

City Attorney

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DEPARTMENT SERVICES

The City Attorney Department Provides Service Through the Following Programs.

- City Attorney

INITIATIVES FOR 2011-12

- Actively pursue cost-effective resolution of pending priority litigation matters and continue to process and resolve claims and litigation arising under City's liability defense program
- Prosecute general code enforcement and drug house abatement actions as needed
- Provide legal advice and assistance relating to Concord Naval Weapons Station Reuse Project, including Redevelopment Project Area Formation and Area Plan adoption
- Provide legal advice and assistance to Planning Division relating to Development Code update
- Continue to seek improved efficiencies in the provision of legal services by the City Attorney's Office as necessitated by reduced staff resources due to budget cutbacks

SIGNIFICANT CHANGES FOR 2011-12

- None anticipated at this time

The City Attorney Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	970,024	100%
Total Funding	970,024	

These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
City Attorney	970,024
Total Program Budget	970,024

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$934,438	\$762,829	\$767,150
Operating Expenses	\$281,223	\$326,550	\$336,098
Internal Service Charges	\$105,892	\$92,079	\$44,993
Other Financing Uses		\$-174,723	\$-178,217
Total Expenditures	\$1,321,553	\$1,006,735	\$970,024

The City Attorney Department has the following Authorized Positions By Program

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
City Attorney	4.00	4.00			4.00	4.00
	4.00	4.00			4.00	4.00

Program Outcome

To protect the City of Concord from liability arising out of its activities by effectively and efficiently managing various complex legal issues. In addition, to provide legal advice and assistance supporting City programs and projects.

Program Objectives

- 1A Provide legal advice and assistance for City programs and projects.
- 1B Represent the City in litigation and administrative proceedings.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	970,024	100%
Total Funding	970,024	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$934,438	\$762,829	\$767,150
Operating Expenses	\$281,223	\$326,550	\$336,098
Internal Service Charges	\$105,892	\$92,079	\$44,993
Other Financing Uses		\$-174,723	\$-178,217
Total Expenditures	\$1,321,553	\$1,006,735	\$970,024

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
City Attorney	1.00	1.00			1.00	1.00
Deputy City Attorney	1.00	1.00			1.00	1.00
Paralegal	1.00	1.00			1.00	1.00
Senior Assistant City Attorney	1.00	1.00			1.00	1.00
	<u>4.00</u>	<u>4.00</u>	<u> </u>	<u> </u>	<u>4.00</u>	<u>4.00</u>

Community Development

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DEPARTMENT SERVICES

The Community Development Department Provides Service Through the Following Programs.

- City Wide Events
- Administration
- Planning
- Econ. Dev., Redev. & Housing Admin.
- Economic Development
- Redevelopment
- Housing
- Building
- Multi-Family Housing Inspection Program
- Neighborhood Preservation

MAJOR ACCOMPLISHMENTS

- Facilitated the creation of a small business incubator called the Business Accelerator Program with John F. Kennedy University and Small Business Development Center.
- Facilitated facade upgrades and the opening of Concord Audi, Grocery Outlet, Orchard Supply Hardware, Chipotle, Fiat, Lexus, and Chevrolet and provided expansion assistance to Las Montanas Supermarket.
- Preserved 48 affordable housing units by providing \$300,000 to resources for Community Development to rehabilitate the Riley Court Apartments.
- Adjusted the inclusionary in-lieu fee to the current market (reducing it) to stimulate development of new homes.
- Prepared Notice of Funding Availability to facilitate development and rehabilitation of affordable housing.
- Managed the Development Code Update and General Plan Changes to 50% completion.
- Processed 450 Administrative approvals (including Forever 21, Est. 1812 Sports Lounge, Bravo Bistro, Orchard Supply at CVSC, and Ashby Lumber), responded to 8,629 public inquiries and processed the following major projects: Pop's Bingo, Willows Subdivision, Anthony Estates and Carondelet High School Gymnasium.
- Began developing Park and Shop Center Design Guidelines for a facade and sign improvement program to revitalize this prominent center.
- Completed preparation of the Housing Element Update and obtained state certification.
- Enhance the City's solid waste services to Concord residences with three new programs that include a pharmaceutical waste disposal program, a sharps (needles) drop-off program and a curbside household oil disposal program.
- Met performance standards by issuing 85% of all building permits within 24 hours of application and exceeded performance standards by completing 99% of all major project plan reviews within 18 working days and by completing 99% of all inspection requests within 24 hours of request.
- Updated Municipal Code to include the 2010 California Building Codes.

MAJOR ACCOMPLISHMENTS Cont'd

- Continued Self-Certification Inspection cycle of the Multi-Family Inspection Program. In 2010, over 180 properties and 5,500 units qualified for self-certification.
- Reviewed Multi-Family Inspection Program with the California Apartment Association to review the inspection process, fee recommendations and proposals to expand the self-certification process.
- Processed 451 Recreational Vehicle Permit applications, issued 375 permits, and followed-up with enforcement on 310 addresses where recreational vehicles were documented but no permit application was submitted.
- Collaborated with Community Grants Manager to streamline the new CDBG reporting requirements. Initiated a quarterly report to ensure that we are on target throughout the fiscal year.

INITIATIVES FOR 2011-12

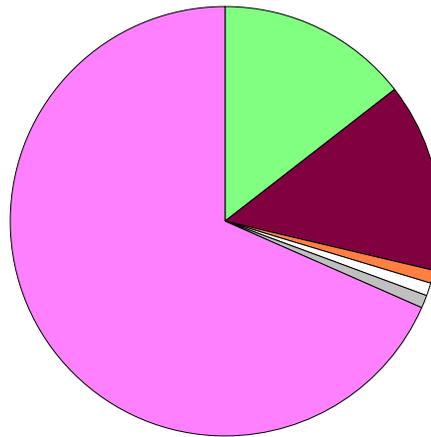
- Expand Economic Development Marketing to include social media, radio and television.
- Facilitate the adoption of a new Affordable Housing Overlay for incorporation into the City's Development Code.
- Create and launch an affordable marketing program to increase the number of loans and grants to low income homeowners.
- Prepare grant-funded City-wide climate Action Plan.
- Prepare Growth Management Element Update to comply with Contra Costa Transportation Authority requirements.
- Obtain a "Priority Development Area" designation from ABAG for downtown to support future grants.
- Work with IT and implementation group to upgrade Accela Automation permit software system. System upgrade will improve efficiency for user of the system and public access.
- Develop soft story ordinance and implementation program for buildings susceptible to increase public safety.
- Re-instated monthly meetings of the Code Enforcement Task Force which meets to discuss difficult cases that affect several departments. Staff from Neighborhood Services, Planning and building Divisions attend, as well as the Community Policing Officers.

SIGNIFICANT CHANGES FOR 2011-12

- None anticipated at this time.

