: The budget is balanced with a property tax rate of \$.48 per \$100 valuation. This will yield \$56,120,900 in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 98%. The tax base used in this budget preparation represents a 3% increase in property values for a total valuation of \$11,687,479,000 (including motor vehicles). One cent on the City’s tax rate produces \$1,145,370 in revenue, after the City’s estimated collection rate is applied. This rate compares favorably to past City tax rates and remains one of the lowest in the state among medium to large size cities.

**FY 2019-20 Adopted Property Tax Rates for
NC Full-Service Cities Over 40,000 Pop.
(Cents per \$100 Valuation)**



Note:

*Charlotte - revenue neutral budget adopted for FY 2020 which created a 14 cent decrease to property tax.

**Cary - extensive use of development fees.

Cities in green apply a fee for solid waste (for some or all services) in addition to property tax.

Sales Taxes: Local sales taxes levied by the County comprise 2.25% of the total 7.0% sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1971, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986 and an additional ½-cent that was levied July 1,

2003. Effective October 1, 2008, the State took over one-quarter cent of the Article 44 local option sales tax and effective October 1, 2009 the state took over the remaining one-quarter cent of this local tax. The City will be completely reimbursed for the loss of this revenue with hold-harmless payments. The State of North Carolina collects the sales taxes and distributes them to the local units.

Local option sales taxes, telecommunications sales taxes and video programming sales taxes are estimated to be \$20,191,660 for fiscal year 2019-20. This total revenue source is expected to increase 2% when compared to the current year estimated collections. Sales tax allocations for Cabarrus County are based on proportional property tax levies. The City has projected 2% growth in local option sales tax allocations for FY 2019-20 when compared to FY 2018-19 budgeted collections. The City continues to apply a conservative approach when estimating this revenue source. Although sales continue to increase, the methods of distribution continue to be discussed at the State legislature. A conservative estimate ensures the City can react to any changes in revenue distribution methods and economic fluctuations.

Legislation passed during the 2001 session repealed the utility franchise tax on telephone companies and replaced it with a sales tax on telecommunications of 6% of gross receipts (now 8%). As State and local tax rates change, the percentage of the net proceeds on which the municipal distribution is based also changes in order to keep municipality's revenue share neutral. The rate is currently 18.7%. The estimated telecommunications sales tax included for FY 2019-20 is \$390,730, which represents an estimated 4% decrease when compared to FY19 estimated collections. Much of the recent decline has been driven by a loss in revenue from landlines as consumers have increasingly opted to go solely wireless.

The N.C. Department of Revenue distributes part of the state sales tax collected on video programming and telecommunication services to counties and cities. Local governments receive 23.6% of the sales tax collections from video programming service, an additional 7.7% of the existing telecommunications sales tax and 37.1% of sales tax collections on satellite television service. The estimated video programming sales tax included in FY 2019-20 is \$509,740, which represents 4% decline in this revenue source when compared to FY19 estimates. The decline in revenue is attributed to more consumers switching from traditional cable and satellite television services to Internet-based viewing services.

Electric Sales Tax & Piped Natural Gas Sales Tax: Effective July 1, 2014, the distribution method for the electricity sales tax changed as a result of the tax reform legislation passed during the General Assembly session in 2013. The general sales tax rate is now being applied to the sales of electricity, and 44 percent of the proceeds from the sales tax are returned to cities and towns. That percentage was chosen with the intent that it would be sufficient to hold municipalities harmless from the amount they were currently receiving in utility franchise tax distributions. The amount of electricity franchise tax municipalities received in Fiscal Year 2013-14 was intended to serve as a baseline for the amount they were to receive going forward. The City has projected Electric Sales Tax in FY2019-20 to be \$4,619,945 which is a 2% increase when compared to actual estimated collections in FY2019. As with the electricity sales tax, the distribution method for the tax on piped natural gas was changed as part of the tax reform legislation passed during the General Assembly session in 2013. The general sales tax rate is now applied to the sale of piped natural gas, and 20 percent of the proceeds from the sales tax are returned to cities and towns. Similar to the electricity sales tax, that percentage was chosen with the intention that it would be sufficient to hold municipalities harmless from the amount they were currently receiving in piped natural gas distributions. The amount of piped natural gas excise tax municipalities received in Fiscal Year 2013-14 is intended to serve as a baseline for the amount they are to receive going forward. The FY2019-20 proposed budget of \$300,000 represents no growth when compared to estimated collections for FY2019. These revenue sources are affected by the weather, thus a warm winter will cause revenues to be lower than expected. The City estimates these revenue sources conservatively so the weather should not affect our ability to support our funding proposals.

Powell Bill Street Allocation: In 2015, the amount of this distribution no longer represents a portion of

the motor fuel taxes collected. The current law states that Powell Bill revenues will be determined by an appropriation of funds by the General Assembly. There is no set formula that determines the total amount of Powell Bill funds received each year. Of the funds available each year, 25% is distributed to cities based on local street miles, and 75% based on population. The use of these funds is restricted to maintaining, repairing, constructing, reconstructing or widening any public street or thoroughfare within the City limits. Bridges, drainage, curb and gutter and other necessary appurtenances are also approved uses of these funds, but legislation passed in 2015 specifies that the funds should be primarily for resurfacing streets. These funds are expected to provide \$2,337,805 for FY 2019-20, which represents no growth when compared to current year estimates. This revenue source continues to remain flat as the State's allocation per street mile does not increase; in some years, it is reduced.

Fund Balance: The City's unassigned General Fund balance was \$48,122,752 as of June 30, 2018. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund balance at June 30, 2019. The City has allocated around \$9 million for one-time expenses related property purchases and capital outlay. These purchases will reduce the general fund unassigned fund balance by an estimated \$9 million. Our ability to maintain a healthy fund balance in previous fiscal years was attributable to the economic vibrancy present in the City of Concord and increases in available cash for investments, collection percentage of property taxes, and conservative estimates on revenues. As the City experienced a slowing economy, our conservative policies and procedures were even more important. The proposed budget for FY 2019-20 includes an appropriation of \$1,130,605 from fund balance. These funds will be used for a one time early payoff of an outstanding debt issue.

