

TABLE OF CONTENTS

	<u>Page</u>
INTERNAL SERVICES FUND – Overview and Summary of Allocated Costs.....	193
Utilities Collections.....	194
Data Services.....	196
Billing.....	198
Customer Care.....	200
Engineering.....	202
Purchasing.....	204
Buildings and Grounds.....	206

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 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, Revenue Manager, 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 Charlie Bridges, at (704) 920-5290 or via email at bridgesc@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 Rita Ellison, Revenue Manager, at (704) 920-5265 or via email at ellisonr@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 Service 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, Engineering Director, 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 Ryan LeClear, Purchasing Manager, at (704) 920-5441 or via email at leclearr@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.

Utilities Collections

Mission Statement

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.

Major Services Provided

- Utility Payment Processing

Organizational Chart Locator

Fund: 800 Internal Services Fund

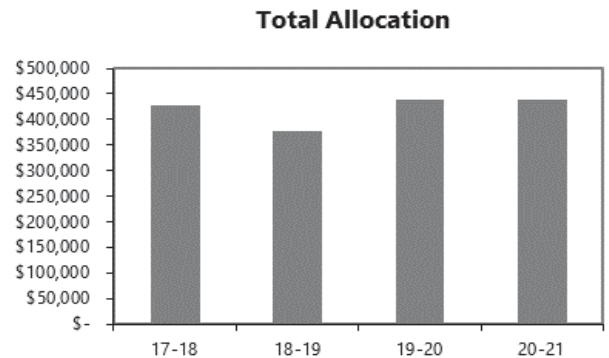
Functional Area: Finance

Budget Unit: **4200 Utilities Collection**

Personnel Summary

Fiscal Year	FTE
16-17	3.5
17-18	5
18-19	5
19-20 Request	5

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Refined process of sending delinquent accounts to Collection Agency where accounts are reviewed prior to sending to transfer balances to active accounts if applicable; thereby reducing the number of accounts sent for Collections.
- Allowed Career Development training for all coworkers.
- Collected \$37,956.39 in delinquent utility revenue via Debt Set Off and the Collection Agency as of December 31, 2018.
- Implemented process to automatically refund security deposits when good credit standards are met.
- Updated Budget Billing program to require Automatic Bank Draft for monthly budget payments and to facilitate faster refund processing at year end settlement.

FY 19-20 Budget Highlights

- Continue to promote online payment portal for utility customers.
- Continue to research and clean up our CIS database.
- Investigate Remote Bank Deposit requirements and costs.

Steps/Programs to Enhance Performance

- Coworkers continue to research and correct their own errors in an effort to identify problem areas.
- Coworkers will attend training classes and teambuilding events as funding allows.
- Coworkers are cross-trained on all functions so that tasks can be rotated periodically.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Utility Payment Processing	To provide timely processing of utility payments in order to optimize cash flow position.	% of days cashiers not out of balance more than \$1	Effectiveness	89%	98%	98%	98%	98%
	To provide accurate posting of utility payments in order to maintain customer satisfaction and reduce corrections.	# of monthly adjustments for incorrect postings	Effectiveness	7	5	5.6	5	5

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit#: 4200	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 222,936	\$ 275,732	\$ 265,991	\$ 252,855	\$ 292,489	\$ 292,489	\$ 272,683
Operations	\$ 93,550	\$ 120,268	\$ 109,216	\$ 105,226	\$ 117,464	\$ 117,464	\$ 111,352
Depreciation	\$ 1,542	\$ 1,239	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 27,593	\$ 27,601	\$ 27,677	\$ 27,677	\$ 27,605	\$ 27,605	\$ 27,682
Non-Operating Exp	\$ 6,311	\$ 3,296	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (351,932)	\$ (428,136)	\$ (402,884)	\$ (378,293)	\$ (437,558)	\$ (437,558)	\$ (437,558)
Total Expenses	\$ -	\$ -	\$ -	\$ 7,465	\$ -	\$ -	\$ (25,841)
% budget change		22%		-12%			9%
* as amended		**as of August 6, 2019					

Data Services

Mission Statement

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.

Major Services Provided

- Network Infrastructure: design, installation, and maintenance of City network and services.
- Computer Hardware and Software: procurement, installation, and maintenance.
- Technology Project management and consulting.