The Community Development Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	3,128,063	14.79%
240-Rda Set-Aside	3,072,187	14.53%
250-Housing Assistance	28,229	.13%
252-Housing Conservation	55,713	.26%
254-Community Dev Block Grant	92,107	.44%
500-Rda Operating & Capital	14,774,363	69.85%
Total Funding	21,150,662	



These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
Administration	178,667
Planning	1,312,348
Econ. Dev., Redev. & Housing Admin.	13,906,411
Economic Development	306,295
Redevelopment	536,001
Housing	3,013,298
Building	1,151,585
Multi-Family Housing Inspection Program	175,371
Neighborhood Preservation	570,686
Total Program Budget	21,150,662

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$4,301,869	\$3,814,027	\$3,577,641
Operating Expenses	\$2,442,950	\$4,666,737	\$4,456,707
Internal Service Charges	\$1,374,488	\$1,231,909	\$300,487
Other Financing Uses	\$13,138,950	\$13,251,762	\$12,815,827
Total Expenditures	\$21,258,257	\$22,964,435	\$21,150,662

The Community Development Department has the following Authorized Positions By Program

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administration	0.25	0.50			0.25	0.50
Planning	6.90	6.90	0.08	0.96	6.98	7.86
Econ. Dev., Redev. & Housing Admin.	2.01	2.00	0.50	0.51	2.51	2.51
Economic Development	0.97	1.10	0.02	0.02	0.99	1.12
Redevelopment	1.87	1.90	0.72	0.72	2.59	2.62
Housing	2.40	2.00	0.01		2.41	2.00
Building	6.75	6.75	0.98	0.98	7.73	7.73
Multi-Family Housing Inspection Program	2.00	1.25			2.00	1.25
Neighborhood Preservation	6.25	5.00	0.49	0.49	6.74	5.49
	29.40	27.40	2.80	3.68	32.20	31.08

Program Outcome

Manage and administer application process by coordinating with multiple departments to determine if event is supportable and what event services are needed to achieve successful outcomes.

Program Objectives

- 1A Respond to applicants within 14 business days in order to communicate city services needed and efficiently maximize staff resources to create successful events from city and applicants perspective.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
Total Funding	0	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Total Expenditures			

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
No Staff Assigned						

Program Outcome

To organize, direct, and coordinate the efficient delivery of Planning, Economic Development, Redevelopment, and Housing services.

Program Objectives

1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	123,770	69.27%
500-Rda Operating & Capital	54,897	30.73%
Total Funding	<u>178,667</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$265,282	\$23,587	\$109,793
Operating Expenses	\$5,170	\$5,626	\$5,747
Internal Service Charges	\$35,325	\$31,819	\$63,127
Total Expenditures	<u>\$305,777</u>	<u>\$61,032</u>	<u>\$178,667</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Assistant	0.25				0.25	
Dir. Of Community/Econ Dev Svc		0.50				0.50
	<u>0.25</u>	<u>0.50</u>			<u>0.25</u>	<u>0.50</u>

Program Outcome

To provide planning services in accordance with the General Plan which enhance and preserve the physical, social, and economic quality of the City.

Program Objectives

- 1A Provide professional planning review of applications so the City Council, the Planning Commission, the Design Review Board, and the Zoning Administrator are provided high quality information and advice upon which they can make decisions for the betterment of the community within established time frames. Achieve a customer service rating of excellent or good in 90% of customer service surveys.
- 1B Provide public information, education and technical assistance within the established time frames 90% of the time. Achieve a customer service rating of excellent or good in 90% of customer service surveys.
- 1C Maintain consistency with the General Plan, both internally and with other planning documents, to ensure that all plans and policies that are developed by the City of Concord as well as by other responsible agencies, preserve and enhance the built environment, open space amenities, improve the residential and economic vitality of the community, and comply with State mandated General Plan policies and objectives, 100% of the time.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,244,550	94.83%
500-Rda Operating & Capital	67,798	5.17%
Total Funding	<u>1,312,348</u>	

80-Community Development
8200-Planning

Performance Based
Budget Summary
For Council
2011-12

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$860,163	\$979,309	\$1,035,303
Operating Expenses	\$34,652	\$65,047	\$440,995
Internal Service Charges	\$283,610	\$253,837	\$40,910
Other Financing Uses		\$-200,843	\$-204,860
Total Expenditures	\$1,178,425	\$1,097,350	\$1,312,348

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Coordinator	1.00	1.00	0.01	0.01	1.01	1.01
Assistant Planner	1.00	1.00	0.01	0.01	1.01	1.01
Ltd Ser-Admin Support				0.21		0.21
Ltd Ser-Professional				0.67		0.67
Planning Manager	1.00	1.00			1.00	1.00
Principal Planner	1.90	1.90			1.90	1.90
Senior Planner	2.00	2.00	0.06	0.06	2.06	2.06
	<u>6.90</u>	<u>6.90</u>	<u>0.08</u>	<u>0.96</u>	<u>6.98</u>	<u>7.86</u>

Program Outcome

To administer the Economic Development, Redevelopment and Housing Programs efficiently and effectively so as to promote the Economic Vitality of the City of Concord.

Program Objectives

1Z To administer the Economic Development, Redevelopment and Housing programs.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	24,451	.18%
240-Rda Set-Aside	72,588	.52%
500-Rda Operating & Capital	13,809,372	99.30%
Total Funding	13,906,411	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$481,917	\$454,842	\$324,435
Operating Expenses	\$1,391,912	\$1,543,339	\$1,168,212
Internal Service Charges	\$105,047	\$93,416	\$3,085
Other Financing Uses	\$12,530,997	\$12,846,715	\$12,410,679
Total Expenditures	\$14,509,873	\$14,938,312	\$13,906,411

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Assistant	0.55	1.00	0.02	0.02	0.57	1.02
Administrative Secretary				0.01		0.01
City Manager	0.50				0.50	
Economic/Redevelopment Spec	0.13	0.10			0.13	0.10
Ltd Ser-Admin Support			0.48		0.48	
Ltd Ser-Craft Worker				0.48		0.48
Program Manager	0.13	0.10			0.13	0.10
Redevelopment/Housing Manager	0.70	0.80			0.70	0.80
	<u>2.01</u>	<u>2.00</u>	<u>0.50</u>	<u>0.51</u>	<u>2.51</u>	<u>2.51</u>

Program Outcome

Implement Concord's Economic Vitality Strategy by coordinating activities that encourage a healthy, stable business environment and a strong City revenue base. Coordinate economic development services and activities at a level that promotes business activity in the City and its downtown and retains and creates jobs and revenue.

