

INTERNAL SERVICES FUND

OVERVIEW: Internal Services serves as a support function, assisting all City departments in their daily operations. Internal Services is comprised of Utilities Collections, Data Services, Billing, Customer Service, Engineering, Fleet Services, Purchasing, Customer Care Center, and Buildings & Grounds Maintenance.

BUDGET UNITS:

Utilities Collections: The Utilities Collections Department is responsible for the collection of all electric, water, sewer, and commercial solid waste payments made to the City. The Collection of utility deposits, reconnect fees, returned checks, and other miscellaneous revenues are also transacted in this department. Additional information regarding Utilities Collections may be obtained by contacting Rita Ellison, Tax Collector, at (704) 920-5265 or via email at ellisonr@ci.concord.nc.us.

Data Services: Data Services is responsible for the network design, engineering, procurement, installation, and servicing of the computer infrastructure, hardware, and software for the City. The City contracts Data Services with Technologies Edge, Inc. Additional information regarding Data Services may be obtained by contacting James Hipp, Assistant City Manager, at (704) 920-5330 or via email at hippi@concord.nc.us.

Billing: Billing is responsible for all meter reading services, which includes electric, water, and wastewater. The Department processes the readings and the billing of more than 44,000 customers. Additional information regarding Billing may be obtained by contacting Edna Ferrell, Billing Manager, at (704) 920-5255 or via email at ferrelle@ci.concord.nc.us.

Customer Service: Customer Service is responsible for creating new customer utility accounts and answering customer inquiries regarding their utility accounts. Additional information regarding Customer Service may be obtained by contacting Brian Blackwell, Customer Service Manager, at (704) 920-5240 or via email at blackwec@ci.concord.nc.us.

Engineering: The Engineering Department provides engineering, technical, and contract management assistance to all City departments. Department's responsibility to schedule, design, prepare specifications, acquire permits, secure rights-of-way, advertise, bid, and manage all capital improvement projects as directed and approved by the City Council and the City Manager. Other engineering responsibilities include plan review, obtaining and holding application permits and encroachment agreements, and observing the construction of new public infrastructure to ensure compliance with local, state, and federal regulations. Additional information regarding Engineering may be obtained by contacting Sue Hyde, Director of Engineering, at (704)920-5425 or via email at hydes@ci.concord.nc.us.

Fleet Services: Fleet Services provides mechanical support for all of the City's fleet, which consists of over 800 vehicles and medium/heavy duty equipment. Additional information regarding Fleet Services may be obtained by contacting Daniel Nuckolls, Director of Fleet Services, at (704) 920-5431 or via email at nuckolls@ci.concord.nc.us.

Purchasing: Purchasing is responsible for the procurement and storage of goods and equipment for all City departments. Additional information regarding Purchasing may be obtained by contacting Sid Talbert, Purchasing Officer, at (704) 920-5441 or via email at talberts@ci.concord.nc.us.

Customer Care Center: The Customer Care Center provides "one stop shopping" for municipal operational requests. The Center receives customer operational requests and provides requested information or forwards these requests to the appropriate department. These requests are coordinated with other departments and tracked for completion. Customer Care Specialists can answer questions regarding billing, utilities collections, garbage pickup, and other services provided by municipal departments. Additional information regarding the Customer Care Center may be obtained by contacting Jim Sells, Emergency Management Coordinator, at (704) 920-5528 or via email at sellsj@ci.concord.nc.us.

Building & Grounds Maintenance: The Buildings & Grounds Maintenance Department supports the maintenance operations of City departments. Primary responsibilities include ground maintenance, building maintenance, HVAC/Electrical, custodial, vacant lot mowing, street rights-of-way mowing, and Public Housing grounds maintenance. Additional information regarding Buildings & Grounds Maintenance may be obtained by contacting David Ratchford, Director of Buildings & Grounds Maintenance, at (704) 920-5380 or via email at ratchfod@ci.concord.nc.us.

Internal Services Fund Allocated Costs

Fund 800

	2006-2007 Actual Allocation	2007-2008 Actual Allocation	2008-2009 Council Approved*	2008-2009 Actual Allocation**	2009-2010 Manager Recommended	2009-2010 Council Approved
By Cost Center						
Utilities Collections	\$ 276,166	\$ 287,741	\$ 305,600	\$ 300,090	\$ 272,296	\$ 272,296
Data Services	\$ 1,269,743	\$ 1,398,765	\$ 1,562,796	\$ 1,521,493	\$ 1,427,472	\$ 1,427,472
Billing	\$ 874,229	\$ 853,676	\$ 885,791	\$ 913,540	\$ 768,186	\$ 768,186
Customer Service	\$ 808,919	\$ 898,998	\$ 942,333	\$ 934,752	\$ 902,841	\$ 902,841
Engineering	\$ 1,772,400	\$ 1,814,398	\$ 1,994,440	\$ 2,011,189	\$ 1,884,943	\$ 1,884,943
Fleet Services	\$ 2,117,347	\$ 2,568,640	\$ 2,692,968	\$ 1,628,986	\$ 2,670,674	\$ 2,670,674
Purchasing	\$ 585,989	\$ 538,553	\$ 554,384	\$ 547,891	\$ 563,562	\$ 563,562
Customer Care Center	\$ 334,315	\$ 347,122	\$ 397,529	\$ 394,288	\$ 400,453	\$ 400,453
Buildings & Grounds	\$ 2,302,332	\$ 2,229,950	\$ 2,655,571	\$ 2,674,124	\$ 2,322,174	\$ 2,322,174
Total Allocated Costs to other City Departments	\$ 10,341,440	\$ 10,937,843	\$ 11,991,412	\$ 10,926,353	\$ 11,212,601	\$ 11,212,601
% budget change		15%	6%	10%		-6%

