

# INTERNAL SERVICES FUND

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**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, Purchasing, Customer Call 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@concordnc.gov](mailto:ellisonr@concordnc.gov).

**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 Bill Dusch, at (704) 920-5293 or via email at [duschb@concordnc.gov](mailto:duschb@concordnc.gov).

**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@concordnc.gov](mailto:ferrelle@concordnc.gov).

**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 Tammy Linn, Customer Service Manager, at (704) 920-5240 or via email at [linnt@concordnc.gov](mailto:linnt@concordnc.gov).

**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@concordnc.gov](mailto:hydes@concordnc.gov).

**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@concordnc.gov](mailto:talberts@concordnc.gov).

**Call Center:** The Call 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 Call Center may be obtained by contacting Tammy Linn, Customer Service Manager, at (704) 920-5240 or via email at [linnt@concordnc.gov](mailto:linnt@concordnc.gov).

**Building & Grounds Maintenance:** Buildings & Grounds Maintenance 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 Susan Sessler, Building and Grounds Director, at (704) 920-5380 or via email at [sesslers@concordnc.gov](mailto:sesslers@concordnc.gov).

# Internal Services Fund Allocated Costs

## Fund 800

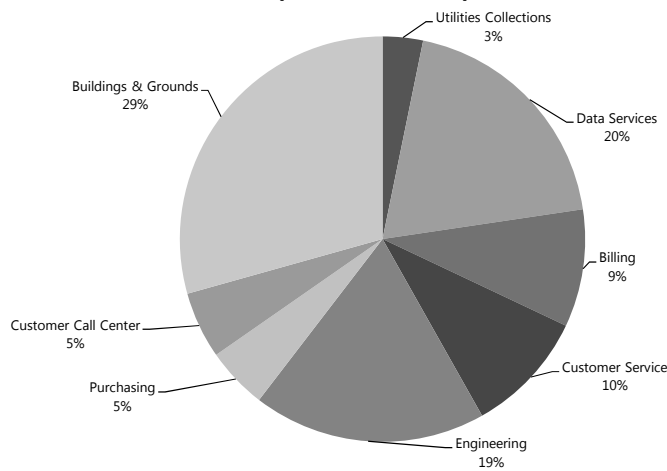
Budget Unit	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015
	Actual Allocation	Actual Allocation	Council Approved	Actual Allocation**	Manager Recommended*	Council Approved
Utilities Collections	\$ 286,771	\$ 301,141	\$ 306,455	\$ 271,510	\$ 325,871	\$ 325,871
Data Services	\$ 1,440,306	\$ 1,486,374	\$ 2,058,617	\$ 1,762,132	\$ 1,965,519	\$ 1,965,519
Billing	\$ 906,996	\$ 903,519	\$ 913,695	\$ 815,743	\$ 948,275	\$ 948,275
Customer Service	\$ 1,019,411	\$ 970,306	\$ 999,273	\$ 915,610	\$ 991,959	\$ 991,959
Engineering	\$ 1,863,616	\$ 1,691,025	\$ 1,884,444	\$ 1,725,306	\$ 1,881,101	\$ 1,881,101
Purchasing	\$ 498,453	\$ 496,741	\$ 473,061	\$ 433,641	\$ 497,045	\$ 497,045
Customer Call Center	\$ 423,977	\$ 470,657	\$ 519,882	\$ 476,484	\$ 537,377	\$ 537,377
Buildings & Grounds	\$ 2,624,786	\$ 2,574,712	\$ 2,809,827	\$ 2,570,251	\$ 2,969,664	\$ 2,969,664
<b>Total Allocated Costs to other City Departments</b>	<b>\$ 9,064,316</b>	<b>\$ 8,894,475</b>	<b>\$ 9,965,254</b>	<b>\$ 8,970,677</b>	<b>\$ 10,116,811</b>	<b>\$ 10,116,811</b>
% budget change	0%	-2%		1%		2%