Organizational Chart Locator

Fund: 800 Internal Services Fund

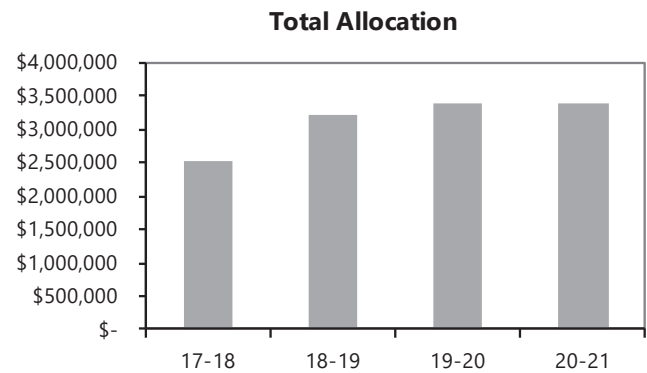
Functional Area: Internal Services

Budget Unit: **4210 Data Services**

Personnel Summary

Fiscal Year	FTE
16-17	1
17-18	1
18-19	1
19-20 Request	1

Budget Expenditure Trend



FY 18-19 Major Accomplishments

- Continued working with Billing, Electric, and Water on the AMI Project.
- Implemented web-based Utility System Online Application process.
- Installed Utility Billing System Disaster Recovery Server.
- Installed new Firewall with IPS/IDS.
- Installed Wifi Network for Fire, Parks & Rec, Airport, and Transit Departments.
- Broadened Tablet-based solutions in the field.
- Expanded report-writing/data retrieval capabilities.
- Replaced GIS3 Server and Intranet Server.
- Completed GIS Strategic Review.
- Created additional Web-based Intranet and Internet forms using Seamless Docs.
- Provided Fiber Infrastructure support.
- Upgraded Police Dept. in-car Laptops (Phase 2).
- Replaced and upgraded Finance Plus Servers.
- Upgraded Security Patching system.
- Began Utility Billing Multispeak upgrade Phase 1.

FY 19-20 Budget Highlights

- Expand Virtual Server Farm.
- Complete Windows 10 Rollout.
- Continue working with Billing, Electric, and Water on the AMI Project.
- Upgrade Network Equipment (Redundancy Project).
- Provide Fiber Infrastructure Support.
- Expand Departmental Firewalls.
- Complete Northstar/Nexgrid Multispeak upgrade Phase 1.
- Replace and upgrade Cityworks Servers.
- Upgrade Websense Servers.
- Begin GIS Redundancy Project (GIS3 Server).
- Continue to broaden Tablet-based solutions in the field.
- Expand report writing/data retrieval capabilities.
- Upgrade Police Dept. in-car Laptops (Phase III).

Steps/Programs 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.
- Certify additional staff in GIS and Cityworks.
- Technology Project Management and Consulting.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Network Infrastructure Support	To provide maximum system uptime for internal and external users during normal operating hours in order to ensure access to City information and data.	% of Server and Network Availability	Effectiveness	99%	99%	99%	99%	99%
Computer Hardware and Software	To provide the highest level of computer services to City computer users in order to minimize downtime and disruptions and maximize employee productivity.	% of Customers rating response times to service requests as "Excellent" or "Good"	Effectiveness	81%	85%	80%	85%	90%
Customer Service	N/A	% of customers rating overall Technology Services as "Excellent" or "Good"	Effectiveness	87%	90%	84%	90%	90%

Budget by Category

Budget Unit#: 4210	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 94,974	\$ 99,921	\$ 104,141	\$ 106,758	\$ 106,784	\$ 106,784	\$ 110,141
Operations	\$ 1,873,864	\$ 2,133,830	\$ 2,449,689	\$ 2,395,435	\$ 2,783,029	\$ 2,783,029	\$ 2,608,752
Capital Outlay	\$ -	\$ -	\$ 517,004	\$ 245,618	\$ 378,000	\$ 378,000	\$ -
Depreciation	\$ 149,878	\$ 155,648	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 128,247	\$ 130,339	\$ 130,698	\$ 130,698	\$ 130,358	\$ 130,358	\$ 130,719
Cost Allocation	\$ (2,246,963)	\$ (2,519,738)	\$ (3,201,532)	\$ (2,544,494)	\$ (3,398,171)	\$ (3,398,171)	\$ (3,398,171)
Total Expenses	\$ -	\$ -	\$ -	\$ 334,015	\$ -	\$ -	\$ (548,559)
% budget change		12%		1%		6%	
* as amended	**as of August 6, 2019						

Billing

Mission Statement

The mission of the Billing Department is to provide accurate and on-time monthly meter readings and utility billing statements for all Residential, Commercial, Industrial, Institutional, and Municipal Utility Customers of the City of Concord. The Billing Department exemplifies the highest level of customer service to both our external and internal customers.