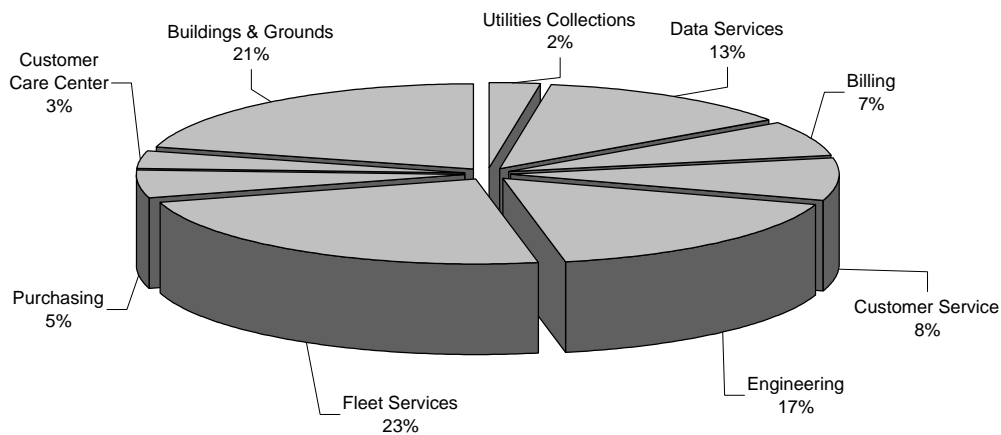
* as amended

**as of 7/20/09

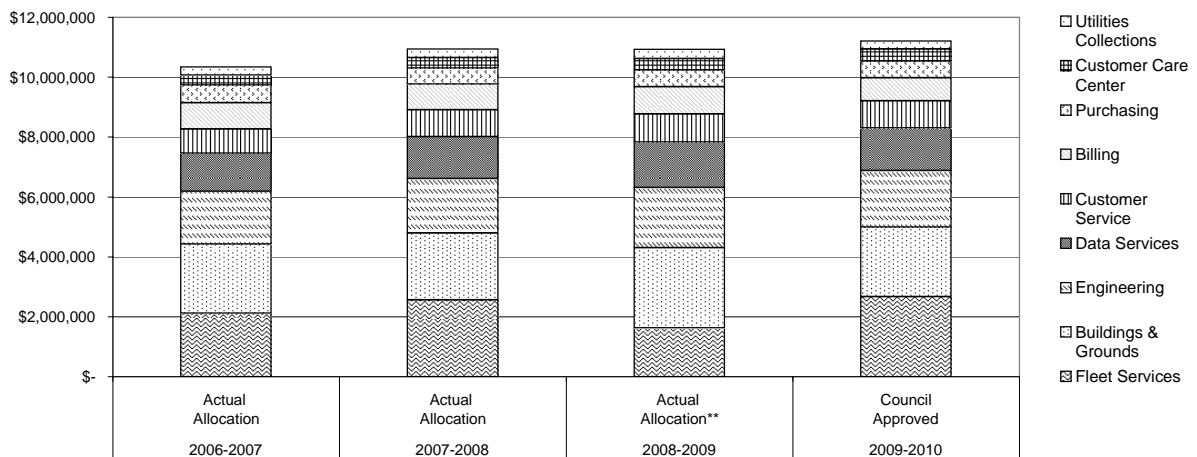
Note: All Internal Service Department costs are allocated, or charged out, to other departments.

FY 09-10 Internal Services Fund

(Allocated Costs)



Internal Services Expenditure Trend



Internal Services Fund Cost Distribution

Fund 800

	2009-2010 Manager Recommended	2009-2010 Council Approved
By Fund		
General	\$ 5,072,097	\$ 5,072,097
Electric	\$ 2,667,191	\$ 2,667,191
Water	\$ 1,368,352	\$ 1,368,352
Wastewater	\$ 1,370,511	\$ 1,370,511
Stormwater	\$ 556,549	\$ 556,549
Aviation	\$ 188,599	\$ 188,599
Allocation to General Fund for Wellness Center	\$ (10,698)	\$ (10,698)
Total Expenditures for Internal Services	\$ 11,212,601	\$ 11,212,601

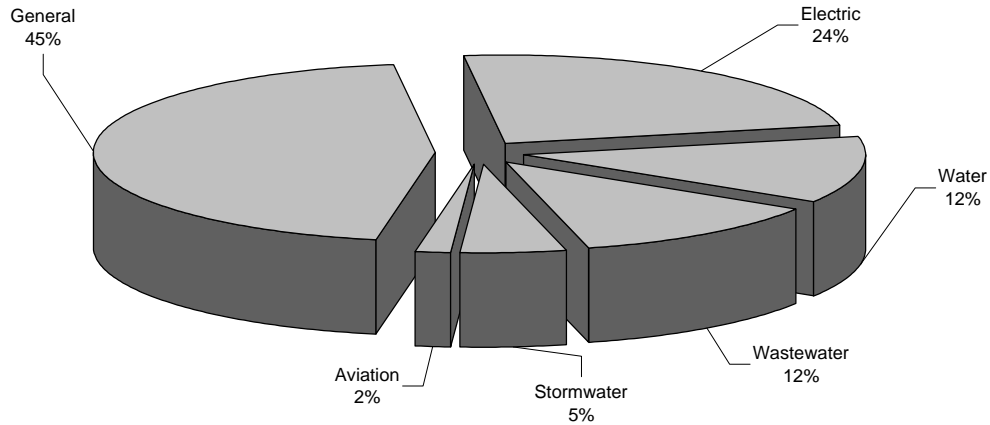
% budget change

* as amended

**as of 7/20/09

Note: All Internal Service Department costs are allocated, or charged out, to other departments. The allocations in the table above reflect only the cost allocations paid to Internal Service Departments and include any payments Internal Service Departments make to one another. No cost allocations from Enterprise Funds paid to the General Fund are included.

Internal Service Fund Allocated Costs FY09-10



UTILITIES COLLECTIONS

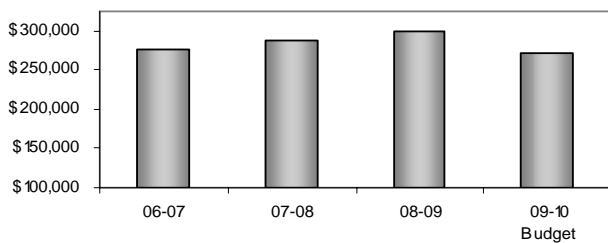
MISSION: The Collections Department exists to provide timely and accurate posting of utility payments for the citizens of Concord with the desire to uphold the highest level of customer service.

