

GENERAL GOVERNMENT

OVERVIEW: General Government serves as the support function, assisting all City departments in the conduct of their daily operations. General Government is comprised of the Governing Body, Public Services Administration, the City Manager's Office, Human Resources, the Wellness Center, Finance, Tax, Legal, and Non-Departmental.

BUDGET UNITS:

Governing Body: The Governing Body consists of the Mayor and seven City Council members. It is responsible for the City's legislative governance and general policy setting. Additional information regarding the Governing Body may be obtained by contacting Kim Deason, City Clerk, at (704) 920-5205 or via email at deasonk@ci.concord.nc.us.

Public Services Administration: The Public Services Administration Department serves as the coordinating and planning body for the City's eight municipal service departments. Additional information regarding the Public Services Administration Department may be obtained by contacting James S. Greene, Deputy City Manager, at (704) 920-5206 or via email at greenej@ci.concord.nc.us.

City Manager's Office: The City Manager's Office serves as the leadership, coordination, planning, and information dissemination body for implementing City Council goals, objectives, and policies. Additional information regarding the Governing Body may be obtained by contacting Kim Deason, City Clerk, at (704) 920-5205 or via email at deasonk@ci.concord.nc.us.

Human Resources: The Human Resources Department coordinates the employment, personnel actions, benefit plans, risk management, wellness programs, and professional development of City employees. Additional information regarding the Human Resources Department may be obtained by contacting Jeannine Sargent, Director of Human Resources, at (704) 920-5101 or via email at sargentj@ci.concord.nc.us.

Wellness Center: The Wellness Center is dedicated to improving the health and wellness of coworkers by diagnosing and treating illnesses/injuries and providing opportunities for employees to learn the skills necessary to optimize their health. Additional information regarding the Wellness Center may be obtained by contacting Jeannine Sargent, Director of Human Resources, at (704) 920-5101 or via email at sargentj@ci.concord.nc.us.

Finance: The Finance Department is responsible for managing all of the fiscal affairs of the City and supporting the financial related operations of other City departments. Additional information regarding the Finance Department may be obtained by contacting Pam Hinson, Director of Finance, at (704) 920-5221 or via email at hinsonp@ci.concord.nc.us.

Tax: The Tax Collection Division is responsible for the billing and collection of all current and delinquent property taxes and privilege licenses. Additional information regarding Tax Collection Division may be obtained by contacting Rita Ellison, Tax Collector, at (704) 920-5265 or via email at ellisonr@ci.concord.nc.us.

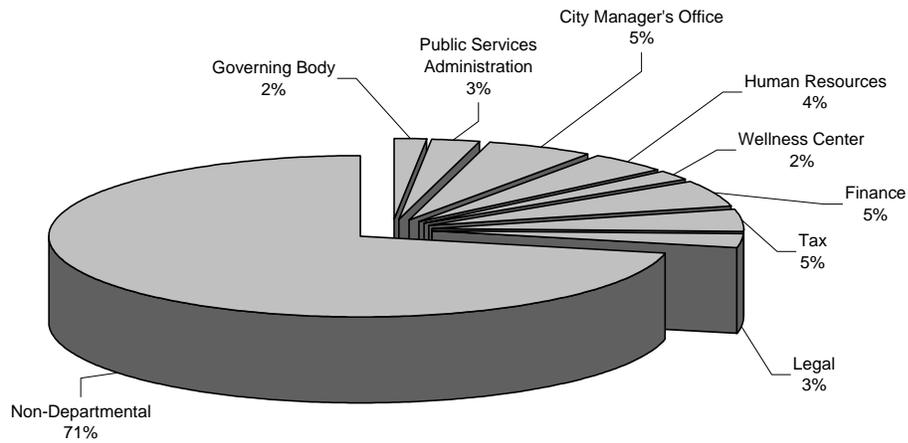
Legal: The Legal Department provides legal services to all City departments, the Mayor, City Council, and all City Boards and Commissions. It is the Legal Department's responsibility to reduce the City's liabilities and damages through legal guidance and support. The Legal Department assists with the resolution of cases involving the City, develops standard and specialized contracts, reviews contracts, assists with the development and revision of City ordinances, provides legal advice related to City business, and trains staff on relevant legal requirements. Additional information regarding the Legal Department may be obtained by contacting Albert M. Benshoff, City Attorney, at (704) 920-5114 or via email at benshoff@ci.concord.nc.us.

Non-Departmental: Non-Departmental accounts for expenditures which are unable or not required to be designated to a specific department. Additional information regarding Non-Departmental expenditures may be obtained by contacting Pam Hinson, Director of Finance, at (704) 920-5221 or via email at hinsonp@ci.concord.nc.us.