Major Services Provided

- Network Infrastructure: design, installation, and maintenance of City network and services.
- Computer Hardware and Software: procurement, installation, and maintenance.
- Technology Project management and consulting.

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Finance

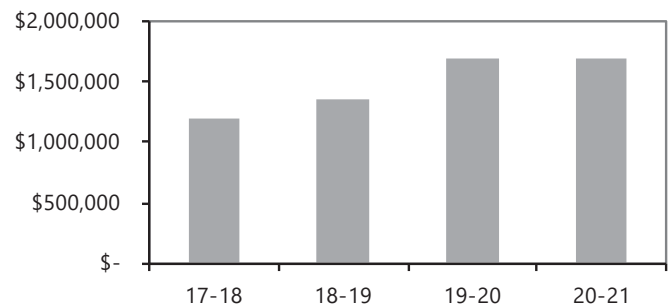
Budget Unit: **4215 Billing**

Personnel Summary

Fiscal Year	FTE
16-17	10
17-18	11.25
18-19	14.25
19-20 Request	16.25

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- Billing staff continues to work with the Electric and Water Departments to identify, troubleshoot, and reach solutions with our Smart Metering System. EcoOne system parameters were changed to expand the reading time period that we receive in an effort to obtain a larger number of reads. We also work closely with the Data Services department to develop strategies to ensure monthly reads are imported and recorded in a timely manner for billing purposes.
- The final bill process has been updated from cyclic to a daily basis.
- The Billing department gained three Meter Technicians from Customer Care. We have started implementation of cross-training Meter Technicians to better utilize resources within the department.
- Hired two additional Meter Technicians.

FY 19-20 Budget Highlights

- Continue to work with utility groups installing Smart Meter systems.
- Realign the duties and responsibilities of the Billing department once the Smart Metering system is fully implemented.
- Review additional options such as billing frequency, changing due date options, and other features of the Smart Metering system once the technology is fully implemented.

Steps/Programs to Enhance Performance

- The process to exchange meters with both the Water and Electric Departments is still in progress. This is currently a combined manual and automated process. We are working to drive this toward a solely automated process.
- Users have continued to attend conferences or meetings pertaining to all of our utility software in order to gain current updates, which will help us better serve our utility customers.
- Some billing cycles still remain delayed due to the AMI project implementation. However, we continue to stay focused on the integrity and quality of the information delivered in the bills. We extend operating hours when needed to ensure the billing statements are delivered as quickly as possible. It is anticipated all bill delays will no longer exist once software communications have improved.
- Continue to place an emphasis on the products offered by the City such as e-Billing, Pre-Authorized Payments, and the Budget Billing Programs.
- Transition to daily billing once we have completed the full AMI implementation.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Meter Reading	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.	Average number of meter re-reads per month	Effectiveness	N/A	300	19,285	800	800
Billing	To provide on-time and accurate billing statements to our utility customers to encourage on-time remittance of payments.	% of utility bills mailed within 24 hours of due date	Effectiveness	N/A	95%	31%	95%	100%

Budget by Category

Budget Unit#: 4215	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 610,645	\$ 699,428	\$ 942,924	\$ 976,684	\$ 1,049,512	\$ 1,049,512	\$ 1,068,812
Operations	\$ 365,576	\$ 334,005	\$ 491,921	\$ 474,748	\$ 417,438	\$ 417,438	\$ 386,694
Capital Outlay	\$ -	\$ -	\$ 76,000	\$ 23,522	\$ 102,000	\$ 102,000	\$ -
Depreciation	\$ 29,936	\$ 18,458	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 125,706	\$ 125,739	\$ 126,085	\$ 126,085	\$ 125,757	\$ 125,757	\$ 126,105
Non-Operating Exp	\$ 19,828	\$ 8,696	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,151,691)	\$ (1,186,326)	\$ (1,636,930)	\$ (1,343,770)	\$ (1,694,707)	\$ (1,694,707)	\$ (1,694,707)
Total Expenses	\$ -	\$ -	\$ -	\$ 257,269	\$ -	\$ -	\$ (113,096)
% budget change		3%		13%		4%	
* as amended	**as of August 6, 2019						

Customer Care

Mission Statement

Customer Care 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.