The recommended budget does appropriate \$3,819,644 from the General Capital Reserve fund balance for one time capital expenditures. In FY2007-08 the City created a General Fund Reserve to begin preparing for future projects and each year the City follows City Council policy to determine available resources to allocate to the Capital Reserve Fund. Although these reserves (approximately \$31,200,000) now reside in a separate fund from the General Fund and are no longer included in the City's General Fund *Balance*, the amounts are still available for projects and capital designated by the City Council.

Special Revenue Funds: The Municipal Service District tax rate is \$0.23 per \$100 assessed valuation. Also, included in the Special Revenue Fund is the budget request for Community Development Block Grant Funds, the H.O.M.E. Program, the Market Rate Units fund, the \$5 Vehicle Tax fund (Transit), and the Section 8 Housing Vouchers program. The special revenue funds total \$7,510,903.

Enterprise Funds: Stormwater, Electric, Water and Wastewater rates and operating charges will generate \$132,452,018 in revenues.

Stormwater: The Stormwater Fund is comprised of \$5,154,340 in operating revenue and \$86,000 in non-operating revenues. No fee increases are proposed for the Stormwater program. Rate revenue for FY 2020 is expected to increase 2% when compared to FY 2019 year-end estimates. Increases in rate revenue correlate with expecting customer base growth in the City.

Electric Fund: The Electric Fund is comprised of \$85,391,443 in operating revenues and \$851,000 in non-operating revenues, with no appropriation from retained earnings. Electric revenues are estimated using the City's rate model. The proposed budgeted revenue does not include a rate increase. The purchase power adjustment to rates will be evaluated during the year, but the FY 2020 budget proposal does not project increases in purchase power rate adjustments. FY 2020 rate revenue is anticipated to increase 1% when compared to FY 2019 year-end estimates. This growth is due to system expansion as residential and commercial development in the City continues to increase.

Water Fund: The Water Fund is comprised of \$24,359,235 in operating revenue, non-operating revenue of \$553,000, and there will be no appropriation from retained earnings. There are no water rate increases

included in the FY 2020 budget. Water rate revenue is projected to increase 2% when compared to FY 2019 year-end estimates. This increase is a result of anticipated system growth resulting from development.

Wastewater Funds: The Wastewater Fund is comprised of operating revenue of \$17,547,000 and non-operating revenue of \$272,000. There is no appropriation from retained earnings. There are no wastewater rate increases in the FY 2020 budget. Wastewater revenues are expected to increase 2% based upon current residential and commercial development trends when compared to FY 2019 year-end estimates.

Public Transit: The Public Transit budget is comprised of \$309,035 in operating revenue, \$3,292,755 in restricted intergovernmental revenue, and transfers of \$1,115,276. In FY 2020, Concord's General Fund contribution to the Transit system is \$725,276, which includes our portion of the CCX service run by Rider.

Golf Course: The Golf Course Fund anticipates earned revenue for FY 2019-20 to remain stable when compared to the amended budget of the prior year. Total revenues are estimated at \$2,718,627 which includes a transfer from the General Fund of \$941,643 which is designated towards debt service. A transfer of \$35,200 from the General Capital Reserve Fund will be used for capital outlay.

Aviation: The Aviation budget is comprised of \$11,093,195 in operating revenue, \$574,440 in non-operating revenue and a transfer of \$678,089 from the General Fund which represents payment in lieu of property tax. There is no appropriation from retained earnings. Fuel Sales have been budgeted with projected increases of 2%.

Public Housing: The Public Housing budget is comprised of \$1,369,656 in operating revenues and a transfer from the General Fund of \$375,000.

Internal Services Fund: The Internal Services Fund – comprised of Data Services, Customer Care, Utilities Collections, Billing, Engineering, Buildings and Grounds and Purchasing – totals \$14,923,243. All costs within this fund are allocated among the Electric, Water, Wastewater, Stormwater, Aviation and General Funds based on percentages derived from a cost allocation method.