Program Objectives

- 1A Implement the attraction, retention and expansion element of the Economic Development Strategy such that 80% of the businesses assisted are satisfied with services provided by Economic Development staff..
- 1B Provide services to assist business profitability and generate opportunities for businesses to increase labor force.
- 1C Attract businesses in targeted industries to expand Concord's diverse business community and businesses that generate retail sales to support Concord's revenue base.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
500-Rda Operating & Capital	306,295	100%
Total Funding	<u>306,295</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$156,418	\$122,563	\$145,896
Operating Expenses	\$155,896	\$155,727	\$160,399
Internal Service Charges	\$25,876	\$23,117	
Total Expenditures	<u>\$338,190</u>	<u>\$301,407</u>	<u>\$306,295</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Economic/Redevelopment Spec	0.87	0.90	0.02	0.02	0.89	0.92
Redevelopment/Housing Manager	0.10	0.20			0.10	0.20
	<u>0.97</u>	<u>1.10</u>	<u>0.02</u>	<u>0.02</u>	<u>0.99</u>	<u>1.12</u>

Program Outcome

Program Objectives

- 1A Improve the quality and mix of uses in the project area and encourage business growth, development, and investment in order to eliminate blight and meet tax increment projections.
- 1B Promote the downtown as the social, cultural, and entertainment center of the community so that the annual number of visitors to the downtown meets or exceeds projected attendance goals and achieve a 90 percent downtown customers satisfaction event rating.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
500-Rda Operating & Capital	536,001	100%
Total Funding	<u>536,001</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$297,124	\$236,839	\$233,382
Operating Expenses	\$183,953	\$290,774	\$234,570
Internal Service Charges	\$109,403	\$100,221	\$68,049
Total Expenditures	<u>\$590,480</u>	<u>\$627,834</u>	<u>\$536,001</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Community Service Officer	1.00	1.00			1.00	1.00
Ltd Ser-Admin Support			0.72	0.72	0.72	0.72
Program Manager	0.87	0.90			0.87	0.90
	<u>1.87</u>	<u>1.90</u>	<u>0.72</u>	<u>0.72</u>	<u>2.59</u>	<u>2.62</u>

Program Outcome

To provide financial and technical assistance to improve housing stock and provide opportunities for safe and affordable housing in accordance with the Housing Element of the City's General Plan, CDBG Program guidelines, and Redevelopment Agency Housing Set-Aside requirements.

Program Objectives

- 1A Provide loans and grants so that the supply of safe and affordable housing in the City is improved, increased and/or enhanced by annually approving single family loans (single family and mobile home), and emergency, accessibility, weatherization and lead based paint grants and rebates.
- 1B Provide grants and rebates so that the supply of safe and affordable housing in the City is improved, increased and enhanced by approving emergency, accessibility, weatherization and lead based paint grants.
- 1D Provide loans to qualified low and moderate income first time homebuyers. Assist first-time homebuyers by hosting monthly first time homebuyer classes.
- 1H Provide loans for multi-family acquisition/rehabilitation, and new multi-family construction so that the supply of safe and affordable housing in the City is increased and enhanced by approving multi-family rehabilitation loans.
- 1I Monitor restricted affordable housing inventory to ensure property owners are meeting the terms of their regulatory agreement.
- 1J Implement programs and policies included within the City's Housing Element and the Inclusionary Zoning Ordinance.
- 1K Manage five contracts for outsourcing of technical administrative support for program's objectives and resources.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
240-Rda Set-Aside	2,929,356	97.21%
250-Housing Assistance	28,229	.94%
252-Housing Conservation	55,713	1.85%
Total Funding	3,013,298	

80-Community Development
8900-Housing

Performance Based
Budget Summary
For Council
2011-12

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$320,909	\$277,758	\$222,225
Operating Expenses	\$414,926	\$2,314,725	\$2,169,248
Internal Service Charges	\$166,672	\$147,542	\$11,817
Other Financing Uses	\$607,954	\$605,890	\$610,008
Total Expenditures	\$1,510,461	\$3,345,915	\$3,013,298

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Assistant	0.20				0.20	
Administrative Secretary	1.00	1.00	0.01		1.01	1.00
Redevelopment/Housing Manager	0.20				0.20	
Senior Planner	1.00	1.00			1.00	1.00
	<u>2.40</u>	<u>2.00</u>	<u>0.01</u>		<u>2.41</u>	<u>2.00</u>

Program Outcome

To ensure that buildings are constructed and maintained in accordance with adopted codes, standards, and policies.

Program Objectives

- 1A Review all plans for compliance with applicable building and fire codes, provide advice, and issue permits. Ensure that plan submittals are checked by all reviewing divisions and agencies and corrections or permits are issued in accordance with the established time frames from date of submittal of a complete application, 90% of the time. Achieve a customer service rating of "Excellent" or "Good" in 90% of customer service surveys and random surveys of customers.
- 1B Make called construction inspections to review compliance with approved plans, applicable building and fire codes, and issue Certificates of Occupancy. Ensure that inspections are made within 24 hours of the request 90% of the time. Achieve a customer service rating of "Excellent" or "Good" in 90% of customer service surveys and random surveys of customers.
- 1H Accurately forecast building revenues so that the fees for building services meet or exceed the direct cost of the program. Actual revenue received should equal 100% to 110% of the amount projected.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,109,273	96.33%
240-Rda Set-Aside	42,312	3.67%
Total Funding	1,151,585	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$992,052	\$831,938	\$831,326
Operating Expenses	\$221,809	\$248,743	\$239,574
Internal Service Charges	\$368,689	\$330,816	\$80,685
Total Expenditures	\$1,582,550	\$1,411,497	\$1,151,585

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Building Inspector	3.00	3.00	0.01	0.01	3.01	3.01
Chief Building Official	0.75	0.75			0.75	0.75
Ltd Ser-Admin Support			0.48	0.48	0.48	0.48
Ltd Ser-Professional			0.48	0.48	0.48	0.48
Permit Center Technician I	1.00	1.00			1.00	1.00
Permit Center Technician III	2.00	2.00	0.01	0.01	2.01	2.01
	<u>6.75</u>	<u>6.75</u>	<u>0.98</u>	<u>0.98</u>	<u>7.73</u>	<u>7.73</u>

Program Outcome

To ensure that all multi-family housing units in the City are safe to occupy and meet the Building Code standards that were in effect at the time the units were constructed.

Program Objectives

- 1A Administer the Multi-Family Housing Inspection Program in order to rehabilitate deteriorated housing stock that does not meet minimum health and safety standards.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	147,440	84.07%
240-Rda Set-Aside	27,931	15.93%
Total Funding	175,371	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$211,416	\$208,774	\$159,900
Operating Expenses	\$2,534	\$10,670	\$10,895
Internal Service Charges	\$52,210	\$47,427	\$4,576
Total Expenditures	\$266,160	\$266,871	\$175,371

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Building Inspector	1.00	1.00			1.00	1.00
Chief Building Official	0.25	0.25			0.25	0.25
Permit Center Technician I	0.75				0.75	
	2.00	1.25			2.00	1.25

Program Outcome

To preserve and enhance the quality and appearance of the City's neighborhoods.

Program Objectives

- 1A Conduct clean-up projects within neighborhoods, removing trash and debris so that the number of code complaints from targeted neighborhoods and the amount of accumulated debris on property is reduced on a neighborhood basis.
- 1B Provide code enforcement and respond to complaints within two work days 90% of the time; a satisfactory level of compliance is obtained on violations within 30 days of the complaint 50% of the time and within 60 days of the complaint 75% of the time.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	478,579	83.86%
254-Community Dev Block Grant	92,107	16.14%
Total Funding	<u>570,686</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$716,589	\$678,417	\$515,381
Operating Expenses	\$32,098	\$32,086	\$27,067
Internal Service Charges	\$227,656	\$203,714	\$28,238
Total Expenditures	<u>\$976,343</u>	<u>\$914,217</u>	<u>\$570,686</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Ltd Ser-Admin Support				0.48		0.48
Ltd Ser-Craft Worker			0.48		0.48	
Neighborhood Services Manager	1.00				1.00	
Neighborhood Services Spec	4.00	4.00	0.01	0.01	4.01	4.01
Permit Center Technician I	1.25	1.00			1.25	1.00
	<u>6.25</u>	<u>5.00</u>	<u>0.49</u>	<u>0.49</u>	<u>6.74</u>	<u>5.49</u>

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Parks and Recreation

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DEPARTMENT SERVICES

The Parks and Recreation Department Provides Service Through the Following Programs.