Major Services 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

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Finance

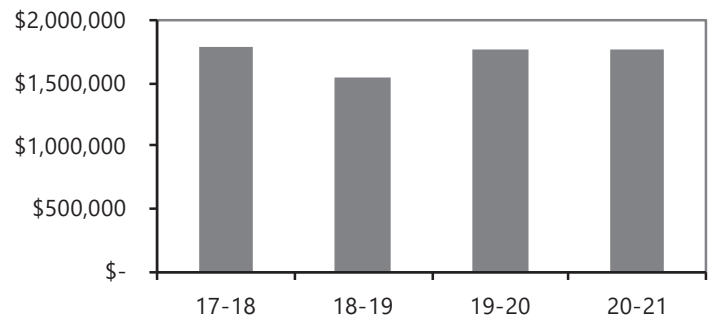
Budget Unit: **4220 Customer Care**

Personnel Summary

Fiscal Year	FTE
16-17	26
17-18	27
18-19	25
19-20 Request	25

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- Implement integration process with Online Applications and Northstar to reduce the amount of time and steps required to establish new service.
- Submit plan to change the Payment Agreement Policy, reducing the amount of time for process and increasing amount of utility revenue collected.
- Develop benchmarking to score the Customer Care Representatives on their calls for the Call Monitoring program to coincide with Performance Evaluation Measures.
- Relocate existing Meter Technicians positions to the Billing Department, leaving a Senior Meter Technician in Customer Care to dispatch, investigate, and assist with technical daily functions in the office as well as in the field.

FY 19-20 Budget Highlights

- Work with phone system software company to create an automatic process for weekly performance reports emailed to Supervisors for each staff member, establishing a more efficient process and consistently monitoring overall performance.
- Realign existing duties of Walk-in and Call Center staff member under the new Senior Meter Technician position, including but not limited to: radio and phone communication with Billing techs, meter tampering charges and reports, adding water meters to accounts, and running weekly disconnect reports.
- Utilize an existing chat feature offered with the phone ACD Prairiefyre system in order to correspond with staff members in a more timely manner for call monitoring purposes as well as improving daily call stats.
- Explore the feasibility of implementing a customer chat option/feature.

Steps/Programs to Enhance Performance

- Continue to incorporate Customer Service training, including additional training for new AMI meters.
- Run weekly reports on call taking personnel to provide individual call stats to monitor and improve performance of each Customer Service Specialist.
- 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.
- Refine the Customer Service Policy, On-line Application process, and Payment Agreement Policy to align with growth and changes.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Timeliness	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.	Average # of customers seen per day by each Customer Service Representative	Workload	12	12	11	10	>17
Customer Service	To provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.	% of total calls abandoned	Effectiveness	17%	15%	8%	15%	15%
		% of total calls answered	Effectiveness	83%	85%	92%	85%	85%
		Average # of re-queued calls	Effectiveness	36	50	36	50	>50
Illegal Meter Usage	N/A	% of Meter Tampering Charges Recovered	Effectiveness	65%	35%	65%	68%	25%

Budget by Category

Budget Unit#: 4220	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,409,558	\$ 1,389,849	\$ 1,278,686	\$ 1,242,042	\$ 1,408,867	\$ 1,408,867	\$ 1,425,273
Operations	\$ 114,751	\$ 154,348	\$ 150,783	\$ 103,694	\$ 165,310	\$ 165,310	\$ 166,710
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 17,466	\$ 15,331	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 201,347	\$ 199,342	\$ 199,890	\$ 199,890	\$ 199,370	\$ 199,370	\$ 199,923
Non Operating Exp	\$ 20,121	\$ 22,386	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,763,243)	\$ (1,781,257)	\$ (1,629,359)	\$ (1,551,035)	\$ (1,773,547)	\$ (1,773,547)	\$ (1,773,547)
Total Expenses	\$ -	\$ (1)	\$ -	\$ (5,409)	\$ -	\$ -	\$ 18,359
% budget change		1%		-13%		9%	

* as amended

**as of August 6, 2019

Engineering

Mission Statement

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.