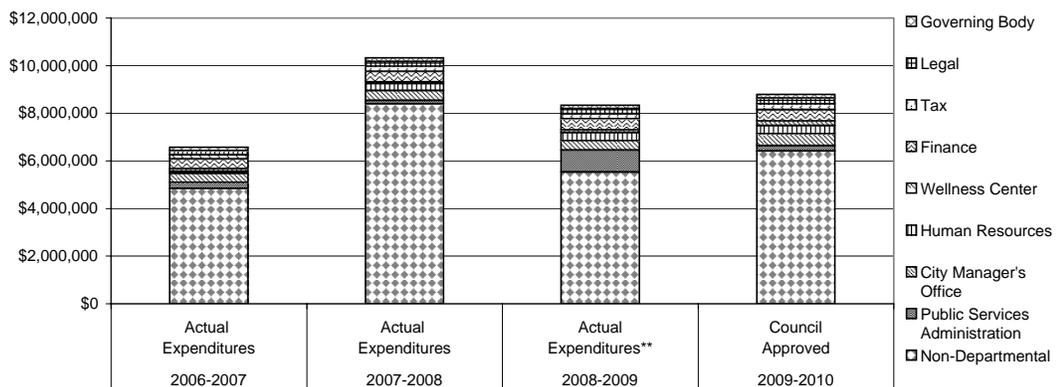
General Government Expenditures

	2006-2007 Actual Expenditures	2007-2008 Actual Expenditures	2008-2009 Council Approved*	2008-2009 Actual Expenditures**	2009-2010 Manager Recommended	2009-2010 Council Approved
By Department (General Fund)						
Governing Body	\$ 143,782	\$ 154,958	\$ 153,531	\$ 146,750	\$ 155,077	\$ 155,077
Public Services Administration	\$ 256,137	\$ 140,029	\$ 949,607	\$ 924,865	\$ 225,768	\$ 225,768
City Manager's Office	\$ 378,857	\$ 422,232	\$ 535,962	\$ 395,634	\$ 497,500	\$ 497,500
Human Resources	\$ 86,401	\$ 291,473	\$ 374,024	\$ 343,522	\$ 354,989	\$ 354,989
Wellness Center	\$ 99,463	\$ 66,336	\$ 139,635	\$ 109,562	\$ 185,846	\$ 185,846
Finance	\$ 415,180	\$ 444,192	\$ 496,729	\$ 468,253	\$ 473,929	\$ 473,929
Tax	\$ 328,430	\$ 399,276	\$ 411,411	\$ 398,190	\$ 403,071	\$ 403,071
Legal	\$ 175,960	\$ 206,369	\$ 245,382	\$ 213,026	\$ 242,525	\$ 242,525
Non-Departmental	\$ 4,839,410	\$ 8,395,153	\$ 6,644,372	\$ 5,526,036	\$ 6,409,003	\$ 6,409,003
Total Expenditures	\$ 6,723,620	\$ 10,520,018	\$ 9,950,653	\$ 8,525,838	\$ 8,947,708	\$ 8,947,708
<i>% budget change</i>		10%	56%	-5%		-10%
* as amended						
** as of 7/20/09						

FY 09-10 General Government Expenditures
(by Department)



General Government Expenditure Trend



GOVERNING BODY

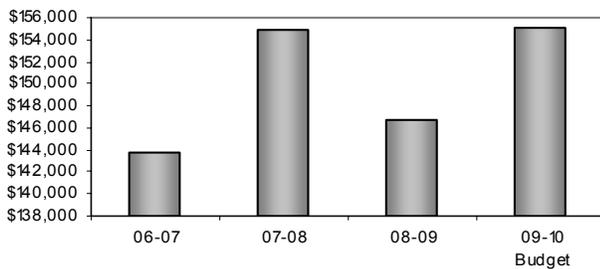
MISSION: The mission of the City of Concord is to partner with our community to deliver services, preserve, protect and enhance the quality of life of citizens, and plan for the future. The Governing Body is responsible for the City's legislative governance and policy setting.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: General Government
Department: **Governing Body**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



MAJOR SERVICE(S) PROVIDED:

- Set policy for operation of government and establish goals and objectives guided by those policies.
- Seek economic development through partnerships with other governments and private interests.
- Set budget guidelines and adopt financial plan to provide all services and retain financial stability of the City.

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Adopted the Capital Improvement Plan Ordinance.
- Incorporated Cabarrus County property tax revaluation into budget adoption.
- Expanded the number of recognized neighborhoods participating in the City-wide program to 38.
- Completed 84 percent of stated Council goals for the year (at FY09 mid-year).
- Endorsed staff recommendation to cut current year spending to address revenue shortfalls due to economic conditions.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Focus on basic service delivery and removing unnecessary expenses from budget.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

N/A

PERFORMANCE GOALS:

Major Service Area: See "Mayor and Council Goals and Objectives"

BUDGET SUMMARY:

Cost Center #: 4110	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual	Actual	Council	Actual	Manager	Council
	Expenditures	Expenditures	Approved	Expenditures**	Recommended	Approved
Personnel Services	\$ 133,882	\$ 144,405	\$ 155,537	\$ 153,799	\$ 159,972	\$ 159,972
Operations	\$ 172,029	\$ 185,247	\$ 178,516	\$ 173,473	\$ 170,656	\$ 170,656
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (162,129)	\$ (174,694)	\$ (180,522)	\$ (180,522)	\$ (175,551)	\$ (175,551)
Total Expenditures	\$ 143,782	\$ 154,958	\$ 153,531	\$ 146,750	\$ 155,077	\$ 155,077
% budget change	11%	8%	-1%			1%
* as amended						
**as of 7/20/09						

PUBLIC SERVICE ADMINISTRATION

MISSION: The Public Services Administration Department exists to provide effective leadership, coordinate services and promote new initiatives for the infrastructure/development departments with the desire to support and achieve the goals of the Mayor, City Council, and the City Manager.

