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Enterprise Funds Overview

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

FUNDS & BUDGET UNITS:

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

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

Electric Systems Administration: Electric Systems Administration provides leadership, coordination of 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, NTE, Duke Power Co., Southeast 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 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.

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

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

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

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

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

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

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

Golf Course Fund: The Dan Maples designed Rocky River Golf Course at Concord is a full-service 18-hole championship golf course open to all citizens. The City contracts course management to John Q. Hammonds. Additional information regarding Rocky River Golf Club at Concord may be obtained by contacting Peter Franzese, Public Affairs and Projects Manager, at (704) 920-5210 or via email at franzese@concordnc.gov.

Aviation Fund: The Aviation Department – Concord-Padgett 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-Padgett Regional Airport may be obtained by contacting Dirk Vanderleest, Aviation Director, at (704) 920-5900 or via email at vanderleestd@concordnc.gov.

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

Stormwater Fund Revenues

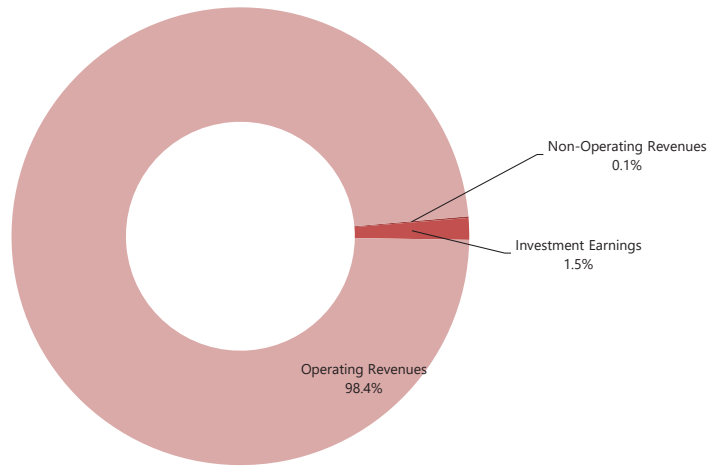
Fund 600

	2016-2017 Actual Revenues	2017-2018 Actual Revenues	2018-2019 Council Approved*	2018-2019 Actual Revenues**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Non-Operating Revenues	\$ 45,704	\$ 66,218	\$ 24,971	\$ 24,760	\$ 6,000	\$ 6,000	\$ 6,000
Investment Earnings	\$ 50,728	\$ 65,045	\$ 75,585	\$ 344,699	\$ 80,000	\$ 80,000	\$ 81,600
Operating Revenues	\$ 4,035,706	\$ 4,962,195	\$ 5,058,300	\$ 5,073,126	\$ 5,154,340	\$ 5,154,340	\$ 5,257,193
Retained Earnings Appropriated	\$ -	\$ -	\$ (599)	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 4,132,138	\$ 5,093,458	\$ 5,158,257	\$ 5,442,585	\$ 5,240,340	\$ 5,240,340	\$ 5,344,793
% budget change		23%		6.9%		2%	

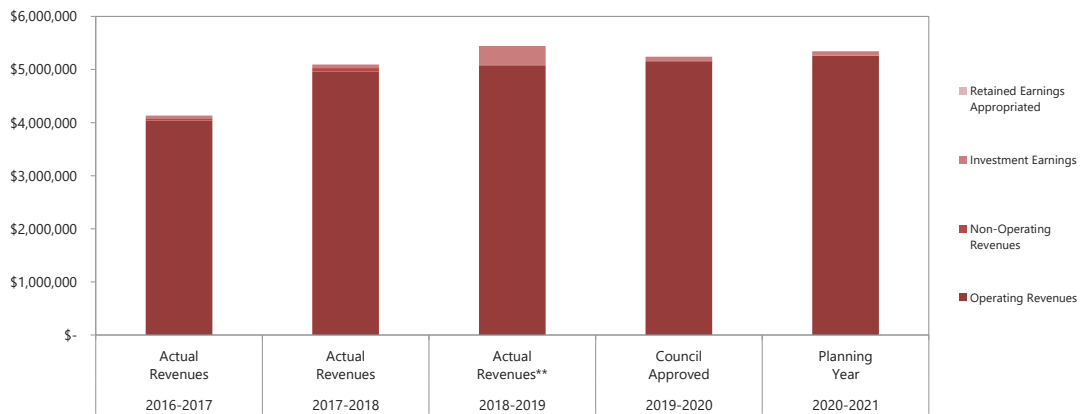
* as amended

**as of August 6, 2019

**FY 20 Stormwater Fund Revenue
(By Source)**



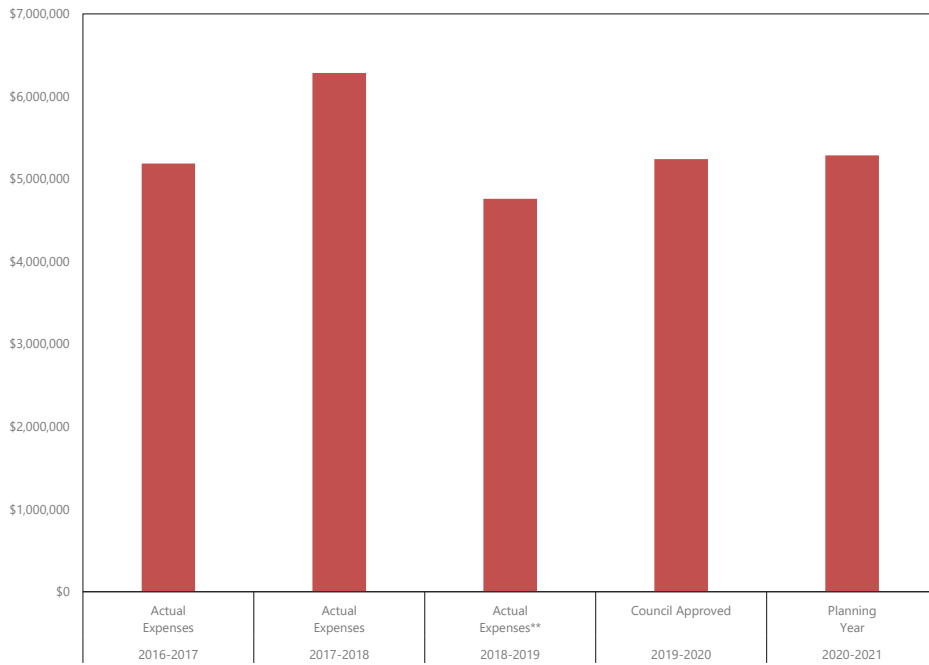
Stormwater Revenue Trend



Stormwater Fund Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Stormwater Operations	\$ 5,187,444	\$ 6,284,500	\$ 5,158,257	\$ 4,759,419	\$ 5,240,340	\$ 5,240,340	\$ 5,286,201
Total Expenditures	\$ 5,187,444	\$ 6,284,500	\$ 5,158,257	\$ 4,759,419	\$ 5,240,340	\$ 5,240,340	\$ 5,286,201
% budget change		21%		-24.3%		2%	
* as amended							
**as of August 6, 2019							

Stormwater Expenditure Trend



Stormwater Operations & Maintenance

Mission Statement

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.

Major Services 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.
- Assist in the review of 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.

Organizational Chart Locator

Fund: 600 Stormwater Fund

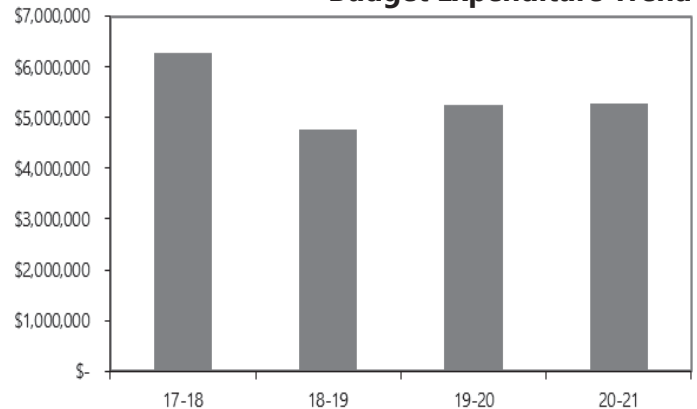
Functional Area: Utilities - Stormwater

Budget Unit: **7100 Stormwater**

Personnel Summary

Fiscal Year	FTE
16-17	19.73
17-18	21.09
18-19	20.58
19-20 Request	20.58

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued to deploy technology in the field to enhance customer service and efficiency.
- Began construction of the Havencrest Court Culvert Replacement project.
- Completed the design and easement acquisition of the following FY18-19 CIP projects and started the construction phase: Culvert replacements along Chadbourne Avenue and Chelwood Drive in Zemosa Acres Subdivision. In addition, completed the design of the culvert replacement project along Glen Eagles Lane in Morris Glen Subdivision and started easement acquisition.
- Completed the construction of the Hanover Drive Culvert Replacement project in Zemosa Acres Subdivision.
- Continued to enhance the existing stormwater GIS system by improving field/office procedures and adding new technology where it is needed.

FY 19-20 Budget Highlights

- Complete the construction of the Havencrest Court, Chadbourne Avenue, and Chelwood Drive Culvert Replacement projects, and start the construction of the Kerr Street and Glen Eagles Lane Culvert Replacement projects.
- Continue programming system changes, and developing and designing projects recommended by the stormwater master planning and related studies.
- Continue to deploy new technology in the field to enhance overall customer service and efficiency.
- Continue to enhance the existing stormwater GIS system by improving field/office procedures and adding new technology; this includes coordination with Engineering Department staff in collecting GIS data for newly installed stormwater infrastructure.

Steps/Programs to Enhance Performance

- Continue to monitor potential regulatory changes to NPDES stormwater permit.
- Continue leveraging GIS capabilities in the field/office to help identify issues and solutions, as well as improve database accuracy.
- Continue using the latest technology to enhance our performance to our customers.
- Continue to evaluate the ditch maintenance program to maximize efficiencies.
- Continue to develop educational type programs that relate to the City's Stormwater Utility Credit and Adjustment Manual.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Customer Service	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.	% of service requests investigated & responded to within 2 working days	Effectiveness	99.77%	100%	98%	100%	100%
Safety	Provide training and corrective actions to support a safe working environment for co-workers and the public.	# of preventable accidents	Effectiveness	3	0	0	0	0
Maintain NPDES Phase II Compliance	To implement required NPDES Phase II Stormwater program elements in order to reduce pollution and erosion caused by storm water runoff.	Total number of Phase II education events	Workload	30	30	37	30	30
		% of BMPs inspected per year	Workload	100%	25%	45%	25%	25%
		% of City facilities inspected	Effectiveness	33%	100%	100%	100%	100%
Development Plan Review	To complete thorough review in a timely manner to support development while assuring compliance with City ordinances and required NPDES Phase II Stormwater program elements.	No measures						
Scheduled Street Sweeping	To complete established sweeping routes on schedule in order to reduce pollution from streets reaching streams and degrading water quality.	Total # of times streets swept per year	Workload	12	12	12	12	12

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7100							
Personnel Services	\$ 1,273,499	\$ 1,338,822	\$ 1,385,312	\$ 1,398,214	\$ 1,490,651	\$ 1,490,651	\$ 1,614,462
Operations	\$ 432,193	\$ 481,412	\$ 787,342	\$ 439,590	\$ 710,575	\$ 710,575	\$ 708,624
Capital Outlay	\$ -	\$ -	\$ 221,000	\$ 215,556	\$ 347,000	\$ 347,000	\$ 230,000
Depreciation	\$ 1,709,285	\$ 1,737,754	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ -	\$ 14,034	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 636,004	\$ 647,736	\$ 702,525	\$ 643,981	\$ 960,915	\$ 960,915	\$ 960,915
Transfers	\$ 1,136,463	\$ 2,064,742	\$ 2,062,078	\$ 2,062,078	\$ 1,731,199	\$ 1,731,199	\$ 1,772,200
Total Expenditures	\$ 5,187,444	\$ 6,284,500	\$ 5,158,257	\$ 4,759,419	\$ 5,240,340	\$ 5,240,340	\$ 5,286,201
% budget change		21%		-24%		2%	

* as amended

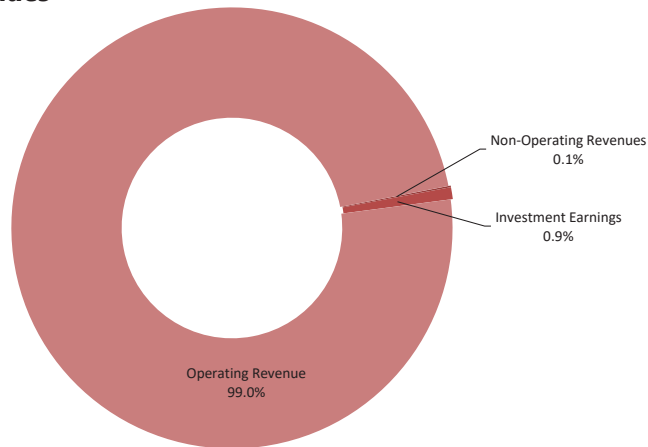
** as of August 6, 2019

Electric Systems Revenue

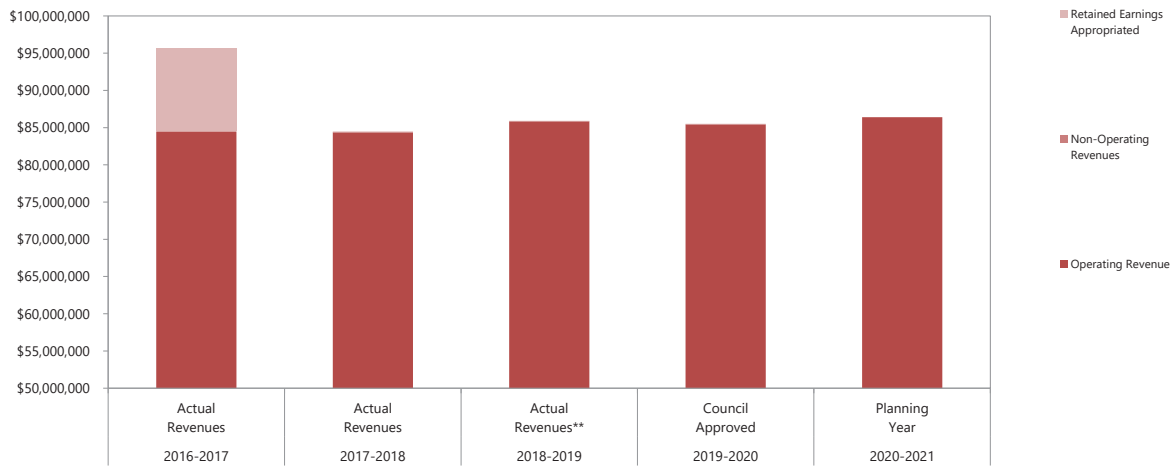
Fund 610

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
Non-Operating Revenues	\$ 27,284	\$ 95,919	\$ 83,201	\$ 96,763	\$ 101,000	\$ 101,000	\$ 100,000
Investment Earnings	\$ 349,602	\$ 383,818	\$ 889,308	\$ 2,261,705	\$ 750,000	\$ 750,000	\$ 1,000,000
Operating Revenue	\$ 84,473,951	\$ 84,346,203	\$ 84,313,901	\$ 85,817,411	\$ 85,391,443	\$ 85,391,443	\$ 86,391,445
Retained Earnings Appropriated	\$ 11,130,863	\$ -	\$ 6,932,456	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 95,981,700	\$ 84,825,940	\$ 92,218,866	\$ 88,175,879	\$ 86,242,443	\$ 86,242,443	\$ 87,491,445
% budget change		-11.62%		4%		-6.5%	
* as amended							
**as of August 6, 2019							