\* as amended

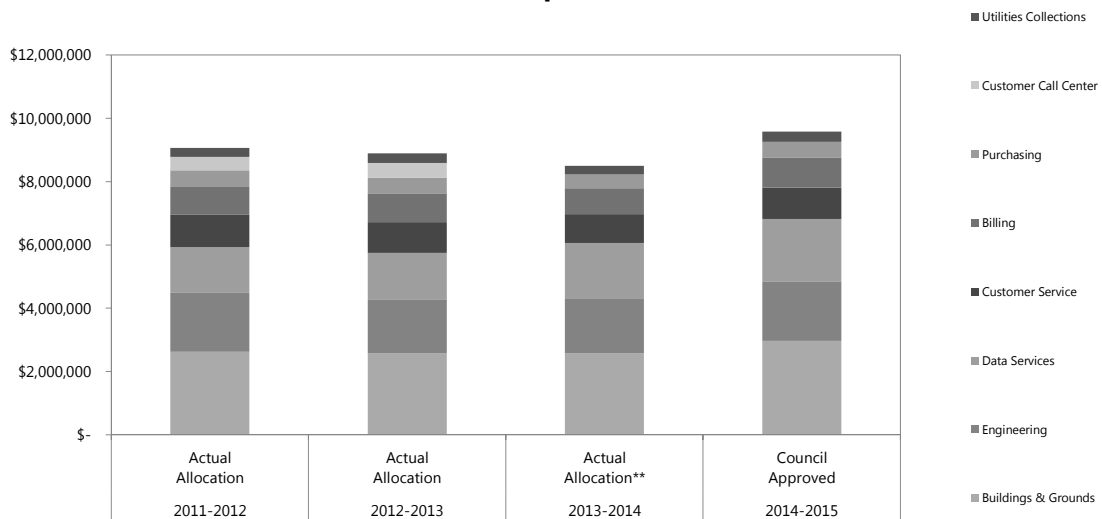
\*\*as of 7/31/14, unaudited

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

### FY 14-15 Internal Services Fund (Allocated Costs)



### Internal Services Expenditure Trend



# UTILITIES COLLECTIONS

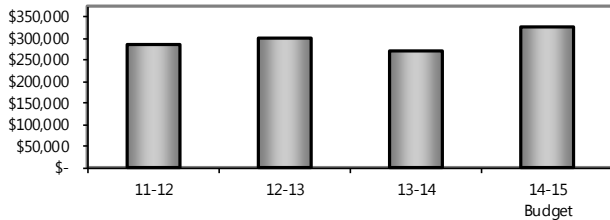
**MISSION:** The Collections Department exists to provide timely and accurate posting of utility payments for the citizens of Concord with the desire to uphold the highest level of customer service.

**PROGRAM LOCATOR:**

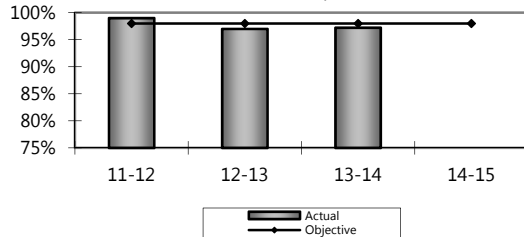
*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* **Utilities Collections**  
*Division:* N/A

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Allocation**



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



**MAJOR SERVICE(S) PROVIDED:**

- Utility Payment Processing

**FY 2013-14 MAJOR ACCOMPLISHMENTS:**

- Continued focus on cross training so that coworkers are able to assist any customer.
- Coworkers participated in Team Building sessions to promote camaraderie and the importance of working together.

**FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Encourage and promote eBill for utility customers who are enrolled in eCARE.
- Implement a new policy and procedure that allows for automatic refunding of utility deposits when customers become eligible.
- Create procedure to accept Credit Card payments for New Account Utility Deposits.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Coworkers continue to research and correct their own errors in an effort to identify problem areas.
- Coworkers will attend training classes as funding allows.

**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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Utility Payment Processing	% of days cashiers not out of balance more than \$1	Effectiveness	98%	97.6%	98%	97.22%	98%	98%
Utility Payment Processing	% of receipts processed and deposited within 24 hrs.	Effectiveness	99%	99%	99%	99%	99%	99%
Utility Payment Processing	# of monthly adjustments for incorrect postings	Effectiveness	3	5	5	4	5	5

**BUDGET SUMMARY:**

Cost Center #: 4200	2011-2012		2012-2013		2013-2014		2013-2014		2014-2015		2014-2015	
	Actual		Actual		Council		Actual		Manager		Council	
	Expenses		Expenses**		Approved*		Expenses**		Recommended		Approved	
Personnel Services	\$ 205,909	\$ 215,097	\$ 208,709	\$ 202,975	\$ 217,412	\$ 217,412						
Operations	\$ 67,597	\$ 73,531	\$ 97,746	\$ 98,359	\$ 97,315	\$ 97,315						
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Depreciation	\$ 3,233	\$ 2,810	\$ -	\$ -	\$ -	\$ -						
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 11,144	\$ 11,144						
Non-Operating Exp	\$ 10,032	\$ 9,703	\$ -	\$ 9,408	\$ -	\$ -						
Cost Allocation	\$ (286,771)	\$ (301,141)	\$ (306,455)	\$ (271,510)	\$ (325,871)	\$ (325,871)						
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 39,232</b>	<b>\$ -</b>	<b>\$ -</b>						
% budget change	0%	5%		-10%								6%
* as amended												
** as of 7/31/14, unaudited												
<b>Authorized FTE</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>			<b>4.50</b>			<b>4.50</b>

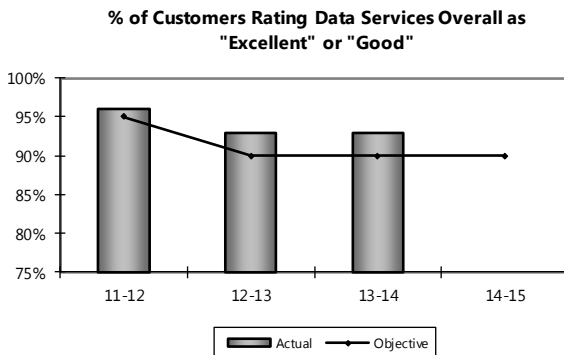
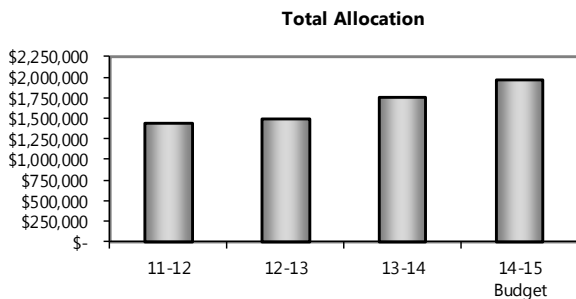
# DATA SERVICES