PROGRAM LOCATOR:

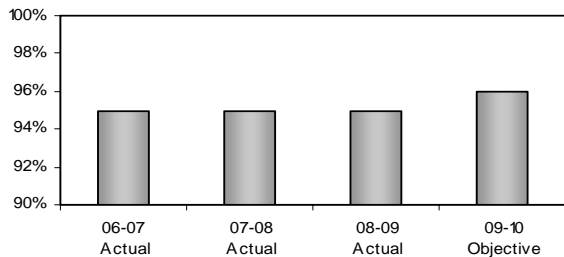
Fund: Internal Services
Functional Area: Internal Services
Department: **Utilities Collections**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



% of Days Cashiers Not Out of Balance More than \$1



MAJOR SERVICE(S) PROVIDED:

- Utility Payment Processing

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Implemented Harris eCare to allow customers to review account information online.
- City utility bills are paid via bank draft, eliminating the need for Accounts Payable to print a check and cashiers to manually key these payments.

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

- Upgrade of our Utility Billing System to Northstar 6.0. NorthStar is a more user-friendly system that will better facilitate collections transactions and can be more easily navigated by coworkers when assisting customers.
- Add additional functionality to Harris eCare to allow customers to schedule utility bill payments.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Coworkers research and correct their own errors in an effort to identify problem areas.
- Coworkers will attend training classes as funding allows.
- Maintain User Manual by updating steps for both new and current processes.
- Cross-train coworkers within the department and with the Tax area so that all processes continue when coworkers are absent and so that we can assist customers across department lines.
- Facilitate research and corrections by labeling Cashier journals with specific letters so that cashiers can quickly and easily determine the type of journal.
- Continue to work with our lockbox provider to reduce the numbers of unprocessed items that are sent back for manual processing.
- Put in to affect a new policy that allows for automatic refunding of utility deposits when customers become eligible.

PERFORMANCE GOALS:**Major Service Area: Utility Payment Processing**

Goal: To provide timely processing of utility payments in order to optimize cash flow position.

Goal: To provide accurate posting of utility payments in order to maintain customer satisfaction and reduce corrections.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Utility Payment Processing	% of days cashiers not out of balance more than \$1	Effectiveness	95%	96%	96%	95%	96%	98%
Utility Payment Processing	% of receipts processed and deposited within 24 hrs.	Effectiveness	99%	100%	100%	99%	99%	99%
Utility Payment Processing	# of monthly adjustments for incorrect postings	Effectiveness	6.5	6	5	4	5	5

BUDGET SUMMARY:

Cost Center #: 4200	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 204,449	\$ 235,632	\$ 226,363	\$ 205,934	\$ 202,769	\$ 202,769
Operations	\$ 71,488	\$ 85,252	\$ 73,720	\$ 61,010	\$ 71,813	\$ 71,813
Capital Outlay	\$ -	\$ 4,927	\$ 3,238	\$ 4,063	\$ -	\$ -
Depreciation	\$ 238	\$ 705	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (276,166)	\$ (287,741)	\$ (305,600)	\$ (300,090)	\$ (272,296)	\$ (272,296)
Other Appropriation:	\$ -	\$ -	\$ 2,280	\$ -	\$ -	\$ -
Total Expenses	\$ 9	\$ 38,775	\$ 1	\$ (29,083)	\$ 2,286	\$ 2,286
% budget change	19%	4%	6%			-11%
* as amended						
** as of 7/20/09						
Authorized FTE	5.00	5.00	5.00	5.00	4.50	4.50

DATA SERVICES

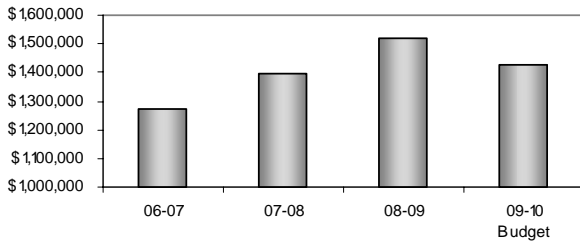
MISSION: The Data Services Department exists to provide technology solutions and support to all City departments and employees in a timely and cost-effective manner with the desire to provide access to appropriate information and data required for conducting public business and communicating with citizens.

PROGRAM LOCATOR:

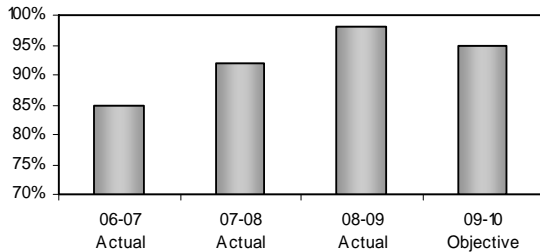
Fund: Internal Services
Functional Area: Central Services
Department: **Data Services**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



% of Customers Rating Data Services Overall as "Excellent" or "Good"



MAJOR SERVICE(S) PROVIDED:

- Network Infrastructure: design, installation and maintenance of City's network and servers
- Computer Hardware and Software: procurement, installation and maintenance
- Technology Project Management and Consulting

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Installed Harris mCare Mobile Work Order system.
- Installed Harris eCare Web Portal.
- Implemented Disaster Recovery Plan for Utility Billing servers.
- Installed Munis/Tax and Pentamation Interface.
- Upgraded Novell Patch Management system.
- Installed dedicated Email Backup System.
- Began installation of Phase IIIA Fiber Optic Project with Electric Department (approximately 5 miles).

- Installed Laserfiche Audit Trail.
- Upgraded City's Spam Filtering Software.
- Replaced Electric Department and City Hall Novell Servers.
- Installed Net Motion Wireless Server.
- Installed Contract Routing system.
- Installed Radius Authentication Server.