PROGRAM LOCATOR:

Fund: General Fund

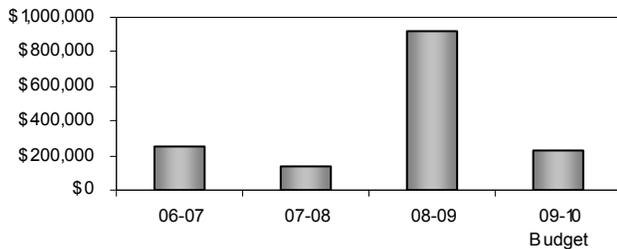
Functional Area: General Government

Department: **Public Service Administration**

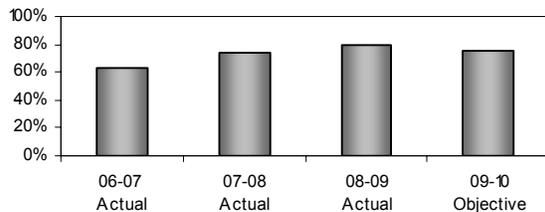
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Performance Objectives Acheived by Infrastructure/Development Departments



MAJOR SERVICE(S) PROVIDED:

- Support and direction for City utility, infrastructure and development services departments.

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Conducted safety programs and team building for Transportation, Stormwater, and Wastewater departments.
- Hired new Stormwater Director.
- Completed design of new transit center.
- Completed RFQ and began BOC space needs study.
- Completed Wellness Center construction.
- Completed security assessment and energy efficiency study of BOC.
- Conducted first team building program for BOC/Planning Dept directors.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Reorganize office space to eliminate contract temp service and improve efficiency of administrative assistants and customer service co-workers.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Conduct bi-monthly staff meetings with supervisors to discuss customer service accomplishments and improvements.
- Complete BOC space needs study.
- Implement improvements noted in energy efficiency study.

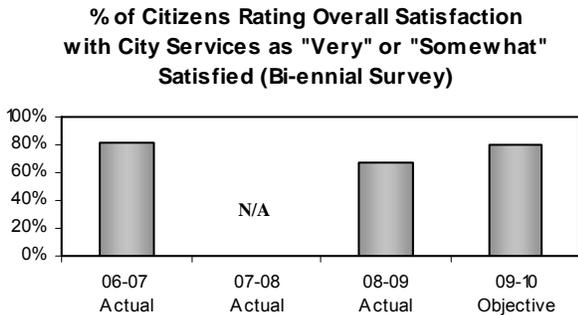
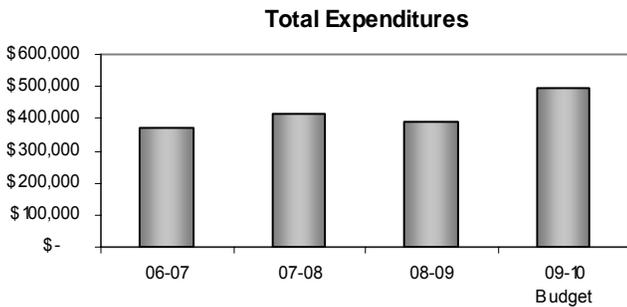
CITY MANAGER'S OFFICE

MISSION: The City Manager's Office exists to ensure that City services are planned and delivered to all citizens in the most efficient, economical and effective manner and that our citizens are informed and aware of City government.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: General Government
Department: **City Manager's Office**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



*The city did not send out a survey in FY08.

MAJOR SERVICE(S) PROVIDED:

- Present reports and recommendations in assistance to the Mayor and City Council.
- Manage the delivery of City services through coordination and direction of all City Departments.
- Assure that all Statutes and Ordinances are followed in the public notice and conduct of City Council meetings.
- Maintain complete and accurate records of the proceedings of City Council meetings.
- Provide a Comprehensive Program of Public Information in support of Council action and the activities of City departments.

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Undertook staffing changes to enhance project support and management by reclassifying a vacant position into a Management Analyst position.
- Supported City-wide customer service initiative.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Focus on basic service delivery and removing unnecessary expenses from budget.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Identified methods to focus on providing excellent external and internal customer service.
- Continued with monthly staff meeting to review progress with departmental goals and responsibilities.

PERFORMANCE GOALS:**Major Service Area: Assistance to Mayor and City Council**

Goal: To provide thorough information to Mayor and City Council in order to facilitate informed decision making concerning the City.