Major Services Provided

- Design
- Construction Inspection
- Surveying

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Internal Services

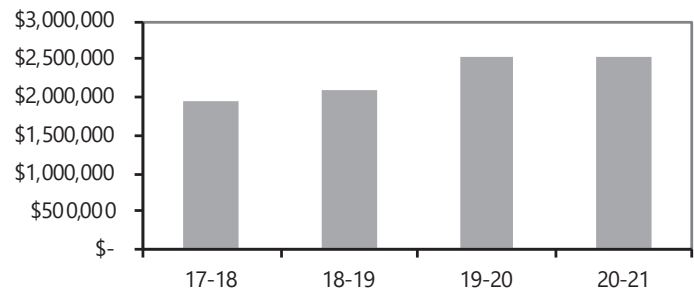
Budget Unit: **4230 Engineering**

Personnel Summary

Fiscal Year	FTE
16-17	23
17-18	25
18-19	26
19-20 Request	26

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- Designed and/or monitored the construction of 50,111 feet of wastewater collection system extension for an estimated value of \$6.2M.
- Designed and/or monitored the construction of 57,123 feet of water distribution system extension for an estimated value of \$5.1M.
- Monitored the construction of 2.9 miles of new roads, for an estimated value of \$10.0M.
- Completed the design of the Havencrest Culvert and will construct this year.
- Completed construction of the Accent Sewer.
- Completed the design of Chadbourne and Chelwood culverts.
- Completed design and construction of the Logan Gym remodeling.
- Completed design and monitoring of the construction of the Daniel Pharr building.
- Completed design and monitoring construction of the Woodsdale, Mona, and Glenn Ray-Pecan waterlines.
- Completed design and construction of the Grandview culvert replacement.

FY 19-20 Budget Highlights

- Continue with the administration and inspection of the construction of the \$3.3M Traffic Management Center Building.
- Bid out and monitor construction of the Hector H. Henry III Greenway, Riverwalk Phase.
- Bid out, monitor construction, and inspect the Highway 49 30" waterline upsizing.
- Complete construction administration and inspection of the Pitts School Rd. 24" waterline upsizing.
- Reclassify Senior Administrative Assistant position to a Senior Engineering Technician.

Steps/Programs 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.
- Construction inspectors continue using portable computer tablets to file reports and update as-built drawings to improve accuracy and reduce cost.
- Complete development of the software to track project bonds that can be accessed online by City staff.
- Complete development of software to manage construction projects online so City staff can monitor progress.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Design	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.	Average # of days to turnaround review of engineering drawings	Effectiveness	2	5	4	5	5.5
		% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
Construction Inspection	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.	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
Surveying	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.	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
		% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit#: 4230	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,505,268	\$ 1,721,490	\$ 2,020,607	\$ 1,995,876	\$ 2,196,817	\$ 2,196,817	\$ 2,250,750
Operations	\$ 149,144	\$ 153,686	\$ 246,553	\$ 155,550	\$ 292,153	\$ 292,153	\$ 225,362
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 56,423	\$ 56,423	\$ 68,000
Depreciation	\$ 23,399	\$ 42,085	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 40,031	\$ 29,317	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,717,842)	\$ (1,946,578)	\$ (2,267,160)	\$ (2,110,314)	\$ (2,545,393)	\$ (2,545,393)	\$ (2,545,393)
Total Expenses	\$ -	\$ -	\$ -	\$ 41,112	\$ -	\$ -	\$ (1,281)
% budget change		13%		8%		12%	

* as amended

**as of August 6, 2019

Purchasing

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 800 Internal Services Fund

Functional Area: Finance

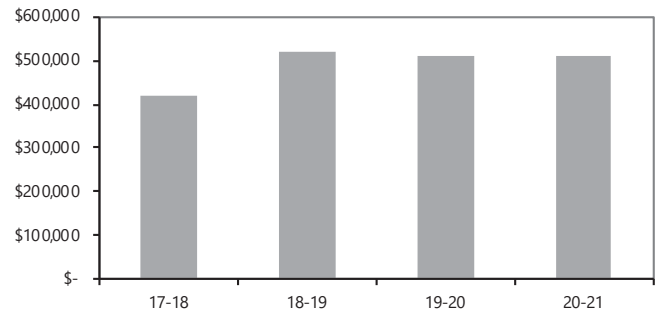
Budget Unit: **4250 Purchasing**

Personnel Summary

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

Budget Expenditure Trend

Total Allocation



FY 18-19 Major Accomplishments

- Installed a new server for warehouse inventory system due to the age of the existing machine.
- Obtained new handheld barcode scanners for warehouse employees to replace the currently old and outdated units.
- Implemented a warehouse transaction counter to help with control, efficiency, accuracy, and safety.
- Monitor inventory levels and dollars on hand.
- Continue to work with Electric and Water Departments on the NexGen meter project.