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

- Install and project manage Harris Systems Northstar Upgrade.
- Complete Phase IIIA and begin Phase IIIB and Phase IIIC Fiber Optic Project.
- Replace Airport, Parks & Recreation, Police and Engineering Novell Servers.
- Install Police Department Citrix Server.
- Install Wireless Authentication Server.
- Develop Utility Billing/Tax to GIS Interface.
- Investigate utilization of Virtual Servers in place of Traditional Server replacements.
- Install Harris e-Billing Solution.
- Implement City-wide Training Document Program.
- Investigate alternative Email solutions.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Preventive maintenance programs to provide for high network availability.
- Allocate Staff resources to meet increasing demand for service requests.
- Work order system for more efficient processing of service needs.
- Customer satisfaction survey to provide direct customer feedback.

BILLING

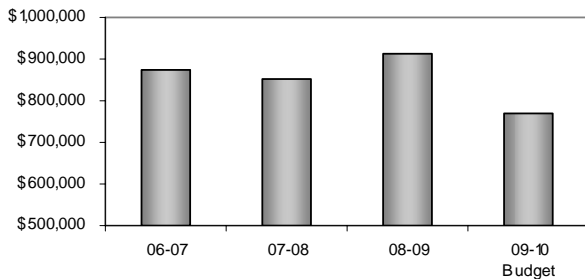
MISSION: The Billing Department exists to provide accurate and timely billing for all residential, commercial, industrial, institutional, storm water and municipal utility customers in order to provide the City's Electric, Water, Wastewater, Stormwater utilities with the necessary resources that are required to provide the highest possible level of service to the City.

PROGRAM LOCATOR:

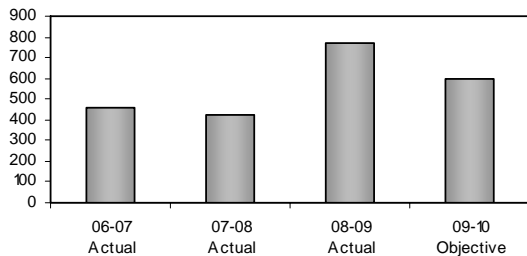
Fund: Internal Services
Functional Area: Internal Services
Department: Finance
Division: **Billing**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



Average # of Meter Re-Reads per Month



MAJOR SERVICE(S) PROVIDED:

- Meter Reading
- Billing

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Installed a more efficient printer to print utility bills.
- Purchased a second Mobile Collector.
- Reduced the number of meter reading personnel required to service Concord by 2 FTE through the implementation of radio read meters.
- Handled the billing of approximately 44,000 customers.
- Purchased a new inserting system for the utility bills.
- Replaced 4 computers.
- Replaced 6 Handheld radios.

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

- Utilize the Harris software to bill other services within the City.
- Replace 1 meter reading vehicle.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to work with the Water Department on the water meter change-out program.
- Continue to attend conference meetings for our utility software to gain knowledge and better serve our utility customers.
- Continue to use the meter reading staff to troubleshoot radio-read meters.
- Continue to have a low number to mis-reads on electric and water meters to insure accurate billing.
- Cross train meter reader to work in Billing.

PERFORMANCE GOALS:**Major Service Area: Meter Reading**

Goal: To provide timely and accurate meter readings to residential and commercial customers in order to ensure on-time billing.

Major Service Area: Billing

Goal: To provide on-time billing to utility customers in order to encourage on-time remittance of payments.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Meter Reading	Average number of meter re-reads per month	Effectiveness	457	426	600	772	600	800
Meter Reading	Average number of monthly mis-reads	Effectiveness	24	10	10	6	10	0
Billing	% of utility bills mailed within 24hrs of due date	Effectiveness	86%	98%	95%	87%	90%	100%

BUDGET SUMMARY:

Cost Center #: 4215						
	2006-2007 Actual Expenses	2007-2008 Actual Expenses	2008-2009 Council Approved*	2008-2009 Actual Expenses**	2009-2010 Manager Recommended	2009-2010 Council Approved
Personnel Services	\$ 662,215	\$ 643,662	\$ 585,931	\$ 565,945	\$ 562,135	\$ 562,135
Operations	\$ 196,264	\$ 204,542	\$ 262,123	\$ 239,197	\$ 206,648	\$ 206,648
Capital Outlay	\$ 36,185	\$ 2	\$ 29,738	\$ 29,036	\$ -	\$ -
Depreciation	\$ 15,760	\$ 22,415	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (874,229)	\$ (853,676)	\$ (885,791)	\$ (913,540)	\$ (768,186)	\$ (768,186)
Other Appropriations	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ -
Total Expenses	\$ 36,195	\$ 16,945	\$ 1	\$ (79,362)	\$ 597	\$ 597
% budget change	-3.7%	-2%	4%			-13%
* as amended						
**as of 7/20/09						
Authorized FTE	14.00	13.00	13.00	13.00	11.00	11.00

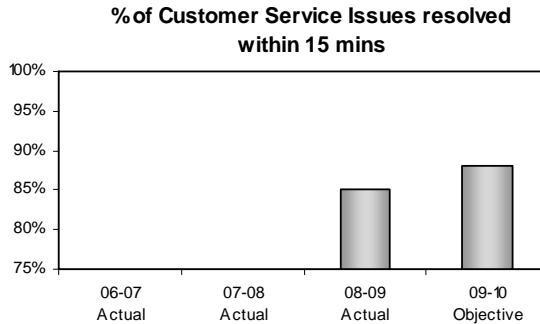
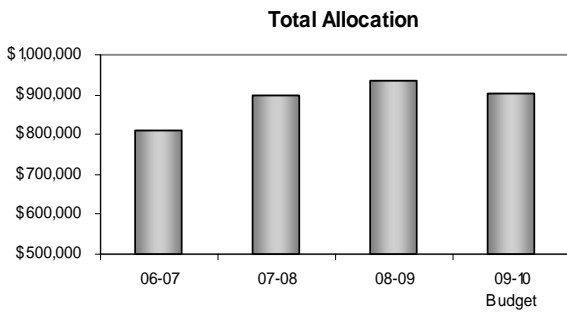
CUSTOMER SERVICE