Major Service Area: Coordination of City Departments

Goal: To provide timely and accurate information to City departments for effective use of City resources.

Major Service Area: Statutes and Ordinances

Goal: To provide accurate information on the requirements for notification of public meetings to ensure all Statutes and Ordinances are followed.

Major Service Area: Records

Goal: To provide timely compilation and dissemination of City Council meeting minutes in order to maintain action taken by the City Council.

Major Service Area: Public Information

Goal: To provide quality, comprehensive, timely, and thorough information to the public on major events/issues and projects in Concord so that citizens will receive accurate information on City services.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Assistance to Mayor and Council	% of Council Members rating overall satisfaction with Admin. as "very" or "somewhat" satisfied	Effectiveness	N/A	N/A	95%	100%	95%	98%
Coordination of City Depts.	% of City Departments rating overall satisfaction with Admin. as "very" or "somewhat" satisfied	Effectiveness	N/A	N/A	95%	97.4%	95%	98%
Coordination of City Depts.	# of calls reported by employees in "Eyes and Ears" program	Workload	986	1,410	1,400	995	1,400	1,715
Coordination of City Depts.	% of Council Goals accomplished	Effectiveness	N/A	94%	85%	83%	85%	100%
Records	% of draft regular meeting minutes ready for adoption by next month's Council meeting	Effectiveness	N/A	N/A	N/A	100%	100%	100%
Public Information	% of 3 rd grade teachers rating overall satisfaction with Civic Education Program as "very" or "somewhat" satisfied	Effectiveness	N/A	95%	95%	97%	95%	95%
Public Information	% of Youth Council participants rating overall satisfaction with Youth Council Program as "very" or "somewhat" satisfied	Effectiveness	N/A	97%	95%	94%	95%	95%
Public Information	% of Concord 101 participants rating overall satisfaction with program as "very" or "somewhat" satisfied	Effectiveness	100%	100%	95%	100%	95%	98%
Public Information	# of hits on City's website	Workload	321,135	532,305	230k	487,212	550k	550k
Coordination of City Depts.	% of citizens rating overall satisfaction with City services as "very satisfied" or "somewhat satisfied" (biannual survey)	Effectiveness	N/A	N/A	80%	67.4%	80%	96%

HUMAN RESOURCES

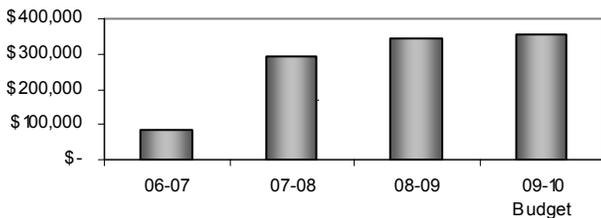
MISSION: The Human Resources Department is responsible for managing the strategic and operational workforce related activities of the City of Concord. Their philosophy is to consistently provide all customers with professionalism, expertise and high quality customer service in the administration of HR policies and procedures. Major areas include: classification/compensation, benefits administration, employee training and development, employee relations, position management, performance management, recruitment and selection, occupational health, wellness and safety programs, risk management, and worker's compensation administration and cost management of delivery of services.

PROGRAM LOCATOR:

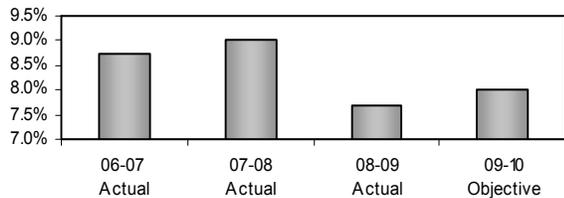
Fund: General Fund
Functional Area: General Government
Department: **Human Resources**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Turnover Rate



MAJOR SERVICE(S) PROVIDED:

- Safety Programs
- Worker's Compensation Administration
- Employee Retention
- Recruitment and Selection
- Employee Relations
- Cost Management

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Successfully incorporated the Citywide customer service initiative.
- Successfully defended 100% of Equal Employment Opportunity Commission (EEOC), Unemployment Insurance and Workers' Compensation Claims.
- Conducted & implemented Annual Compensation Study.
- Enhanced applicant flow process by creating new employment application, adding signage to direct applicants to the right place.
- Selected new vendor to administrate 457.
- Successfully completed annual benefits enrollment.
- Developed and implemented Defensive Driving Program and Policy.
- Created the following new policies:
 - Tobacco Policy
 - Reduction-in-Force Policy
- Revised the following policies:
 - Disciplinary Policy
 - FMLA
 - Workers Comp
 - Substance Abuse
- Enhanced new employee orientation program by incorporating customer service training and philosophy, compensation updates and wellness center initiative.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS

/ FOCUS AREAS:

- Develop electronic co-worker safety manual with enhancements.
- Automate newsletter.
- Implement web-based applicant tracking system.
- Conduct and Administer Annual Salary Survey.
- Select firms for brokerage services for property and casualty, risk management, worker compensation and employee benefits programs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Keep abreast of employment practices, laws, and regulations to ensure compliance.
- Review and approve Personnel Action Notices in an effort to reduce and eliminate potential payroll errors.
- Conduct annual Compensation Study in order to retain co-workers and ensure competitiveness in the labor market.
- Develop wellness initiatives to reduce health care costs.