- Administration
- Camp Concord
- Facility Operations Program
- Sports & Events
- Youth and Family Services
- Senior & Special Recreation Services
- Community Services
- Diablo Creek - Administration

MAJOR ACCOMPLISHMENTS

- Reorganized departments functions and staff assignments reflecting retirements of one Program Manager and one Program Aide and the elimination of the positions.
- In cooperation with IT, completed CLASS software System upgrade, resulting in PCI compliance, and greater efficiencies for customer refunds and processing
- Successfully implemented the California Park and Recreation Society research based branding campaign, "Parks make Life Better!" through various department marketing and promotional programs
- Completed a consultant based analysis of business and operational practices at Camp Concord resulting in fundamental changes to the program designed to achieve a greater level of cost recovery
- Collaborated with Facilities Maintenance to identify a qualified vendor to perform service on movable walls at Centre Concord resulting in cost savings, safety improvements and preservation of revenue producing rentals for weekday seminars and small group rental business
- Completed transition of lifeguard certification and training programs from Ellis & Associates to American Red Cross resulting in program savings
- Successfully transitioned Athletic Field Reservations and Administration to the Public Works Department
- Completed several projects at Diablo Creek Golf Course to improve course conditions, safety and aesthetics, including: installation of new yardage markers, bunker renovation, installation of new fence at #10 tee, renovation to tee #14, installation of new lake fountain near hole #7

INITIATIVES FOR 2011-12

- In partnership with the VIPs program, establish a Park Patrol component
- Upon establishment of a Citywide Social Networking and New Media policy, implement marketing strategies to increase program exposure in the new media market
- Implement a new program model for Camp Concord focusing on delivery of high quality family camping programs and off-season rental groups
- Ensure successful completion of Measure WW funded improvements at Camp Concord, including paving of roadway and parking, renovation of Family Camp Bath House, and construction of dining hall deck in partnership with the Concord Lions Club and Friends of Camp Concord

INITIATIVES FOR 2011-12 Cont'd

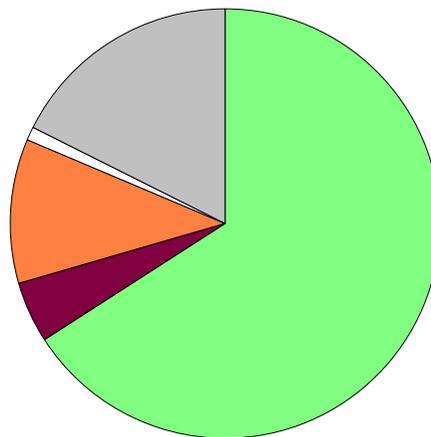
- Complete an inspection and thorough review of Centre Concord's short and long term building and small equipment replacement needs
- In coordination with the Senior Citizen's Club and Senior Citizens Advisory Board, evaluate and address the need for assistive equipment in the Senior Center restrooms
- With the elimination of Community Services General Fund grants in FY 2012/13, assist agencies funded by General Fund grants to apply for CDBG funding in the next grant cycle. Prepare the Community Services Commission for funding decisions with less funding resources available

SIGNIFICANT CHANGES FOR 2011-12

- New program model for Camp Concord
- Elimination of Community Services General Fund Grants effective FY 2012/13

The Parks and Recreation Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	5,044,246	66.22%
254-Community Dev Block Grant	352,625	4.63%
402-Capital Projects- Reimburs	833,728	10.94%
460-Childcare	39,536	.52%
700-Golf Course	1,347,435	17.69%
Total Funding	7,617,570	



These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
Administration	525,189
Camp Concord	385,114
Facility Operations Program	2,647,757
Sports & Events	312,610
Youth and Family Services	1,120,578
Senior & Special Recreation Services	858,553
Community Services	478,392
Diablo Creek - Administration	1,289,377
Total Program Budget	7,617,570

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$3,641,751	\$3,169,067	\$3,308,081
Operating Expenses	\$3,508,406	\$3,006,120	\$2,964,006
Internal Service Charges	\$2,005,186	\$1,834,352	\$1,328,225
Other Financing Uses	\$112,965	\$25,037	\$17,258
Total Expenditures	\$9,268,308	\$8,034,576	\$7,617,570

The Parks and Recreation Department has the following Authorized Positions By Program

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administration	0.75	1.00			0.75	1.00
Camp Concord	2.45	2.35	0.80	4.73	3.25	7.08
Facility Operations Program	6.24	6.05		20.84	6.24	26.89
Willow Pass Center (400204211)			2.21		2.21	
Centre Concord (400204212)			2.69		2.69	
Aquatics (400204213)			6.87		6.87	
Lifelong Learning & Enrichment (40020421)			1.13		1.13	
Middle School Youth Programs (400204215)			0.87		0.87	
Summer Day Camp Programs (400204216)			2.30		2.30	
Preschool (400204217)			4.85		4.85	
Sports & Events	0.31	0.60	0.61	0.61	0.92	1.21
Youth and Family Services	1.00	1.00	25.28	27.23	26.28	28.23
Senior & Special Recreation Services	3.00	3.00	2.31	4.27	5.31	7.27
Community Services	1.00	1.00	0.58	0.48	1.58	1.48
Diablo Creek - Administration	0.28				0.28	
	15.03	15.00	50.50	58.16	65.53	73.16

Program Outcome

To facilitate and direct the effective delivery of programs and services by supporting Departmental operations.

Program Objectives

1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	467,131	88.95%
700-Golf Course	58,058	11.05%
Total Funding	<u>525,189</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$329,343	\$168,028	\$225,545
Operating Expenses	\$136,029	\$113,480	\$136,603
Internal Service Charges	\$166,558	\$148,032	\$163,041
Total Expenditures	<u>\$631,930</u>	<u>\$429,540</u>	<u>\$525,189</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Dir Community/Recreation Svcs	0.75	1.00			0.75	1.00
	<u>0.75</u>	<u>1.00</u>			<u>0.75</u>	<u>1.00</u>

Program Outcome

To contribute to the mental and physical well being of children and adults by providing safe, organized camping programs and rental facilities in a well maintained environment while meeting or exceeding cost recovery goals.

