

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 Care, Engineering, Purchasing, and Building & 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.

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.

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 Jackie Brown, Billing Manager, at (704) 920-5255 or via email at brownj@concordnc.gov.

Customer Care: Customer Care is responsible for creating new customer utility accounts and answering customer inquiries regarding their utility accounts. Additional information regarding Customer Care may be obtained by contacting Tammy Linn, Customer Service Manager, at (704) 920-5240 or via email at 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.

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.

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.

Internal Services Fund Allocated Costs

Fund 800

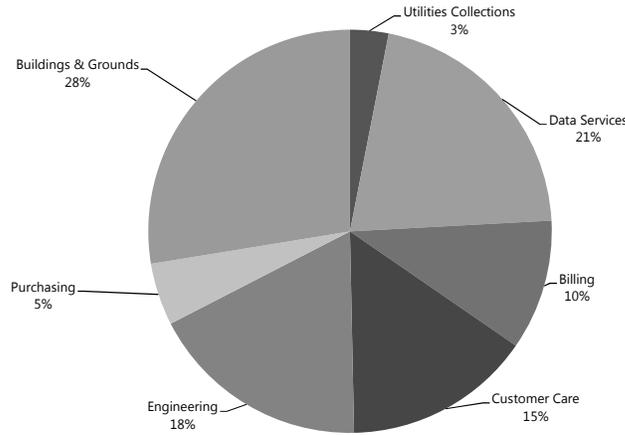
Budget Unit	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Allocation	Actual Allocation	Council Approved	Actual Allocation**	Manager Recommended*	Council Approved
Utilities Collections	\$ 301,141	\$ 271,510	\$ 329,547	\$ 305,009	\$ 342,510	\$ 342,510
Data Services	\$ 1,486,374	\$ 1,762,132	\$ 2,277,053	\$ 1,902,777	\$ 2,334,772	\$ 2,334,772
Billing	\$ 903,519	\$ 815,743	\$ 980,792	\$ 1,001,843	\$ 1,157,111	\$ 1,157,111
Customer Care	\$ 1,440,963	\$ 1,431,568	\$ 1,560,899	\$ 1,504,504	\$ 1,670,109	\$ 1,670,109
Engineering	\$ 1,691,025	\$ 1,725,306	\$ 1,881,761	\$ 1,651,901	\$ 1,965,770	\$ 1,965,770
Purchasing	\$ 496,741	\$ 433,641	\$ 497,045	\$ 542,173	\$ 554,929	\$ 554,929
Buildings & Grounds	\$ 2,574,712	\$ 2,570,251	\$ 2,973,268	\$ 2,577,588	\$ 3,055,022	\$ 3,055,022
Total Allocated Costs to other City Departments	\$ 8,894,475	\$ 9,010,151	\$ 10,500,365	\$ 9,485,795	\$ 11,080,223	\$ 11,080,223
% budget change		3%	1%		5%	6%

* as amended

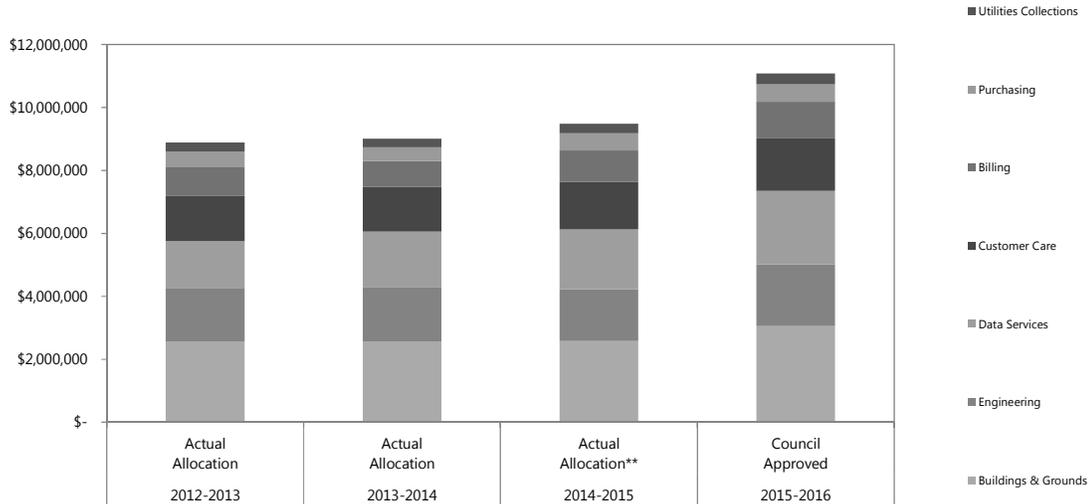
**as of August 17, 2015 unaudited

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

FY 15-16 Internal Services Fund (Allocated Costs)