FY20 Electric Systems Revenues



Electric Systems Revenue Trend

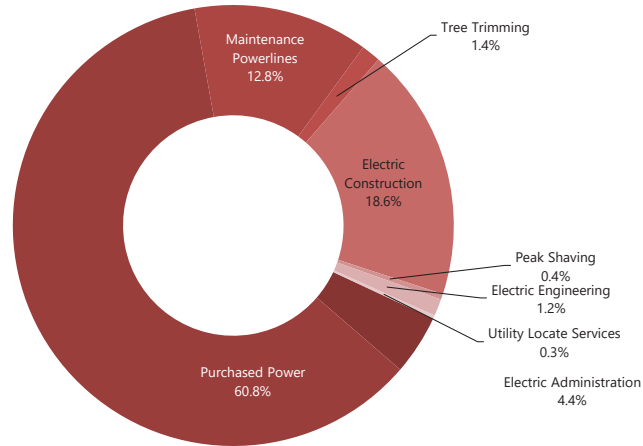


Electric Systems Expenditures

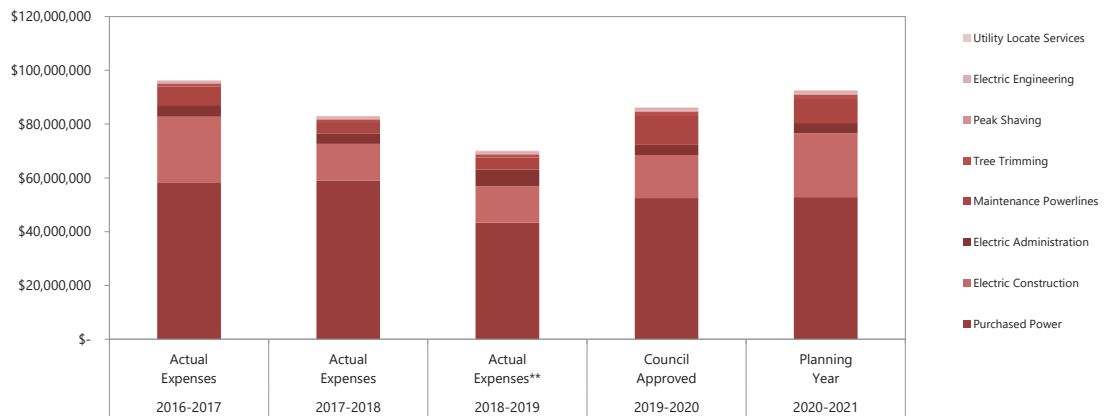
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Electric Administration	\$ 4,382,350	\$ 3,861,918	\$ 10,140,678	\$ 6,202,235	\$ 3,785,884	\$ 3,785,884	\$ 3,795,969
Purchased Power	\$ 58,128,838	\$ 58,958,183	\$ 55,634,976	\$ 43,308,998	\$ 52,474,382	\$ 52,474,382	\$ 52,855,890
Maintenance Powerlines	\$ 6,917,947	\$ 4,238,857	\$ 4,799,920	\$ 4,472,636	\$ 11,078,795	\$ 11,078,795	\$ 9,286,709
Tree Trimming	\$ 960,828	\$ 984,436	\$ 1,470,610	\$ 1,178,728	\$ 1,216,477	\$ 1,216,477	\$ 1,250,790
Electric Construction	\$ 24,591,023	\$ 13,725,438	\$ 18,244,233	\$ 13,586,872	\$ 16,041,457	\$ 16,041,457	\$ 23,742,678
Peak Shaving	\$ 346,784	\$ 335,725	\$ 497,669	\$ 187,251	\$ 357,482	\$ 357,482	\$ 358,482
Electric Engineering	\$ 832,778	\$ 813,201	\$ 1,206,645	\$ 987,294	\$ 1,067,604	\$ 1,067,604	\$ 1,147,154
Utility Locate Services	\$ 145,313	\$ 167,407	\$ 224,105	\$ 186,857	\$ 220,362	\$ 220,362	\$ 240,769
Total Expenses	\$ 96,305,861	\$ 83,085,165	\$ 92,218,836	\$ 70,110,871	\$ 86,242,443	\$ 86,242,443	\$ 92,678,441
% budget change		-14%		-16%		-6.5%	

* as amended
 **as of August 6, 2019

FY20 Electric Systems Expenditures



Electric Systems Expenditure Trends



Electric Systems Administration

Mission Statement

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 that is safe for employees, customers, and the general public in a fiscally responsible manner.

Major Services Provided

- Safety
- Electric System Management

Organizational Chart Locator

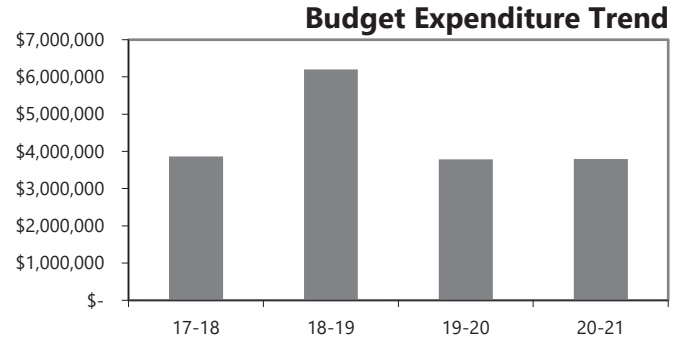
Fund: 610 Electric Fund

Functional Area: Utilities – Electric

Budget Unit: **7200 Electric Administration**

Personnel Summary

Fiscal Year	FTE
16-17	3
17-18	3
18-19	3
19-20 Request	3



FY 18-19 Major Accomplishments

- Continuation of Legal and Engineering funding. These funds are required to support possible audits and review of wholesale power rates, annual adjustments, and system design as needed.
- Continuation of a payment in lieu of taxes to the General Fund.
- Continuation of a Rate Stabilization Fund and Reserves for future Electric needs.
- Continued strategic planning and management of Advanced Metering Infrastructure (AMI) deployment.
- Continued management of power supply contract and analysis for the most effective cost reduction options.
- Began utilizing analysis tools through Advanced Metering Infrastructure (AMI) for system improvements.

FY 19-20 Budget Highlights

- Continuation of Legal and Engineering funding. These funds are required to support possible audits and review of wholesale power rates, annual adjustments, and system design as needed.
- Continuation of a payment in lieu of taxes to the General Fund.
- Continuation of a Rate Stabilization Fund and Reserves for future Electric needs.
- Continue management of power supply contract and analysis for the most effective cost reduction options.
- Expand utilization of analysis tools through the advanced metering infrastructure data base.

Steps/Programs 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 power supply contract with NTE to make sure all the obligation are met and power takeoff is successful.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Safety	To provide a safe work environment for employees in order to minimize the safety risk.	# of reportable incidents	Workload	6.5	2	2.5	2	5

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7200							
Personnel Services	\$ 321,722	\$ 333,033	\$ 329,766	\$ 349,094	\$ 381,019	\$ 381,019	\$ 391,558
Operations	\$ 305,431	\$ 349,982	\$ 3,445,046	\$ 3,316,511	\$ 408,715	\$ 408,715	\$ 413,952
Depreciation & Amortization	\$ 773	\$ 773	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ 760,762	\$ 676,465	\$ 618,370	\$ 618,370	\$ 613,365	\$ 613,365	\$ 615,000
Cost Allocations	\$ 2,022,403	\$ 2,483,044	\$ 2,082,675	\$ 1,909,119	\$ 2,355,959	\$ 2,355,959	\$ 2,355,959
Transfers	\$ 971,259	\$ 18,621	\$ 3,664,821	\$ 9,141	\$ 26,826	\$ 26,826	\$ 19,500
Total Expenses	\$ 4,382,350	\$ 3,861,918	\$ 10,140,678	\$ 6,202,235	\$ 3,785,884	\$ 3,785,884	\$ 3,795,969
% budget change		-12%		-39%		-39%	

* as amended

**as of August 6, 2019

Purchased Power

Mission Statement

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.

Major Services 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.

Organizational Chart Locator

Fund: 610 Electric Fund

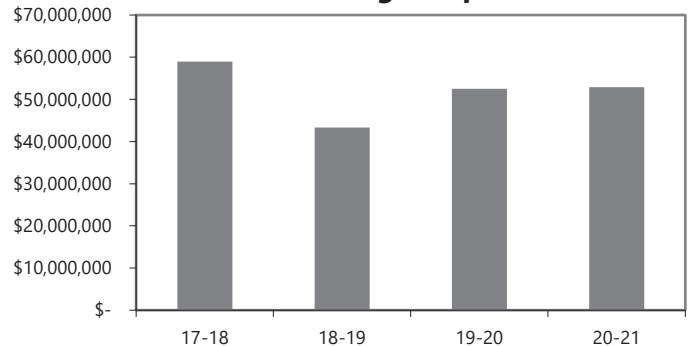
Functional Area: Utilities - Electric

Budget Unit: **7210 Purchased Power**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued analysis efforts on current rates schedules to ensure fair and prudent cost to each rate class.
- Continued to work with future power supplier NTE to enhance the City's position in the power markets and ensure the best power supply options are exercised.
- Continued to research programs designed to enhance peak demand reduction during heavy system loads.
- Completed the transition phase to the new NTE power supply provider on January 1, 2019.

FY 19-20 Budget Highlights

- Continue analysis efforts on current rates schedules to ensure fair and prudent cost to each rate class.
- Continue to work with future power supplier NTE to enhance the City's position in the power markets and ensure the best power supply options are exercised.
- Continue to research programs designed to enhance peak demand reduction during heavy system loads.
- Monitor the new purchase power supply contract closely for adherence to terms.

Steps/Programs 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 to maximize the efficiency of peak shaving resources and capitalize on opportunities to reduce wholesale power costs.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Purchase Wholesale Power	Ensure the accuracy of all payments for purchased power by reviewing and comparing metering data and bill calculations	Accuracy Rate for Purchased Power Payments	Workload	100%	100%	100%	100%	100%
	Predict annual system peak and load ratio share calculations that will minimize end impact of end of year true up process.							
Resource Management	To provide efficient utilization of resources in order to limit or reduce costs of electric system operation.	Average Cost of Purchased Power (in cents)	Effectiveness	5.9¢	7¢	5.09¢	6.5¢	7¢

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7210							
Operations	\$ 58,128,838	\$ 58,958,183	\$ 55,634,976	\$ 43,308,998	\$ 52,474,382	\$ 52,474,382	\$ 52,855,890
Total Expenses	\$58,128,838	\$ 58,958,183	\$ 55,634,976	\$43,308,998	\$ 52,474,382	\$ 52,474,382	\$52,855,890
% budget change		1%		-27%		-5.7%	

* as amended

**as of August 6, 2019

Maintenance Powerlines

Mission Statement

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

Major Services Provided

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

Organizational Chart Locator

Fund: 610 Electric Fund

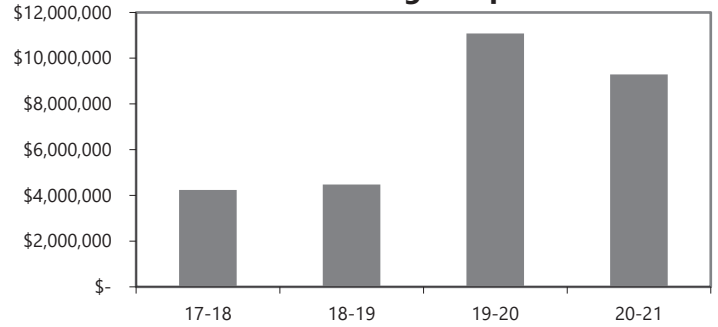
Functional Area: Utilities - Electric

Budget Unit: **7220 Maintenance Powerlines**

Personnel Summary

Fiscal Year	FTE
16-17	17
17-18	18
18-19	18
19-20 Request	18

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued to change out residential electric meters as part of the AMI change-out program.
- Continued research of video surveillance system at all substations.
- Began implementation of fiber SCADA communication lines to reclosers for faster response times.
- Completed Substation E electronic relaying package.
- Secured property for construction of two retail power substations and one delivery station.
- Continued project to install animal protection fences at retail substation sites.
- Completed installation of metering for NTE at all deliveries.

FY19-20 Budget Highlights

- Complete Substation O electronic relaying package with additional line capacity.
- Complete Delivery 3 electronic relaying package.
- Continue project to install animal protection fences at retail substation sites.
- Secure property for construction of two retail power substations and two delivery stations.

Steps/Programs 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 expanding the fiber optic SCADA Communication Line Network. This will allow 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.
- The SCADA department will work with GIS to update and ensure a viable and reliable mapping database.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
System Monitoring	To provide timely response to power outages for business and residential customers in order to minimize power disruptions.	System Average Interruption Duration Index (SAIDI) (in mins)	Effectiveness	49.38	40	98.4	40	110
		System Average Interruption Frequency (SAIFI) (# of events)	Effectiveness	0.74	0.61	1.72	0.61	1.1
		Customer Average Interruption Duration Index (CAIDI) (in mins)	Effectiveness	66.48	66	57.14	66	80
Electric Equipment Maintenance	To provide system maintenance of electrical equipment in order to ensure constant flow of power.	% of outages caused by mechanical failure	Effectiveness	5.53%	3%	5.93%	3%	3%
Testing/Installation	To ensure the accuracy and integrity of all electric meter systems in order to maintain compliance with State regulations and proper billing.	# of watt-hr. meters tested/calibrated	Workload	3,802	3,000	3,121	3,000	N/A

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 1,320,351	\$ 1,295,896	\$ 1,471,052	\$ 1,500,966	\$ 1,515,133	\$ 1,515,133	\$ 1,532,054
Operations	\$ 352,676	\$ 314,934	\$ 775,115	\$ 453,003	\$ 764,269	\$ 764,269	\$ 747,203
Capital Outlay	\$ -	\$ -	\$ 182,000	\$ 148,727	\$ 240,000	\$ 240,000	\$ 126,500
Depreciation & Amortization	\$ 1,273,050	\$ 1,290,424	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 41,870	\$ 22,603	\$ 21,753	\$ 19,940	\$ 70,952	\$ 70,952	\$ 70,952
Transfers	\$ 3,930,000	\$ 1,315,000	\$ 2,350,000	\$ 2,350,000	\$ 8,488,441	\$ 8,488,441	\$ 6,810,000
Total Expenses	\$ 6,917,947	\$ 4,238,857	\$ 4,799,920	\$ 4,472,636	\$ 11,078,795	\$ 11,078,795	\$ 9,286,709
% budget change		-39%		6%		131%	

* as amended

**as of August 6, 2019

Tree Trimming

Mission Statement

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.

Major Services Provided

- Line Clearance Tree Trimming

Organizational Chart Locator

Fund: 610 Electric Fund

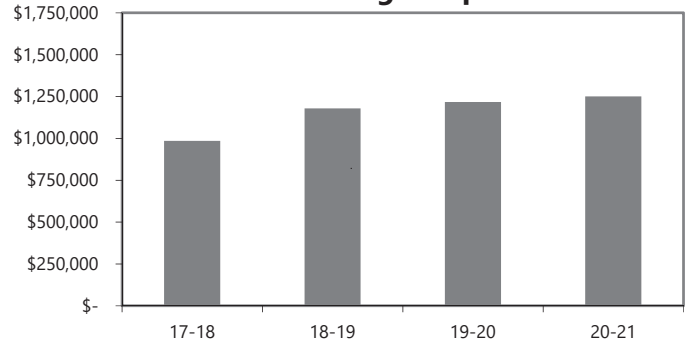
Functional Area: Utilities - Electric

Budget Unit: **7230 Tree Trimming**

Personnel Summary

Fiscal Year	FTE
16-17	7
17-18	7
18-19	8
19-20 Request	8

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued 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.
- Continued 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.
- Continued to educate the public on the need for proper ROW clearance.
- Improved our low growth line clearance preventative maintenance programs.
- Completed addition of new Tree Trimmer 1 position to enhance crew make-up and continue quality service.