Program Objectives

- 1A Facilitate and conduct a residential camping program in accordance with American Camp Association standards to achieve a 90% good or excellent customer satisfaction rating.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	385,114	100%
Total Funding	<u>385,114</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$220,843	\$273,603	\$241,738
Operating Expenses	\$218,765	\$263,479	\$168,301
Internal Service Charges	\$151,592	\$138,698	\$83,678
Other Financing Uses		\$-247,000	\$-108,603
Total Expenditures	<u>\$591,200</u>	<u>\$428,780</u>	<u>\$385,114</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Camp Director	1.00	1.00			1.00	1.00
Camp Facility Specialist	1.00	1.00			1.00	1.00
Ltd Ser-Camp Specialist			0.80	4.73	0.80	4.73
Program Manager	0.40				0.40	
Recreation Program Coordinator		0.25				0.25
Senior Recreation Program Mgr	0.05	0.10			0.05	0.10
	<u>2.45</u>	<u>2.35</u>	<u>0.80</u>	<u>4.73</u>	<u>3.25</u>	<u>7.08</u>

Program Outcome

Program Objectives

1Z Administrative Support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	2,647,757	100%
Total Funding	<u>2,647,757</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$1,469,788	\$744,368	\$1,308,287
Operating Expenses	\$724,134	\$103,642	\$661,068
Internal Service Charges	\$756,025	\$698,076	\$578,280
Other Financing Uses	\$99,683	\$96,984	\$100,122
Total Expenditures	\$3,049,630	\$1,643,070	\$2,647,757

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Ltd Ser-Recreation Specialist				20.84		20.84
Program Manager	1.60	1.50			1.60	1.50
Recreation Program Coordinator	3.74	3.75			3.74	3.75
Senior Recreation Program Mgr	0.90	0.80			0.90	0.80
	<u>6.24</u>	<u>6.05</u>		<u>20.84</u>	<u>6.24</u>	<u>26.89</u>

Program Outcome

To provide and facilitate adult sports and events by offering multi sport leagues while meeting or exceeding cost recovery goals.

Program Objectives

- 1A Conduct adult athletic programs to achieve a 90% good or excellent customer satisfaction rating.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	312,610	100%
Total Funding	312,610	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$128,469	\$53,096	\$104,200
Operating Expenses	\$230,164	\$199,882	\$204,178
Internal Service Charges	\$13,696	\$12,387	\$4,232
Total Expenditures	\$372,329	\$265,365	\$312,610

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Ltd Ser-Recreation Specialist			0.61	0.61	0.61	0.61
Program Manager		0.50				0.50
Recreation Program Coordinator	0.26				0.26	
Senior Recreation Program Mgr	0.05	0.10			0.05	0.10
	0.31	0.60	0.61	0.61	0.92	1.21

Program Outcome

Program Objectives

- 1A Provide supervised program activities for elementary and middle school age youth in targeted neighborhoods and achieve measurable improvement in skills which promote positive behavior in 50% of participants.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	286,850	25.60%
402-Capital Projects- Reimburs	833,728	74.40%
Total Funding	1,120,578	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$867,387	\$713,205	\$809,418
Operating Expenses	\$401,356	\$19,007	\$24,310
Internal Service Charges	\$611,038	\$557,536	\$286,850
Total Expenditures	\$1,879,781	\$1,289,748	\$1,120,578

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Ltd Ser-Recreation Specialist			25.28	27.23	25.28	27.23
Program Coordinator	1.00	1.00			1.00	1.00
	<u>1.00</u>	<u>1.00</u>	<u>25.28</u>	<u>27.23</u>	<u>26.28</u>	<u>28.23</u>

Program Outcome

To promote the health, wellness and independence of older adults and persons with disabilities through the collaborative delivery of programs, services, events and activities.

Program Objectives

- 1A Facilitate human services so that customers will obtain critical services.
- 1B Facilitate inclusive activities to achieve a 90% customer satisfaction rating.
- 1C Facilitate activities and events in collaboration with the Senior Club to achieve an 80% good to excellent rating from participating Club members.
- 1D Provide supervised activities for the developmentally disabled participants.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	858,553	100%
Total Funding	858,553	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$380,413	\$386,240	\$462,027
Operating Expenses	\$196,652	\$181,439	\$196,935
Internal Service Charges	\$242,825	\$224,639	\$199,591
Total Expenditures	\$819,890	\$792,318	\$858,553

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Ltd Ser-Recreation Specialist			2.31	4.27	2.31	4.27
Program Manager	1.00	1.00			1.00	1.00
Recreation Program Aide	1.00	1.00			1.00	1.00
Recreation Program Coordinator	1.00	1.00			1.00	1.00
	<u>3.00</u>	<u>3.00</u>	<u>2.31</u>	<u>4.27</u>	<u>5.31</u>	<u>7.27</u>

Program Outcome

To provide community services assistance to low-and-moderate income Concord residents, provide program funding to aid in the prevention of slums and blight, and address urgent community needs such as disaster relief through the administration of the City of Concord's Community Development Block Grant (CDBG) and General Fund Grant Programs.

Program Objectives

- 1A Develop an annual Community Service program that meets all HUD regulations, annually expends all eligible funds, and achieves a customer service rating of excellent or good, 90% of the time, from agencies and customers served.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	86,231	18.03%
254-Community Dev Block Grant	352,625	73.71%
460-Childcare	39,536	8.26%
Total Funding	478,392	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$173,137	\$184,531	\$156,866
Operating Expenses	\$547,138	\$362,069	\$295,468
Internal Service Charges	\$19,874	\$17,569	\$319
Other Financing Uses	\$13,282	\$70,326	\$25,739
Total Expenditures	\$753,431	\$634,495	\$478,392

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Ltd Ser-Admin Support			0.48	0.48	0.48	0.48
Ltd Ser-Professional			0.10		0.10	
Program Manager	1.00	1.00			1.00	1.00
	<u>1.00</u>	<u>1.00</u>	<u>0.58</u>	<u>0.48</u>	<u>1.58</u>	<u>1.48</u>

Program Outcome

To manage the Diablo Creek Golf Course in order to maximize revenues while providing an affordable, high quality golf experience.

Program Objectives

1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
700-Golf Course	1,289,377	100%
Total Funding	<u>1,289,377</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$59,298	\$59,818	
Operating Expenses	\$989,618	\$1,047,879	\$1,277,143
Internal Service Charges	\$43,578	\$37,415	\$12,234
Other Financing Uses		\$104,727	
Total Expenditures	<u>\$1,092,494</u>	<u>\$1,249,839</u>	<u>\$1,289,377</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Dir Community/Recreation Svcs	0.25				0.25	
Horticultural Advisor	0.03				0.03	
	<u>0.28</u>				<u>0.28</u>	

Finance

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DEPARTMENT SERVICES

The Finance Department Provides Service Through the Following Programs.