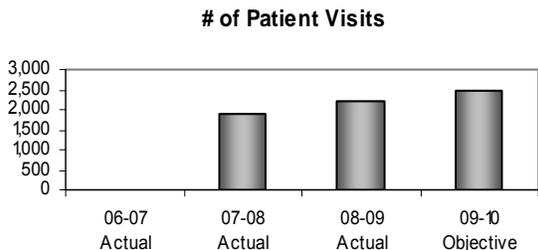
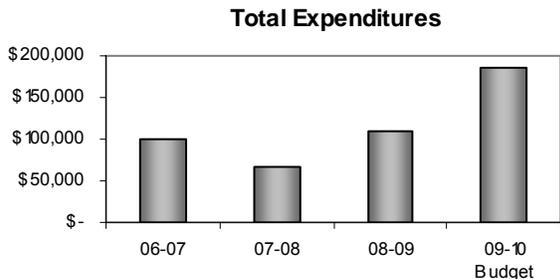
WELLNESS CENTER

MISSION: To create an environment dedicated to improving the health and wellness of our coworkers by diagnosing and treating illnesses/injuries and providing opportunities for employees to learn the skills they need in order to optimize their health and well being. The Wellness Center is committed to providing services that are easily accessible and confidential and to consistently provide all customers with professionalism, expertise and high quality customer service in the administration of Wellness Center services.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: General Government
Department: **Human Resources**
Division: Wellness

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Illness prevention and risk-reduction counseling and support groups
- Treatment of chronic and acute episodic injuries, illnesses and accidents
- Comprehensive physical examinations
 - Current Coworkers, firefighters, police officers and telecommunicators
 - Pre-Employment (telecommunicators and police officers)
 - Immunizations
- Illness prevention and risk-reduction counseling and support groups
- Enhanced Workers Compensation Services
- Drug Testing

- Pre-Employment
- Post-Hire
- Random
- Reasonable suspicion
- Accidents

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Develop additional wellness initiatives to reduce health care costs.
- Successfully oversaw completion of new Wellness Center facility and subsequent move from old location to new location on campus of Operations Center.
- Successfully increased wellness center visits from 81 to 370 (a 357% increase) in a 6-month period.
- Successfully recruited Wellness Coordinator to oversee newly implemented wellness initiatives.
- Began employee wellness challenge
- Conducted stress management series.
- Planned and coordinated on site Nutritionist consultations in order to meet with coworkers to assist in helping them maintain a healthy diet.
- Increased number of educational programs.
- Wellness coordinator certified by American Lung Association

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Begin Annual Coworker Birthday Assessment
- Begin to handle Police Department's new hire physical examinations.
- Begin prostate screenings.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Develop additional wellness initiatives to reduce health care costs.
- Begin smoking cessation initiative.
- Highlight monthly health and wellness initiatives to provide education on topics such as:
 - Breast cancer awareness
 - Healthy heart
 - Cancer Prevention
 - Stress Management

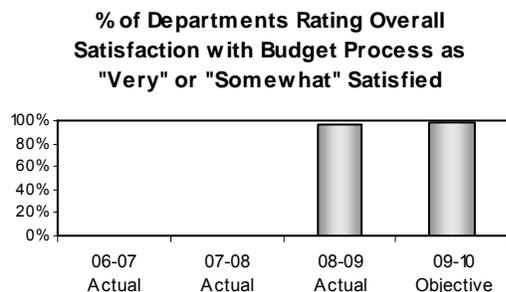
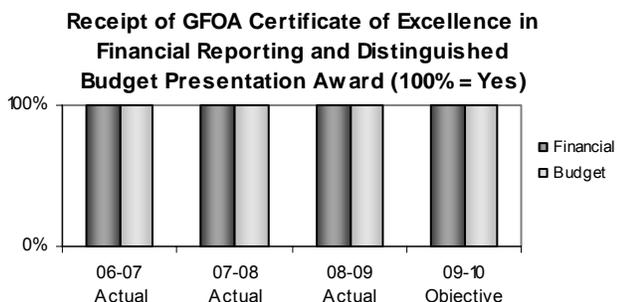
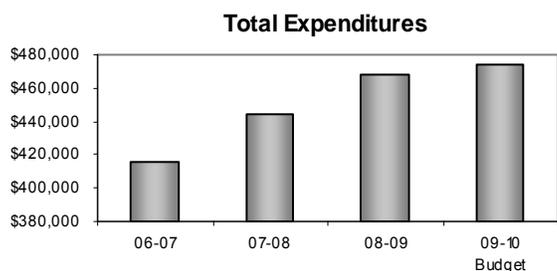
FINANCE