**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:* Internal Services  
*Department:* **Data Services**  
*Division:* N/A

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**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 2013-14 MAJOR ACCOMPLISHMENTS:**

- Upgraded Harris Northstar Utility Billing System.
- Phase I upgrade of the City's network infrastructure. Installed 10 GB pipeline between Brown Complex, Lattice Tower, and City Hall.
- Began City's financial system upgrade.
- Completed upgrade to Microsoft Outlook System (except Police due to CJUS requirement)

- Began Accela Project for one-stop Design Review process with County.
- Implemented Utility Bill outsourcing with Billing.
- Replaced Cityworks Servers, Fleet Server, ACD Server, Intranet Server, and Munis/Tax Database Server.
- Implemented Midland Integrity Geocortex Internet-based GIS Mapping Solution.
- Evaluated and implemented tablets and mobile computing as a low-cost field laptop replacement alternative using Cityworks/Mobile 311/Freeance.
- Installed Network Monitoring System.
- Implemented new IT Work Order System.

**FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Complete computer upgrades to Windows 7.
- Migrate Novell eDirectory to Microsoft Active Directory.
- Replace 10 Novell Servers with 4 Microsoft NAS Storage Servers.
- Replace City's Internet and Laserfische document servers.
- Complete Citrix Server migration.
- Complete City's financial system upgrade.
- Phase II upgrade of City's network infrastructure by replacing 5 Network Switches.
- Broaden tablet-based "field" solutions for applications through Mobile 311 and Freeance.
- Complete Accela Project.
- Install virtual server for GIS systems with new GIS 2 Server.
- Migrate Police to Microsoft Outlook once CJUS solution is approved for NC.
- Continue to evaluate Cloud Computing solutions.
- Expand report-writing and data retrieval capabilities.
- Increase interoperability between Utility/Tax systems and GIS.

**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.
- Customer satisfaction survey to provide direct customer feedback.
- Technology Project Management and Consulting.

**PERFORMANCE GOALS:****Major Service Area: Network Infrastructure Support**

**Goal:** To provide maximum system uptime for internal and external users during normal operating hours in order to ensure access to City information and data.

**Major Service Area: Computer Hardware and Software Support**

**Goal:** To provide the highest level of computer services to City computer users in order to minimize downtime and disruptions and maximize employee productivity.

**Major Service Area: Technical Project Management**

**Goal:** To provide the highest level of technical project management and consulting services to the City in order to ensure the City obtains the correct products for its needs within the desired timeframe and budget.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Network Infrastructure	% of Server and Network Availability	Effectiveness	99%	99%	99%	99%	99%	99%
Computer Hardware and Software	% of Customers rating response times to service requests as "Excellent" or "Good"	Effectiveness	92%	93%	90%	92%	90%	90%
Customer Service	% of customers rating overall Technology Services as "Excellent" or "Good"	Effectiveness	96%	96%	90%	93%	90%	90%

**BUDGET SUMMARY:**

<b>Cost Center #: 4210</b>						
	2011-2012 Actual Expenses	2012-2013 Actual Expenses**	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Personnel Services	\$ 86,602	\$ 87,187	\$ 86,040	\$ 89,810	\$ 88,503	\$ 88,503
Operations	\$ 1,287,681	\$ 1,337,044	\$ 1,463,336	\$ 1,477,071	\$ 1,567,861	\$ 1,567,861
Capital Outlay	\$ -	\$ -	\$ 509,241	\$ 142,338	\$ 256,500	\$ 256,500
Depreciation	\$ 63,816	\$ 60,008	\$ -	\$ (117,913)	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 52,655	\$ 52,655
Non-Operating Exp	\$ 2,207	\$ 2,135	\$ -	\$ 2,112	\$ -	\$ -
Cost Allocation	\$ (1,440,306)	\$ (1,486,374)	\$ (2,058,617)	\$ (1,762,132)	\$ (1,965,519)	\$ (1,965,519)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (168,714)</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change	0%	4%		19%		-5%
* as amended						
** as of 7/31/14, unaudited						
<b>Authorized FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# BILLING

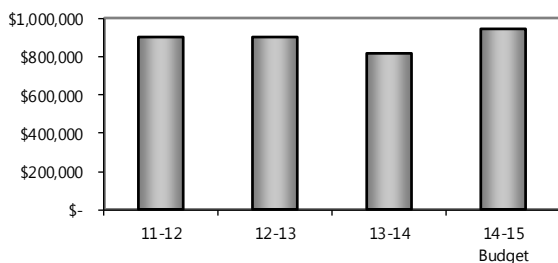
**MISSION:** The Billing Department exists to provide accurate and timely billing for all residential, commercial, industrial, institutional, storm water and municipal utility customers in order to provide the City's Electric, Water, Wastewater, and Stormwater utilities with the necessary resources that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