- Finance Administration
- Financial Analysis & Reporting
- Disbursements
- Budget & Financial Planning
- Purchasing
- City Treasury
- Revenue Generation

MAJOR ACCOMPLISHMENTS

- Refinanced a portion of the Police Building Lease Revenue Bonds (1993) and the total remaining balance of the Judgment Obligation Bonds to provide a savings for both the General Fund and the Redevelopment Agency of approximately \$500,000 per year for the remainder of the bond terms
- Implemented an online Business License Renewal process to compensate for the shortened hours the Finance Department is open for payment
- Assumed management of the City's property leases
- Began accounting system simplification process with the development of a new operating expense chart of accounts
- Staff has learned Crystal Reports to provide City employees with financial reports that they can run from their own computers. This program has allowed the City to retire the PPB software in anticipation of a new performance measurement system.
- Provided significant financial information support both for the continuing budget reduction programs and to support the information provided to the public with regard to Measure Q
- Arranged financing for the ESCO energy efficiency projects

INITIATIVES FOR 2011-12

- Complete the review and revision of the City Municipal Code regarding the purchasing process and the City's purchasing policy instructions
- Implement a web-based Accounts Payable solution which will allow the City to pay vendors online, reducing the need for mailing checks to vendors
- Implement new reports to provide financial information to City staff in such a way that information can be retrieved when needed
- Streamline accounting practices to continue to meet internal control and other financial requirements with reduced staff
- Work together with IT to develop a new system for budget presentation
- Review all Internal Service Charges to ensure appropriate cost allocation after citywide cost and service reductions

SIGNIFICANT CHANGES FOR 2011-12

- None anticipated at this time

The Finance Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	2,467,551	 100%
Total Funding	<u>2,467,551</u>	

These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
Finance Administration	325,911
Financial Analysis & Reporting	597,974
Disbursements	518,131
Budget & Financial Planning	270,517
Purchasing	256,734
City Treasury	207,147
Revenue Generation	291,137
Total Program Budget	<u>2,467,551</u>

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$2,413,464	\$2,255,884	\$2,152,495
Operating Expenses	\$250,994	\$204,971	\$194,969
Internal Service Charges	\$851,382	\$763,704	\$169,291
Other Financing Uses		\$-48,239	\$-49,204
Total Expenditures	<u>\$3,515,840</u>	<u>\$3,176,320</u>	<u>\$2,467,551</u>

The Finance Department has the following Authorized Positions By Program

<u>Program</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Finance Administration	1.97	2.00			1.97	2.00
Financial Analysis & Reporting	3.74	3.60			3.74	3.60
Disbursements	4.12	4.40			4.12	4.40
Budget & Financial Planning	1.90	2.00	0.46		2.36	2.00
Purchasing	1.07	1.00			1.07	1.00
City Treasury	2.96	2.50			2.96	2.50
Revenue Generation	2.25	2.50	2.30	0.60	4.55	3.10
	<u>18.01</u>	<u>18.00</u>	<u>2.76</u>	<u>0.60</u>	<u>20.77</u>	<u>18.60</u>

Program Outcome

To direct the City's financial activities by ensuring that funds are safe and available for use.

Program Objectives

1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	325,911	100%
Total Funding	<u>325,911</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$429,458	\$290,796	\$287,087
Operating Expenses	\$9,441	\$5,497	\$6,607
Internal Service Charges	\$84,511	\$73,377	\$32,217
Total Expenditures	<u>\$523,410</u>	<u>\$369,670</u>	<u>\$325,911</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Central Storekeeper	0.94	1.00			0.94	1.00
Director Of Finance	1.00	1.00			1.00	1.00
Financial Operations Manager	0.03				0.03	
	<u>1.97</u>	<u>2.00</u>			<u>1.97</u>	<u>2.00</u>

Program Outcome

Monitor, record and audit the City's financial activities so that all transactions comply with the requirements of the Governmental Accounting Standards Board (GASB), the City Council and Federal and State regulations.

Program Objectives

- 1A Monitor, audit and record the City's financial transactions following the guidelines of the adopted budget and Federal and State regulations for financial reporting.
- 1C Administer all grants, mandated costs and other outside funds, submitting applications, accounting and reports so full payments will be received by the City and no audit findings will be reported.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	597,974	100%
Total Funding	597,974	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$499,258	\$488,774	\$461,060
Operating Expenses	\$77,246	\$121,694	\$127,798
Internal Service Charges	\$137,595	\$123,198	\$9,116
Total Expenditures	\$714,099	\$733,666	\$597,974

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Accountant II	2.89	2.80			2.89	2.80
Financial Operations Manager	0.85	0.80			0.85	0.80
	<u>3.74</u>	<u>3.60</u>			<u>3.74</u>	<u>3.60</u>

Program Outcome

To provide payment for all the City bills.

Program Objectives

- 1A Administer bi-weekly payroll so that all City employees are paid by the pay dates, 98% of the time. All reporting of gross pay and benefits shall meet the requirements of Federal and State regulations, PERS's and City MOU's, 100% of the time.
- 1B Administer accounts payable so that 95% of all bills are paid according to the City's Policy & Procedures and on time, taking discounts whenever possible.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	518,131	100%
Total Funding	<u>518,131</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$407,928	\$470,125	\$493,582
Operating Expenses	\$80,456	\$8,129	\$8,921
Internal Service Charges	\$176,183	\$157,859	\$15,628
Total Expenditures	<u>\$664,567</u>	<u>\$636,113</u>	<u>\$518,131</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Account Clerk III	2.00	2.00			2.00	2.00
Accountant II		0.20				0.20
Financial Operations Manager	0.12	0.20			0.12	0.20
Payroll Specialist	1.00	1.00			1.00	1.00
Payroll Technician	1.00	1.00			1.00	1.00
	<u>4.12</u>	<u>4.40</u>			<u>4.12</u>	<u>4.40</u>

Program Outcome

To provide and administer a City budget and a ten year financial planning document.

Program Objectives

- 1A Present a budget for adoption under the direction of the City Manager. Record changes in the budget throughout the fiscal year as directed by the City Council or designee.
- 1B Prepare the Construction Improvement Plan (CIP)/Transportation Improvement Plan (TIP) document in conjunction with direction given by the City Manager and the CIP committee. Record changes in the CIP/TIP throughout the fiscal year as directed by the City Council.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	270,517	100%
Total Funding	270,517	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$323,210	\$337,507	\$306,711
Operating Expenses	\$3,637	\$8,924	\$9,103
Internal Service Charges	\$55,797	\$50,001	\$3,907
Other Financing Uses		\$-48,239	\$-49,204
Total Expenditures	\$382,644	\$348,193	\$270,517

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Accountant II	0.90	1.00			0.90	1.00
Budget Officer	1.00	1.00			1.00	1.00
Ltd Ser-Professional			0.46		0.46	
	<u>1.90</u>	<u>2.00</u>	<u>0.46</u>		<u>2.36</u>	<u>2.00</u>

Program Outcome

To provide purchasing in a timely and efficient manner, ensuring that products and services are available at the most reasonable price.

Program Objectives

- 1A Issue or amend a minimum of 90% of all purchase orders within 10 working days of their receipt, complete with all documentation, and 75% of all bids within 4 weeks of their receipt so that products and services are delivered when required at a reasonable price.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	256,734	100%
Total Funding	<u>256,734</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$276,226	\$159,862	\$156,538
Operating Expenses	\$16,914	\$24,307	\$5,122
Internal Service Charges	\$207,481	\$189,305	\$95,074
Total Expenditures	<u>\$500,621</u>	<u>\$373,474</u>	<u>\$256,734</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Central Storekeeper	0.06				0.06	
Purchasing Agent	1.01	1.00			1.01	1.00
	<u>1.07</u>	<u>1.00</u>			<u>1.07</u>	<u>1.00</u>

Program Outcome

To manage the cash flow of the city efficiently keeping the financial assets safe and available for use in accordance with the requirements of California Government code and the City's adopted investment policy.