FY 19-20 Budget Highlights

- Add two additional personnel to create a 3rd City crew for added performance.
- Increase production using newly added crew.
- Continue to educate the public on the need for proper ROW clearance.
- Utilize contract labor as needed to assist in trimming efforts.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Tree Trimming	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.	% 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%
	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.	% of main circuit right-of-way trimmed/maintained per year	Effectiveness	35%	33%	8%	33%	33%
		% of power outages caused by trees and tree limbs	Effectiveness	16%	10%	19%	10%	10%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 456,142	\$ 492,438	\$ 536,133	\$ 557,363	\$ 596,172	\$ 596,172	\$ 608,220
Operations	\$ 472,984	\$ 454,333	\$ 541,138	\$ 497,865	\$ 577,008	\$ 577,008	\$ 576,073
Capital Outlay	\$ -	\$ -	\$ 390,000	\$ 120,439	\$ 11,800	\$ 11,800	\$ 35,000
Depreciation & Amortization	\$ 29,558	\$ 34,817	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 2,144	\$ 2,848	\$ 3,339	\$ 3,061	\$ 31,497	\$ 31,497	\$ 31,497
Total Expenses	\$ 960,828	\$ 984,436	\$ 1,470,610	\$ 1,178,728	\$ 1,216,477	\$ 1,216,477	\$ 1,250,790
% budget change		2%		20%		-17%	

* as amended

**as of August 6, 2019

Electric Construction

Mission Statement

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.

Major Services Provided

- Underground Utility Construction
- Overhead Utility Construction

Organizational Chart Locator

Fund: 610 Electric Fund

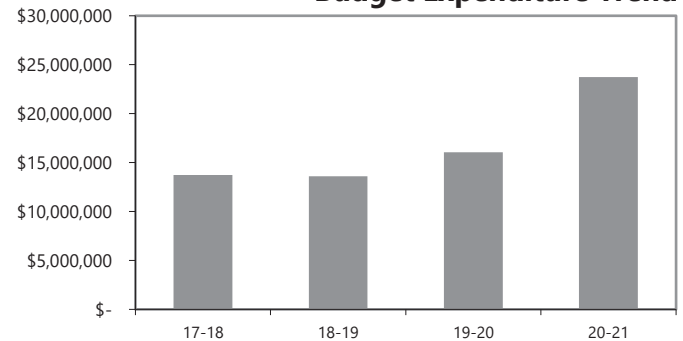
Functional Area: Utilities - Electric

Budget Unit: **7240 Electric Construction**

Personnel Summary

Fiscal Year	FTE
16-17	33
17-18	35
18-19	37
19-20 Request	37

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- 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 install new LED lighting across the service area.
- Continue to inspect and remediate several wooden pole lines that comprise strategic distribution circuits. These pole lines exceed 30 years of age and require documentation of their general condition and remediation of deterioration.
- Continue second phase of Infrastructure upgrades in the Mills Mall circuits.
- Continue to maintain capacitor banks across the entire service area.
- Continue to install fiber optic cable throughout the City for major and small projects.
- Addition of 2 Electric Systems Coordinator 1 positions to enhance administrative and field management efforts.

FY 19-20 Budget Highlights

- Continue to replace aging Bucket Trucks and equipment as budget allows.
- Continue career development training of electric maintenance and construction personnel to enhance productivity.
- Continue second phase of Infrastructure upgrades in the Mills Mall circuits
- Continue to install fiber optic cable throughout the City for major and small projects.
- Restart the overhead pole inspection to replace aging City infrastructure.
- Complete all current NCDOT projects.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Electric Construction	To provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable time period.	% of service installations completed within 10 working days	Effectiveness	99%	99%	99%	99%	99%
		% of outdoor lights installed within 5 working days	Effectiveness	98%	99%	99%	99%	99%
		% of street lights repaired within 2 working days	Effectiveness	98%	99%	99%	99%	99%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit #:7240							
Personnel Services	\$ 2,612,146	\$ 2,814,023	\$ 3,036,963	\$ 3,207,751	\$ 3,493,469	\$ 3,493,469	\$ 3,537,507
Operations	\$ 9,331,114	\$ 7,031,754	\$ 8,953,896	\$ 4,659,342	\$ 7,081,911	\$ 7,081,911	\$ 6,917,307
Capital Outlay	\$ (825,190)	\$ (1,667,273)	\$ 1,333,388	\$ 940,819	\$ 562,000	\$ 562,000	\$ 387,000
Depreciation & Amortization	\$ 3,083,055	\$ 3,201,721	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 832,764	\$ 711,127	\$ 2,094,955	\$ 2,089,349	\$ 2,056,758	\$ 2,056,758	\$ 1,588,545
Cost Allocations	\$ -	\$ 1,527,162	\$ 1,625,031	\$ 1,489,611	\$ 1,847,319	\$ 1,847,319	\$ 1,847,319
Non-Operating Transfers	\$ 1,557,134	\$ 6,924	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 8,000,000	\$ 100,000	\$ 1,200,000	\$ 1,200,000	\$ 1,000,000	\$ 1,000,000	\$ 9,465,000
Total Expenses	\$ 24,591,023	\$ 13,725,438	\$ 18,244,233	\$ 13,586,872	\$ 16,041,457	\$ 16,041,457	\$ 23,742,678
% budget change		-44%		-1%		-12%	

* as amended

**as of August 6, 2019

Peak Shaving

Mission Statement

The Peak Shaving Department exists to ensure the availability of supplemental generation resources for use in off-setting severe system loading conditions, therefore helping ensure overall grid availability.

Major Services Provided

- Supplemental generation resources

Organizational Chart Locator

Fund: 600 Electric Fund

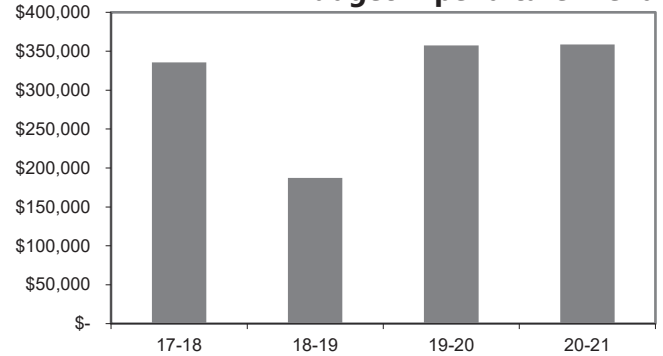
Functional Area: Utilities - Electric

Budget Unit: **7241 Peak Shaving**

Personnel Summary

Fiscal Year	FTE
16-17	0
17-18	0
18-19	0
19-20 Request	0

Budget Expenditure Trend



FY 18-19 Major Accomplishments

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

FY 19-20 Budget Highlights

- Utilize generators for critical loading emergencies.
- Generators will be initiated if overall system grid loading conditions warrant supplemental generation measures.
- Purchase critical replacement supplies to ensure quick response to mechanical failures.
- Continue required testing of all phases of mitigation equipment to reduce diesel exhaust emissions and to document compliance with Environmental Protection Agency standards.

Steps/Programs 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 recognize system loading parameters that require supplemental generation.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Peak Shaving	To provide efficient and reliable generators to reduce the City's load during peak usage time or critical situations.	Average KW output per unit	Efficiency	1,600	1,600	1,600	1,600	1,600

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7241							
Operations	\$ 288,630	\$ 277,571	\$ 497,669	\$ 187,251	\$ 357,482	\$ 357,482	\$ 358,482
Depreciation & Amortization	\$ 58,154	\$ 58,154	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 346,784	\$ 335,725	\$ 497,669	\$ 187,251	\$ 357,482	\$ 357,482	\$ 358,482
% budget change		-3%		-156%		-28%	

* amended

**as of August 6, 2019

Electric Engineering Services

Mission Statement

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.

Major Services Provided

- Electric Engineering and design services
- Compliance with NESC, NEC and other applicable industry codes
- GIS mapping application Services

Organizational Chart Locator

Fund: 610 Electric Fund

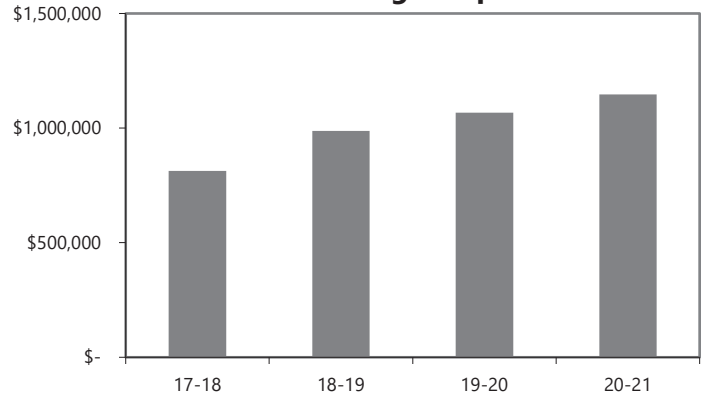
Functional Area: Utilities - Electric

Budget Unit: **7250 Electric Engineering Services**

Personnel Summary

Fiscal Year	FTE
16-17	8
17-18	8
18-19	8
19-20 Request	8

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued maintaining the accuracy and structure of the data in the electric system database.
- Continued implementation of an ArcFM ESRI extension with the Milsoft WindMilMap. Incorporate new staking software with the interface capability within WindMilMap.
- Continued use of financial reporting aspect of staking software to carefully track installed assets.
- Continued researching the work-flow required for more accurate Work Order Management system.
- Continued training of new Engineering co-workers in proper staking techniques.

FY 19-20 Budget Highlights

- Continue maintaining the accuracy and structure of the data in the electric system database.
- Continue implementation of the Milsoft WindMilMap. Continue to incorporate staking software (with addition of Reavis Code) with the interface capability within WindMilMap.
- Continue use of financial reporting aspect of staking software to carefully track installed assets.
- Continue researching the work-flow required for more accurate Work Order Management system.
- Continue training of new Engineering co-workers in proper staking techniques.

Steps/Programs 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 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.
- Update staking software with updated labor and material cost.
- Research and develop a method for tracking after hour map changes to be corrected within the GIS system.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Planning & Design	To provide prompt response to new customers to determine their needs and desires for electric service.	Response time for a request through the Call Center or Electric Dispatch (in Hours)	Effectiveness	24	24	24	24	24
		Response time for a request through the Plan Review Center (in Hours)	Effectiveness	48	48	48	48	48
GIS Application Service	To identify and address internal customer needs such as calculations and maps promptly in order to maintain construction and service schedules.	Response time for Internal customer needs	Effectiveness	24	24	24	24	24
		% of Provision of mapping needs handled within 1 working day	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 565,631	\$ 550,583	\$ 716,951	\$ 733,063	\$ 749,774	\$ 749,774	\$ 772,134
Operations	\$ 140,353	\$ 122,205	\$ 376,798	\$ 149,873	\$ 286,333	\$ 286,333	\$ 276,023
Capital Outlay	\$ -	\$ -	\$ 22,500	\$ 21,494	\$ -	\$ -	\$ 67,500
Depreciation & Amortization	\$ 48,846	\$ 57,712	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 77,948	\$ 82,701	\$ 90,396	\$ 82,864	\$ 31,497	\$ 31,497	\$ 31,497
Total Expenses	\$ 832,778	\$ 813,201	\$ 1,206,645	\$ 987,294	\$ 1,067,604	\$ 1,067,604	\$ 1,147,154
% budget change		-2.4%		21%		-12%	

* as amended

**as of August 6, 2019

Utility Locate Services

Mission Statement

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.

Major Services 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.

Organizational Chart Locator

Fund: 610 Electric Fund

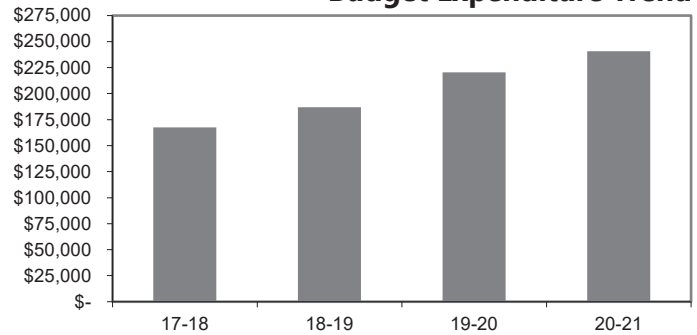
Functional Area: Utilities - Electric

Budget Unit: **7260 Utility Locate Services**

Personnel Summary

Fiscal Year	FTE
16-17	5
17-18	5
18-19	5
19-20 Request	5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Budget provided equipment and tools required to allow locators to locate all of the City’s utilities.
- Focus continued on improving coordination between assigned areas to enhance response times.
- Investments were made in new technologies to reduce overhead and improve production with fewer employees.

FY 19-20 Budget Highlights

- Focus will be on improved coordination between assigned areas to enhance response times.
- Budget to provide equipment and tools required to allow locators to locate all of the City’s utilities.
- Investments will be made in new technologies to reduce overhead and improve production.
- Continue to replace locating vehicles as needed to ensure reliable service.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Utility Location	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.	% of locates that are located within 24 inches	Effectiveness	99%	99%	99%	99%	99%
		% of locates that are located within 48 hours	Effectiveness	99%	99%	99%	99%	99%

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #:7260							
Personnel Services	\$ 341,627	\$ 386,581	\$ 354,553	\$ 377,240	\$ 397,694	\$ 397,694	\$ 404,602
Operations	\$ 65,242	\$ 82,105	\$ 261,074	\$ 170,398	\$ 219,662	\$ 219,662	\$ 227,163
Capital Outlay	\$ -	\$ -	\$ 15,000	\$ 11,864	\$ 24,000	\$ 24,000	\$ 57,000
Depreciation & Amortization	\$ 25,963	\$ 28,325	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (287,519)	\$ (329,604)	\$ (406,522)	\$ (372,645)	\$ (420,994)	\$ (420,994)	\$ (447,996)
Total Expenses	\$ 145,313	\$ 167,407	\$ 224,105	\$ 186,857	\$ 220,362	\$ 220,362	\$ 240,769
% budget change		15%		12%		-1.7%	

*as amended

**as of August 6, 2019

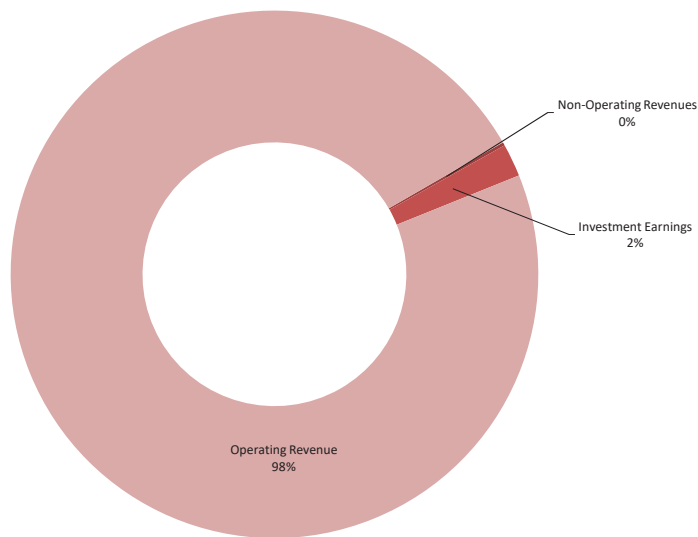
The Utility Locate Services budget is allocated across the Electric, Water, and Wastewater departments.