**PROGRAM LOCATOR:**

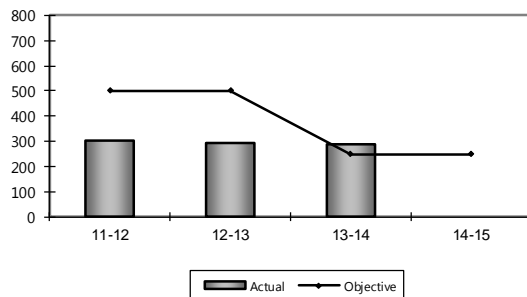
*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* Finance  
*Division:* **Billing**

**BUDGET & PERFORMANCE HIGHLIGHTS:**

**Total Allocation**



**Average # Meter Re-Reads per Month**



**MAJOR SERVICE(S) PROVIDED:**

- Meter Reading
- Billing

**FY 2013-14 MAJOR ACCOMPLISHMENTS:**

- Mailed 43,000 utility bills per month.
- Read 87,000 meters per month.
- Utilizing 4 mobile collectors. We are now using four units to read meters. This ensures that customer meters are read as close to 30 days as possible.
- Replaced 2 pick-up trucks.

- Implementation of Solar billing for customers who generate their own electricity using solar panels.
- Meet goal of mailing out Utility bills 100% on time for the year.
- Working on pilot program with electric department for AMI meters.
- Continue to work on outsourcing of the Utility bills.
- Using IVR system to call customers on leaks.

**FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Outsource the printing and mailing of utility bills.
- Working with Electric Department to implement a pilot program for AMI meters
- Working with Midland to bill a water development fee.

**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 ensure accurate billing.
- Continue to get the utility bills out to customers on time.
- Continue to get more information out to customers regarding eBilling and Automatic payments.

**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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Meter Reading	Average number of meter re-reads per month	Effectiveness	304	291	250	287	250	400
Meter Reading	Average number of monthly mis-reads	Effectiveness	0	1	5	2	0	0
Billing	% of utility bills mailed within 24hrs of due date	Effectiveness	100%	96%	100%	78%	100%	100%

**BUDGET SUMMARY:**

Cost Center #: 4215	2011-2012		2012-2013		2013-2014		2014-2015	
	Actual Expenses	Actual Expenses**	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
Personnel Services	\$ 593,868	\$ 566,351	\$ 548,187	\$ 569,017	\$ 573,631	\$ 573,631		
Operations	\$ 262,145	\$ 274,349	\$ 325,472	\$ 349,051	\$ 324,079	\$ 324,079		
Capital Outlay	\$ -	\$ -	\$ 40,036	\$ -	\$ -	\$ -		
Depreciation	\$ 26,505	\$ 39,143	\$ -	\$ -	\$ -	\$ -		
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 50,565	\$ 50,565		
Non-Operating Exp	\$ 24,478	\$ 23,676	\$ -	\$ 21,121		\$ -		
Cost Allocation	\$ (906,996)	\$ (903,519)	\$ (913,695)	\$ (815,743)	\$ (948,275)	\$ (948,275)		
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,446</b>	<b>\$ -</b>	<b>\$ -</b>		
% budget change	6%	6%		-10%				4%
* as amended								
**as of 7/31/14, unaudited								
<b>Authorized FTE</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>		<b>10.00</b>



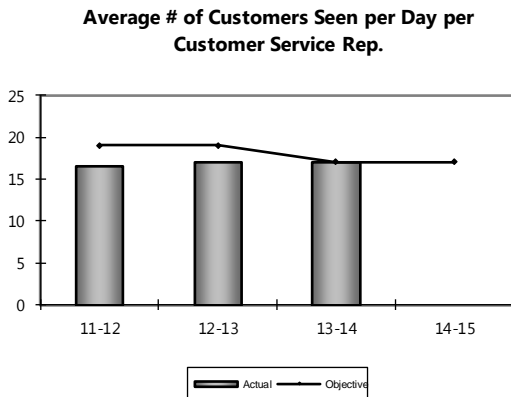
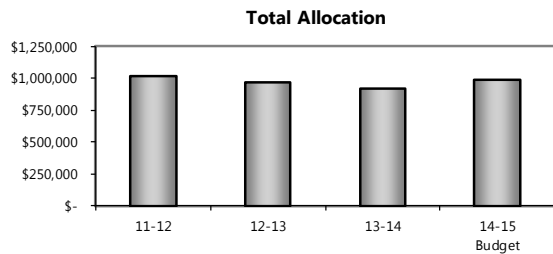
# CUSTOMER SERVICE

**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 2013-14 MAJOR ACCOMPLISHMENTS:**

- Cross-trained 4 Customer Service specialists to be able to log into the Call Center and answer phones when call volumes are high.
- Successfully aligned processes between Customer Service and the Call Center for a uniformed team that provides excellent service.
- Successfully completed the Interstate collection agency process and are now collecting on old accounts.
- Trained 5 new representatives on the Northstar system and they use the this daily before we have transitioned to the upgraded version.

**FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Continue to focus on Customer Service training for better employee/customer satisfaction.
- Create customer service surveys for citizens.
- Become more electric friendly with new service applications and other services.
- Cross-train the remainder of the walk-in staff to learn to answer Customer Call Center phones during busy times.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Plan an identity Theft Class for Customer Service to help identify any Red Flag Rules.
- Continue debt setoff process and collection agency in an effort to collect more revenue.
- Will continue to scan and electronically save documents to conserve space and paper.
- Begin working in Northstar system daily in preparation for changeover in 2014.
- On-line Utility Service contracts for improved customer self-service.
- Change in workload numbers for CS technicians to improve productivity.

**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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Walk-in Customers	Average # of customers seen per day by each Customer Service Representative	Workload	16.5	17	17	unavailable	17	NA
Illegal Meter Usage	% of Meter Tampering Charges Recovered	Effectiveness	26%	29%	25%	unavailable	25%	NA

**BUDGET SUMMARY:**

<b>Cost Center #: 4220</b>						
	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Personnel Services	\$ 869,658	\$ 814,620	\$ 802,625	\$ 807,046	\$ 815,025	\$ 815,025
Operations	\$ 110,212	\$ 115,087	\$ 154,648	\$ 115,153	\$ 136,329	\$ 136,329
Capital Outlay	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ -
Depreciation	\$ 4,028	\$ 7,219	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 40,605	\$ 40,605
Non Operating Exp	\$ 35,513	\$ 33,380	\$ -	\$ 32,641	\$ -	\$ -
Cost Allocation	\$ (1,019,411)	\$ (970,306)	\$ (999,273)	\$ (915,610)	\$ (991,959)	\$ (991,959)
Other Appropriations	-	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 39,230</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change	7%	2%		-6%		-1%
* as amended						
** as of 7/31/14, unaudited						
<b>Authorized FTE</b>	<b>16.00</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

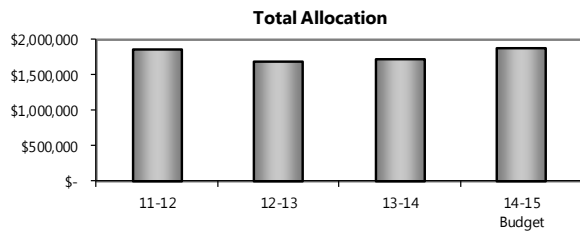
# ENGINEERING

**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.

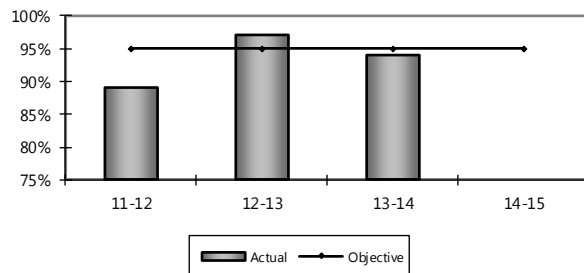
**PROGRAM LOCATOR:**

*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* **Engineering**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**% Rating Overall Satisfaction with Engineering as "Very" or "Somewhat" Satisfied**



**MAJOR SERVICE(S) PROVIDED:**

- Design
- Construction Inspection
- Surveying

**FY 2013-14 MAJOR ACCOMPLISHMENTS:**

- Designed and/or monitored the construction of 32,954 feet of wastewater collection system extension for an estimated value of \$8.4 million.
- Designed and/or monitored the construction of 25,727 feet of water distribution system extension for an estimated value of \$1.8 million.
- Monitored the construction of 1.91 miles of new roads, 4.13 miles of curb and gutter, and 3.2 miles of new sidewalk, for an estimated value of \$5.4 million.

- Designed and monitored construction of new building and debris site for the Solid Waste Department.

**FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Hire a new Project Engineer.
- Hire a new Assistant Surveyor Supervisor.
- Continue to have 3 frozen positions.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue making improvements to the template of Civil 3D so the Design and Survey branch of the department can use the software more efficiently.
- Continue using the time tracking software to monitor effective use of staff time.
- New portable computers (tablets) for inspectors for field preparation of daily reports, test logs and record drawing review.

**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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Surveying	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	89%	100%	95%	95%	95%	95%
Design	Average # of days for review of engineering drawings	Effectiveness	4	2	4	2	4	5
Design	% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	Effectiveness	95%	98%	95%	88%	95%	95%
Construction Inspection	% of projects completed on time & within budget	Effectiveness	93%	100%	100%	80%	100%	100%
Construction Inspection	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	78%	100%	95%	90%	95%	95%
Surveying / Design / Construction Inspection	% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	89%	97%	95%	94%	95%	95%

**BUDGET SUMMARY:**

Cost Center #: 4230	2011-2012		2012-2013		2013-2014		2013-2014		2014-2015		2014-2015	
	Actual		Actual		Council		Actual		Manager		Council	
	Expenses	Expenses	Expenses	Expenses	Approved*	Expenses**	Expenses	Expenses	Recommended	Recommended	Approved	Approved
Personnel Services	\$ 1,666,981	\$ 1,498,582	\$ 1,637,632	\$ 1,392,390	\$ 1,632,382	\$ 1,632,382	\$ 1,632,382	\$ 1,632,382	\$ 1,632,382	\$ 1,632,382	\$ 1,632,382	\$ 1,632,382
Operations	\$ 120,220	\$ 125,509	\$ 216,877	\$ 130,221	\$ 236,719	\$ 236,719	\$ 236,719	\$ 236,719	\$ 236,719	\$ 236,719	\$ 236,719	\$ 236,719
Capital Outlay	\$ -	\$ -	\$ 29,935	\$ 5,196	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Depreciation	\$ 20,839	\$ 15,312	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 55,576	\$ 51,622	\$ -	\$ 50,498	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,863,616)	\$ (1,691,025)	\$ (1,884,444)	\$ (1,725,306)	\$ (1,881,101)	\$ (1,881,101)	\$ (1,881,101)	\$ (1,881,101)	\$ (1,881,101)	\$ (1,881,101)	\$ (1,881,101)	\$ (1,881,101)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (147,001)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change	2%	-7%		2%								0%
* as amended												
**as of 7/31/14, unaudited												
<b>Authorized FTE</b>	<b>25.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>