MISSION: The Finance Department exists to provide sound and innovative financial management in the areas of financial record keeping, accounting, payroll, accounts payable, and budgeting to the Mayor and City Council, City Management, City departments, regulatory agencies, vendors and U.S. financial markets with the desire to conduct ourselves according to the highest professional standards of financial planning and reporting.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: General Government
Department: Finance
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Accounts Payable Processing
- Payroll Processing
- Accounting
- Budgeting & Performance Measurement

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- City received its 7th consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY09 budget document.
- City received its 20th consecutive Certificate of Achievement in Financial Reporting from the Government Finance Officers Association for FY08.
- Implemented payment by Procurement Card as an improved purchasing vehicle. The use of P-card allowed employees to efficiently purchase items necessary to provide services to the public.
- Issued \$26 million in revenue bond debt for electric, water, and wastewater projects and refinanced current debt issuances.
- The City successfully refunded the 1998A&B Revenue Bonds, which resulted in a net present value savings of around \$1.8 Million.
- Successfully wrote financial statements in-house.
- Budget staff completed a comprehensive budget survey of department heads and staff associated with the budget process.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to ensure utility rates are adjusted as necessary by updating the City's rate model.
- Continue to monitor internal controls and financial operations to ensure compliance with Generally Accepted Accounting Principles and other state and federal accounting regulations.
- Continue to write annual financial statements in house.
- Enhance and improve the P-card and the EFT vendor payments processes.
- Improve customer service to both the public and our internal customers.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Budget Staff conducts an annual survey to determine customer satisfaction with the budget process and opportunities for improvement.
- Budget Staff uses the NC Benchmarking Project to evaluate and improve performance of studied departments.
- Accounts Payable staff reviews monthly on-time payment reports to identify problems and causes for late payments.
- Payroll staff reviews monthly payroll accuracy reports. Causes of errors are examined and efforts are made to reduce or eliminate potential for error on future payroll processes.
- Accounting staff regularly reviews Generally Accepted Accounting Principles and procedures to ensure that the City is 100% in compliance with the highest accounting standards.
- Accounting staff continues to search for grant funding.

TAX

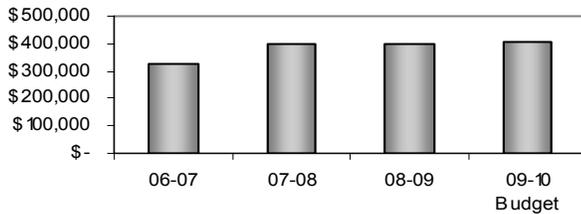
MISSION: The Tax Division exists to provide accurate and timely tax and business license billings, processing of payments and enforcement of collections in order to provide the City with the resources for the delivery of quality public services and assist Council in ensuring a fair and equitable tax rate.

PROGRAM LOCATOR:

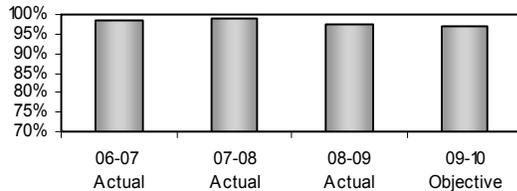
Fund: General Fund
Functional Area: General Government
Department: Finance
Division: Tax

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Taxes Collected



MAJOR SERVICE(S) PROVIDED:

- Billing and Processing of Tax Bills
- Privilege License Processing

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Obtained 97.11% collection rate for taxes.
- From July 30, 2008 through April 30, 2009 Privilege License Officer collected \$98,774.05 in delinquent fees.
- Privilege License collections totaled \$1,087,503 in fees and penalties as of April 30, 2009.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS

/ FOCUS AREAS:

- The tax rate will remain at \$.42.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Business License Officer will visit all businesses to ensure they have obtained license and are reporting correctly.
- Actively pursuing all methods of tax collection.

PERFORMANCE GOALS:**Major Service Area: Billing and Processing of Tax Bills**

Goal: To provide timely distribution of tax bills to property owners, which in turn will enable and encourage the property owners to pay their bills early. Employ all lawful means to collect all taxes due the City in accordance with North Carolina Laws.

Goal: To provide low cost Tax Division services in order to maximize use of resources required to service the City's taxpayers.

Major Service Area: Privilege License Processing

Goal: To collect all Business License fees due to the City in order to provide proper resources needed to provide City services.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Billing & Processing of Tax Bills	% of taxes collected	Effectiveness	98.72%	99%	99%	97.7%	97%	99%
Billing & Processing of Tax Bills	Cost per taxpayer bill serviced*	Efficiency	\$9.13	< \$9	< \$9	\$9.64	< \$9	< \$9
Privilege License Processing	% of privilege license payments received by July 1	Effectiveness	47%	50%	50%	Pending	55%	65%

* Calculation based on tax year, not fiscal year (ex. 2007 fiscal year uses 2006 tax year data.)