FY 19-20 Budget Highlights

- Requesting necessary equipment to maintain supply of ice for crew use.
- Requesting funds to continuously improve warehouse software functionality.
- Requesting funds to offer and promote training and professional development opportunities.
- No major expenditures to continue operations at an efficient level.

Steps/Programs to Enhance Performance

- Continue to identify surplus property and stagnant inventory.
- Continue to monitor purchase orders processing and turnaround time.
- Monitor the uniform and copier service contracts for improving internal customer service.
- Assist the various departments of the City in complying with Purchasing Policy and N.C. General Statutes.
- Identify non-moving or outdated inventory and receive approval to sell.
- Use of Docuware software to better monitor inventory received and accuracy of vendor invoicing.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Procurement	To provide timely processing of purchase orders and formal bids for departments in order to expedite procurement of needed supplies.	Average # of hours required to process a purchase order	Effectiveness	8	8	8	8	8
Warehouse Management	To reduce the total wait time to fill an inventory order for the various City departments in order to expedite receipt of requested inventory.	Order fill time in minutes for inventory items requested by departments.	Effectiveness	7	7	7	7	<8
Warehouse Management	To accurately account for the physical inventory stored in the warehouse and yard areas in order to adhere to all accounting standards and requirements.	% variance of actual inventory dollars versus reported accounting system value	Effectiveness	.10%	.10%	.10%	.10%	0.25%
		% of departments rating Purchasing services as "excellent" or "good"	Effectiveness	100%	100%	99%	100%	100%

Budget by Category

	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
Budget Unit#: 4250	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 408,242	\$ 353,915	\$ 404,615	\$ 408,036	\$ 433,462	\$ 433,462	\$ 450,182
Operations	\$ 64,897	\$ 50,571	\$ 95,825	\$ 73,389	\$ 78,606	\$ 78,606	\$ 73,606
Capital Outlay	\$ -	\$ -	\$ 19,406	\$ 18,802	\$ -	\$ -	\$ -
Depreciation	\$ 15,776	\$ 9,366	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 13,678	\$ 5,997	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (502,592)	\$ (419,849)	\$ (519,846)	\$ (451,952)	\$ (512,068)	\$ (512,068)	\$ (512,068)
Total Expenses		\$ -	\$ -	\$ 48,275	\$ -	\$ -	\$ 11,720
% budget change		-16%		8%		-1%	

* as amended

**as of August 6, 2019

Building & Grounds

Mission Statement

The Building and Grounds Department is dedicated to maintaining City owned buildings, parks, and greenways to the highest standards with the goal of delivering the best possible facilities for use by the Public and City employees.

Major Services Provided

- Building Maintenance
- Grounds Maintenance

Organizational Chart Locator

Fund: 800 Internal Services Fund

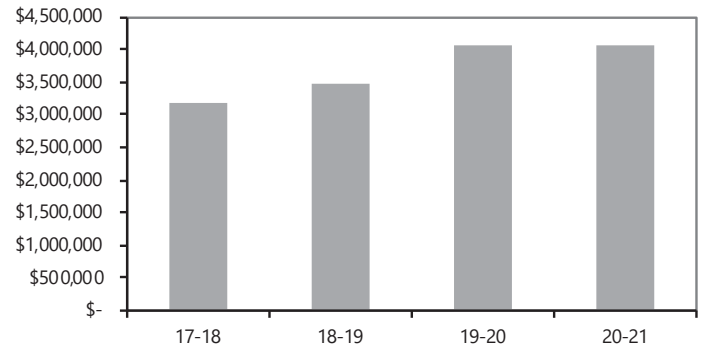
Functional Area: Internal Services

Budget Unit: **4270 Building & Grounds**

Personnel Summary

Fiscal Year	FTE
16-17	42.3
17-18	44.6
18-19	47.5
19-20 Request	49.5

Budget Expenditure Trend Total Allocation



FY 18-19 Major Accomplishments

- Began replanting trees that died or required removal across City. This will become scheduled, annual work of the Grounds Division.
- Continued to improve landscaped areas across the City using drought tolerant, low maintenance plant material.
- Continued developing a tree inventory and improving the health of City's tree canopy.
- Requested 1 additional full-time building maintenance technician. Work orders are consistently backlogged due to number of work orders.
- Requested 2 additional grounds maintenance workers due to expansion of greenways and increased median maintenance.
- Installed DOT landscape improvements in winter 2018/2019 for I-85 and Hwy 49, Hwy 73, Poplar Tent Road, and Kannapolis Parkway.
- Deputy Director position was filled in the first quarter of 2019.