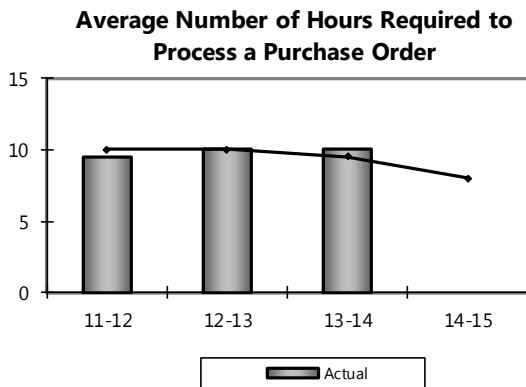
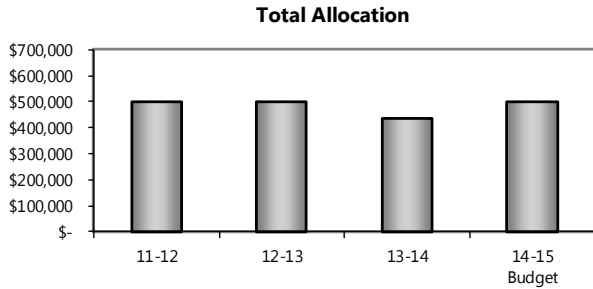
# PURCHASING

**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:**



**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 2013-14 MAJOR ACCOMPLISHMENTS:**

- New WIN Bar-coding system conversion implemented in time for successful year end audited physical inventory.
- Updated Purchasing Policy with Council approval.

- Elimination of various non-inventory items. Surplus property was sold on Govdeals.com.
- Audited City cellular phones and usage.
- Purchasing Technician met with the various departments to review Purchasing Policy and find ways to improve the process.
- Reorganized non-inventory and inventory items in warehouse for improved service.
- Purchasing Technician earned Certified Local Government Purchasing Officer recertification
- Purchasing Staff met with all departments of the City to review Purchasing Policy for compliance.

**FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:**

- Continue to improve customer service provided by Purchasing in meeting with departments and audit of purchases to follow Purchasing Policy.
- Continue to organize inventory and identify non-moving inventory.
- Staff will continue to work with the Electric Department on the purchase of uniforms.
- Continue to monitor uniform rental contract for the non-Electric coworker departments.

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

- Better analysis of managing inventory levels and reorder points with bar code enhancements.
- Continue to identify surplus property and stagnant inventory.
- Continue to email purchase orders to vendors for faster turnaround time.
- Monitor the uniform and copier service contracts for improving internal customer service.
- Update the Purchasing Policy for the City.
- Assist the various departments of the City in complying with Purchasing General Statutes.

**PERFORMANCE GOALS:****Major Service Area: Procurement**

**Goal:** To provide timely processing of purchase orders and formal bids for departments in order to expedite procurement of needed supplies.

**Major Service Area: Warehouse Management**

**Goal:** To reduce the total wait time to fill an inventory order for the various City departments in order to expedite receipt of requested inventory.

**Goal:** To accurately account for the physical inventory stored in the warehouse and yard areas in order to adhere to all accounting standards and requirements.

**PERFORMANCE SUMMARY:**

Major Service Area	Performance Indicator	Measure Type	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Procurement	Average number of hours required to process a purchase order	Effectiveness	9	10	<10	10	8	8
Warehouse Mgmt.	Order fill time in minutes for inventory items requested by departments	Effectiveness	10	12	<10	10	8	<8
Warehouse Mgmt.	% variance of actual inventory dollars versus reported accounting system value	Effectiveness	0.15%	0.25%	0.10%	0.10%	0.10%	0.25%
Purchasing/ Warehouse Mgmt.	% of departments rating Purchasing services as "Excellent" or "Good"	Effectiveness	100%	100%	98%	96%	100%	100%

**BUDGET SUMMARY:**

Cost Center #: 4250	2011-2012	2012-2013	2013-2014	2012-2013	2013-2014	2013-2014
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 420,065	\$ 417,121	\$ 414,558	\$ 424,219	\$ 437,875	\$ 437,875
Operations	\$ 53,377	\$ 49,414	\$ 58,503	\$ 42,518	\$ 59,170	\$ 59,170
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 9,361	\$ 15,263	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 15,650	\$ 14,943	\$ -	\$ 14,786	\$ -	\$ -
Cost Allocations	\$ (498,453)	\$ (496,741)	\$ (473,061)	\$ (433,641)	\$ (497,045)	\$ (497,045)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 47,882</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change	-6%	-7%		-13%		5%
* as amended						
** as of 7/31/14, unaudited						
<b>Authorized FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