Water Resources Revenues

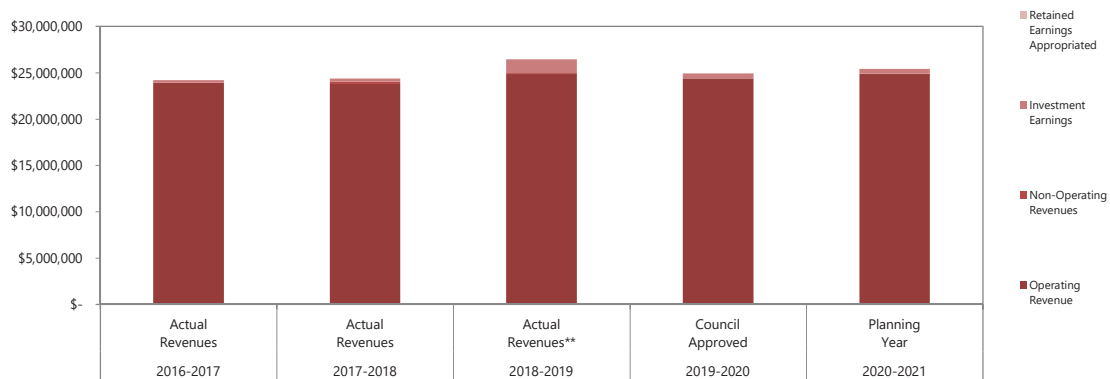
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
Fund 620							
Non-Operating Revenues	\$ 31,594	\$ 221,221	\$ 112,149	\$ 119,277	\$ 53,000	\$ 53,000	\$ 53,000
Investment Earnings	\$ 248,135	\$ 346,375	\$ 400,000	\$ 1,480,181	\$ 500,000	\$ 500,000	\$ 500,000
Operating Revenue	\$ 23,902,282	\$ 23,788,190	\$ 24,362,583	\$ 24,851,430	\$ 24,359,235	\$ 24,359,235	\$ 24,846,332
Retained Earnings Appropriated	\$ -	\$ -	\$ 5,124,253	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 24,182,011	\$ 24,355,786	\$ 29,998,985	\$ 26,450,888	\$ 24,912,235	\$ 24,912,235	\$ 25,399,332
% budget change		1%		9%		-17%	

* as amended
 **as of August 6, 2019

FY20 Water Resources Revenues (by Source)



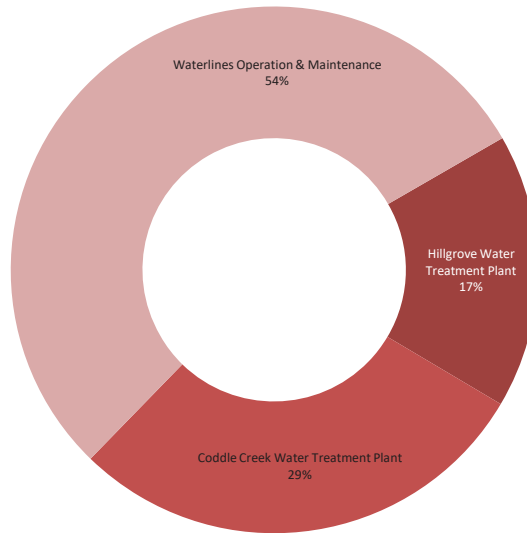
Water Resources Revenue Trend



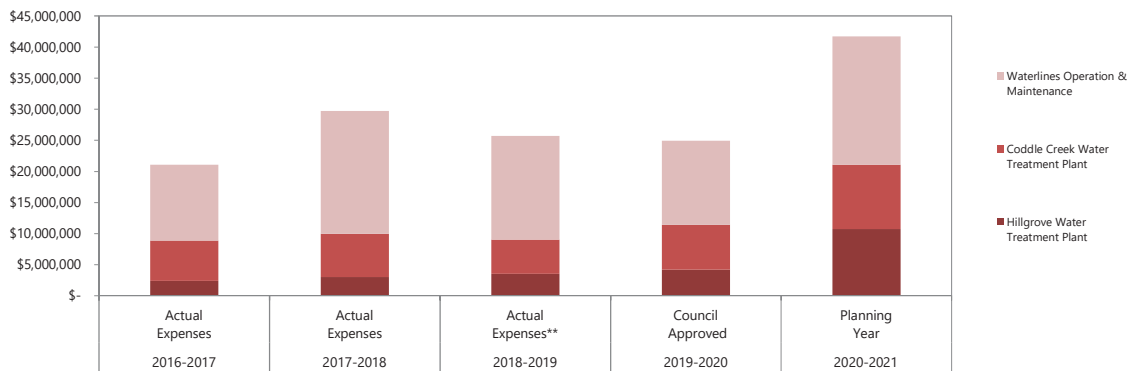
Water Resources Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Hillgrove Water Treatment Plant	\$ 2,373,697	\$ 2,976,378	\$ 4,161,089	\$ 3,495,373	\$ 4,194,715	\$ 4,194,715	\$ 10,691,805
Coddle Creek Water Treatment Plant	\$ 6,505,602	\$ 6,975,036	\$ 7,331,350	\$ 5,541,863	\$ 7,166,000	\$ 7,166,000	\$ 10,351,053
Waterlines Operation & Maintenance	\$ 12,197,013	\$ 19,738,741	\$ 18,506,546	\$ 16,627,775	\$ 13,551,520	\$ 13,551,520	\$ 20,668,341
Total Expenses	\$ 21,076,312	\$ 29,690,155	\$ 29,998,985	\$ 25,665,011	\$ 24,912,235	\$ 24,912,235	\$ 41,711,199
% budget change		41%		-14%		-17%	
* as amended							
**as of August 6, 2019							

FY20 Water Resources Expenditures (by Source)



Water Resources Expenditure Trend



Hillgrove Water Plant

Mission Statement

The Hillgrove Water Plant provides safe, sufficient 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.

Major Services Provided

- Water Treatment and Analysis

Organizational Chart Locator

Fund: 620 Water Fund

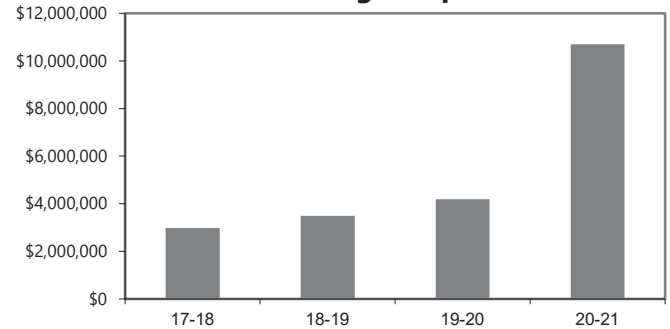
Functional Area: Utilities - Water

Budget Unit: **7330 Hillgrove Water Plant**

Personnel Summary

Fiscal Year	FTE
16-17	14.5
17-18	14.5
18-19	14.5
19-20 Request	14.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Enhanced plant safety by installing toe boards on the basins.
- Enhanced plant optimization by installing new basin waste valve.
- Completed evaluation of options for Disinfection By-Product (DBP) reduction.
- Completed installation of remaining components of trihalomethane reduction systems within Midland and Mt. Pleasant tanks.

FY 19-20 Budget Highlights

- Complete installation of new emergency generator.
- Resurface clearwell to preserve integrity and lifespan.
- Proactively adding additional water quality monitors to provide for enhanced water quality.
- Perform facility renovations including new windows, repaving, and water line refinishing.
- Begin design of settling basin improvements and Granular Activated Carbon contactors.

Steps/Programs to Enhance Performance

- Attending training sessions to obtain knowledge on new regulations and treatment processes.
- Attend training on OSHA safety programs.
- Plan for future upgrades and technology enhancements that will address future regulations and provide high quality water for years to come.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Water Treatment & Analysis	To comply with and exceed state and federal regulations in order to provide safe drinking water.	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	100%	100%	99%	100%
		% of treated water turbidity at or below 0.10 NTU**	Effectiveness	99%	99%	95.7%	98%	87%
	To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.01	1.03	1.01	1.03	1.03
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Workload	1	0	0	0	0

*State and Federal Regulation is 95%

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

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit #: 7330							
Personnel Services	\$ 888,292	\$ 942,205	\$ 960,976	\$ 921,494	\$ 1,001,624	\$ 1,001,624	\$ 992,271
Operations	\$ 1,123,443	\$ 1,621,724	\$ 2,483,829	\$ 1,938,697	\$ 2,309,931	\$ 2,309,931	\$ 2,271,323
Capital Outlay	\$ -	\$ -	\$ 108,000	\$ 27,589	\$ 51,500	\$ 51,500	\$ 72,500
Depreciation & Amortization	\$ 357,369	\$ 378,780	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Expense	\$ -	\$ 26,125	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ 775,949	\$ 775,949	\$ 7,300,000
Cost Allocations	\$ 4,593	\$ 7,544	\$ 8,284	\$ 7,593	\$ 55,711	\$ 55,711	\$ 55,711
Total Expenses	\$ 2,373,697	\$ 2,976,378	\$ 4,161,089	\$ 3,495,373	\$ 4,194,715	\$ 4,194,715	\$ 10,691,805
% budget change		25%		17%		0.8%	

* as amended

**as of August 6, 2019

Coddle Creek Water Plant

Mission Statement

The Coddle Creek Water Treatment Plant provides safe, sufficient 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.

Major Services Provided

- Water Treatment and Analysis

Organizational Chart Locator

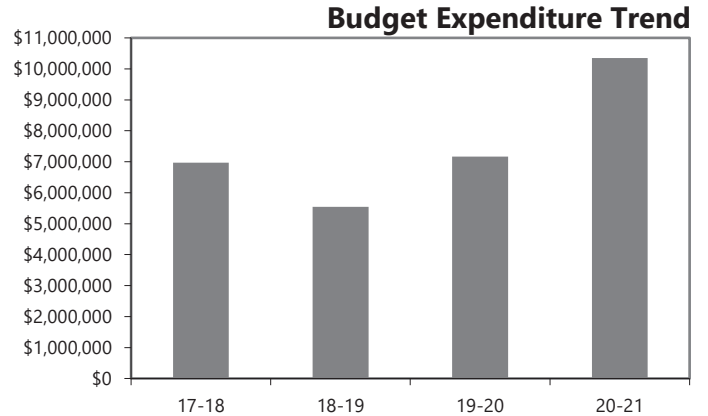
Fund: 620 Water Fund

Functional Area: Utilities - Water

Budget Unit: **7331 Coddle Creek Water Plant**

Personnel Summary

Fiscal Year	FTE
16-17	15.5
17-18	15.5
18-19	16.5
19-20 Request	16.5



FY 18-19 Major Accomplishments

- Started construction phase for settling basin upgrades.
- Security and safety improvements at facility and remote sites by adding brighter, more efficient LED lighting on the basins.
- Conducted renovations of instrumentation rooms housing lab equipment.
- Added shed to allow for protection of exposed equipment housed at the WTP.

FY 19-20 Budget Highlights

- Begin construction to upgrade the settling basins.
- Begin construction of the new raw water line.
- Upgrade the switchgear to meet current needs and reliability.
- Proactively add new and upgrade current water quality instrumentation.

Steps/Programs to Enhance Performance

- Attend training sessions and seminars to stay abreast of the newest regulations, treatment techniques, and testing methods to meet these requirements.
- Network with our peers in the industry, state, and regulatory personnel.
- Plan for future upgrades and technology enhancements that will address future regulations and provide high quality water for years to come.
- Working to meet more stringent voluntary programs such as the Area Wide Optimization Program (AWOP).

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Water Treatment & Analysis	To comply with and exceed state and federal regulations in order to provide safe drinking water.	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.10 NTU**	Effectiveness	99%	98%	99%	98%	98%
	To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.02	1.03	1.02	1.03	1.03
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Effectiveness	1	0	0	0	0

*State and Federal Regulation is 95%

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

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Unit #: 7331							
Personnel Services	\$ 1,000,052	\$ 1,018,964	\$ 1,093,399	\$ 1,018,241	\$ 1,152,224	\$ 1,152,224	\$ 1,185,912
Operations	\$ 3,632,467	\$ 4,172,980	\$ 6,162,398	\$ 4,487,931	\$ 5,873,100	\$ 5,873,100	\$ 5,771,465
Capital Outlay	\$ 98,540	\$ -	\$ 61,000	\$ 22,351	\$ 95,000	\$ 95,000	\$ 48,000
Depreciation & Amortization	\$ 253,150	\$ 272,771	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 6,393	\$ 10,321	\$ 14,553	\$ 13,340	\$ 45,676	\$ 45,676	\$ 45,676
Transfers	\$ 1,515,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,300,000
Total Expenses	\$ 6,505,602	\$ 6,975,036	\$ 7,331,350	\$ 5,541,863	\$ 7,166,000	\$ 7,166,000	\$ 10,351,053
% budget change		7%		-20.5%		-2%	

* as amended

**as of August 6, 2019

Waterlines Operations & Maintenance

Mission Statement

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.

Major Services Provided

- Maintenance
- New Construction
- Water Quality
- Water Meters

Organizational Chart Locator

Fund: 620 Water Fund

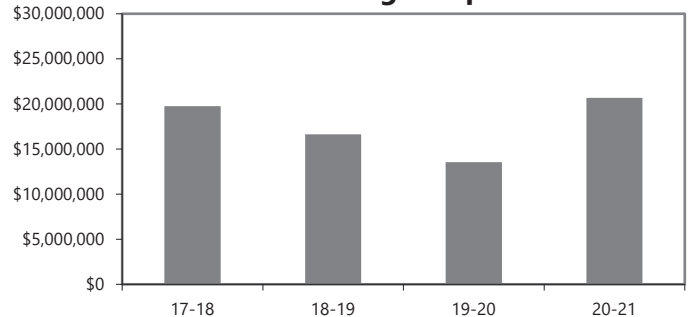
Functional Area: Utilities - Water

Budget Unit: **7340 Water Operations & Maintenance**

Personnel Summary

Fiscal Year	FTE
16-17	36.29
17-18	35.60
18-19	35.60
19-20 Request	

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued leak detection of 10% of the existing water system with minor issues noticed.
- Continued conversion to AMI.
- Continued programming system changes and developing, designing, and constructing projects recommended in the Water System Master Plan.
- Continued working with the Fire Department in looking at areas in the existing water system that have low pressures and/or low flows.
- Continued to deploy GIS technology in the field to enhance customer service and efficiency.
- Completed design and easement acquisition of the following FY18-19 CIP projects that were identified in the completed Water System Master Plan, and then began construction: Pitts School 24" Water Line, NC 49 30" Water Line, US 29 Elevated Water Tank, and Corban Avenue Pump Station Rehabilitation. In addition, completed the design and began easement acquisition of the Poplar Tent Road 24" Water Line. Completed construction of the Pitts School 24" Water Line.
- Continued to enhance the existing water GIS system by improving field/office procedures and adding new technology where it is needed.