BUDGET SUMMARY:

Cost Center #: 4140	2006-2007		2007-2008		2008-2009		2009-2010	
	Actual	Actual	Council	Actual	Manager	Council		
	Expenditures	Expenditures	Approved	Expenditures**	Recommended	Approved		
Personnel Services	\$ 196,461	\$ 251,604	\$ 254,050	\$ 253,919	\$ 228,549	\$ 228,549		
Operations	\$ 124,815	\$ 134,566	\$ 144,446	\$ 132,151	\$ 134,396	\$ 134,396		
Capital Outlay	\$ -	\$ 5,000	\$ -	\$ -	\$ 28,000	\$ 28,000		
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Cost Allocations	\$ 7,154	\$ 8,106	\$ 12,915	\$ 12,120	\$ 12,126	\$ 12,126		
Total Expenditures	\$ 328,430	\$ 399,276	\$ 411,411	\$ 398,190	\$ 403,071	\$ 403,071		
% budget change	16%	22%	3%				-2%	
Total Revenues	\$ 1,600,503	\$ 1,463,193	\$ 1,384,000	\$ 1,551,292	\$ 1,268,725	\$ 1,268,725		
Net Costs	\$ (1,272,073)	\$ (1,063,917)	\$ (972,589)	\$ (1,153,102)	\$ (865,654)	\$ (865,654)		
* as amended								
** as of 7/20/09								
Authorized FTE	4.75	5.00	5.00	5.00	4.50	4.50		

LEGAL

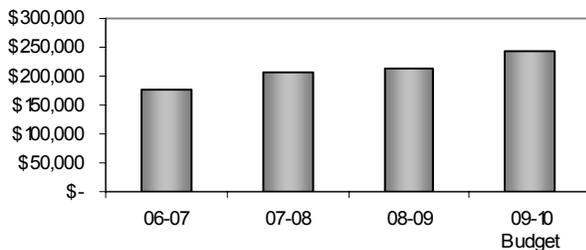
MISSION: The Legal Department exists to provide efficient and effective in-house legal counsel to all City departments, the City Manager's Office, the Mayor, City Council, Planning and Zoning Commission, Zoning Board of Adjustment, and the Historic Districts Commission with the desire to reduce the City's potential liabilities and damages.

PROGRAM LOCATOR:

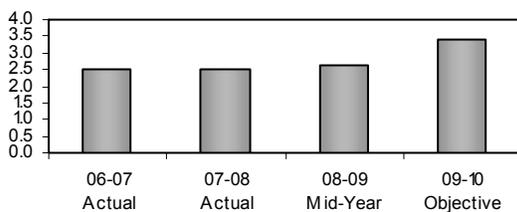
Fund: General Fund
Functional Area: General Government
Department: Legal
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Avg. # of Days to Review Contracts



MAJOR SERVICE(S) PROVIDED:

- Real Property - Research and acquire real property; handle disposition of surplus properties.
- Contracts - Research and write contracts, deeds, leases, releases and other legal documents; review and certify as to form and legal acceptability of contracts prepared by others.
- Debt Collection - Institute legal proceedings and file claims with courts to collect monies due the City for taxes, utilities, fees, etc.
- Litigation - Research and prepare documents necessary for the defense of lawsuits against the City or its employees brought against them for conduct while in the line of duty.
- City Code/Ordinances - Research and draft new ordinances and changes to City Code.
- Education - Review legal periodicals and recent court decisions and advise City Management and staff of legal implications and potential impact on policies and procedures. Train staff and elected officials in proper legal procedures and changing laws.
- Advise Policy Makers - Provide legal counsel to Policy Makers, City Council, City Manager,

Department Heads, City staff, Historic Commission, Planning & Zoning Commission, and Zoning Board of Adjustment.

- Advise Decision Makers - Provide legal counsel and support to the City Manager, department heads and staff.

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Standardized property acquisition procedures
- Identified real property needs for CIP projects
- Negotiated settlement of Pillowtex incentives and disputed property taxes.
- Scanned approximately 50 years of minutes for Board of Light & Water commissioners.
- Performed 285 title searches for code enforcement, subdivision, and utility projects.
- Researched Philip Morris property to determine ownership of easements for water, electric, & transportation
- Completed research of properties for downtown revitalization project.
- Reviewed loan documents for HUD grants administered through B&NS.
- Drafted cooperative planning and development settlement with County known as CAP
- Represented City in litigation regarding the new Transit Center, the IBT, Board of Adjustment (to the Court of Appeals), Code Enforcement, Personnel (civil rights cases), eminent domain, contracts, and bankruptcies
- Renewed copyright for previous City logo and completed application for new City logo.
- Drafted and/or reviewed City policies on the sale, use, & possession of alcohol on City property, Dress Code, Family Medical Leave, Driver's Policy, Tobacco, & Workplace Violence
- Acquired 68 properties for City utility easements, airport expansion, and greenways
- Drafted and/or reviewed documents for four major loan closings totaling \$68,640,000.
- Avg. review time of 1.8 days for 225+ contracts.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS

/ FOCUS AREAS:

- Requesting \$25,000 to cover outside legal fees for small departmental expenses and recording costs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Attend continuing education classes.
- Continue in-house training to reduce the City's potential liabilities and damages.
- Keep City staff apprised of proper legal procedures and changing laws.
- Continue cross-training department staff so that there will be no decrease in efficiency when absences occur.