Internal Services Expenditure Trend



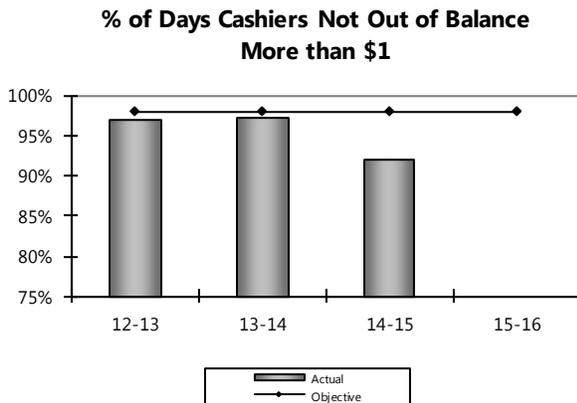
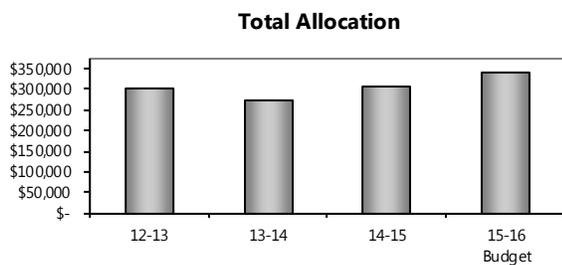
UTILITIES COLLECTIONS

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: **Finance**
Division: Utilities Collections

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Utility Payment Processing

FY 2014-15 MAJOR ACCOMPLISHMENTS:

- Implemented a procedure for processing new account deposit payments
- Continued focus on cross training so that coworkers are able to assist any customer.
- Coworkers migrated to new NorthStar system

FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Cross train on Tax dept functions and Munis system
- 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.
- Eliminate outsourced lockbox by implementing an in-house lockbox process using a remittance processing system

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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Utility Payment Processing	% of days cashiers not out of balance more than \$1	Effectiveness	97.6%	97.2%	98%	92%	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	5	4	5	4	5	5

BUDGET SUMMARY:

Cost Center #: 4200						
	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 215,097	\$ 202,975	\$ 217,412	\$ 193,405	\$ 219,306	\$ 219,306
Operations	\$ 73,531	\$ 98,359	\$ 97,315	\$ 90,393	\$ 95,597	\$ 95,597
Depreciation	\$ 2,810	\$ -	\$ -	\$ 1,542	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ 14,820	\$ 14,820	\$ 27,607	\$ 27,607
Non-Operating Exp	\$ 9,703	\$ 9,408	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (301,141)	\$ (271,510)	\$ (329,547)	\$ (305,009)	\$ (342,510)	\$ (342,510)
Total Expenses	\$ -	\$ 39,232	\$ -	\$ (4,849)	\$ -	\$ -
% budget change	5%	-10%		12%		4%
* as amended						
** as of August 17, 2015						
Authorized FTE	4.50	4.50	4.50	4.50	3.50	3.50

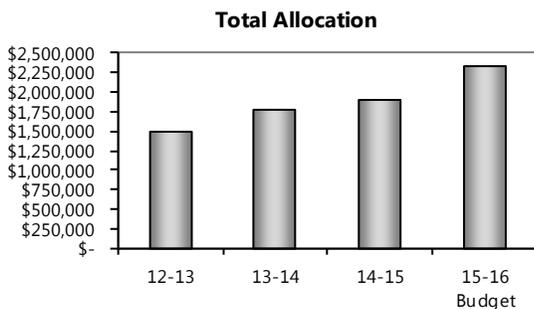
DATA SERVICES

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: Internal Services
Department: **Data Services**

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 2014-15 MAJOR ACCOMPLISHMENTS:

- Upgraded Harris Northstar Utility Billing System.
- Completed Phase 2 upgrade of the City's network infrastructure. Installed 10 GB pipeline between Brown Complex, Lattice Tower, Fire Admin and City Hall.
- Completed City's financial system upgrade.