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

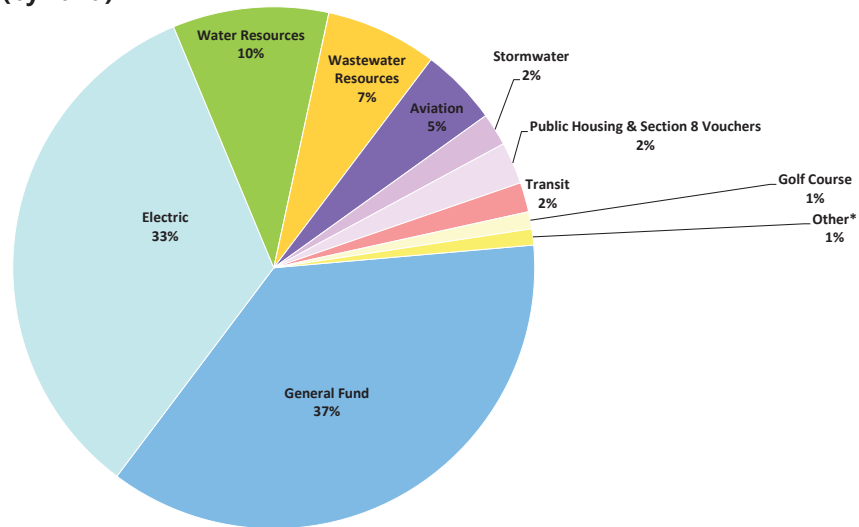
City Revenues

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Revenues	Revenues	Approved*	Revenues**	Recommended	Approved	Year
By Fund							
General Fund	\$ 83,308,158	\$ 95,051,878	\$ 98,334,577	\$ 92,779,210	\$ 94,483,872	\$ 94,483,872	\$ 97,781,229
Municipal Service District	\$ 105,203	\$ 93,547	\$ 92,264	\$ 88,846	\$ 96,830	\$ 96,830	\$ 97,310
Home Consortium Fund	\$ 452,800	\$ 1,217,161	\$ 1,595,350	\$ 1,609,797	\$ 1,374,504	\$ 1,374,504	\$ 1,104,277
Community Development							
Block Grant (CDBG) Fund	\$ 540,612	\$ 532,098	\$ 591,399	\$ 591,399	\$ 636,173	\$ 636,173	\$ 590,040
\$5 Vehicle Tax for Public Transit	\$ 392,114	\$ 394,968	\$ 411,000	\$ 404,377	\$ 390,000	\$ 390,000	\$ 390,000
Section 8 Voucher Program	\$ 4,547,877	\$ 4,647,246	\$ 4,913,527	\$ 4,840,542	\$ 4,949,729	\$ 4,949,729	\$ 4,949,729
Market Rate Units Fund	\$ 55,631	\$ 57,460	\$ 69,540	\$ 69,540	\$ 63,567	\$ 63,567	\$ 66,745
Stormwater Fund	\$ 4,132,138	\$ 5,093,458	\$ 5,158,257	\$ 5,442,585	\$ 5,240,340	\$ 5,240,340	\$ 5,344,793
Electric Fund	\$ 95,981,700	\$ 84,825,940	\$ 92,218,866	\$ 88,175,879	\$ 86,242,443	\$ 86,242,443	\$ 87,491,445
Water Resources Fund	\$ 24,182,011	\$ 24,355,786	\$ 29,998,984	\$ 26,450,888	\$ 24,912,235	\$ 24,912,235	\$ 25,399,332
Transit Fund	\$ 2,982,817	\$ 4,037,132	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,754,130
Wastewater Resources Fund	\$ 16,841,431	\$ 17,223,110	\$ 18,983,011	\$ 18,232,171	\$ 17,819,000	\$ 17,819,000	\$ 18,174,220
Golf Course Fund	\$ 2,582,974	\$ 2,744,584	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,700,679
Aviation Fund	\$ 9,404,114	\$ 11,148,016	\$ 14,507,839	\$ 12,249,011	\$ 12,345,724	\$ 12,345,724	\$ 12,049,572
Public Housing	\$ 1,308,977	\$ 1,247,075	\$ 1,399,125	\$ 1,469,848	\$ 1,744,656	\$ 1,744,656	\$ 1,369,656
TOTAL CITY REVENUES	\$ 246,818,557	\$ 252,669,459	\$ 275,773,778	\$ 259,409,245	\$ 257,752,019	\$ 257,752,019	\$ 262,263,157

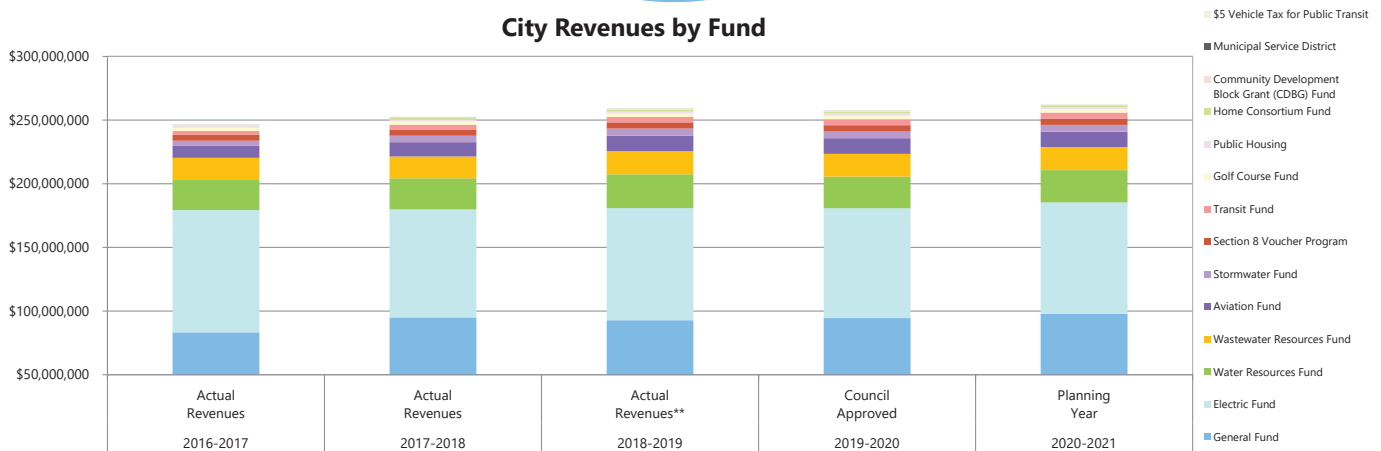
% budget change

* as amended **as of August 6, 2019

FY 2019-2020 City-wide Revenues (by Fund)