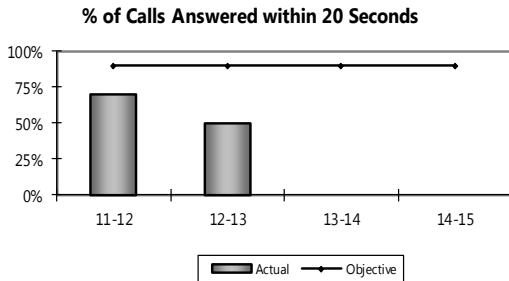
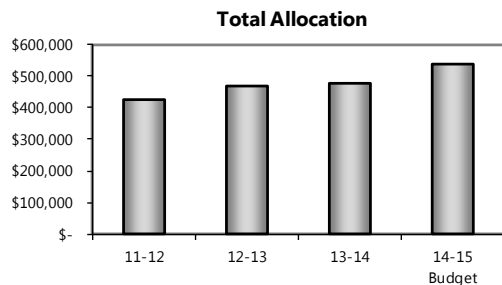
# CUSTOMER CARE CENTER

**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:* Finance  
*Division:* **Customer Care Center**

**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

**FY 2013-14 MAJOR ACCOMPLISHMENTS:**

- Added 5 new phone rad ports so when numerous calls come in at once, each caller will get an initial message without wait time.
- Phone number was changed so that when Customer Service personnel called out it would show x5555 instead of x5550 and the customer would have the correct return call phone number.
- Replaced base radio (the old one was incompatible January 2014) .

- Time was lengthened on the ACD work timer (time to finish up work after a call) so that there would be little hesitation and each called would get the initial recording without the system overloading.
- The upfront greeting was changed to be more professional and we added a second greeting to let a customer know they were still on hold and what number they were in que.
- Added music on hold to the system so that if a customer were waiting, there would no longer be silence (This works throughout the City).
- We added an automated greeting upfront on the Customer Care number so that a customer may opt out to make a payment, report a power outage or change their phone number. This gives them less time to wait if needing one of these items.
- Customer Service personnel at City Hall were built into the ACD system to help assist with calls, currently we have four cross-trained to assist with Customer Care.

**FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Incorporate Customer Service training and team building to provide excellent service.
- Incorporate a new quality monitoring program for representatives to improve overall Customer Service.
- Training for the remainder of the Customer Service Walk-in team on calls so they may log in at any time.
- Become more electronic friendly for customer requests.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- All Customer Service train and learn the Northstar system.
- Add walk-in representatives as necessary during peak times. (such as IVR disconnect calls)
- Evaluate new performance measures and processes. Original measures, developed 10+ years ago, do not reflect the additional functions which have resulted in longer phone call times.
- Provide Customer Service phone training.
- Incorporate a formal call monitoring process for the Call Center to improve quality of calls and overall Customer Service experience.
- Take steps to prevent call transfers by enabling Call Center employees to handle each type of call that comes into the Center.

**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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Service Requests/ Municipal Services Inquiries	Operation cost/call answered	Efficiency	\$2.21	\$2.09	\$2.00	unavailable	\$2.00	N/A
Service Requests/ Municipal Services Inquiries	Percentage of total calls abandoned	Effectiveness	23.5%	18.3%	15%	unavailable	15%	N/A
Service Requests/ Municipal Services Inquiries	Percentage of total calls answered	Efficiency	77.6%	81.7%	90%	unavailable	90%	N/A
Service Requests/ Municipal Services Inquiries	Average # of seconds to answer a call	Effectiveness	100	56	50	unavailable	50	N/A
Service Requests/ Municipal Services Inquiries	Average number of re-queued calls / 6 months	Effectiveness	100	120	50	unavailable	50	N/A
Service Requests/ Municipal Services Inquiries	Percentage of calls answered within 20 seconds (commonly referred to as "Service Level.")	Efficiency	70%	54%	90%	unavailable	90%	N/A

**BUDGET SUMMARY:**

<b>Cost Center #: 4260</b>						
	2011-2012 Actual Expenses	2012-2013 Actual Expenses	2013-2014 Council Approved*	2013-2014 Actual Expenses**	2014-2015 Manager Recommended	2014-2015 Council Approved
Personnel Services	\$ 384,479	\$ 424,017	\$ 460,558	\$ 421,642	\$ 448,256	\$ 448,256
Operations	\$ 23,231	\$ 27,981	\$ 48,824	\$ 36,812	\$ 48,530	\$ 48,530
Capital Outlay	\$ -	\$ -	\$ 10,500	\$ -	\$ -	\$ -
Depreciation	\$ 417	\$ 417	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 40,591	\$ 40,591
Non Operating Exp	\$ 15,850	\$ 18,242	\$ -	\$ 17,857	\$ -	\$ -
Cost Allocation	\$ (423,977)	\$ (470,657)	\$ (519,882)	\$ (476,484)	\$ (537,377)	\$ (537,377)
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (173)</b>	<b>\$ -</b>	<b>\$ -</b>
% budget change	11%	23%		1%		3%
* as amended						
**as of 7/31/14, unaudited						
<b>Authorized FTE</b>	<b>8.15</b>	<b>8.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>