FY 19-20 Budget Highlights

- Continue conversion to AMI.
- Complete construction of the following projects that were identified in the completed Water System Master Plan: NC 49 30" Water Line and Corban Avenue Pump Station Rehabilitation. In addition, begin construction of the Poplar Tent Road 24" Water Line project and US 29 Elevated Water Tank.
- Continue programming system changes and developing and designing projects recommended by the Water System Master Plan.
- Begin the update of the current Water System Master Plan.
- Continue the design and construction of new water lines in areas that will replace existing galvanized and cast iron water lines.

Steps/Programs to Enhance Performance

- Continue leak detection to facilitate repair of small leaks before they become major water main breaks in roadways and under sidewalks.
- Water quality complaints are continuing to be reduced due to replacement of older water mains and installation of automatic flushing devices on dead end mains.
- Continue to monitor potential regulatory changes to water distribution and treatment permits.
- Continue to enhance the current water quality procedures.
- Continue leveraging GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy.
- Continue using the latest technology to enhance our performance to our customers.
- Further enhance the backflow prevention database by continuing to input all applicable information on existing and new backflow devices and keeping testers updated on these enhancements and accountable for accurate electronic input of annual test results.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Maintenance	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.	% of system leak detection surveys completed	Effectiveness	10%	10%	10%	10%	10%
New Construction	To provide more efficient water service installations for residential, commercial, and industrial customers in order to help expedite the construction of development projects.	Average # of days to install ¾" through 2" water service	Workload	8	10	9	10	8
Water Quality	To provide the highest quality water to customers by meeting and exceeding both state and EPA guidelines in order to ensure the safety and health of the water supply.	# of customer complaints per 1,000 accounts	Effectiveness	6.54	1	7.13	1	1
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Workload	3	0	4	0	0

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Budget Unit #: 7340							
Personnel Services	\$ 2,296,152	\$ 2,386,079	\$ 2,343,198	\$ 2,369,528	\$ 2,596,040	\$ 2,596,040	\$ 2,717,751
Operations	\$ 1,671,171	\$ 1,503,750	\$ 2,284,914	\$ 1,297,006	\$ 2,073,121	\$ 2,073,121	\$ 2,022,139
Capital Outlay	\$ 255,960	\$ 480,525	\$ 873,619	\$ 237,173	\$ 986,000	\$ 986,000	\$ 790,000
Depreciation & Amortization	\$ 3,495,799	\$ 3,558,016	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 1,282,263	\$ 1,106,922	\$ 3,025,885	\$ 3,017,982	\$ 2,975,491	\$ 2,975,491	\$ 2,519,690
Cost Allocations	\$ 2,527,362	\$ 2,854,868	\$ 3,274,113	\$ 3,001,269	\$ 3,504,935	\$ 3,504,935	\$ 3,518,436
Non Operating Expense	\$ 137,278	\$ 62,731	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 531,028	\$ 7,785,850	\$ 6,704,817	\$ 6,704,817	\$ 1,415,933	\$ 1,415,933	\$ 9,100,325
Total Expenses	\$ 12,197,013	\$ 19,738,741	\$ 18,506,546	\$ 16,627,775	\$ 13,551,520	\$ 13,551,520	\$ 20,668,341
% budget change		62%		-16%		-27%	

* as amended

**as of August 6, 2019

Transit System Revenues

Fund 630

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Planning Year
Restricted Intergov't Revenue	\$ 2,166,919	\$ 2,938,205	\$ 3,345,673	\$ 3,108,907	\$ 3,292,755	\$ 3,292,755	\$ 3,300,000
Operating Revenues	\$ 268,081	\$ 284,071	\$ 323,000	\$ 322,638	\$ 309,035	\$ 309,035	\$ 310,000
Non-Operating Revenue	\$ 20,409	\$ 9,546	\$ -	\$ 10,813	\$ -	\$ -	\$ -
Transfer from Gen Fund	\$ 145,159	\$ 516,328	\$ 683,848	\$ 521,967	\$ 725,276	\$ 725,276	\$ 754,130
Transfer from Addt'l \$5 Vehicle	\$ 382,248	\$ 288,982	\$ 350,000	\$ 404,378	\$ 390,000	\$ 390,000	\$ 390,000
Total Revenues	\$ 2,982,817	\$ 4,037,132	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,754,130

% budget change

35%

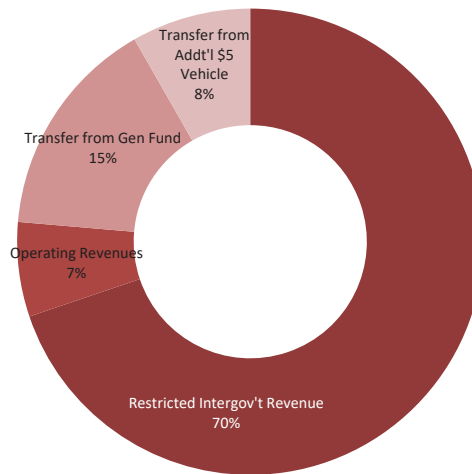
8%

0.3%

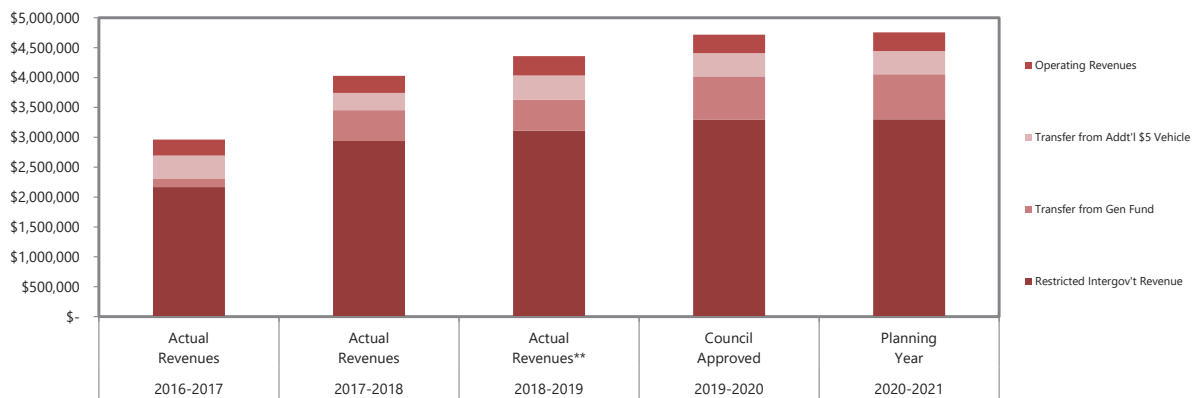
* as amended

**as of August 6, 2019

FY 20 Transit System Revenues (by Source)



Transit Revenue Trend



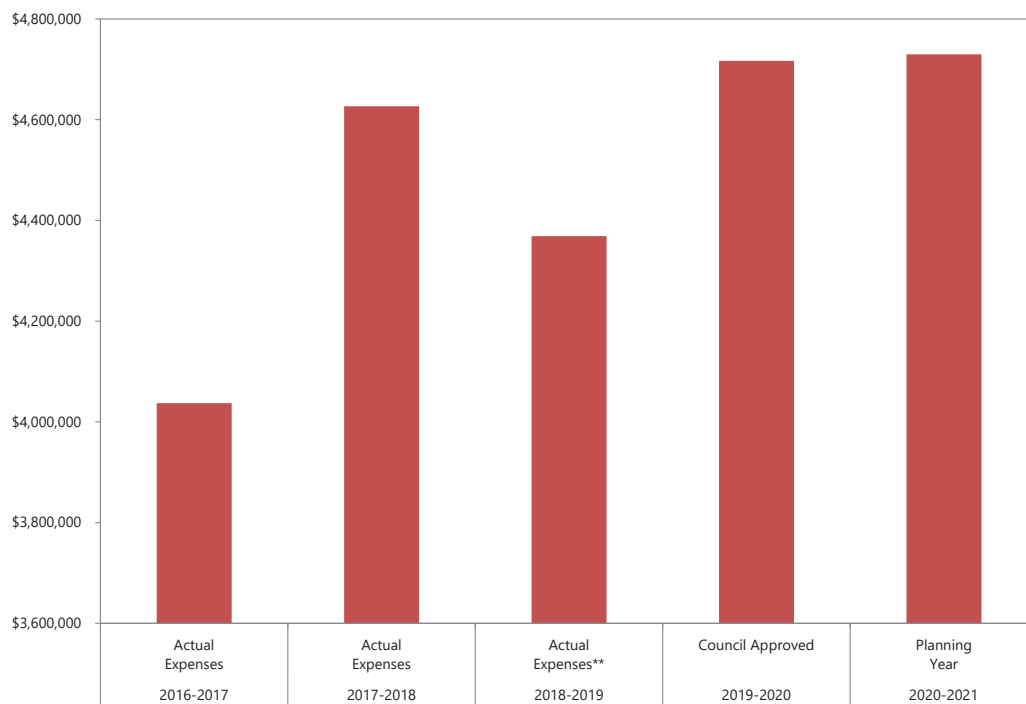
Transit System Expenditures

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Transit - Rider	\$ 4,037,132	\$ 4,626,611	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,729,928
Total Expenses	\$ 4,037,132	\$ 4,626,611	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,729,928
% budget change		15%		-6%		0.3%	

* as amended

**as of August 6, 2019

Transit Expenditure Trend



Public Transit System

Mission Statement

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.

Major Services Provided

- Fixed-route and paratransit service to Concord and Kannapolis.

Organizational Chart Locator

Fund: 630 Transit

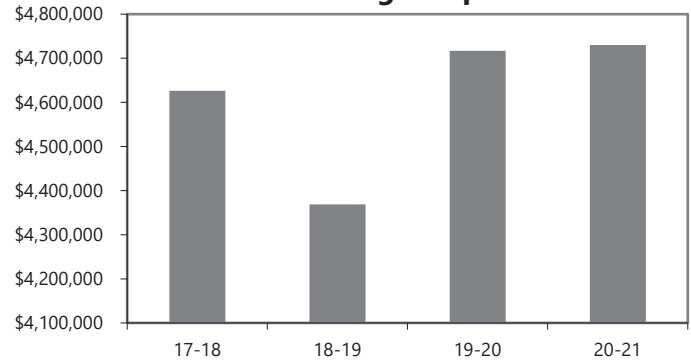
Functional Area: Transit System

Budget Unit: **7616 Transit FY20 – CK Rider**

Personnel Summary

Fiscal Year	FTE
16-17	5
17-18	6.5
18-19	6.5
19-20 Request	6.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Addition of Concord Charlotte Express route service.
- ADA Paratransit services continues ridership and cost growth as service matures.
- Cabarrus County Public Transportation Master Plan (Joint Rider Transit/CCTS project).
- Continue to participate in and monitor CATS/CCOG regional transit project.
- Revisit advertising program options to generate additional program income for Rider.

FY 19-20 Budget Highlights

- Implementation of Phase II of Transit Bus Stop Amenity plan.
- Investigation and implementation of technological investments such as improved real time CAD/AVL software, improved passenger access to information (App, online), upgraded Point of Sale & Inventory system, Mobile ticketing/passes, Wi-Fi, Automated Passenger Counters (APCs).
- ADA & Aging sensitivity training in conjunction with the CCOG.
- ADA Paratransit services continues ridership and cost growth as service matures.
- Potential adoption and beginning implementation of Cabarrus County Public Transportation Master Plan (Joint Rider Transit/CCTS project).
- Continue to participate in and monitor CATS/CCOG regional transit planning project.

Steps/Programs to Enhance Performance

- Investigate and implement technological options to improve passenger experience and system performance.
- Ongoing monitoring of development and growth utilization of the ADA Paratransit program and seek to control costs where possible.
- Seek to begin implementation of Long Range Transit Plan recommendations (if adopted), specifically transit system consolidation process.
- Work with marketing partner to continue improving Rider Transit's marketing program and impact.
- Continue to develop understanding of FTA FAST legislation while seeking new ways and means to fund transit operations and projects; advocate for reauthorization of FAST Act before program terminates.
- Continue efforts to improve communication & local and regional coordination between Rider & neighboring transit systems & services.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Fixed-route & ADA Paratransit Service	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 and ADA Paratransit schedules.	# of Riders	Workload	405,423	410,000	428,159	420,000	275,000
		# of Paratransit Riders	Workload	10,892	10,000	11,389	12,500	25,000
		# of Fixed Route passengers per revenue hour	Efficiency	11.27	12	10.61	11	15
		# of preventable accidents per 100,000 bus miles	Effectiveness	.58	.6	1.12	.6	.60
		# of verified bus rider complaints per 100,000 riders/trips	Effectiveness	12.7	10	13.88	10	10-12
		Average satisfaction rating of overall service	Effectiveness	95.02%	95%	86.7%	95%	95%
		On-time Performance	Effectiveness	74.05%	85%	N/A	N/A	N/A
		% of fare box recovery	Efficiency	7.48%	10%	7.41	10%	15%
		# of paratransit rider complaints per 10,000 rider/trips	Effectiveness	8	20	23	20	20
		On-time Performance (Paratransit)	Effectiveness	93.4%	92%	93.4%	92%	92%
		Passenger requests for service	Workload	1,059	600	779	600	600

Budget by Category

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 329,717	\$ 290,762	\$ 430,837	\$ 453,801	\$ 468,379	\$ 468,379	\$ 444,177
Operations	\$ 3,151,097	\$ 2,554,352	\$ 3,930,439	\$ 3,819,634	\$ 4,005,231	\$ 4,005,231	\$ 4,058,476
Capital Outlay	\$ 466,129	\$ 1,705,572	\$ -	\$ -			\$ -
Grant Expenditures	\$ 56,426	\$ 7,081	\$ 265,832	\$ 13,840	\$ 194,436	\$ 194,436	\$ 180,803
Transfers	\$ -	\$ -	\$ -	\$ -	\$ 2,548	\$ 2,548	\$ -
Cost Allocations	\$ 33,763	\$ 68,845	\$ 75,413	\$ 81,428	\$ 46,472	\$ 46,472	\$ 46,472
Total Expenses	\$ 4,037,132	\$ 4,626,611	\$ 4,702,521	\$ 4,368,703	\$ 4,717,066	\$ 4,717,066	\$ 4,729,928
% budget change		15%		-6%		0.3%	