City Revenues by Fund



City Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
By Fund	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
General Fund	\$ 86,702,564	\$ 89,788,913	\$ 98,334,577	\$ 88,832,734	\$ 94,483,872	\$ 94,483,872	\$ 107,452,889
Municipal Service District	\$ 105,203	\$ 93,464	\$ 92,264	\$ 89,028	\$ 96,830	\$ 96,930	\$ 97,310
Home Consortium Fund	\$ -	\$ 1,026,176	\$ 1,595,350	\$ 841,186	\$ 1,374,504	\$ 1,374,504	\$ 1,104,304
Community Development							
Block Grant (CDBG) Fund	\$ -	\$ 1,020,955	\$ 591,399	\$ 205,467	\$ 636,173	\$ 636,173	\$ 590,040
\$5 Vehicle Tax for Public Transit	\$ 392,114	\$ 394,969	\$ 411,000	\$ 404,378	\$ 390,000	\$ 390,000	\$ 390,000
Section 8 Voucher Program	\$ 4,557,763	\$ 4,666,320	\$ 4,913,527	\$ 4,884,068	\$ 4,949,729	\$ 4,949,729	\$ 4,959,500
Market Rate Units Fund	\$ -	\$ 31,476	\$ 69,540	\$ 44,911	\$ 63,567	\$ 63,567	\$ 66,745
Stormwater Fund	\$ 4,132,138	\$ 5,093,458	\$ 5,158,257	\$ 5,442,585	\$ 5,240,340	\$ 5,240,340	\$ 5,344,793
Electric Fund	\$ 95,981,700	\$ 84,825,940	\$ 92,218,866	\$ 88,175,879	\$ 86,242,443	\$ 86,242,443	\$ 87,491,445
Water Resources Fund	\$ 21,076,312	\$ 29,690,155	\$ 29,998,984	\$ 25,665,011	\$ 24,912,235	\$ 24,912,235	\$ 41,711,199
Transit Fund	\$ 4,037,132	\$ 4,626,611	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,729,928
Wastewater Resources Fund	\$ 15,895,572	\$ 16,204,438	\$ 18,983,011	\$ 16,646,509	\$ 17,819,000	\$ 17,819,000	\$ 16,481,599
Golf Course Fund	\$ 2,582,974	\$ 2,744,584	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,700,679
Aviation Fund	\$ 10,107,388	\$ 12,188,399	\$ 14,507,839	\$ 13,350,309	\$ 12,345,724	\$ 12,345,724	\$ 11,287,009
Public Housing	\$ 1,842,531	\$ 1,777,345	\$ 1,399,125	\$ 1,199,994	\$ 1,744,656	\$ 1,744,656	\$ 1,385,687
Internal Service Fund***	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CITY EXPENDITURES	\$ 247,413,391	\$ 254,173,203	\$ 275,773,778	\$ 252,787,211	\$ 257,752,019	\$ 257,752,119	\$ 285,793,127

% budget change

3%

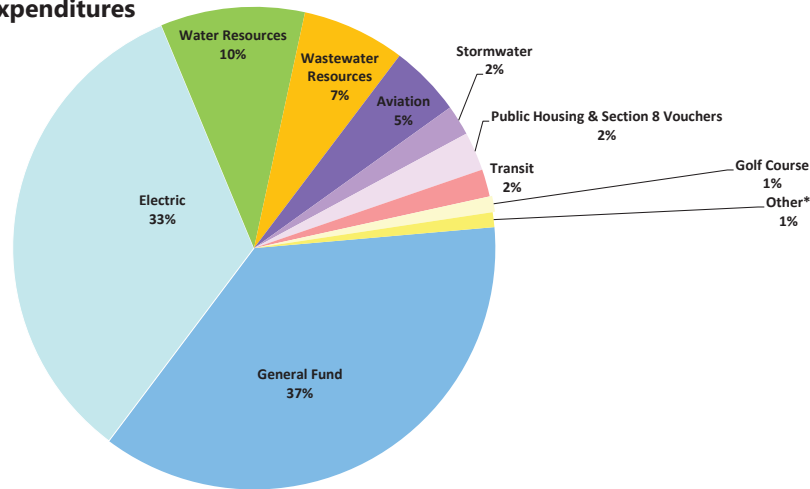
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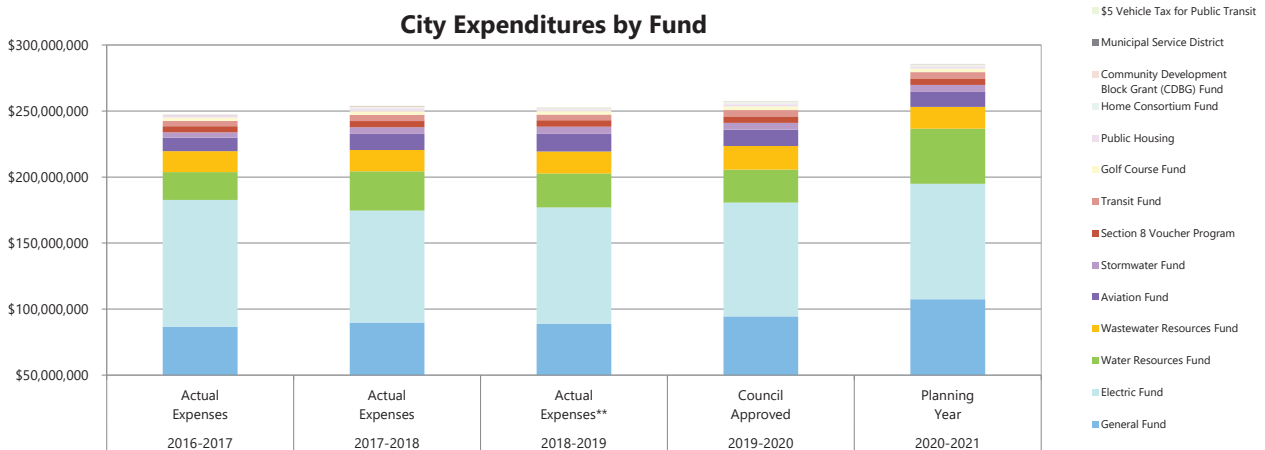
* as amended **as of August 6, 2019