MISSION: The Customer Service Department exists to provide quality service to City Departments and Utility Customers. By providing timely and accurate information on existing and new accounts, we will continue to establish quality work, good communication, and trusting relationships.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: **Customer Service**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Process Service Requests:
 - Connect / Disconnect Utility Services
 - Install Electric and Water Meters
 - Disconnect Unpaid Accounts/Reconnect After Payment Received
 - Leak Adjustments: Research, Calculate, and Advise Customer
- Research Customer Inquiries:
 - Issue Service Order / Contact Customer When Completed

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- New Policy and Procedures implemented to encourage better Customer Service.
- Assisted the Wastewater Department with right-of-way easements on multiple accounts.
- New focus on Technology and conservation of paper

- Use of Report writing to eliminate manual processes
- Increased revenue collection from Customer Disconnection and Meter Tampering

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

- Implement Harris Northstar, which will replace the current Harris 5.2 software system for setting up and tracking accounts.
- Implement the Harris M-Care process to increase the level of service to all customers, internal and external.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Will continue to use Crystal Reporting to reduce paperwork and increase productivity.
- Customer Service Technicians will use laptops in the field to lessen paperwork and provide access to account information at the Technician's disposal.
- One of the Senior Customer Representatives will be involved in the Customer Service Design Team that will meet regularly to discuss Customer Service issues and ways to serve customers more efficiently.

PERFORMANCE GOALS:**Major Service Area: Timeliness**

Goal: To provide the timely processing of requests for service, answer customer questions and set up new service for customers in order to maintain the high level of service.

Major Service Area: Average number of Walk-in Customers Per Representative Per Day

Goal: To provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Timeliness	% of customer service issues solved within 15 minutes	Effectiveness	N/A	N/A	85%	85%	88%	N/A
Walk-in Customers	Average # of customers seen per day by each Customer Service Representative	Workload	N/A	N/A	15	15.87%	15	N/A
Meter Accuracy	% of Meter Tampering Charges Recovered	Effectiveness	N/A	N/A	N/A	21.27%	25%	N/A

BUDGET SUMMARY:

Cost Center #: 4220						
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 726,425	\$ 859,366	\$ 844,305	\$ 841,666	\$ 855,116	\$ 855,116
Operations	\$ 65,341	\$ 73,396	\$ 87,091	\$ 51,097	\$ 59,932	\$ 59,932
Capital Outlay	\$ -	\$ 4,927	\$ 8,238	\$ 4,063	\$ -	\$ -
Depreciation	\$ 17,166	\$ 17,166	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (808,919)	\$ (898,998)	\$ (942,333)	\$ (934,752)	\$ (902,841)	\$ (902,841)
Other Appropriations	\$ -	\$ -	\$ 2,700	\$ -	\$ -	\$ -
Total Expenses	\$ 13	\$ 55,857	\$ 1	\$ (37,926)	\$ 12,207	\$ 12,207
<i>% budget change</i>	<i>14%</i>	<i>11%</i>	<i>5%</i>			<i>-4%</i>
* as amended						
** as of 7/20/09						
Authorized FTE	15.00	17.00	17.00	17.00	17.00	17.00

ENGINEERING

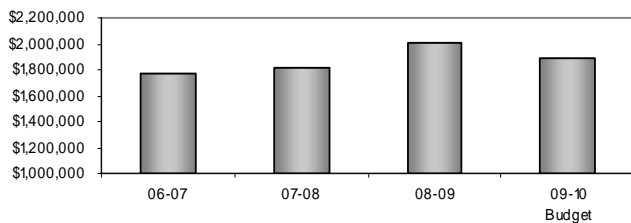
MISSION: The Engineering Department provides quality, innovative, and cost-effective consulting engineering services in a timely manner to the various departments of the City of Concord for the preservation and continuous enhancement of the safety, health, and quality of life of our citizens, businesses, and guests.

PROGRAM LOCATOR:

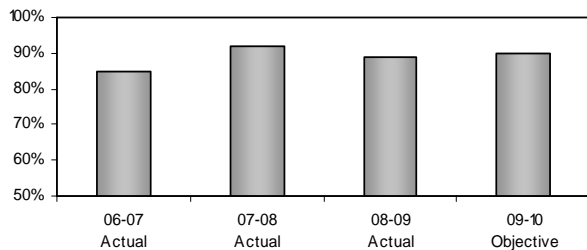
Fund: Internal Services
Functional Area: Internal Services
Department: **Engineering**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



% Rating Overall Satisfaction with Department as "Very" or "Somewhat" Satisfied



MAJOR SERVICE(S) PROVIDED:

- Design
- Construction Inspection
- Surveying

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Designed and/or monitored the construction of 68,241 feet of wastewater collection system extension for an estimated value of \$4.1 million.
- Designed and/or monitored the construction of 76,437 feet of water distribution system extension for an estimated value of \$9.8 million.
- Monitored the construction of 10.04 miles of new streets for an estimated value of \$35.4 million.
- Coordinated and/or monitored the construction of the Fire Station # 9 on Ivey Cline Road.

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

- At the present time we have 4 vacant positions that we would like to fill as budget allows.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue making the transition into the Civil 3D design software to improve efficiency.
- Reclassification of the CAD Analyst position to Project Engineer to improve efficiency in the design process.
- Implement the time tracking software to monitor project progress and increase efficiency and effectiveness.

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

Goal: To provide design services to City Departments and technical plan review services to developers in order to ensure that development and infrastructure meet City standards, adhere to good engineering practices, and are consistent with the goals of the City.

Major Service Area: Construction Inspection

Goal: To provide the best possible construction inspection service to City administration and City departments so projects can be executed according to City standards, in a timely manner, within budget, and technically correct.