Program Objectives

- 1A To invest the surplus cash to meet projected estimated expenditures, in accordance with the Investment Policy.
- 1B Expedient processing of all collections resulting in a higher percentage of funds collected.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	207,147	100%
Total Funding	<u>207,147</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$263,110	\$250,441	\$180,789
Operating Expenses	\$17,635	\$17,714	\$18,218
Internal Service Charges	\$93,652	\$83,899	\$8,140
Total Expenditures	<u>\$374,397</u>	<u>\$352,054</u>	<u>\$207,147</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
City Treasurer	1.00	1.00			1.00	1.00
Treasury Manager	0.96	0.50			0.96	0.50
Treasury Technician	1.00	1.00			1.00	1.00
	<u>2.96</u>	<u>2.50</u>			<u>2.96</u>	<u>2.50</u>

Program Outcome

To provide revenue billing and collection services for the City of Concord.

Program Objectives

- 1A Administer the Business License Ordinance such that 95% of all eligible businesses have a current business license.
- 1C All revenue is processed correctly within 48 hours of receipt, 95% of the time. All customers inquiries and/or questions are responded to in a timely manner.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	291,137	100%
Total Funding	<u>291,137</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$214,274	\$258,379	\$266,728
Operating Expenses	\$45,665	\$18,706	\$19,200
Internal Service Charges	\$96,163	\$86,065	\$5,209
Total Expenditures	<u>\$356,102</u>	<u>\$363,150</u>	<u>\$291,137</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Account Clerk III	1.00	1.00			1.00	1.00
Accountant II	0.21				0.21	
Ltd Ser-Admin Support			2.30	0.60	2.30	0.60
Revenue Generation Team Leader	1.00	1.00			1.00	1.00
Treasury Manager	0.04	0.50			0.04	0.50
	<u>2.25</u>	<u>2.50</u>	<u>2.30</u>	<u>0.60</u>	<u>4.55</u>	<u>3.10</u>

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Human Resources

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DEPARTMENT SERVICES

The Human Resources Department Provides Service Through the Following Programs.

- Human Resources Administration
- Labor Relations
- Recruitment and Selection
- Workers' Compensation
- Benefits Administration
- Organizational Training and Development
- Classification & Compensation

MAJOR ACCOMPLISHMENTS

- Implemented budget reduction strategies as directed by the City Council and achieved in the negotiations process including: increased contribution by all employees and retirees to medical insurance premiums, increased contribution by all employees to retirement costs, and executed a contract amendment with CalPERS to implement a lower tiered, 2% @55 retirement formula for non-sworn new hires.
- Researched, evaluated and contracted with NEOGOV to install a full service on-line employment application process to enhance the City's image as an innovative organization emphasizing customer service and minimize HR staff paper processing.
- Successfully recruited a new Chief of Police.
- Introduced an injury prevention program including back safety and worker's compensation training to promote wellness and safer work habits among all city employees and reduce worker's compensation costs.
- Implemented health care reform legislation including dependent verification and eligibility.

INITIATIVES FOR 2011-12

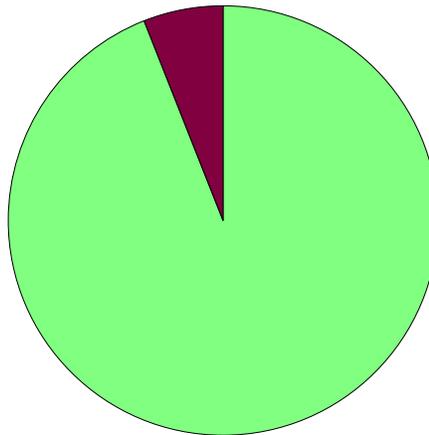
- Successfully recruit a new Director of Public Works.
- Install NEOGOV, a full service on-line employment application process to enhance the City's image as an innovative organization emphasizing customer service and minimize HR staff paper processing.
- Successfully complete labor contract negotiations with OPEIU Local 29 and PEU Local One.

SIGNIFICANT CHANGES FOR 2011-12

- None are anticipated at this time.

The Human Resources Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,260,352	94%
610-Workers' Compensation	80,414	6%
Total Funding	1,340,766	



These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
Human Resources Administration	539,384
Labor Relations	152,094
Recruitment and Selection	202,071
Workers' Compensation	118,348
Benefits Administration	70,019
Organizational Training and Development	104,298
Classification & Compensation	154,552
Total Program Budget	1,340,766

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$780,866	\$856,255	\$847,615
Operating Expenses	\$274,639	\$412,475	\$458,169
Internal Service Charges	\$190,640	\$170,790	\$34,982
Other Financing Uses	\$200,000		
Total Expenditures	\$1,446,145	\$1,439,520	\$1,340,766

The Human Resources Department has the following Authorized Positions By Program

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Human Resources Administration	1.31	1.31	1.00	1.00	2.31	2.31
Labor Relations	0.43	0.43			0.43	0.43
Recruitment and Selection	1.32	1.32			1.32	1.32
Workers' Compensation	0.90	0.90			0.90	0.90
Benefits Administration	0.28	0.28			0.28	0.28
Organizational Training and Development	0.32	0.32			0.32	0.32
Classification & Compensation	1.44	1.44			1.44	1.44
	6.00	6.00	1.00	1.00	7.00	7.00

Program Outcome

To deliver exceptional services to the organization on a wide range of human resources issues in a responsive, cost effective and innovative manner.

Program Objectives

- 1D Provide general consulting services to Management, confidential employees and individuals to create and maintain an organizational structure and a climate to provide all employees and the organization the guidance needed to maximize all aspects of MVV, COG and PBB .
- 1Z Provide administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	539,384	100%
Total Funding	539,384	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$220,615	\$272,859	\$271,391
Operating Expenses	\$186,009	\$233,003	\$233,011
Internal Service Charges	\$67,909	\$61,237	\$34,982
Total Expenditures	\$474,533	\$567,099	\$539,384

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Director Of Human Resources	0.42	0.42			0.42	0.42
Human Resources Specialist		0.15				0.15
Human Resources Technician II	0.60	0.45			0.60	0.45
Ltd Ser-Admin Support			0.50	0.50	0.50	0.50
Ltd Ser-Professional			0.50	0.50	0.50	0.50
Senior Human Resources Analyst	0.29	0.29			0.29	0.29
	<u>1.31</u>	<u>1.31</u>	<u>1.00</u>	<u>1.00</u>	<u>2.31</u>	<u>2.31</u>

Program Outcome

Establish and maintain positive, cooperative employer-employee relations to reduce conflicts, improve employee morale, and encourage employee involvement in achieving organizational effectiveness.