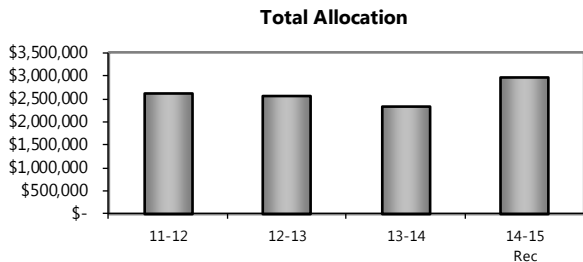
# BUILDINGS AND GROUNDS MAINTENANCE

**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.

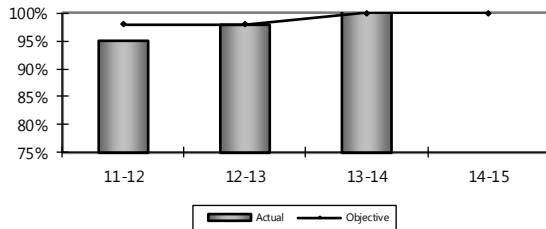
**PROGRAM LOCATOR:**

*Fund:* Internal Services  
*Functional Area:* Internal Services  
*Department:* **Buildings & Grounds Maint.**

**BUDGET & PERFORMANCE HIGHLIGHTS:**



**% of City employees rating satisfaction with custodial services as "very good" or "good"**



**MAJOR SERVICE(S) PROVIDED:**

- Buildings Maintenance
- Grounds Maintenance

**FY 2013-14 MAJOR ACCOMPLISHMENTS:**

- Prepare and implement year two of tree banding to combat cankerworms.
- Transition of plant material in downtown planters as needed.
- Continue maintenance of the growing greenway system to include newly opened sections.
- Unfreeze, reclassify, and fund the frozen Utility Service Supervisor position to become a Utility Service Worker position focused on maintaining additional greenway miles.

**FY 2014-15 MAJOR BUDGET CHANGES / NEW REQUESTS /**

**FOCUS AREAS:**

- Identify and improve landscaped areas throughout the City, focusing on plant material that is sustainable in regards to the environment and in regards to required maintenance.
- Prepare and implement year three of tree banding to combat cankerworms.
- Staff Urban Forester position.
- Power wash the Parking Deck.
- Repair Parking Deck expansion joints.

**STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE**

**PERFORMANCE:**

- Continue to focus on collaboration with Parks and Recreation concerning ongoing issues and projects.
- Continue cleanup of old Operations Center (Clearwater).
- Continue monthly internal department staff meetings.

**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	FY12 Actual	FY13 Actual	FY14 Obj.	FY14 Actual	FY15 Obj.	Benchmark Target
Buildings Maint.	% of HVAC requests completed within 24 hours	Effectiveness	95%	94%	96%	93%	94%	96%
Buildings Maint.	% of electrical maintenance requests completed within two days	Effectiveness	89%	96%	92%	97%	95%	98%
Buildings Maint.	% of routine building maintenance requests completed within two days	Effectiveness	100%	100%	99%	93%	99%	100%
Buildings Maint.	% of health and safety requests responded to & completed within 4 hours	Effectiveness	100%	100%	99%	100%	100%	100%
Buildings Maint.	% of City employees rating satisfaction with custodial services as "very good" or "good"	Effectiveness	95%	98%	98%	100%	100%	100%
Grounds Maint.	% of park/facility mowing schedules completed on-time	Effectiveness	95%	86%	95%	90%	95%	90%
Grounds Maint.	% of landscaped medians & assigned facilities maintained/mowed according to schedule & completed on-time	Effectiveness	New for FY15	New for FY15	New for FY15	New for FY15	95%	90%
Grounds Maint.	% of graffiti/vandalism responded to within 24 hours	Effectiveness	100%	100%	100%	100%	100%	100%

**BUDGET SUMMARY:**

Cost Center #: 4270	2011-2012		2012-2013		2013-2014		2014-2015	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
Personnel Services	\$ 1,964,477	\$ 1,935,140	\$ 1,955,005	\$ 2,016,087	\$ 2,090,764	\$ 2,090,764		
Operations	\$ 526,648	\$ 512,384	\$ 766,487	\$ 513,193	\$ 812,900	\$ 812,900		
Capital Outlay	\$ -	\$ -	\$ 88,335	\$ 6,868	\$ 66,000	\$ 66,000		
Depreciation	\$ 55,814	\$ 51,890	\$ -	\$ -	\$ -	\$ -		
Non Operating Exp	\$ 77,847	\$ 75,298	\$ -	\$ 75,843	\$ -	\$ -		
Cost Allocation	\$ (2,624,786)	\$ (2,574,712)	\$ (2,809,827)	\$ (2,570,251)	\$ (2,969,664)	\$ (2,969,664)		
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,740</b>	<b>\$ -</b>	<b>\$ -</b>		
% budget change	7%	5%		0%				6%
* as amended								
**as of 7/31/14, unaudited								
<b>Authorized FTE</b>	<b>39.50</b>	<b>39.00</b>	<b>39.50</b>	<b>39.50</b>	<b>40.65</b>	<b>40.65</b>		