- Completed Accela Project for one-stop Design Review process with County.
- Implemented Utility Bill outsourcing with Billing.
- Replaced Internet, ACD, Harris Northstar, WinMil Map, GIS2 and Finance Plus Servers.
- Increased usage of Integrity Geocortex Internet-based GIS Mapping Solution.
- Expanded use of tablets and mobile computing devices as a lower cost field laptop replacement alternative using NetMotion/Cityworks/Mobile 311/Freeance/Fire House Web Servers.
- Installed Network Monitoring System.
- Began Microsoft Active Directory project.
- Completed computer upgrades to Windows 7.
- Implementation of Segal Waters HR Pay Study.

FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Complete migration of Novell eDirectory to Microsoft Active Directory.
- Replace 10 Novell Servers with 4 Microsoft Network Storage Servers.
- Move servers and users into new City Hall.
- Replace Citrix Server.
- Phase III upgrade of City's network infrastructure.
- Broaden tablet-based "field" solutions.
- Install virtual server for GIS systems.
- Migrate Police to Microsoft Outlook.
- Implement cloud storage solution for Police Body and Dash Cameras.
- Expand report-writing and data retrieval capabilities.
- Increase interoperability between Utility/Tax systems and GIS.
- Upgrade Agenda Manager system.
- Create Web-based Internet forms for easier to use customer utility applications.
- Install Northstar automation platform.
- Install Northstar Report Writing server.
- Replace Fire Station 8 wireless network.
- Replace Laserfiche Servers.
- Implement Email Archive/Backup System.

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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Network Infrastructure	% of Server and Network Availability	Effectiveness	99%	99%	99%	99%	99%	100%
Computer Hardware and Software	% of Customers rating response times to service requests as "Excellent" or "Good"	Effectiveness	93%	92%	90%	85%	90%	95%
Customer Service	% of customers rating overall Technology Services as "Excellent" or "Good"	Effectiveness	96%	93%	90%	91%	90%	95%

BUDGET SUMMARY:

Cost Center #: 4210	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 87,187	\$ 89,810	\$ 88,503	\$ 96,539	\$ 91,603	\$ 91,603
Operations	\$ 1,337,044	\$ 1,477,071	\$ 1,585,844	\$ 1,626,912	\$ 1,730,403	\$ 1,730,403
Capital Outlay	\$ -	\$ 142,338	\$ 532,724	\$ -	\$ 382,400	\$ 382,400
Depreciation	\$ 60,008	\$ (117,913)	.	\$ 108,237	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ 69,982	\$ 69,983	\$ 130,366	\$ 130,366
Non-Operating Exp	\$ 2,135	\$ 2,112	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,486,374)	\$ (1,762,132)	\$ (2,277,053)	\$ (1,902,777)	\$ (2,334,772)	\$ (2,334,772)
Total Expenses	\$ -	\$ (168,714)	\$ -	\$ (1,106)	\$ -	\$ -
% budget change	3%	19%		8%		3%
* as amended						
** as of August 17, 2015						
Authorized FTE	1.00	1.00	1.00	1.00	1.00	1.00

BILLING

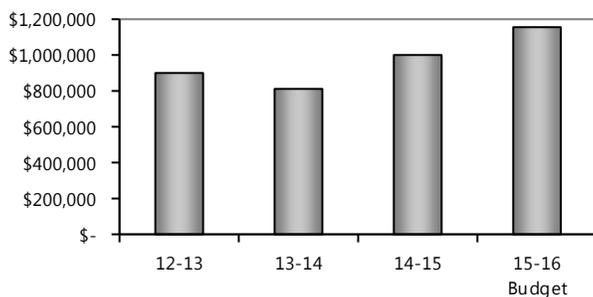
MISSION: The Billing Department exists to provide accurate and timely billing for all residential, commercial, industrial, institutional, storm water and municipal utility customers in order to provide the City's Electric, Water, Wastewater, and Stormwater utilities with the necessary resources that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

PROGRAM LOCATOR:

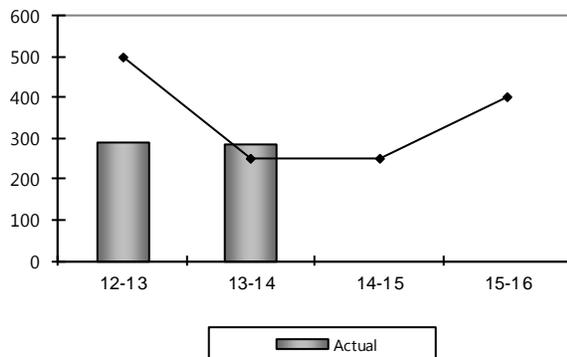
Fund: Internal Services
Functional Area: Internal Services
Department: Finance
Division: **Billing**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



Average # Meter Re-Reads per Month



- Billing

FY 2014-15 MAJOR ACCOMPLISHMENTS:

- Mailed 44,000 utility bills per month.
- Read 88,000 meters per month.
- The Department is now utilizing 4 Mobile Data Collectors to read meters. This helps to ensure our utility customers meters are read as close to 30 days as possible.
- Currently, over 1,480 e-Bill Customers enrolled.

- Solar billing has been implemented for customers that generate their own electricity using solar panels.
- Met goal of mailing out utility bills 100% on time for the year.
- Began pilot program with electric department for AMI meters.
- Project to outsource bills have been completed.
- Currently using IVR system to notify customers of high water usage.

FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Outsource the printing and mailing of Final Utility Bills.
- Working with Electric Department to implement a pilot program for AMI meters
- Working with Midland to bill a water development fee.
- Purchase of new meter reading vehicle.
- Replacement of 2 Mobile Data Collectors.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to work in unison with the Water Department on the water meter change-out program.
- Continue to attend conferences or meetings pertaining to our utility software in order to gain current updates which will help us better serve our utility customers.
- Continue troubleshooting radio-read meters with the meter reading staff.
- Continue our focus on decreasing the number of mis-reads on electric and water meters which will ensure accurate billing.
- Continue striving to mail utility bills 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 all utility customers in order to ensure accurate billing with minimal re-reads, no reads or errors.

Major Service Area: Billing

Goal: To provide on-time and accurate billing statements to our utility customers thus encourage on-time remittance of payments.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Meter Reading	Average number of meter re-reads per month	Effectiveness	291	287	250	NA	404	402
Meter Reading	Average number of monthly mis-reads	Effectiveness	1	2	0	NA	1	0
Billing	% of utility bills mailed within 24hrs of due date	Effectiveness	96%	78%	100%	NA	100%	100%

BUDGET SUMMARY:

Cost Center #: 4215	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 566,351	\$ 569,017	\$ 573,631	\$ 593,273	\$ 577,420	\$ 577,420
Operations	\$ 274,349	\$ 349,051	\$ 339,648	\$ 286,635	\$ 358,594	\$ 358,594
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 95,332	\$ 95,332
Depreciation	\$ 39,143	\$ -	\$ -	\$ 43,459	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ 67,513	\$ 67,513	\$ 125,765	\$ 125,765
Non-Operating Exp	\$ 23,676	\$ 21,121	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (903,519)	\$ (815,743)	\$ (980,792)	\$ (1,001,843)	\$ (1,157,111)	\$ (1,157,111)
Total Expenses	\$ -	\$ 123,446	\$ -	\$ (10,963)	\$ -	\$ -
% budget change	0%	-10%		23%		18%
* as amended						
** as of August 17, 2015						
Authorized FTE	11.00	10.00	10.00	10.00	10.00	10.00

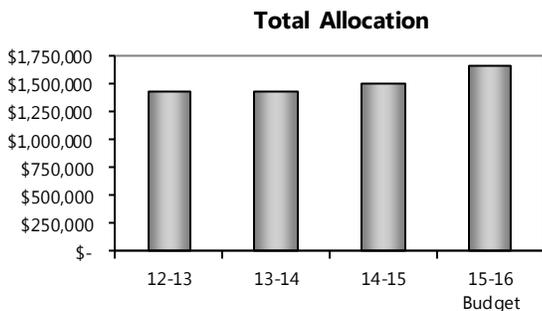
CUSTOMER CARE

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.