* as amended

** as of August 6, 2019

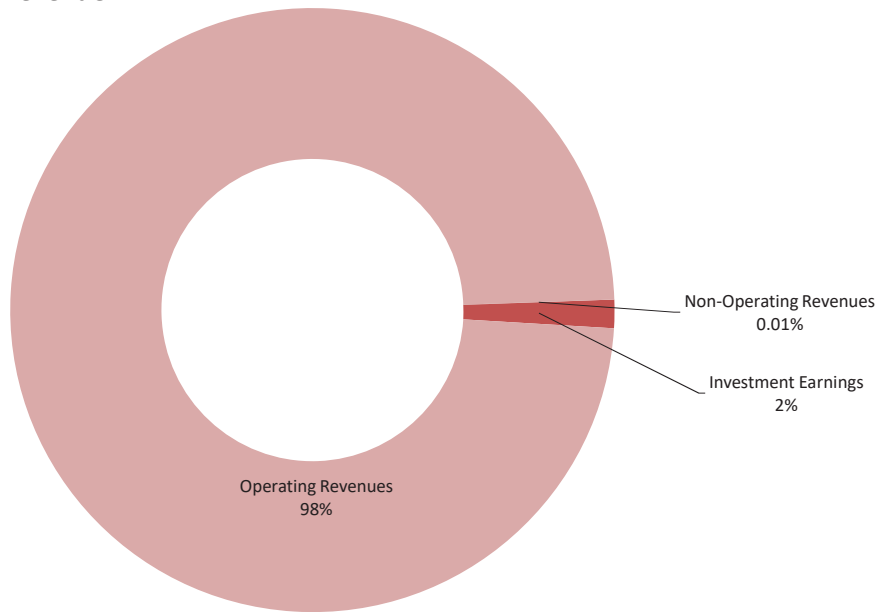
Wastewater Resources Revenues

	2016-2017 Actual Revenues	2017-2018 Actual Revenues	2018-2019 Council Approved*	2018-2019 Actual Revenues**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Fund 640							
Non-Operating Revenues	\$ 58,868	\$ 42,402	\$ 261,573	\$ 224,097	\$ 1,000	\$ 1,000	\$ 1,000
Investment Earnings	\$ 136,020	\$ 180,953	\$ 270,055	\$ 785,768	\$ 271,000	\$ 271,000	\$ 276,420
Operating Revenues	\$ 16,646,543	\$ 16,999,755	\$ 17,532,000	\$ 17,222,306	\$ 17,547,000	\$ 17,547,000	\$ 17,896,800
Retained Earnings Appropriated	\$ -	\$ -	\$ 919,383	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 16,841,431	\$ 17,223,110	\$ 18,983,011	\$ 18,232,171	\$ 17,819,000	\$ 17,819,000	\$ 18,174,220
% budget change		2%		6%		-2%	

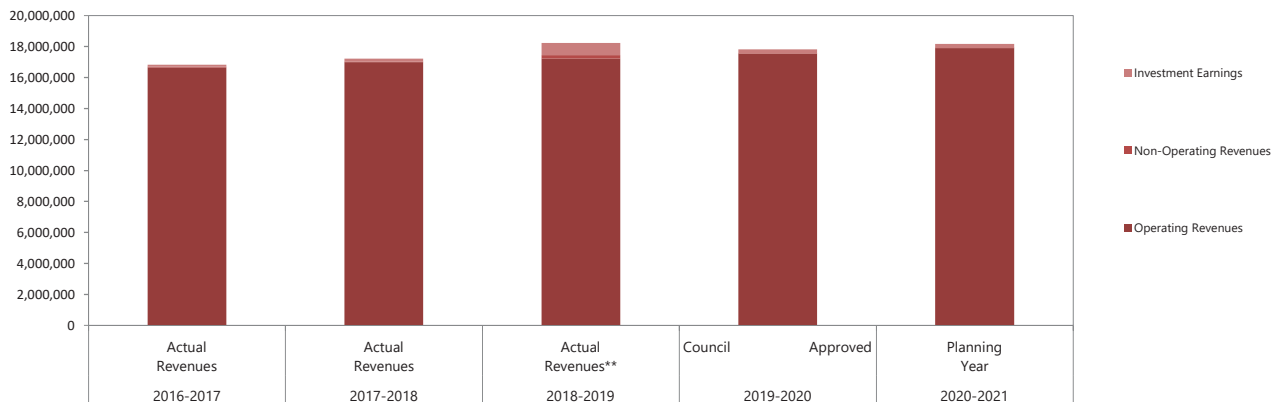
* as amended

**as of August 6, 2019

**FY 20 Wastewater Resources Revenue
(by Source)**



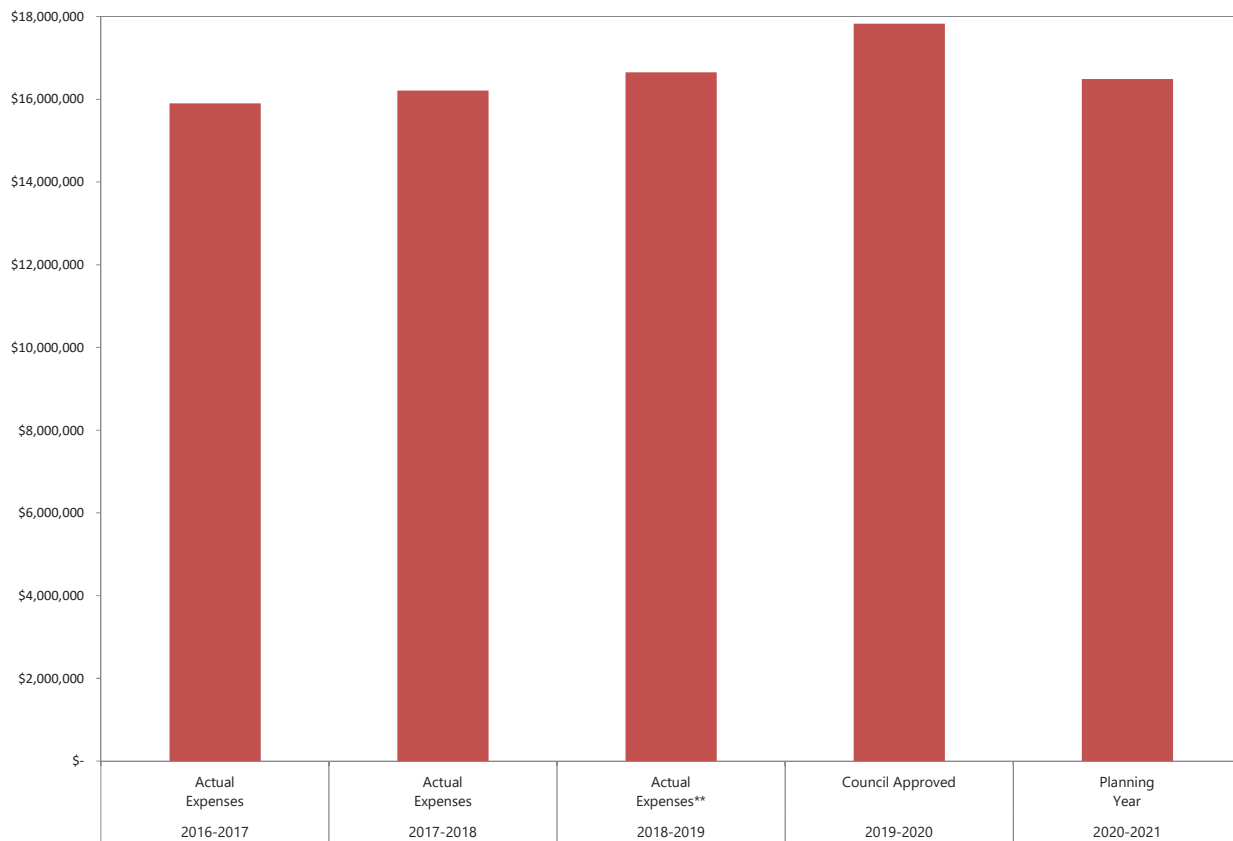
Wastewater Revenue Trend



Wastewater Resources Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
By Cost Center							
Wastewaterlines Operations & Maint.	\$ 15,895,572	\$ 16,204,438	\$ 18,983,011	\$ 16,646,509	\$ 17,819,000	\$ 17,819,000	\$ 16,481,599
Total Expenditures	\$ 15,895,572	\$ 16,204,438	\$ 18,983,011	\$ 16,646,509	\$ 17,819,000	\$ 17,819,000	\$ 16,481,599
% budget change		2%		3%		-6%	
* as amended							
**as of August 6, 2019							

Wastewater Expenditure Trend



Wastewaterlines Operations & Maintenance

Mission Statement

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.

Major Services Provided

- Maintenance
- New Construction
- Water Quality
- Water Meters

Organizational Chart Locator

Fund: 640 Wastewater Fund

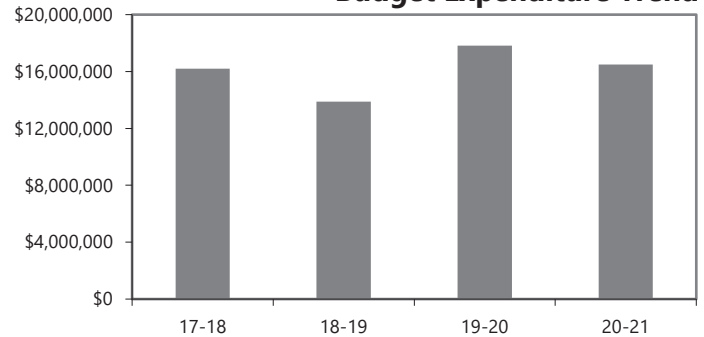
Functional Area: Utilities - Wastewater

Budget Unit: **7420 Wastewater Operations & Maintenance**

Personnel Summary

Fiscal Year	FTE
16-17	31.98
17-18	31.31
18-19	31.82
19-20 Request	31.82

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued developing and designing projects from the sewer master planning project based on results from field inflow/infiltration testing and sewer flow monitoring.
- Continued to deploy technology in the field to enhance customer service and efficiency.
- Completed the design and began construction of the Havencrest Court Sewer Outfall Extension project.
- Completed field inflow/infiltration testing and sewer flow monitoring within the area of the following FY18-19 CIP projects that were identified in the completed sewer master planning project: Lincoln Street Sewer Outfall Replacement, Wilshire Avenue Sewer Outfall Replacement.
- Continued to enhance the existing wastewater GIS system by improving field/office procedures and adding new technology.
- Continued aggressively inspecting both existing and new grease traps as part of the City's Fats, Oils, and Greases (FOG) program, including making enhancements in the remote inspection logging and GIS database systems.
- Continued to aggressively identify and resolve inflow and infiltration issues through field testing and sewer flow monitoring; this included adding various existing sewer lines that had these issues to the lining projects.

FY 19-20 Budget Highlights

- Continue developing, designing, and acquiring the necessary easements for projects from the sewer master planning project based on results from field inflow/infiltration testing and sewer flow monitoring.
- Continue to deploy new technology in the field to enhance overall customer service and efficiency.
- Complete the construction of the Havencrest Court Sewer Outfall Extension project.
- Continue to enhance the existing wastewater GIS system by improving field/office procedures and adding new technology; this includes coordination with Engineering Department staff in collecting GIS data for newly installed wastewater infrastructure.
- Continue to aggressively identify and resolve inflow and infiltration issues through field testing and sewer flow monitoring; this includes adding various existing sewer lines that have these issues to the lining projects.

Steps/Programs to Enhance Performance

- Continue lining and manhole rehab programs to address the oldest/most defective system areas.
- Continue using the latest technology to enhance our performance to our customers.
- Continue to monitor potential regulatory changes to sewer permit.
- Enhance right-of-way maintenance program through new equipment and procedures, including updated GIS mapping.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Manage & Maintain Sewer System	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.	% of repairs completed within 8 working days	Workload	98%	100%	100%	100%	80%
		% of high priority lines inspected	Efficiency	100%	100%	100%	100%	N/A
		% of food service facilities inspected annually	Workload	100%	100%	100%	100%	N/A
		# of reportable SSOs	Effectiveness	3	0	2	0	0
		Miles of right-of-way mowed annually	Efficiency	147	100	179	100	82
Emergency Response Calls	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.	% of emergency call on-site evaluations within 120 minutes	Efficiency	100%	100%	100%	100%	100%
Jetting & Cleaning	To provide comprehensive jetting and cleaning of collection mains in order to quickly correct system disruptions and potential damage to the system and personal property.	Miles of sewer main cleaned	Workload	46	100	59	57	N/A
Safety	To provide training and corrective actions to support a safe work environment for coworkers and the public	# of preventable accidents	Effectiveness	1	0	1	0	0

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit #: 7420	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,795,042	\$ 1,842,901	\$ 2,045,162	\$ 2,037,226	\$ 2,243,273	\$ 2,243,273	\$ 2,223,652
Operations	\$ 7,464,132	\$ 7,185,118	\$ 8,508,991	\$ 8,621,289	\$ 8,518,800	\$ 8,518,800	\$ 8,477,415
Capital Outlay	\$ 187,884	\$ 621,774	\$ 2,552,622	\$ 1,174,415	\$ 1,109,500	\$ 1,109,500	\$ 1,196,500
Depreciation & Amortization	\$ 3,234,289	\$ 3,389,381	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ 54,184	\$ 40,366	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 665,447	\$ 570,648	\$ 2,360,920	\$ 2,342,206	\$ 2,332,536	\$ 2,332,536	\$ 1,485,692
CIP Projects	\$ 63,917	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,833,821	\$ 2,005,502	\$ 1,983,553	\$ 1,818,257	\$ 2,083,814	\$ 2,083,814	\$ 2,097,315
Transfers	\$ 596,856	\$ 548,748	\$ 1,531,763	\$ 653,116	\$ 1,531,077	\$ 1,531,077	\$ 1,001,025
Total Expenses	\$ 15,895,572	\$ 16,204,438	\$ 18,983,011	\$ 16,646,509	\$ 17,819,000	\$ 17,819,000	\$ 16,481,599
% budget change		2%		3%		-6%	

* as amended

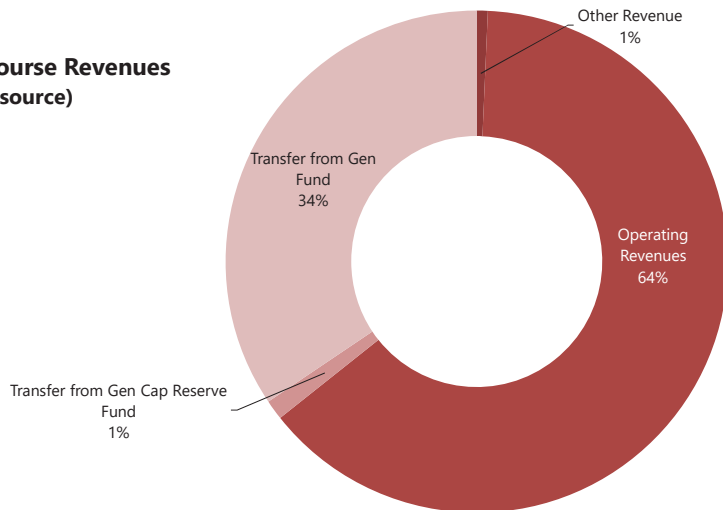
**as of August 6, 2019

Rocky River Golf Course Revenues

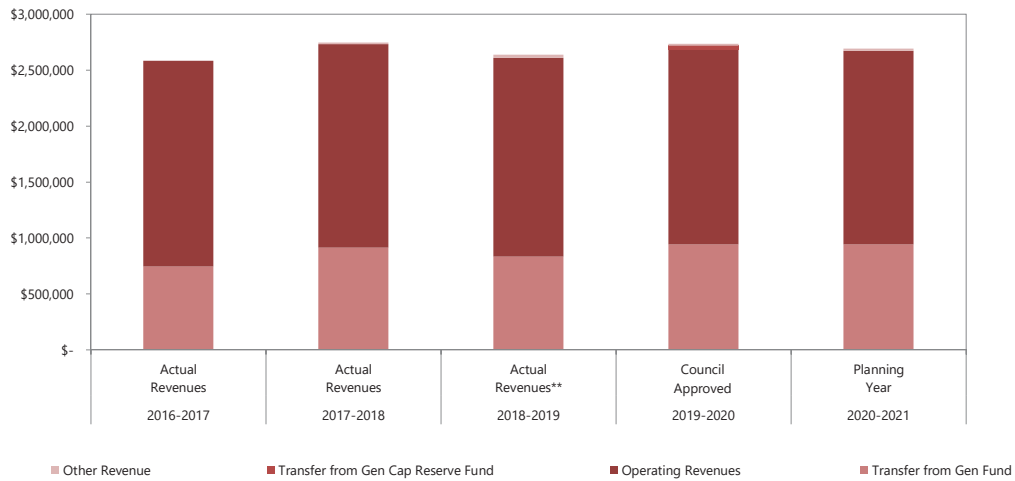
	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Revenues	Revenues	Approved*	Revenues**	Recommended	Approved	Year
Fund 650							
Other Revenue	\$ -	\$ 12,125	\$ 39,282	\$ 28,237	\$ 19,559	\$ 19,559	\$ 27,761
Operating Revenues	\$ 1,840,380	\$ 1,820,735	\$ 1,761,073	\$ 1,775,866	\$ 1,739,478	\$ 1,739,478	\$ 1,731,275
Appropriated Retained Earnings	\$ -	\$ -	\$ 13,715		\$ -	\$ -	\$ -
Transfer from Gen Cap Reserve Fund	\$ -	\$ -	\$ -	\$ -	\$ 35,200	\$ 35,200	\$ -
Transfer from Gen Fund	\$ 742,594	\$ 911,724	\$ 983,448	\$ 832,346	\$ 941,643	\$ 941,643	\$ 941,643
Total Revenues	\$ 2,582,974	\$ 2,744,584	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,700,679
% budget change		6%		-4%		-2%	