Major Service Area: Surveying

Goal: To provide accurate and timely surveying information to all City departments in order to produce sound designs, comply with local, state, and federal laws, and optimize the use of City resources.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Surveying	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	80%	93%	90%	79%	90%	95%
Design	Average # of days for review of engineering drawings	Effectiveness	3	2	4	2	4	5.5
Design	% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	Effectiveness	87%	94%	93%	93%	93%	95%
Construction Inspection	% of projects completed on time and within budget	Effectiveness	98%	92%	95%	100%	95%	100%
Construction Inspection	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	86%	90%	90%	76%	90%	95%
Surveying / Design / Construction Inspection	% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	85%	92%	92%	89%	90%	95%

BUDGET SUMMARY:

Cost Center #: 4230	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 1,572,553	\$ 1,656,456	\$ 1,710,171	\$ 1,659,611	\$ 1,706,310	\$ 1,706,310
Operations	\$ 156,499	\$ 149,797	\$ 199,356	\$ 125,887	\$ 149,581	\$ 149,581
Capital Outlay	\$ 24,614	\$ 1	\$ 26,000	\$ 26,911	\$ 27,500	\$ 27,500
Depreciation	\$ 43,361	\$ 41,999	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,772,400)	\$ (1,814,398)	\$ (1,994,440)	\$ (2,011,189)	\$ (1,884,943)	\$ (1,884,943)
Other Appropriations	\$ -	\$ -	\$ 58,913	\$ -	\$ -	\$ -
Total Expenses	\$ 24,627	\$ 33,855	\$ -	\$ (198,780)	\$ (1,552)	\$ (1,552)
% budget change	7%	2%	10%			-5%
* as amended						
** as of 7/20/09						
Authorized FTE	28.00	28.00	28.00	28.00	25.00	25.00

FLEET SERVICES

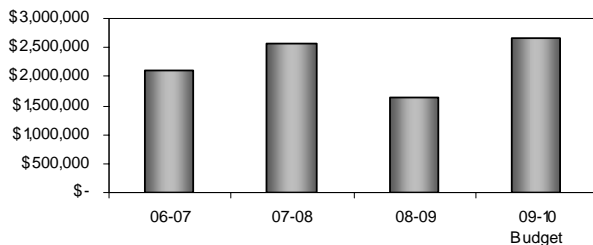
MISSION: Fleet Services provides City departments with the most timely and cost-effective vehicle/equipment maintenance, repair, and fueling services. Our focus is to maintain a competitive advantage by providing the best value to our customers, which will in turn allow a greater level of service to City of Concord citizens.

PROGRAM LOCATOR:

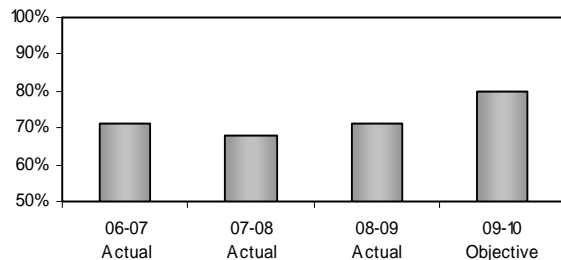
Fund: Internal Fund
Functional Area: Central Services
Department: **Fleet Services**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



Hours Billed as % of Billable Hours



MAJOR SERVICE(S) PROVIDED:

- Vehicle / Equipment Maintenance
- Fueling Services
- Driver Training
- Vehicle / Equipment Specifications / Purchasing
- Vehicle / Equipment Disposal

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Began using Bio-diesel in November. This was part of a CMAQ Grant, which funded a portion of the Fire Station 9 Fueling Facility.
- Began operations of the remote fueling facility at Fire Station #9 in December. This location permits fueling on the west side of town at a lower cost than using fuel cards, and also increases total fuel capacity for the City in the event of fuel disruptions and emergencies.
- Implemented new Fleet Management Policy, which includes updated Take-home Vehicle requirements that consider cost benefit to the

City and tax implications to the employee. This has resulted in a 40% reduction in the number of non-Police take-home vehicles.

- Increased mechanic ASE certifications to 16.

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

- Replace tractor truck with used tractor for departmental use.
- Reclassify Driver Trainer position to Fleet Operations Manager position.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to test AIMs Program to up-fit fleet vehicles with automated fueling capabilities.
- Focus mechanic training on specific sources of vehicle come-backs as identified by new fleet software.
- Implement wireless inspection system for increased efficiency.

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

Goal: To provide high quality and timely vehicle maintenance for City departments in order to achieve maximum fleet availability and high customer satisfaction.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Maintenance	Hours billed as % of billable hours	Efficiency	71%	68%	80%	71%	80%	80%
Maintenance	% of work orders completed within 24 hours	Effectiveness	98%	97%	98%	98%	98%	98%
Maintenance	% of work orders that require repeat repairs within 30 days	Effectiveness	0.9%	0.6%	0.4%	1.2%	0.4%	0.4%
Maintenance	% of customers rating overall service as "Excellent" or "Good"	Effectiveness	N/A	N/A	85%	N/A	85%	N/A

BUDGET SUMMARY:

	Cost Center #: 4240					
	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 769,669	\$ 822,537	\$ 791,630	\$ 810,681	\$ 779,581	\$ 779,581
Operations	\$ 1,312,500	\$ 1,740,358	\$ 1,886,339	\$ 1,485,242	\$ 1,838,647	\$ 1,838,647
Capital Outlay	\$ 31,771	\$ 1	\$ -	\$ -	\$ 50,000	\$ 50,000
Depreciation	\$ 35,191	\$ 39,596	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (2,117,347)	\$ (2,568,640)	\$ (2,692,968)	\$ (1,628,986)	\$ (2,670,674)	\$ (2,670,674)
Other Appropriations	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -
Total Expenses	\$ 31,784	\$ 33,852	\$ 1	\$ 666,937	\$ (2,446)	\$ (2,446)
% budget change	3%	21%	5%			-1%
* as amended						
**as of 7/20/09						
Authorized FTE	14.00	14.00	14.00	14.00	13.25	13.25

PURCHASING

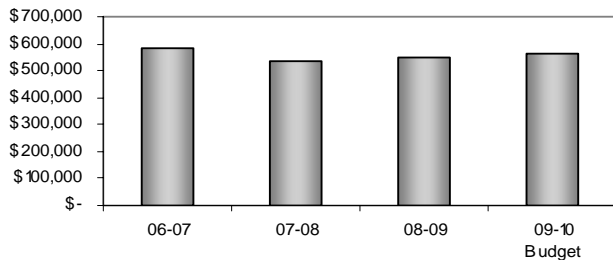
MISSION: The Purchasing Department exists to provide timely and accurate procurement and sound warehouse management for City departments with the desire to ensure that the goods and services required to deliver public services are available when needed and that the best possible prices for these goods and services are obtained.