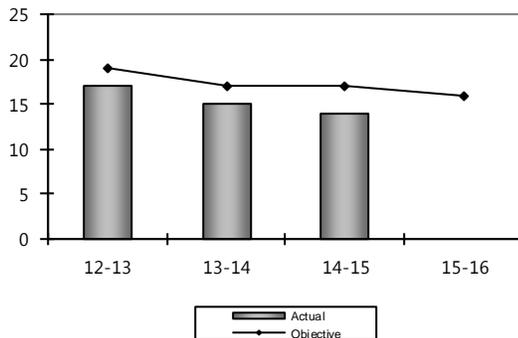
PROGRAM LOCATOR:

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

BUDGET & PERFORMANCE HIGHLIGHTS:



Average # of Customers Seen per Day per Customer Service Rep.



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 2014-15 MAJOR ACCOMPLISHMENTS:

- Cross-trained all Customer Service walk-in staff to assist the Call Center staff with the ability to answer Call Center phones during busy times.
- Successfully trained and transitioned all Customer Service staff to now utilize Northstar 6.4 system.
- Developed new training documents and implemented training program for new hires.
- Cross-trained all new Customer Service staff with the Customer Service field technicians to improve service order entry process
- Increased the amount of service orders assigned to field technicians daily to improve productivity and collect revenue.

FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to incorporate Customer Service training; including (but not limited to) an identity theft class to provide excellent service and help identify any red flag rules.
- Develop and train all Customer Service staff on a formal call monitoring program to improve the quality of the phone calls and service delivery.
- Implement electronic application to simplify the process and reduce the amount of time and steps required to establish new service.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue on-going Customer Service training which includes cross-training all Call Center staff on Customer Service walk-in staff duties and Customer Service phone training.
- Continue debt setoff process and the use of collection agency in an effort to collect more revenue.
- Will continue to scan and electronically save documents to conserve space and paper.
- Run weekly reports on Call Center staff to provide individual call stats to monitor and improve the performance of each representative.
- On-line Utility Service contracts for improved customer self-service.
- Develop a new payment agreement process to eliminate the ability to over-extend customer account balances and allow collection of revenue in a timely manner.

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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Walk-in Customers	Average # of customers seen per day by each Customer Service Representative	Workload	17	unavailable	17	14	unavailable	NA
Illegal Meter Usage	% of Meter Tampering Charges Recovered	Effectiveness	29%	unavailable	25%	25%	unavailable	NA
Service Requests/ Municipal Services Inquiries	Average #of tickets completed per day per technician	Efficiency	unavailable	unavailable	unavailable	39.4	unavailable	40
Service Requests/ Municipal Services Inquiries	Percentage of total calls abandoned	Effectiveness	26%	unavailable	15%	24%	unavailable	N/A
Service Requests/ Municipal Services Inquiries	Percentage of total calls answered	Effectiveness	74%	unavailable	90%	76%	unavailable	100%
Service Requests/ Municipal Services Inquiries	Average number of re-queued calls / 6 months	Effectiveness	13	unavailable	50	132	unavailable	N/A
Service Requests/ Municipal Services Inquiries	Percentage of calls answered within 20 seconds	Effectiveness	30%	unavailable	90%	76%	unavailable	N/A

BUDGET SUMMARY:

Cost Center #: 4220						
	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,238,637	\$ 1,228,688	\$ 1,263,281	\$ 1,283,794	\$ 1,313,082	\$ 1,313,082
Operations	\$ 143,068	\$ 151,965	\$ 190,586	\$ 103,816	\$ 157,644	\$ 157,644
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 7,636	\$ 417	\$ -	\$ 15,751	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ 107,032	\$ 107,032	\$ 199,383	\$ 199,383
Non Operating Exp	\$ 51,622	\$ 50,498	\$ -	\$ -	\$ -	\$ -
Cost Allocation	<u>\$(1,440,963)</u>	<u>\$(1,431,568)</u>	<u>\$(1,560,899)</u>	<u>\$(1,504,504)</u>	<u>\$(1,670,109)</u>	<u>\$(1,670,109)</u>
Total Expenses	\$ -	\$ -	\$ -	\$ 5,889	\$ -	\$ -
% budget change	1%	-1%		5%		7%
* as amended						
** as of August 17, 2015						
Authorized FTE	25.00	25.00	25.00	25.00	26.00	26.00