* as amended
 **as of August 6, 2019

FY20 Golf Course Revenues (by source)



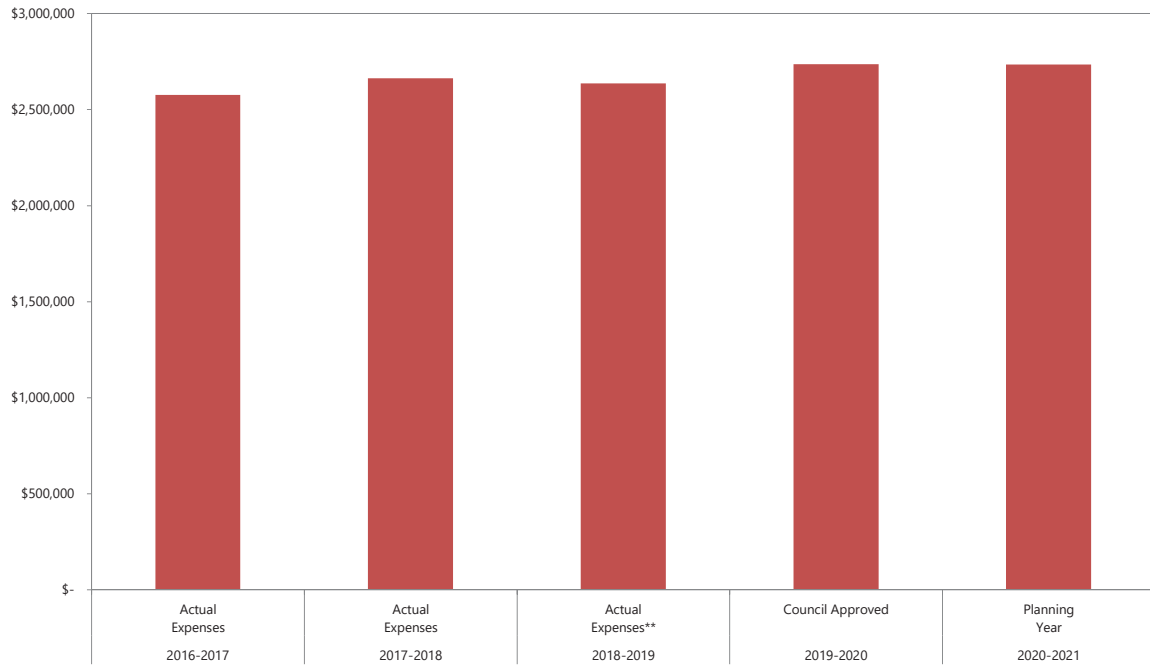
Golf Course Revenue Trend



Rocky River Golf Course Expenses

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Rocky River Golf Club at Concord	\$ 2,575,057	\$ 2,661,932	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,734,410
Total Expenses	\$ 2,575,057	\$ 2,661,932	\$ 2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,734,410
% budget change		3.4%		-1%		-2%	
* as amended							
**as of August 6, 2019							

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



Golf Course

Mission Statement

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.

Major Services 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.

Organizational Chart Locator

Fund: 650 Golf Course Fund

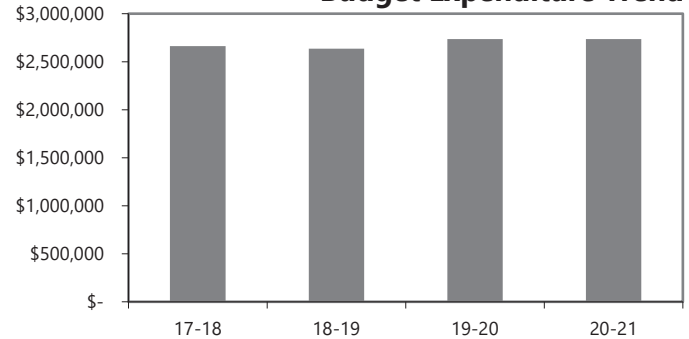
Functional Area: Golf Course

Budget Unit: **7501 Rocky River Golf Club**

Personnel Summary

Fiscal Year	FTE
16-17	Contract
17-18	Contract
18-19	Contract
19-20 Request	Contract

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Revenue driven by local play, and group events.
- Hosted bigger special events (weddings, etc).
- Building on-course restroom facility was main capital improvement request.
- Repaired and checked structural integrity of bridges on course needed for safety.
- Continued to host large corporate and charity outings to increase golf revenues.

FY 19-20 Budget Highlights

- CIP project to restore and renovate bunkers in fairways (phase 2 after 2016 work on greenside bunkers).
- Revenue driven by continuing as the highest rated public facility in the Charlotte region.
- Hosting local high school boys and girls teams to promote juniors and grow the game of golf.
- Partnership with Wells Fargo league on Tuesday/Thursday evenings continues to keep weekdays busy.
- Purchase of new tractor for maintenance department.
- Continue to grow special event business and utilize banquet facilities.

Steps/Programs 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 two other local companies host leagues.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Full Service Golf Facility	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.	# of rounds played (18 hole equivalent)	Workload	32,982	30,672	31,241	32,000	34,000
		# of pass-holder rounds played (18 hole equivalent)	Workload	4,116	4,175	3,701	3,000	5,000
		Average golf & food/beverage revenue per 18-hole round	Efficiency	\$55.02	\$56	\$57.19	\$56	N/A
		Average operating cost per 18-hole round	Efficiency	\$46.15	\$50	\$52.27	\$50	N/A

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Units #: 7500, 7501							
Operations	\$ 1,609,229	\$ 1,651,937	\$ 1,772,817	\$ 1,653,002	\$ 1,741,784	\$ 1,741,784	\$ 1,741,794
Capital	\$ -	\$ -	\$ 52,787	\$ 42,554	\$ 35,200	\$ 35,200	\$ 35,200
Depreciation & Amortization	\$ 28,083	\$ 68,622	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 937,745	\$ 941,373	\$ 940,893	\$ 940,893	\$ 941,643	\$ 941,643	\$ 940,163
Transfers	\$ -	\$ -	\$ 31,021	\$ -	\$ 17,253	\$ 17,253	\$ 17,253
Total Expenses	\$2,575,057	\$2,661,932	\$2,797,518	\$ 2,636,449	\$ 2,735,880	\$ 2,735,880	\$ 2,734,410
% budget change		3%		-1%		-2%	

* as amended

**as of August 6, 2019

Aviation Revenue

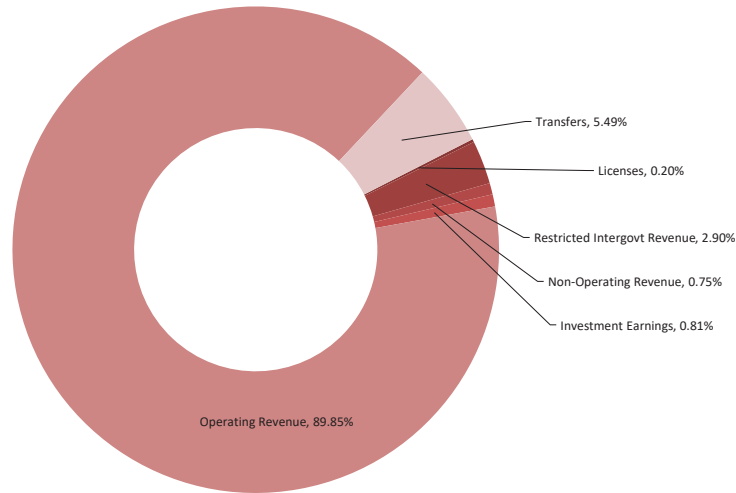
Fund 680

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Revenues**	Recommended	Approved	Year
Licenses	\$ -	\$ 9,009	\$ 25,300	\$ 29,167	\$ 24,205	\$ 24,205	\$ 24,205
Restricted Intergovt Revenue	\$ -	\$ 211,670	\$ 516,901	\$ 516,901	\$ 357,435	\$ 357,435	\$ -
Non-Operating Revenue	\$ 9,830	\$ 8,661	\$ 63,784	\$ 90,995	\$ 92,800	\$ 92,800	\$ 92,800
Investment Earnings	\$ 38,368	\$ 39,059	\$ 100,000	\$ 250,948	\$ 100,000	\$ 100,000	\$ 100,000
Operating Revenue	\$ 8,584,741	\$ 9,882,660	\$ 10,541,603	\$ 10,597,460	\$ 11,093,195	\$ 11,093,195	\$ 11,060,793
Appropriated Retained Earnings	\$ -	\$ -	\$ 2,496,711	\$ -	\$ -	\$ -	\$ -
Capital Contributions	\$ -	\$ 211,670	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 771,175	\$ 785,287	\$ 763,540	\$ 763,540	\$ 678,089	\$ 678,089	\$ 771,774
Total Revenue	\$ 9,404,114	\$ 11,148,016	\$ 14,507,839	\$ 12,249,011	\$ 12,345,724	\$ 12,345,724	\$ 12,049,572
% budget change		19%		10%		-15%	

* as amended

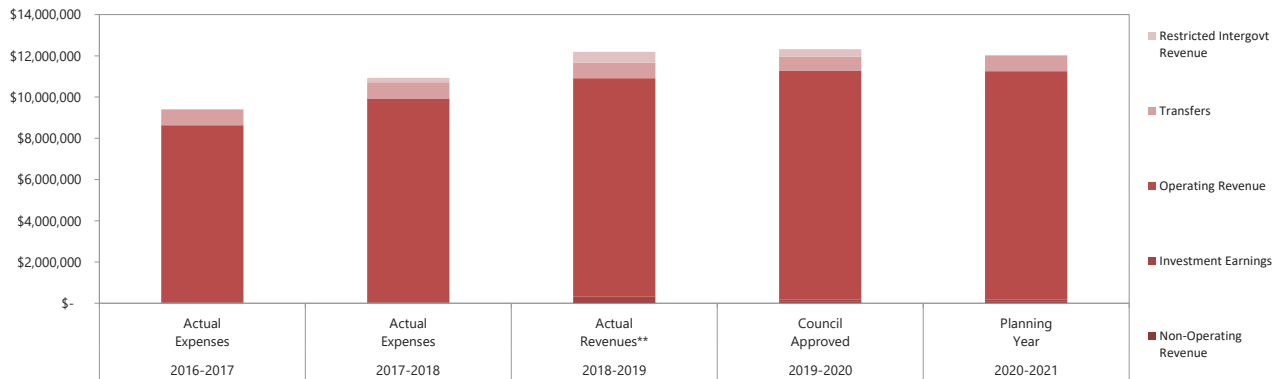
**as of August 6, 2019

FY20 Aviation Revenues



Aviation Revenue Trend

(by Source)



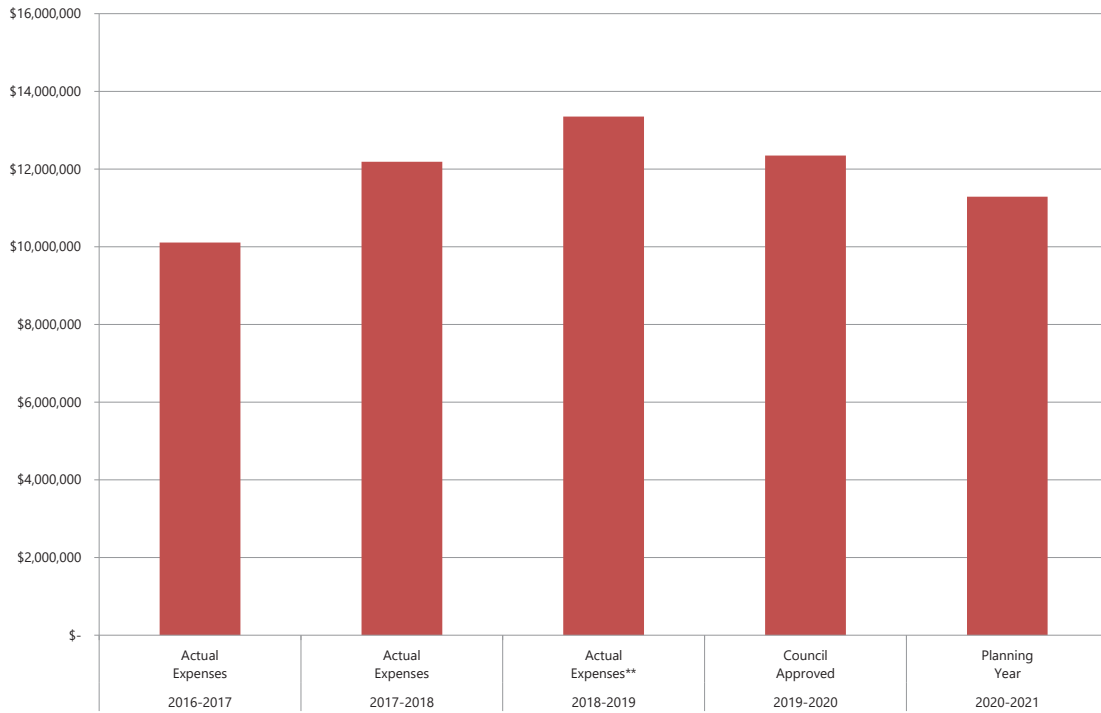
Aviation Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Aviation Operations	\$ 10,107,388	\$ 12,188,399	\$ 14,507,839	\$ 13,350,309	\$ 12,345,724	\$ 12,345,724	\$ 11,287,009
Total Expenses	\$ 10,107,388	\$ 12,188,399	\$ 14,507,839	\$ 13,350,309	\$ 12,345,724	\$ 12,345,724	\$ 11,287,009
% budget change		21%		10%		-15%	

* as amended

**as of August 6, 2019

Aviation Expenditure Trend



Aviation

Mission Statement

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 and support economic development in the City of Concord and the region.

Major Services Provided

- Airport Management, Operation, Development, Community Outreach & Marketing.
- Airport Facility Maintenance, Safety, and 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.