PROGRAM LOCATOR:

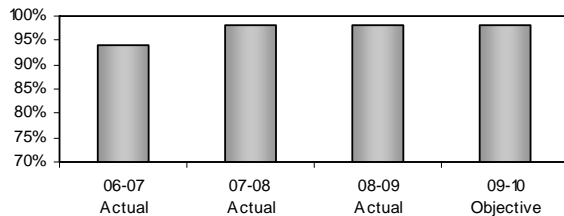
Fund: Internal Service
Functional Area: Internal Services
Department: Purchasing
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



% of Departments Rating Purchasing Services as "Excellent" or "Good"



MAJOR SERVICE(S) PROVIDED:

- Procurement of Goods for Public Services (including guiding departments in following State and local purchasing statutes)
- Warehouse Management of Inventoried Goods

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Reorganized the lower yard area to better identify inventory on hand
- Goods received in warehouse for other departments are signed for to better track goods
- Majority of Purchasing staff participating in Career Development Program
- Successfully audited our physical inventory for year-end. Annual audit of physical inventory was within acceptable variance level.
- Respond to potential vendors with vendor information, W-9, and vendor quick reference guides.

- Purchasing Technician successfully met the requirement for Certified Local Government Purchasing Officer
- Department participated in BOC Needs Study to determine better utilization of warehouse and office area.

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

- Assist Legal Department to finalize the Purchasing Manual.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Identify all aged inventory and determine if still a usable good.
- Continue to solicit feedback from the various departments via survey to improve overall customer service level.
- Continue to use electronic signatures and refine the email process for purchase orders.
- Conduct an annual year-end meeting with departments.

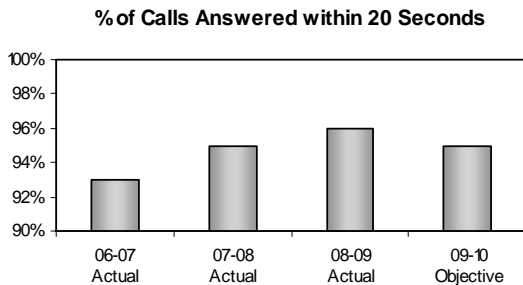
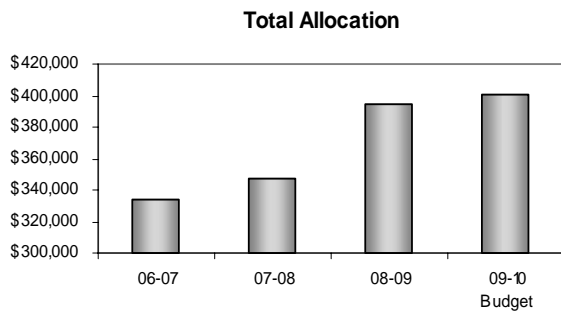
CUSTOMER CARE CENTER

MISSION: The mission of the Customer Care Center is to partner with other municipal departments to effectively coordinate delivery of operational service requests by citizens and to answer customer inquiries in order to enhance the quality of service delivery within the community.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: **Customer Care Center**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Customer Service Requests Receipt and Coordination
- Municipal Services Inquiry Receipt and Response
- Credit Card Payments
- Applications for New Service
- Joint Information Center support for EOC and emergency situations
- Illicit Discharge Reporting- One Call Number (920-5555).

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- The annual number of calls continues to increase. Call volume increased by 18,871 over the same period last year or 3,145 calls/ month.
- The Customer Care Center also processed 5,745 credit card payments.
- The Customer Care Center also processed 903 applications for service at the mid-point of the 08/09 Fiscal Year.

- Worked with the Water Resources as a Joint Information Center for the drought restrictions and assisted with coordinated water fee assessments.
- Operated as the Joint Information Center during the August 27, 2008 flood event.

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

- No major budget changes.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Work with the Environmental Department and Department of Fire and Life Safety to implement an Environmental Hot-line for reporting illicit dumping.
- Faxes are automatically converted to .PDF files to allow employees to view faxes without leaving work stations. No additional cost.
- Increased efficiency of application processing through the use of dual monitors for Care Center employees.

PERFORMANCE GOALS:**Major Service Area: Service Requests**

Goal: To coordinate municipal customer (internal/external) requests for operational services with customers/citizens and other City departments in order to provide expedient and efficient service to customers/citizens.

Major Service Area: Municipal Services Inquiries

Goal: To provide timely and knowledgeable answers to customer service inquiries to foster a complete understanding by citizens/customers of the available services and City efforts in providing these services.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Service Requests/ Municipal Services Inquiries	Average talk time per customer inquiry (min:sec)	Workload	1:45	1:38	2:00	1:40	<1.50	<2:00
Service Requests/ Municipal Services Inquiries	Operation cost/call answered	Efficiency	\$2.36	\$2.36	<\$2.50	pending	<\$2.50	<\$2.50
Service Requests/ Municipal Services Inquiries	Percentage of total calls abandoned	Effectiveness	7.0%	7.6%	< 10%	10.8%	<10%	5%
Service Requests/ Municipal Services Inquiries	Percentage of total calls answered	Efficiency	92.7%	92.4%	95%	89.2%	95%	98%
Service Requests/ Municipal Services Inquiries	Average # of seconds to answer a call	Effectiveness	31	26	35	23	30	22
Service Requests/ Municipal Services Inquiries	Average number of re-queued calls / 6 months	Effectiveness	84.3	81	80	96	85	50
Service Requests/ Municipal Services Inquiries	Percentage of calls answered within 20 seconds (commonly referred to as "Service Level.")	Efficiency	93%	95%	95%	96%	95%	97%