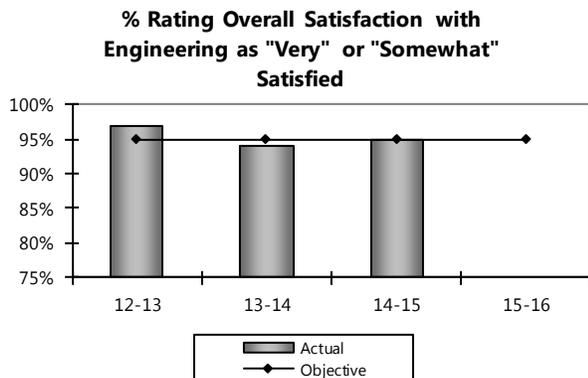
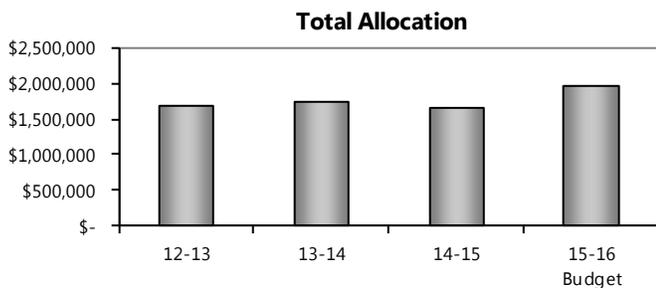
ENGINEERING

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**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Design
- Construction Inspection
- Surveying

FY 2014-15 MAJOR ACCOMPLISHMENTS:

- Designed and/or monitored the construction of 27,635 feet of wastewater collection system extension for an estimated value of \$7.5 million.
- Designed and/or monitored the construction of 23,950 feet of water distribution system extension for an estimated value of \$1.2 million.

- Monitored the construction of 6.38 miles of new roads, 13.17 miles of curb and gutter, and 12.98 miles of new sidewalk, for an estimated value of \$18 million.
- Coordinated design and monitored construction of new Burrage Rd Bridge over Three Mile Branch.
- Purchased 5 new tablets for the field inspectors to enter daily reports, check as-built drawings, and send information to the office.

FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- One of our vacant positions was reclassified to hire a new Building Construction Specialist.

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.
- Purchase of two new GPS units for our survey crew to further automate field data into design drawings.

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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Surveying	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	95%	100%	95%	95%
Design	Average # of days for review of engineering drawings	Effectiveness	2	2	4	3	5	5
Design	% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	Effectiveness	98%	88%	95%	95%	95%	95%
Construction Inspection	% of projects completed on time & within budget	Effectiveness	100%	80%	100%	100%	100%	100%
Construction Inspection	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	100%	90%	95%	100%	95%	95%
Surveying / Design / Construction Inspection	% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	97%	94%	95%	100%	95%	95%

BUDGET SUMMARY:

Cost Center #: 4230	2012-2013	2013-2014	2014-2015	2014-2015	2015-2016	2015-2016
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,498,582	\$ 1,392,390	\$ 1,632,382	\$ 1,478,541	\$ 1,694,186	\$ 1,694,186
Operations	\$ 125,509	\$ 130,221	\$ 237,379	\$ 132,148	\$ 196,154	\$ 196,154
Capital Outlay	\$ -	\$ 5,196	\$ 12,000	\$ -	\$ 75,430	\$ 75,430
Depreciation	\$ 15,312	\$ -	\$ -	\$ 14,857	\$ -	\$ -
Non Operating Exp	\$ 51,622	\$ 50,498	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,691,025)	\$ (1,725,306)	\$ (1,881,761)	\$ (1,651,901)	\$ (1,965,770)	\$ (1,965,770)
Total Expenses	\$ -	\$ (147,001)	\$ -	\$ (26,355)	\$ -	\$ -
<i>% budget change</i>	-9%	2%		-4%		4%
* as amended						
** as of August 17, 2015						
Authorized FTE	24.00	24.00	23.00	23.00	23.00	23.00

PURCHASING

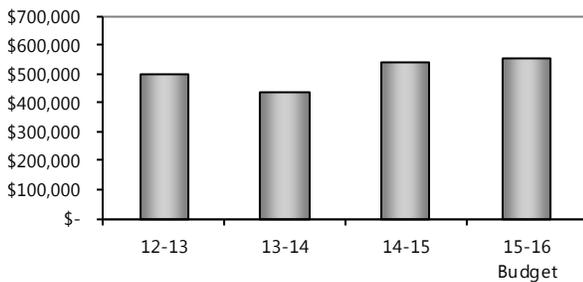
MISSION: The Purchasing Department exists to provide timely and accurate procurement and sound warehouse management for City departments with the desire to ensure that the goods and services required to deliver public services are available when needed and that the best possible prices for these goods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