Organizational Chart Locator

Fund: Aviation Fund

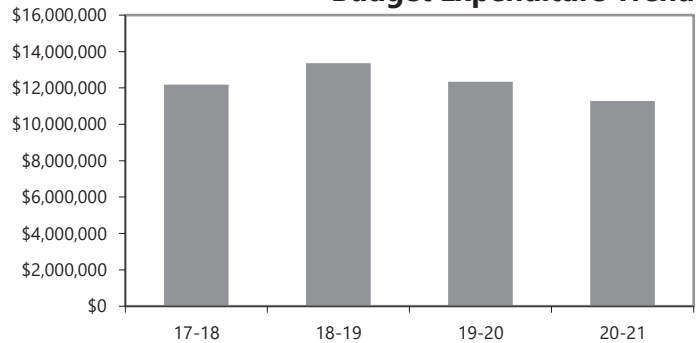
Functional Area: Transportation

Budget Unit: **4530 Aviation Operations**

Personnel Summary

Fiscal Year	FTE
16-17	40
17-18	41.5
18-19	43.5
19-20 Request	46.5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Added Destin-Ft. Walton destination to Concord – Padgett Commercial Airline service.
- Replaced aging ground support equipment in order to increase efficiency.
- 95% Complete on master plan.
- Renovated General Aviation Terminal Building 1st floor restrooms.
- Acquired Diamond Aviation Hangar.

FY 19-20 Budget Highlights

- 3 New positions to improve customer service and efficiency.
- Renovate General Aviation Terminal Building 2nd floor restrooms.
- Upgrade security cameras where needed.
- Continue replacing aging ground support equipment.
- Continue to replace outdated lighting with energy efficient LED lighting.
- 25th Anniversary Celebration.

Steps/Programs to Enhance Performance

- IS-BAH Stage 1 Certification.
- Air Elite Training.
- Implementation of Master Plan.
- Update Rules and Regulations.
- Update Minimum Standards.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Airport Management & Development	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.	Number of based aircraft	Workload	190	195	200	195	200
		% of office space leased	Effectiveness	97%	97%	97%	95%	100%
Airport Facility Maintenance, Safety, & Security	To protect life and property at the airport by proactive in maintaining the safest possible facilities, equipment, and staff that complies or exceeds federal, state, and local safety and security regulations	Number of 139 Inspections Discrepancies	Effectiveness	5	0	11	0	0
Fixed Base Operations and Customer Service	To provide outstanding aviation services, amenities, and customer service to 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.	% of airfield inspections completed	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

Budget Unit#: 4530	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 1,911,909	\$ 2,146,705	\$ 2,387,734	\$ 2,460,719	\$ 2,840,624	\$ 2,840,624	\$ 2,803,533
Operations	\$ 4,976,935	\$ 6,205,706	\$ 7,068,406	\$ 6,702,392	\$ 7,068,127	\$ 7,068,127	\$ 6,515,584
Capital Outlay	\$ (184,630)	\$ -	\$ 2,198,541	\$ 1,458,227	\$ 454,020	\$ 454,020	\$ 27,000
Depreciation	\$ 2,270,422	\$ 2,820,781	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 652,091	\$ 552,847	\$ 1,484,351	\$ 1,484,351	\$ 1,445,642	\$ 1,445,642	\$ 1,407,403
Non Operating Exp	\$ 35,932	\$ 86,045	\$ 154,784	\$ 66,433	\$ 6,250	\$ 6,250	\$ 6,250
Cost Allocations	\$ 299,223	\$ 368,698	\$ 430,021	\$ 394,185	\$ 516,589	\$ 516,589	\$ 516,589
Transfers	\$ 145,506	\$ 7,617	\$ 784,002	\$ 784,002	\$ 14,472	\$ 14,472	\$ 10,650
Total Expenses	\$ 10,107,388	\$ 12,188,399	\$ 14,507,839	\$ 13,350,309	\$ 12,345,724	\$ 12,345,724	\$ 11,287,009
% budget change		21%		10%		-15%	

* as amended

** as of August 6, 2019

Public Housing Revenue

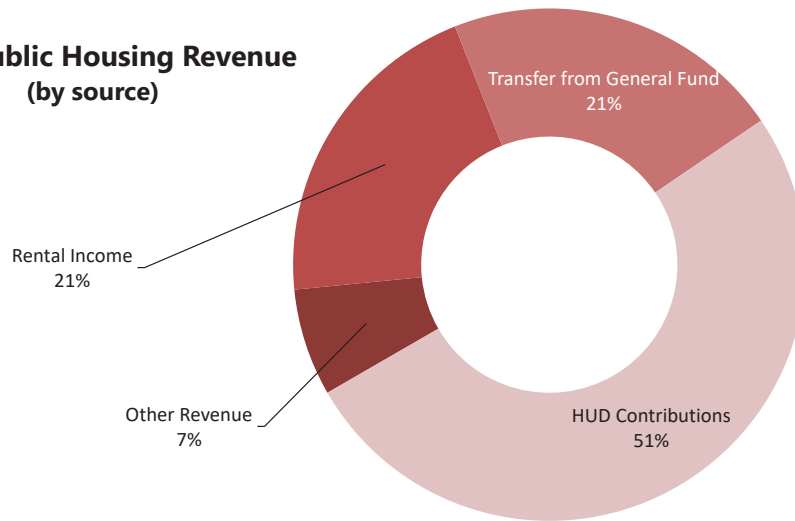
Fund 690

	2016-2017 Actual Allocation	2017-2018 Actual Allocation	2018-2019 Council Approved*	2018-2019 Actual Allocation**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Other Revenue	\$ 67,754	\$ 75,424	\$ 125,594	\$ 155,217	\$ 118,223	\$ 118,223	\$ 118,223
Retained Earnings	\$ -	\$ -	\$ 20,311	\$ -	\$ -	\$ -	\$ -
Rental Income	\$ 382,288	\$ 408,109	\$ 386,261	\$ 466,988	\$ 358,619	\$ 358,619	\$ 358,619
Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000	\$ -
Non-Rental Income	\$ -	\$ 3,933	\$ -	\$ -	\$ -	\$ -	\$ -
HUD Contributions	\$ 858,935	\$ 759,609	\$ 866,959	\$ 847,643	\$ 892,814	\$ 892,814	\$ 892,814
Total Revenue	\$ 1,308,977	\$ 1,247,075	\$ 1,399,125	\$ 1,469,848	\$ 1,744,656	\$ 1,744,656	\$ 1,369,656
% budget change		-5%		18%		25%	

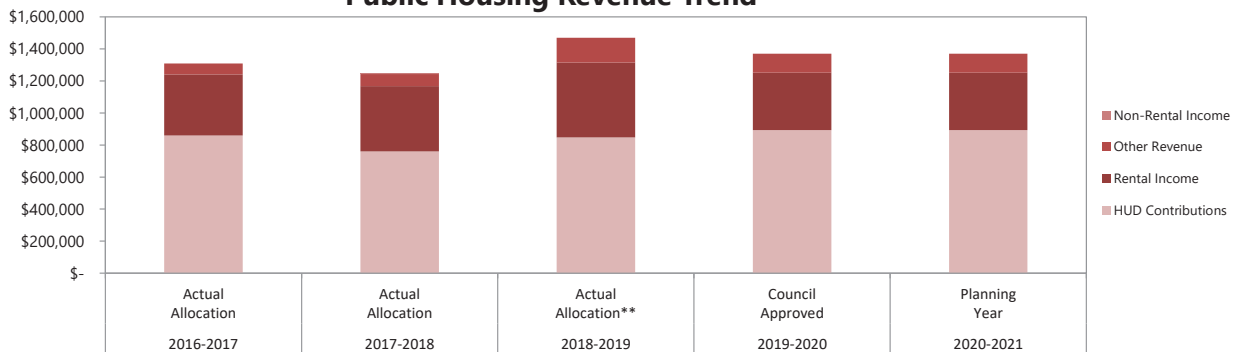
* as amended

** as of August 6, 2019

**FY 20 Public Housing Revenue
(by source)**



Public Housing Revenue Trend

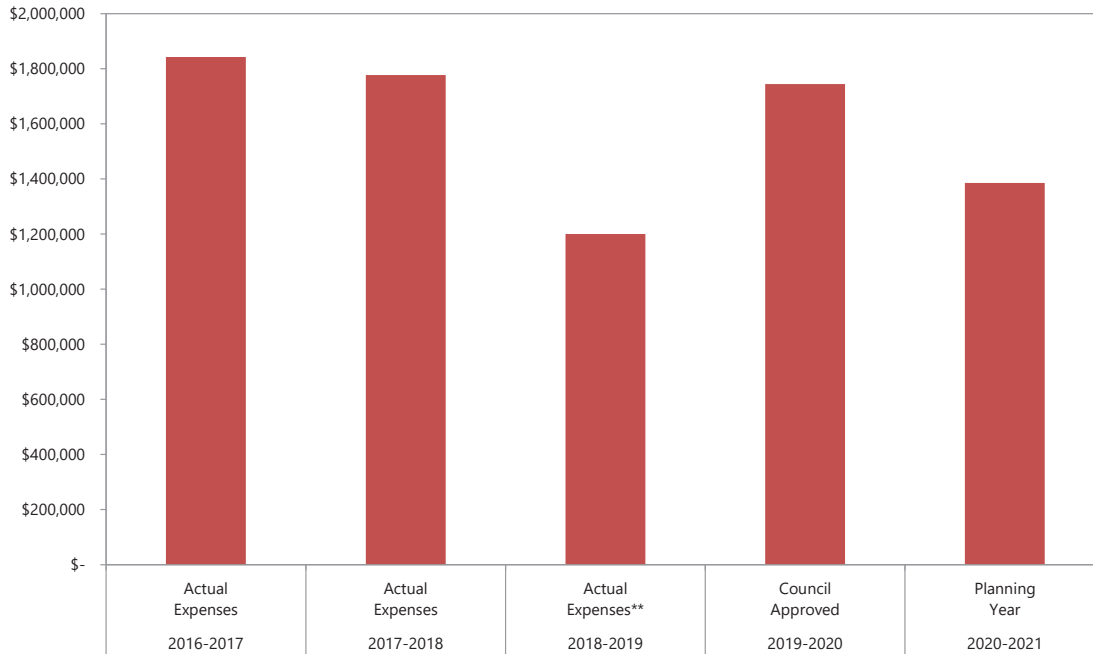


Public Housing Expenditures

	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Public Housing Operations	\$ 1,842,531	\$ 1,777,345	\$ 1,399,125	\$ 1,199,994	\$ 1,744,656	\$ 1,744,656	\$ 1,385,687
Total Expense	\$ 1,842,531	\$ 1,777,345	\$ 1,399,125	\$ 1,199,994	\$ 1,744,656	\$ 1,744,656	\$ 1,385,687
<i>% budget change</i>		-4%		-32%		25%	

* as amended
** as of August 6, 2019

Public Housing Expenditure Trend



Public Housing Operations

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 690 Public Housing

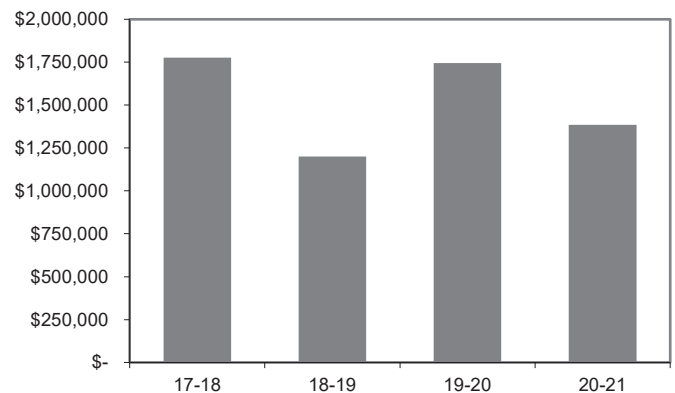
Functional Area: Public Housing

Budget Unit: **1000 Public Housing**

Personnel Summary

Fiscal Year	FTE
16-17	8.6
17-18	8.6
18-19	8.6
19-20 Request	8.6

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Six Public Housing Residents graduated from the Family Self-Sufficiency program with one participant obtaining Homeownership.
- The Moving Up and Moving Out program has expanded. There are one-on-one life skills, financial literacy, and budgeting classes provided by Fifth Third Bank. Programs also include career fairs, computer classes, and FSS Orientations. A majority of our FSS participants are working and escrowing towards home ownership. Michael Morrison, in affiliation with Weichert Realtors, held homeownership seminars and how to get debt free. Youth literacy programs were held in partnership with Wells Fargo Bank.
- National Night Out was a success with over 400 residents, police, fire, councilmen, city officials, sheriffs, partners and many more participating. Participation was extremely high as we hope to continue this important event.
- The Senior Connect Program provides programs, special events, and services for older adults, adults with disabilities, and veterans.
- Initiated an art class, Painting with Cheryl, for the youth and adults.
- The 2018 Resident Opportunities and Self-Sufficiency Grant provides life skills support and tools for teenagers to build on their individual strength and promote levels of self-sufficiency. The Grant cultivates a sense of worth through the flag football challenge, explaining college options, career options, and independent living.
- Established a non-profit to help build more affordable housing and to provide more services for our residents and provide an opportunity to seek more funding through grant opportunities.
- A Job Fair was hosted at the Neighborhood Networks Technology Center with over 9 agencies participating.
- 8 residents graduated from advanced computer classes in Excel, Word, and Power Point taught at the Technology Center.

FY 19-20 Budget Highlights

- Maintain housing stock above quality requirements.
- Continue to promote the self-sufficiency of our participant families through programs assisting them with credit repair, educational, and socio-economic needs.
- Begin new roofing for the Logan Homes community.
- Install new shutters in Logan and Mary Chapman Homes.
- Build a new maintenance facility near the Technology Center.
- Continue to explore new funding through grant opportunities being made available, locally, statewide, and nationally.

- Work closely with community partners to research, identify, and align resources to assist families on the path to a life of economic independence.

Steps/Programs 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.
- 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% of leased up units	Effectiveness	99%	98%	100%	100%	100%
		# of days to turnover unit for move-in	Effectiveness	30	15	27	15	15
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents in order to promote the ultimate goal of homeownership.	# of participants in the FSS Program	Effectiveness	76	80	74	80	30
Accounting	Provide accurate financial information, in a timely manner, to the City and the Department of Housing & Urban Development to comply with local/state/ federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected	Effectiveness	90%	95%	89%	98%	98%
Task Tracking	Continue Task Tracking/Management by objectives which incorporates appropriate elements of PHAS, SEMPA, MASS, & similar existing measures.	% of participants recertified under program	Effectiveness	100%	100%	100%	100%	100%
Staff Training	Encourage Staff to complete training/certification programs relevant to their areas of responsibility.	% of staff maintaining training/certification	Effectiveness	100%	100%	100%	100%	100%
Public Image	Continue to improve our public image through enhanced communication, coordination & accountability with outside agencies, among the staff & with our residents.	# of participants using Tech Center monthly	Workload	118	130	150	130	130

Budget by Category

Budget Unit#: 1000	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel	\$ 152,121	\$ 147,774	\$ 159,538	\$ 147,187	\$ 173,608	\$ 173,608	\$ 177,007
Operations	\$ 37,771	\$ 34,610	\$ 62,207	\$ 32,157	\$ 54,351	\$ 54,351	\$ 54,380
Operating Expense-Control	\$ 1,104,934	\$ 1,060,333	\$ 1,151,769	\$ 1,020,650	\$ 1,134,310	\$ 1,134,310	\$ 1,147,271
Depreciation	\$ 516,844	\$ 517,688	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ 25,611	\$ -	\$ 375,000	\$ 375,000	\$ -
Non-Operating Expense	\$ 29,889	\$ 16,452	\$ -	\$ -	\$ 7,387	\$ 7,387	\$ 7,029
Interest Expense	\$ 972	\$ 488	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,842,531	\$ 1,777,345	\$ 1,399,125	\$ 1,199,994	\$ 1,744,656	\$ 1,744,656	\$ 1,385,687
% budget change		-4%		-32%		25%	

* as amended

**as of August 6, 2019