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

FY 2019-2020 City-wide Expenditures



City Expenditures by Fund



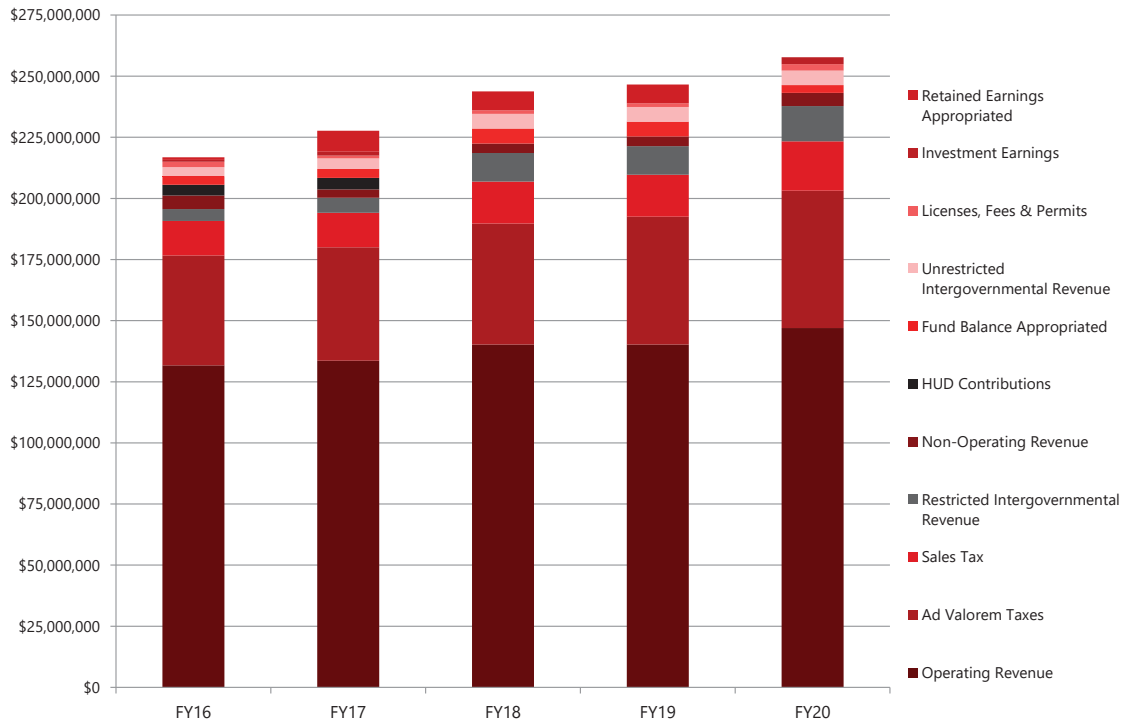
Budget by

Revenues:	General Fund		Special Revenue Funds				
	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Market Rate Units
Ad Valorem Taxes	\$ 56,120,901	\$ 96,830	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	\$ 20,191,661	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Fees & Permits	\$ 2,230,000	\$ -	\$ -	\$ -	\$ -	\$ 390,000	\$ -
Unrestricted Intergovernmental Revenue	\$ 5,963,310	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Intergovernmental Revenue	\$ 4,001,380	\$ -	\$ 4,949,729	\$ 1,206,157	\$ 633,508	\$ -	\$ -
Operating Revenue	\$ 924,465	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,567
Other/Non-Operating Revenue	\$ 3,952,155	\$ -	\$ -	\$ 100,000	\$ 2,665	\$ -	\$ -
Investment Earnings	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ 68,347	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 94,483,872	\$ 96,830	\$ 4,949,729	\$ 1,374,504	\$ 636,173	\$ 390,000	\$ 63,567

Expenditures:							
Personal Services*	\$ 51,632,184	\$ -	\$ 81,528	\$ 68,681	\$ 94,023	\$ -	\$ -
Operations	\$ 28,799,000	\$ 96,830	\$ 4,868,201	\$ 1,305,823	\$ 542,150	\$ 390,000	\$ 32,561
Capital Outlay	\$ 3,982,393	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 3,276,642	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (213,547)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 7,007,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,006
TOTAL EXPENDITURES	\$ 94,483,872	\$ 96,830	\$ 4,949,729	\$ 1,374,504	\$ 636,173	\$ 390,000	\$ 63,567

*Note: Personal Service costs for the Internal Service Fund (\$8,373,027) are captured in the Cost Allocations line above