PROGRAM LOCATOR:

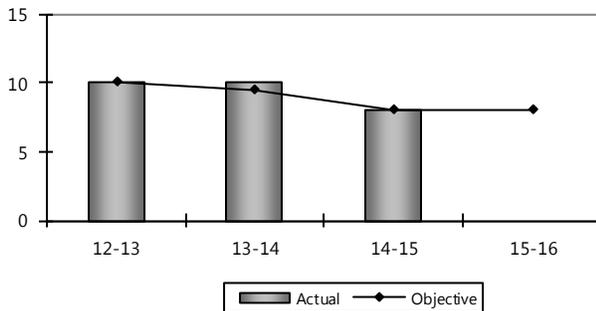
Fund: Internal Service
Functional Area: Internal Services
Department: **Finance**
Division: Purchasing

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



Average Number of Hours Required to Process a Purchase Order



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 2014-15 MAJOR ACCOMPLISHMENTS:

- Audit of year end physical inventory with acceptable results

- Purchasing Manager instructed all City supervision on purchasing procedures at training session
- Non wheeled surplus property for City sold on Govdeals.com
- Audit of City owned cellular phones and usage
- Purchasing Manager on selection committee for architect and construction manager at risk for construction of new City Hall building
- Warehouse Supervisor and Warehouse Clerks reorganized non-inventory and inventory items in warehouse for improved service.
- Two Purchasing Department coworkers completed Career Development for year
- Successful hiring of new Warehouse Clerk
- Purchasing Technician conducted the year end closing meeting for all departments of the City

FY 2015-16 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to organize inventory and identify non-moving inventory to utilize fully warehouse storage
- Work with Engineering to bid out the furniture for new City Hall building
- Continue to monitor uniform rental contract for the non-Electric coworker departments.
- Work with Electric to implement the work order system for filling orders efficiently

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.
- Work on maximizing the existing warehouse space for stored inventory

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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Procurement	Average number of hours required to process a purchase order	Effectiveness	10	10	8	8	8	8
Warehouse Mgmt.	Order fill time in minutes for inventory items requested by departments	Effectiveness	12	10	8	10	7	<8
Warehouse Mgmt.	% variance of actual inventory dollars versus reported accounting system value	Effectiveness	0.25%	0.10%	0.10%	0.10%	0.10%	0.25%
Purchasing/Warehouse Mgmt.	% of departments rating Purchasing services as "Excellent" or "Good"	Effectiveness	100%	96%	100%	95.8%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4250	2012-2013		2013-2014		2014-2015		2015-2016	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
	Personnel Services	\$ 417,121	\$ 424,219	\$ 437,875	\$ 458,235	\$ 445,128	\$ 445,128	
Operations	\$ 49,414	\$ 42,518	\$ 59,170	\$ 59,289	\$ 74,801	\$ 74,801		
Capital Outlay	\$ -	\$ -	\$ -	\$ 16,904	\$ 35,000	\$ 35,000		
Depreciation	\$ 15,263	\$ -	\$ -	\$ -	\$ -	\$ -		
Non Operating Exp	\$ 14,943	\$ 14,786	\$ -	\$ -	\$ -	\$ -		
Cost Allocations	\$ (496,741)	\$ (433,641)	\$ (497,045)	\$ (542,173)	\$ (554,929)	\$ (554,929)		
Total Expenses	\$ -	\$ 47,882	\$ -	\$ (7,745)	\$ -	\$ -		
% budget change	-0.3%	-13%		25%				12%
* as amended								
** as of August 17, 2015								
Authorized FTE	7.00	7.00	7.00	7.00	7.00	7.00		7.00