BUDGET SUMMARY:

Cost Center #: 4260	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 314,356	\$ 325,793	\$ 363,095	\$ 354,206	\$ 370,196	\$ 370,196
Operations	\$ 15,521	\$ 16,895	\$ 30,397	\$ 17,473	\$ 16,141	\$ 16,141
Capital Outlay	\$ -	\$ 4,927	\$ 3,238	\$ 4,063	\$ -	\$ -
Depreciation	\$ 4,446	\$ 4,446	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (334,315)	\$ (347,122)	\$ (397,529)	\$ (394,288)	\$ (400,453)	\$ (400,453)
Other Appropriations	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ -
Total Expenses	\$ 8	\$ 4,939	\$ 1	\$ (18,546)	\$ (14,116)	\$ (14,116)
% budget change	16%	4%	15%			1%
* as amended						
**as of 7/20/09						
Authorized FTE	6.90	7.15	7.95	7.95	7.70	7.70

BUILDINGS AND GROUNDS MAINTENANCE

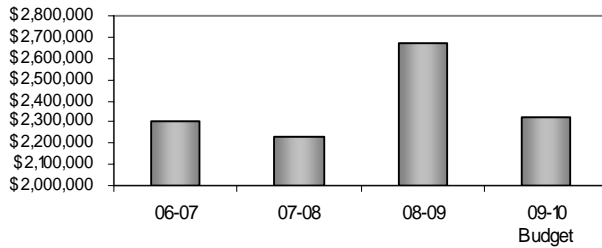
MISSION: The Building and Grounds Department is dedicated to efficiently maintaining a clean, safe, productive and energy-efficient work environment for City employees and the visiting public that exceeds their expectations in the area of general maintenance and repairs to City-owned buildings, parks, greenways and rights-of-way.

PROGRAM LOCATOR:

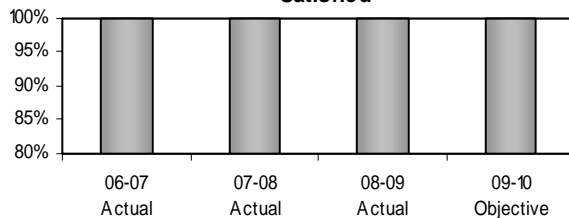
Fund: Internal Services
Functional Area: Internal Services
Department: **Buildings & Grounds Maint.**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



% of Customers Rating Routine Grounds Maintenance as "Very" or "Somewhat" Satisfied



MAJOR SERVICE(S) PROVIDED:

- Buildings Maintenance
- Grounds Maintenance

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Assisted with completion and move of Wellness Center.
- Continued Kerr Street Complex improvements.
- Completed move of Finance and Legal Departments to 30 Market Street.
- Assisted with stream bank restoration at McGee Park.
- Assisted with completion of the Downtown Connector Greenway.
- Assisted with completion of Fire Station # 9.

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

- Replace aging equipment.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Perform monthly preventive maintenance on HVAC equipment to reduce or eliminate maintenance repair requests.
- Maintain commonly used electrical items in stock to facilitate maintenance requests in a timely fashion.
- Conduct customer satisfaction surveys with Departments and respond to feedback.
- Employees attend Customer Service and Career Development training to enhance their performance.

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

Goal: To provide timely response to and completion (i.e. changing light bulbs, HVAC maintenance, electrical, and general repairs of buildings) of routine and emergency maintenance calls in order to ensure safe and productive working environments.

Goal: To provide quality custodial services to City employees/customers in order to provide a clean and safe working environment.

Major Service Area: Grounds Maintenance

Goal: To provide professional turf care and timely mowing service to the various departments and citizens in order to meet aesthetic and performance expectations of recreational turf areas.

Goal: To provide the highest level of public park facility maintenance in order to meet and/or exceed expectations of visitors.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Buildings Maint.	% of HVAC requests completed within 24 hours	Effectiveness	98%	97%	95%	100%	95%	96%
Buildings Maint.	% of electrical maintenance requests completed within two days	Effectiveness	96%	96%	96%	97%	96%	98%
Buildings Maint.	% of routine building maintenance requests completed within two days	Effectiveness	100%	100%	99%	100%	99%	100%
Buildings Maint.	% of health and safety requests responded to and completed within 4 hours	Effectiveness	100%	100%	100%	100%	100%	100%
Buildings Maint.	% of City employees rating satisfaction with custodial services as "very good" or "good"	Effectiveness	82%	97%	92%	100%	100%	100%
Grounds Maint.	% of park/facility mowing schedules completed on-time	Effectiveness	87%	79%	90%	89%	90%	92%
Grounds Maint.	% of customers rating routine grounds maintenance as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	100%	100%
Grounds Maint.	% of graffiti/vandalism responded to within 24 hours	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4270	2006-2007		2007-2008		2008-2009		2009-2010	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
Personnel Services	\$ 1,808,297	\$ 1,914,505	\$ 1,897,280	\$ 1,813,833	\$ 1,834,056	\$ 1,834,056		
Operations	\$ 425,850	\$ 346,260	\$ 534,499	\$ 318,752	\$ 467,048	\$ 467,048		
Capital Outlay	\$ 39,578	\$ 2	\$ 122,365	\$ 115,084	\$ 24,000	\$ 24,000		
Depreciation	\$ 68,201	\$ 71,022	\$ -	\$ -	\$ -	\$ -		
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Cost Allocation	\$ (2,302,332)	\$ (2,229,950)	\$ (2,655,571)	\$ (2,674,124)	\$ (2,322,174)	\$ (2,322,174)		
Other Appropriations	\$ -	\$ -	\$ 101,427	\$ -	\$ -	\$ -		
Total Expenses	\$ 39,594	\$ 101,839	\$ -	\$ (426,455)	\$ 2,930	\$ 2,930		
% budget change	20%	-3%	19%					-13%
* as amended								
**as of 7/20/09								
Authorized FTE	38.685	41.27	41.5	41.5	39.61	39.61		