FY 19-20 Budget Highlights

- Clearwater maintenance becomes departmental responsibility.
- New custodial position requested in response to current workload, the addition of TMC, and requested expansion into unused space in Police Headquarters.
- Requesting a new grounds maintenance worker due to current workload, arboricultural maintenance support, and expansion of the Hector H. Henry III, Riverwalk Phase and the Coddle Creek Phase I greenway expansions.
- Develop a five-year plan for the arboricultural division.

Steps/Programs to Enhance Performance

- Continue collaborating with Parks & Recreation concerning ongoing issues and projects.
- Continue monthly internal department staff meetings.
- Review safety procedures at monthly staff meetings.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY18 Actual	FY19 Obj.	FY19 Year-End	FY20 Obj.	Industry Benchmark
Buildings Maintenance	To provide timely response to and completion of routine and emergency maintenance calls in order to ensure safe and productive working environments.	% of HVAC requests completed within 24 hours	Effectiveness	91%	96%	94%	96%	96%
		% of electrical maintenance requests completed within two days	Effectiveness	85%	98%	85%	90%	98%
		% of routine building maintenance requests completed within two days	Effectiveness	94%	96%	92%	98%	99%
Buildings Maintenance	To provide quality custodial services to City employees/customers in order to provide a clean and safe working environment.	% of health & safety requests responded to and completed within 4 hours	Effectiveness	86%	100%	90%	100%	100%
		% of City employees rating satisfaction with custodial services as "very good" or "good" (measured annually at year-end)	Effectiveness	100%	100%	94%	100%	99%
Grounds Maintenance	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.	% of landscaped medians & assigned facilities maintained/mowed on-time according to schedule	Effectiveness	75%	85%	90%	90%	90%
Grounds Maintenance	To provide the highest level of public park facility maintenance in order to meet and/or exceed expectations of visitors.	% of park/facility mowing schedules completed on-time	Effectiveness	82%	95%	92%	95%	95%
		% of graffiti/vandalism responded to within 24 hours	Efficiency	100%	100%	100%	100%	100%
Urban Forest		# of trees added to inventory database	Workload	49	200	140	200	500
		# of trees planted	Workload	64	30	57	30	25
		# of hazard trees removed or abated	Workload	50	<25	9	<25	<25
		% of removed trees replaced	Effectiveness	124%	100%	633%	200%	100%
		# of trees receiving maintenance	Workload	25	100	30	100	100

Budget by Category

Budget Unit#: 4270	2016-2017 Actual Expenses	2017-2018 Actual Expenses	2018-2019 Council Approved*	2018-2019 Actual Expenses**	2019-2020 Manager Recommended	2019-2020 Council Approved	2020-2021 Planning Year
Personnel Services	\$ 2,299,623	\$ 2,312,578	\$ 2,592,054	\$ 2,475,275	\$ 2,885,096	\$ 2,885,096	\$ 3,009,992
Operations	\$ 653,442	\$ 680,801	\$ 894,954	\$ 674,271	\$ 940,253	\$ 940,253	\$ 941,955
Capital Outlay	\$ -	\$ -	\$ 352,625	\$ 282,584	\$ 234,034	\$ 234,034	\$ 236,605
Depreciation	\$ 80,791	\$ 101,415	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 70,842	\$ 28,605	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 58,900	\$ 58,780	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (3,163,598)	\$ (3,182,179)	\$ (3,839,633)	\$ (3,479,778)	\$ (4,059,383)	\$ (4,059,383)	\$ (4,059,383)
Total Expenses	\$ -	\$ -	\$ -	\$ (47,648)	\$ -	\$ -	\$ 129,169
<i>% budget change</i>		1%		9%		6%	
* as amended	**as of August 6, 2019						