Budgeted Revenues FY16-FY20



Fund: FY2019-2020

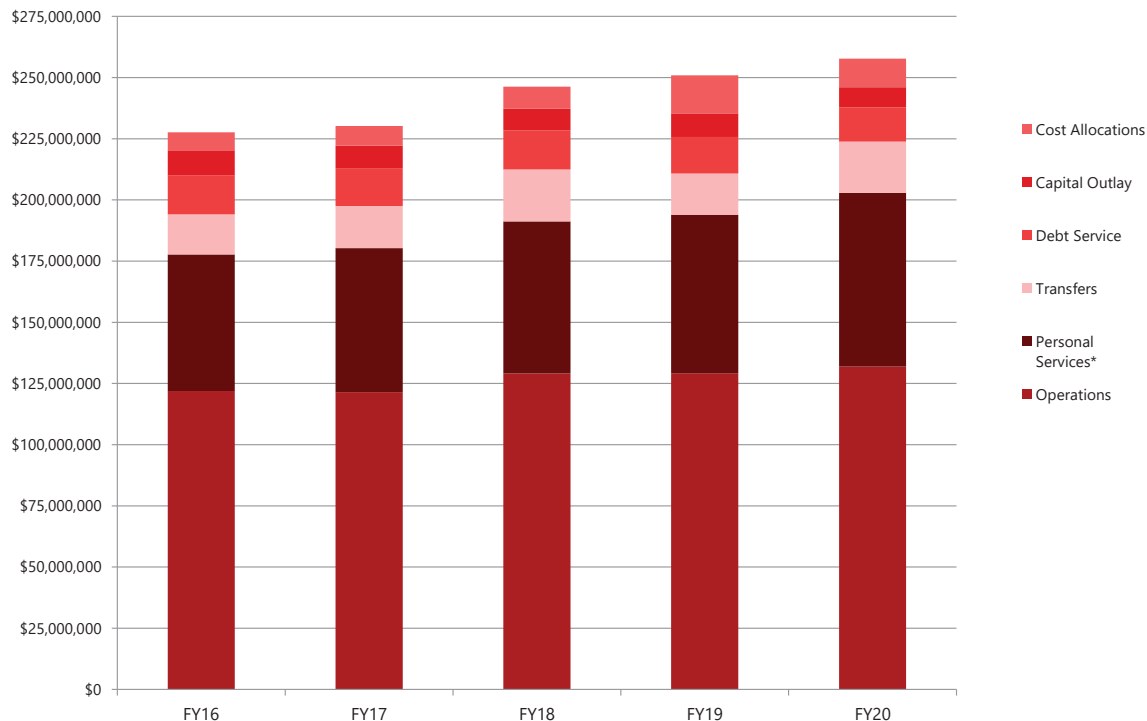
Enterprise Funds

Revenues:	Stormwater	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing	All Funds
Ad Valorem Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,217,731
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,191,661
Licenses, Fees & Permits Unrestricted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,205	\$ -	\$ 2,644,205
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,963,310
Restricted Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 3,292,755	\$ -	\$ -	\$ 357,435	\$ -	\$ 14,440,964
Operating Revenue	\$ 5,154,340	\$ 85,391,443	\$ 24,359,235	\$ 309,035	\$ 17,547,000	\$ 1,739,478	\$ 11,093,195	\$ 358,619	\$ 146,940,377
Other/Non-Operating Revenue	\$ 6,000	\$ 101,000	\$ 53,000	\$ -	\$ 1,000	\$ 19,559	\$ 92,800	\$ 1,011,037	\$ 5,339,216
Investment Earnings	\$ 80,000	\$ 750,000	\$ 500,000	\$ -	\$ 271,000	\$ -	\$ 100,000	\$ -	\$ 2,801,000
Retained Earnings									
Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ 1,115,276	\$ -	\$ 976,843	\$ 678,089	\$ 375,000	\$ 3,213,555
TOTAL REVENUE	\$ 5,240,340	\$ 86,242,443	\$ 24,912,235	\$ 4,717,066	\$ 17,819,000	\$ 2,735,880	\$ 12,345,724	\$ 1,744,656	\$ 257,752,019

Expenditures:

Personal Services*	\$ 1,490,651	\$ 7,133,261	\$ 4,749,888	\$ 468,379	\$ 2,243,273	\$ -	\$ 2,840,624	\$ 173,608	\$ 70,976,100
Operations	\$ 710,575	\$ 62,169,762	\$ 10,256,152	\$ 4,199,667	\$ 8,518,800	\$ 1,741,784	\$ 7,074,377	\$ 1,196,048	\$ 131,901,730
Capital Outlay	\$ 347,000	\$ 837,800	\$ 1,132,500	\$ -	\$ 1,109,500	\$ 35,200	\$ 454,020	\$ 375,000	\$ 8,273,413
Debt Service	\$ 960,915	\$ 2,056,758	\$ 2,975,491	\$ -	\$ 2,332,536	\$ 941,643	\$ 1,445,642	\$ -	\$ 13,989,627
Cost Allocations	\$ 1,731,199	\$ 3,916,230	\$ 3,606,322	\$ 46,472	\$ 2,083,814	\$ -	\$ 516,589	\$ -	\$ 11,687,079
Transfers	\$ -	\$ 10,128,632	\$ 2,191,882	\$ 2,548	\$ 1,531,077	\$ 17,253	\$ 14,472	\$ -	\$ 20,924,070
TOTAL EXPENDITURES	\$ 5,240,340	\$ 86,242,443	\$ 24,912,235	\$ 4,717,066	\$ 17,819,000	\$ 2,735,880	\$ 12,345,724	\$ 1,744,656	\$ 257,752,019

Budgeted Expenses FY16-FY20



Fund Balances / Net Position

Amounts shown as fund balance for Governmental Funds represent a running total of monies over the years that remain unspent after all budgeted expenditures have been made. For many years, the North Carolina Local Government Commission has recommended that units retain an amount of available fund balance in the general fund to at least 8% of the appropriations of the fund. The Concord City Council has a financial policy requiring a fund balance between 30%-35% of its general fund operating budget. The reason for this policy is to avoid cash flow interruptions, to generate investment income, to eliminate the need for short-term borrowing, and to have a reserve available in case of sudden emergencies. In accordance with GASB, the City reports net position (total assets and deferred outflows of resources less total liabilities and deferred inflows of resources) in Proprietary Funds as opposed to retained earnings (accumulated earnings of funds after all budget business expenses have been made).

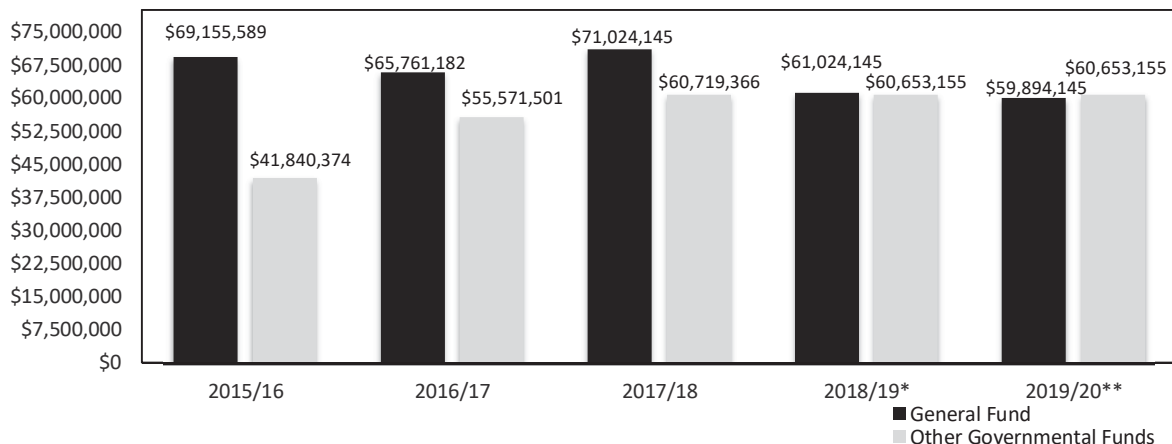
Fund Balances	2015/16	2016/17	2017/18	2018/19*	2019/20**
General Fund	\$ 69,155,589	\$ 65,761,182	\$ 71,024,145	\$ 61,024,145	\$ 59,894,145
Other Governmental Funds	\$ 41,840,374	\$ 55,571,501	\$ 60,719,366	\$ 60,653,155	\$ 60,653,155
Totals	\$ 110,995,963	\$ 121,332,683	\$ 131,743,511	\$ 121,677,300	\$ 120,547,300