BUILDINGS AND GROUNDS MAINTENANCE

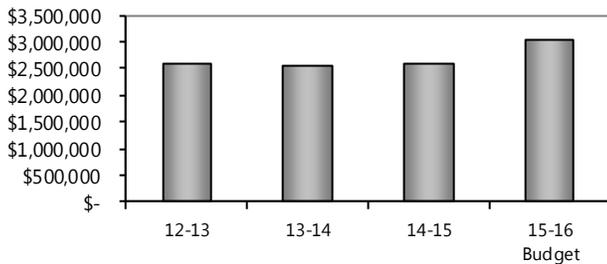
MISSION: The Building and Grounds Department is dedicated to efficiently maintaining a clean, safe, productive and energy-efficient work environment for City employees and the visiting public that exceeds their expectations in the area of general maintenance and repairs to City-owned buildings, parks,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

PROGRAM LOCATOR:

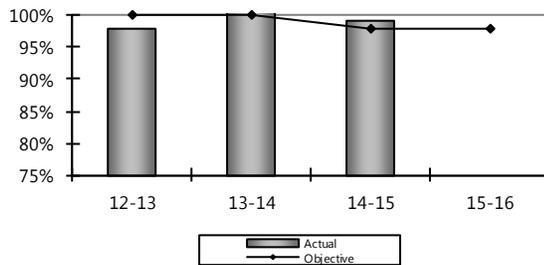
Fund: Internal Services
Functional Area: Internal Services
Department: **Buildings & Grounds Maint.**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Allocation



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



MAJOR SERVICE(S) PROVIDED:

- Buildings Maintenance
- Grounds Maintenance

FY 2014-15 MAJOR ACCOMPLISHMENTS:

- Improve landscaped areas throughout the City focusing on plant material that is sustainable in regards to the environment and in regards to required maintenance.
- Implemented year 3 of tree banding to combat canker worms.
- Staffed the Urban Forrester position.

FY 2015-16 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 four tree banding to combat cankerworms.
- Urban Forrester will establish priorities in maintaining and enhancing the City's tree canopy.
- Assist with move-in of new City Hall & establish maintenance protocols & procedures.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue to focus on collaboration with Parks and Recreation concerning ongoing issues and projects.
- Continue monthly internal department staff meetings.
- Using a portion of the meeting to review safety procedures while on the job.

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	FY13 Actual	FY14 Actual	FY15 Obj.	FY15 Actual	FY16 Obj.	Benchmark Target
Buildings Maint.	% of HVAC requests completed within 24 hours	Effectiveness	94%	93%	94%	93%	96%	96%
Buildings Maint.	% of electrical maintenance requests completed within two days	Effectiveness	96%	97%	95%	96%	98%	98%
Buildings Maint.	% of routine building maintenance requests completed within two days	Effectiveness	100%	93%	99%	96%	100%	100%
Buildings Maint.	% of health and safety requests responded to & 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	98%	100%	100%	99%	100%	100%
Grounds Maint.	% of park/facility mowing schedules completed on-time	Effectiveness	86%	90%	95%	79%	90%	90%
Grounds Maint.	% of landscaped medians & assigned facilities maintained/mowed according to schedule & completed on-time	Effectiveness	New for FY15	New for FY15	95%	85%	90%	90%
Grounds Maint.	% of graffiti/vandalism responded to within 24 hours	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4270	2012-2013		2013-2014		2014-2015		2014-2015		2015-2016		2015-2016	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved						
Personnel Services	\$ 1,935,140	\$ 2,016,087	\$ 2,090,764	\$ 2,076,732	\$ 2,165,666	\$ 2,165,666						
Operations	\$ 512,384	\$ 513,193	\$ 820,301	\$ 510,967	\$ 750,356	\$ 750,356						
Capital Outlay	\$ -	\$ 6,868	\$ 62,203	\$ -	\$ 139,000	\$ 139,000						
Depreciation	\$ 51,890	\$ -	\$ -	\$ 43,381	\$ -	\$ -						
Non Operating Exp	\$ 75,298	\$ 75,843	\$ -	\$ -	\$ -	\$ -						
Cost Allocation	\$ (2,574,712)	\$ (2,570,251)	\$ (2,973,268)	\$ (2,577,588)	\$ (3,055,022)	\$ (3,055,022)						
Total Expenses	\$ -	\$ 41,740	\$ -	\$ 53,492	\$ -	\$ -						
% budget change	-2%	0%		0%								3%
* as amended												
** as of August 17, 2015												
Authorized FTE	39.00	39.50	40.65	40.65	41.30	41.30						