PERFORMANCE GOALS:

Major Service Area: Sound Legal Representation

Goal: To provide sound legal representation to the Mayor, City Council and City Management in order to resolve all legal issues and obtain outcomes in the City's favor.

Major Service Area: Real Property

Goal: To check ownership and liens on all titles for acquisition, litigation and code enforcement purposes in order to ensure that the City obtains clear property titles, and in order to name the proper parties in litigation and code enforcement actions.

Major Service Area: Contracts

Goal: To efficiently review, amend, and execute contracts in order to ensure that the City's interests are properly addressed and that goods and services are procured in a timely manner.

Major Service Area: Debt Collection

Goal: To collect as many past-due accounts as possible in order to ensure fundamental fairness to the taxpayers.

Major Service Area: City Code

Goal: To have a modern, correct, clear and legally defensible City code in order to protect the City's interests and provide proper guidance on the legalities of City services.

Major Service Area: Education

Goal: To train staff, elected officials and appointed officers in proper legal procedures and changing laws in order to reduce and or eliminate potential liability and to ensure compliance with all applicable local, state, and federal laws and regulations.

Major Service Area: Advise Policy Makers

Goal: To provide legal counsel to Council, Historic Properties Commission, Zoning Board of Adjustment, and Planning & Zoning Commission in order to make informed policies while reducing potential liabilities.

Major Service Area: Advise Policy Makers

Goal: To provide legal advice and support to the City Manager, department heads and staff in order to comply with all applicable laws, reduce liabilities, enforce the City's ordinances and promote orderly growth and development of the City.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Real Property	# of title searches	Workload	N/A	120	N/A	285	N/A	N/A
Real Property	# of properties acquired	Workload	N/A	107	N/A	68	N/A	N/A
Contracts	Avg. days turnaround time to review written contracts	Effectiveness	3.4	1.8	3.5	1.8	3.4	3.5
Contracts	Prepare routine documents, such as standard contracts, within 10 business days	Effectiveness	*	*	*	*	100%	100%
Ordinance Amendment	# of amendments to City Code	Workload	N/A	38	20	30	21	20
Education	# of hours of in-house training	Workload	14	17	20	14	20	20
Education	Attorneys & staff complete state mandated training	Effectiveness	*	*	*	100%	100%	100%
Education	Encourage staff to participate in professional organizations	Effectiveness	*	*	*	100%	100%	100%
Education	Create, maintain and update a bank of legal bulletins on the City's intranet	Effectiveness	*	*	*	100%	100%	100%
Advise Policy Makers	# of meetings attended during which legal advice was rendered	Workload	N/A	70	N/A	155	N/A	N/A

*new for FY10

BUDGET SUMMARY:

Cost Center #: 4150	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual	Actual	Council	Actual	Manager	Council
	Expenditures	Expenditures	Approved	Expenditures**	Recommended	Approved
Personnel Services	\$ 297,126	\$ 360,041	\$ 398,691	\$ 398,278	\$ 407,383	\$ 407,383
Operations	\$ 69,965	\$ 68,534	\$ 92,221	\$ 60,276	\$ 95,085	\$ 95,085
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (191,131)	\$ (222,206)	\$ (245,530)	\$ (245,528)	\$ (259,943)	\$ (259,943)
Total Expenditures	\$ 175,960	\$ 206,369	\$ 245,382	\$ 213,026	\$ 242,525	\$ 242,525
% budget change	18%	17%	19%			-1%
* as amended						
**as of 7/20/09						
Authorized FTE	4.00	5.00	5.00	5.00	5.00	5.00

NON-DEPARTMENTAL

MISSION: N/A

PROGRAM LOCATOR:

Fund: General Fund

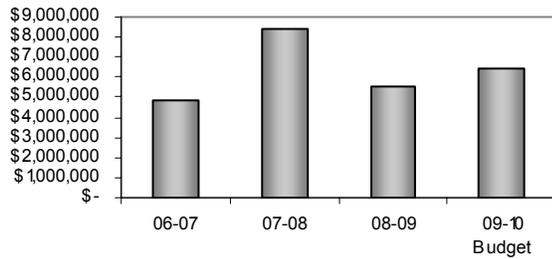
Functional Area: General Government

Department: **Non-Departmental**

Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



MAJOR SERVICE(S) PROVIDED:

- N/A

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Funded Performance Pay Program.
- Funded Concord Express.
- Funded Concord's share of Rider Transit System.
- Funded Cabarrus Health Alliance Mosquito Control Program.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue Performance Pay Program.
- Continue Concord Express contract with CATS.
- Continue funding Cabarrus Health Alliance Mosquito Control Program.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- N/A