Net Position					
Business Type Activities - Enterprise Funds					
Electric Fund	\$ 124,537,481	\$ 125,954,387	\$ 126,831,990	\$ 123,131,990	\$ 123,131,990
Water Fund	\$ 109,735,536	\$ 118,564,233	\$ 124,292,183	\$ 119,167,930	\$ 119,167,930
Wastewater Fund	\$ 78,340,107	\$ 84,280,055	\$ 90,323,388	\$ 89,404,005	\$ 89,404,005
Aviation Fund	\$ 79,196,922	\$ 80,838,050	\$ 80,700,744	\$ 78,200,745	\$ 78,200,745
Stormwater Fund	\$ 53,448,011	\$ 53,487,099	\$ 53,624,918	\$ 53,600,000	\$ 53,600,000
Other Enterprise Funds	\$ 17,030,560	\$ 16,206,817	\$ 14,395,513	\$ 14,400,000	\$ 14,400,000
Totals	\$ 462,288,617	\$ 479,330,641	\$ 490,168,736	\$ 477,904,670	\$ 477,904,670

* unaudited

** estimate

Fund Balance



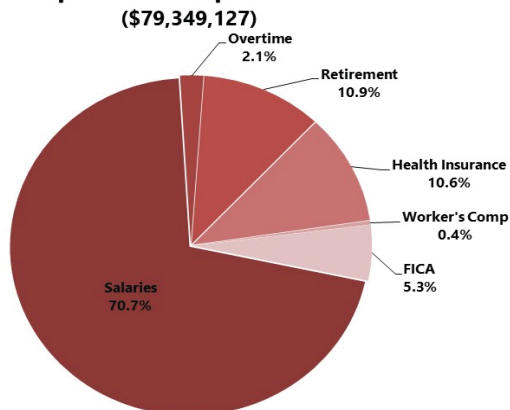
Personnel Summary

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

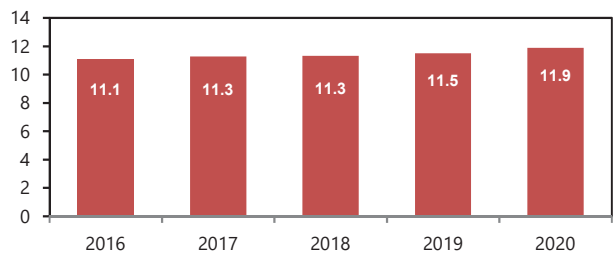
Budget Unit	FY 2016-17 FTE	FY 2017-18 FTE	FY 2018-19 FTE	FY 2019-20 FTE
GENERAL FUND				
General Government				
Public Services Administration	1	1	1	1
City Manager's Office	6.5	6.5	6.5	7
Human Resources	11	12	13	13
Finance	13	13	13	14
Tax	3.5	0.75	0.75	0.75
Legal	6	6	6	6
Non-Departmental	0	0	0	0
Public Safety				
Police	202.25	204	206	209
Code Enforcement	8	8	9	9
Emergency Communications	23.5	25.5	25.5	25.5
Radio Shop	3.5	4.1	4.1	4.5
Fire	187	194	200	217
Fire Prevention	9.5	9.5	10.2	10.2
Fire Training	4	4	4	4
Emergency Management	2	2	2	1
Public Works				
Streets & Traffic	30	34	34.5	35.5
Powell Bill (staff part of Streets & Traffic)	0	0	0	0
Traffic Signals	6	6	6	7
Traffic Services	5	5	5	5
Solid Waste & Recycling	31.5	32.5	34.5	36
Cemeteries	8	8	8	9
Fleet Services	14	14	14	14
Economic Development				
Planning & Neighborhood Development	16	17	18	18
Transportation Planning (contract)	0	0	0	0
Economic Development	1	1	1	1
Culture & Recreation				
Parks & Recreation	23.43	29.93	31.5	34
Parks & Recreation - Aquatics (seasonal staff)	0	0	0	0
Total FTE General Fund	615.7	637.8	653.6	681.5
OTHER FUNDS				
Municipal Service District Fund	0	0	0	0
HOME Consortium Fund	0.8	0.8	0.8	0.8
Transportation Improvement Fund	0	0	0	0
CDBG Fund	1.2	1.2	1.2	1.2
Addl. \$5 Vehicle Tax (Transit) Fund	0	0	0	0

Budget Unit	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19
	FTE	FTE	FTE	FTE
Stormwater Fund				
Stormwater Operations	19.76	21.09	20.58	20.58
Electric Systems Fund				
Electric Administration	3	3	3	3
Purchased Power	0	0	0	0
Powerlines Maintenance	17	18	18	18
Tree Trimming	7	7	8	8
Electric Construction	33	35	37	37
Peak Shaving	0	0	0	0
Electric Engineering Services	8	8	8	8
Utility Locate Services	5	5	5	5
Water Resources Fund				
Hillgrove Water Treatment Plant	14.5	14.5	14.5	14.5
Coddle Creek Water Treatment Plant	15.5	15.5	16.5	16.5
Waterlines Operations & Maintenance	36.26	35.6	35.09	36.1
Public Transit Fund				
Rider Transit System	5	6.5	6.5	6.5
Wastewater Resources Fund				
Wastewaterlines Operations & Maintenance	31.98	31.31	31.83	31.82
Golf Course Fund				
Golf Course Operations (contract)	0	0	0	0
Aviation Fund				
Aviation Operations	40	41.5	43.5	46.5
Public Housing / Sec. 8 Vouchers Funds				
Public Housing Operations / Vouchers Program	14	13	14	14
Internal Services Fund				
Utilities Collections	4.5	5	5	5
Data Services (contract)	1	1	1	1
Billing	10	11.25	14.25	16.25
Customer Care	26	27	25	25
Engineering	24	26	26	26
Purchasing	7	7	7	7
Buildings & Grounds	42.3	44.6	47.5	49.5
Total FTE Other Funds	366.8	378.9	389.3	397.3
Total FTE All City Funds	982.5	1,016.6	1,042.8	1,078.7

FY 19-20 Summary of Budgeted City-wide Compensation Expenditures*



Number of City Employees Per 1,000 Population



Customer Service Advancement Team

Concord is committed to creating a culture of customer service and providing the best service possible to our citizens. Customer service is the responsibility of every coworker; and as such, each time coworkers interacts with an individual, answers a telephone, sends an e-mail, writes a letter, or attends a meeting, an impression is made on customers - whether they are citizens, visitors, or coworkers. The City hopes that **TEAM CONCORD** becomes the standard for how we work together to serve and interact with customers.



Background

Upon the direction of the City Council, a customer service team composed of a dedicated group of co-workers from each department was formed in September 2007. The group's charge was to establish a shared definition of excellent customer service and to determine the best way to develop a culture of providing excellent customer service. Team members held frequent meetings and worked with a facilitator to develop a strategy. They adopted a motto – “Committed to excellent service” – established 9 key principles, a set of shared values and principles. Other accomplishments include the delivery of city wide customer service training and the developed of an employee recognition initiative. After several years of work, the team gained new members and adopted a new name – Customer Service Advancement Team. In 2015 the team expanded the employee recognition program. The new program titled *High 5 for Excellent Service* provides internal and external customers the ability to recognize instances when of co-workers providing excellent service.

The Customer Service Advancement Team is comprised of co-workers from each city department. The members are appointed by the City Manager based on the recommendation from the respective Department Director. Team meetings are held at 9:00 a.m. on the 2nd Wednesday of each month. During these meetings, team members present updates to programs, and discuss ways to continue to promote the culture of excellent customer service for our organization.

Team Members

Jody Lowder, Aviation
Will Barnes, Buildings & Grounds
Erin Broadway, Communications
Billy Robbins, Electric Systems
Charity Langston, Engineering
Lesley Reder, Finance
Ann Baldwin, Collections, Customer Care
Robert Beamon, Fleet Services
Charles Thompson, Purchasing
Aprill King, Fire
Brad Hunt, Fire
Elizabeth Rutledge, Housing
Kim Hardy, Human Resources
Rodney Burgess, Parks & Recreation
Ytalo Delgado, Police
Maria Brown, Planning & Neighborhood Development
Desmond Miller, Code Enforcement
Marquita Macon, Solid Waste



Charlotte Thatch, Transit
Dustin Cress, Transportation
Jamie Talbert, Wastewater
Leslie Allman, Stormwater
Terry Paxton, Water

Facilitator: Cherie Jzar, City Manager's Office

Background on the City's Performance Measurement Efforts

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

Why do local governments measure performance? There are a number of reasons, which include:¹

1. To improve accountability
2. To enhance city planning and budgeting
3. To improve operational practices
4. To conduct performance evaluations/management by objectives/performance appraisals
5. To assist decision-making with regard to resource allocation, and
6. To enhance management decisions and contract monitoring

North Carolina Local Government Performance Measurement Project

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

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

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

Since 2001, the City has maintained an aggressive effort to incorporate the use of performance measures in all departments. Nearly all departments report performance information, which can be found on individual departmental pages later in this document. The implementation and enhancement of performance measurement is a continuous journey is reflected in budget documents.

¹ Ammons, David N. (2001). *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards* (2nd ed.). Thousand Oaks, CA: Sage Publications.

Summary of External Agency Funding

The City of Concord grants funding to non-governmental, or "External Agencies," that contribute to the City's cultural, social, and economic vitality. External Agency funding requests are considered by the City Council under the auspices of the Public Purpose Clause of the North Carolina State Constitution (Article V, Sec. 2(7)). Further guidance by North Carolina Supreme Court case law allows the City Council to choose to fund activities that 1) are within the appropriate scope of governmental involvement and reasonably related to community needs and 2) benefit the general public, as opposed to special interests or persons.

External Agency	Departmental Budget	FY 16/17 Budget	FY 17/18 Budget	FY 18/19 Budget	FY 19/20 Budget
General Fund					
Big Brothers, Big Sisters of Cabarrus County	Parks & Rec	-	-	4,000	5,500
Boys & Girls Club of Cabarrus County	Parks & Rec	7,500	7,500	7,500	9,000
Cabarrus Arts Council, Inc.	Parks & Rec	42,780	42,780	42,780	42,500
Cabarrus Events Association	Econ Dev	5,000	5,000	5,000	6,000
Cabarrus Victims Assistance Network (CVAN) Sustaining Grant	Police	10,000	10,000	10,000	10,000
Conflict Resolution Center (Teen Court)	Police	3,500	4,000	4,000	8,500
Habitat for Humanity Cabarrus County	Planning & Nbhd	6,000	6,500	6,500	9,500
Historic Cabarrus, Inc.	Econ Dev	9,000	9,000	9,000	10,500
Special Olympics Cabarrus County	Parks & Rec	2,000	2,000	2,000	-
Sub-total		<u>\$85,780</u>	<u>\$86,780</u>	<u>\$86,780</u>	<u>\$101,500</u>
Utility Fund					
Cabarrus Cooperative Christian Ministries	Water, Electric, Wastewater	15,000	15,000	22,000	24,000
Sub-total		<u>\$15,000</u>	<u>\$15,000</u>	<u>\$22,000</u>	<u>\$24,000</u>
Community Development Block Grant					
Academic Learning Center	CDBG	-	-	4,000	4,500
Cabarrus Cooperative Christian Ministry	CDBG	7,000	8,000	8,000	9,000
Cabarrus Meals on Wheels	CDBG	5,000	5,000	5,000	8,000
Coltrane LIFE Center, Inc.	CDBG	5,000	5,000	5,000	5,000
El Puente Hispano	CDBG	-	-	-	7,000
Hope Haven - Sustaining	CDBG	7,500	10,000	9,700	10,000
Multicultural Community Student Union	CDBG	3,500	4,000	4,000	-
Opportunity House	CDBG	2,500	3,000	3,800	4,000
Prosperity Unlimited, Inc.	CDBG	8,500	8,500	8,500	9,000
Salvation Army	CDBG	6,000	7,000	9,600	12,500
Sub-total		<u>\$45,000</u>	<u>\$50,500</u>	<u>\$53,600</u>	<u>\$69,000</u>
TOTAL FOR ALL FUNDS		<u>\$145,780</u>	<u>\$152,280</u>	<u>\$162,380</u>	<u>\$194,500</u>

NOTE: A dash (-) signifies that no request was made or granted.