Program Objectives

- 1A Provide managers and employees with accurate interpretations of the various MOUs and general City Policies and Procedures to assure consistent, fair and equitable treatment of all employees, and to assist departments in addressing their employee relations needs.
- 1B Provide advice and support to management regarding discipline, disciplinary appeals, and grievance appeals arising under various MOUs and Personnel Rules to assure appropriate, equitable, and consistent treatment of the work force.
- 1Z Provide administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	152,094	100%
Total Funding	152,094	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$53,423	\$91,704	\$92,094
Operating Expenses	\$34,515	\$60,000	\$60,000
Total Expenditures	\$87,938	\$151,704	\$152,094

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Director Of Human Resources	0.34	0.34			0.34	0.34
Senior Human Resources Analyst	0.09	0.09			0.09	0.09
	0.43	0.43			0.43	0.43

Program Outcome

To improve the organization's most valuable asset, its work force and promote the City's image as a premier organization by providing effective recruitment and selection programs designed to attract and employ qualified, service oriented, performance driven employees.

Program Objectives

- 1A Design, plan and conduct recruitment campaigns that provide a sufficient number of highly qualified applicants for the hiring department's needs. Ensure the selection process measures job-related knowledge, skills and abilities, as well as other pertinent characteristics supportive of the City's MVV that results in a highly qualified pool of candidates from which the hiring authority can choose. Provide employment lists to the hiring department within 85 days of approval to fill the position. Achieve a 90% or better rating in customer surveys.
- 1Z Provide administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	202,071	100%
Total Funding	<u>202,071</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$99,195	\$139,137	\$148,947
Operating Expenses	\$348	\$56,984	\$53,124
Internal Service Charges	\$29,167	\$26,028	
Total Expenditures	<u>\$128,710</u>	<u>\$222,149</u>	<u>\$202,071</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Director Of Human Resources	0.02	0.02			0.02	0.02
Human Resources Specialist		0.80				0.80
Human Resources Technician II	0.80				0.80	
Senior Human Resources Analyst	0.50	0.50			0.50	0.50
	<u>1.32</u>	<u>1.32</u>			<u>1.32</u>	<u>1.32</u>

Program Outcome

To protect the Organization's resources by providing a workers' compensation insurance program to ensure compliance with established legal requirements and foster a safe and healthy work environment.

Program Objectives

- 1D To protect the City's resources by administering an effective Workers' Compensation Program so that legal compliance is ensured and lost hours for work-related injuries or illnesses are reduced.
- 1Z Provide administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	37,934	32.05%
610-Workers' Compensation	80,414	67.95%
Total Funding	<u>118,348</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$68,568	\$127,351	\$118,348
Operating Expenses	\$12,104		
Internal Service Charges	\$28,617	\$25,542	
Other Financing Uses	\$200,000		
Total Expenditures	<u>\$309,289</u>	<u>\$152,893</u>	<u>\$118,348</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Director Of Human Resources	0.05	0.05			0.05	0.05
Human Resources Technician II	0.05	0.05			0.05	0.05
Senior Human Resources Analyst	0.80	0.80			0.80	0.80
	<u>0.90</u>	<u>0.90</u>			<u>0.90</u>	<u>0.90</u>

Program Outcome

To support the Organization's efforts to attract and retain qualified employees by effectively managing a comprehensive benefits program in compliance with labor union agreements, legal requirements and City policies.

Program Objectives

- 1A Provide benefits assistance and respond to benefit questions quickly and accurately by Human Resources staff members. Receive a 90% or better rating in customer surveys. Accurately process 95% of retirement health and benefit enrollment/changes.
- 1Z Provide administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	70,019	100%
Total Funding	70,019	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$112,282	\$32,541	\$32,262
Operating Expenses	\$29,871	\$37,017	\$37,757
Internal Service Charges	\$33,585	\$30,016	
Total Expenditures	\$175,738	\$99,574	\$70,019

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Director Of Human Resources	0.05	0.05			0.05	0.05
Human Resources Technician II	0.23	0.23			0.23	0.23
	<u>0.28</u>	<u>0.28</u>			<u>0.28</u>	<u>0.28</u>

Program Outcome

To support the Organization's Mission, Vision, Values by providing training modules that develop the skills and competencies needed by City employees to increase the efficiency and effectiveness of service delivery.

Program Objectives

- 1A Administer an effective New Employee Orientation Program so that 90% of new hires indicate program participation helped them transition into the organization, understand our MVV and customer service philosophy.
- 1C Provide general and safety training so that organizational initiatives are supported and advanced.
- 1Z Provide administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	104,298	100%
Total Funding	104,298	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$21,003	\$40,842	\$41,058
Operating Expenses	\$11,491	\$14,755	\$63,240
Internal Service Charges	\$10,454	\$9,322	
Total Expenditures	\$42,948	\$64,919	\$104,298

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Director Of Human Resources	0.05	0.05			0.05	0.05
Human Resources Specialist		0.05				0.05
Human Resources Technician II	0.15	0.10			0.15	0.10
Senior Human Resources Analyst	0.12	0.12			0.12	0.12
	<u>0.32</u>	<u>0.32</u>			<u>0.32</u>	<u>0.32</u>

Program Outcome

Design and administer compensation and classification systems and pay and performance recognition programs that advance the organization's culture and enhance the contributions of employees toward achieving the City's MVV.

Program Objectives

- 1A Develop and implement compensation and performance recognition programs that promote job performance, performance feedback, and performance accountability and encourage desired organizational outcomes. Conduct and present compensation analysis in support of grade assignment, pay adjustment recommendations, labor negotiations, and staffing levels. Achieve a 90% or better rating in customer surveys. Accurately process 95% of compensation analysis and data report requests within established deadlines.
- 1B Develop classifications and conduct classification reviews. Complete 90% of classification reviews within 90 days of requests received, measured as completed.
- 1Z Provide administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	154,552	100%
Total Funding	<u>154,552</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$205,778	\$151,821	\$143,515
Operating Expenses	\$300	\$10,716	\$11,037
Internal Service Charges	\$20,908	\$18,645	
Total Expenditures	<u>\$226,986</u>	<u>\$181,182</u>	<u>\$154,552</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Director Of Human Resources	0.07	0.07			0.07	0.07
Human Resources Technician II	1.17	1.17			1.17	1.17
Senior Human Resources Analyst	0.20	0.20			0.20	0.20
	<u>1.44</u>	<u>1.44</u>			<u>1.44</u>	<u>1.44</u>

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Information Technology

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DEPARTMENT SERVICES

The Information Technology Department Provides Service Through the Following Programs.

- Administration
- Project Management Office
- Operations
- Customer Service
- Geographic Information Services

MAJOR ACCOMPLISHMENTS

- Moved first applications to Cloud/ hosted environment
- Implemented HELP Desk & Desktop support contract
- Relunched project prioritization and approval process
- Civic Center security improvements - Card keys, "Panic Buttons", cameras at public service counters
- Completed support of Dispatch remodel project
- Upgraded CLASS system to meet Payment Card Industry security requirements
- Transitioned Public Works to cell phones in place of radios as cost savings measure
- Launched upgrade of Permit/Code enforcement system to reduce operational costs
- Automating Accounts Payable process and capturing a percentage of spending to reduce operating costs and increase revenues
- Replacement of telephone system
- Begin requirements gathering for replacing Police Records Management System
- Continue preparations and support of East Bay Regional Radio System
- Supported closure or transition of several facilities as part of City-wide cost reductions
- Implemented Cell Phone Stipend program in response to IRS requirements and also reductions in support staffing
- Implemented Printer Management contract to reduce the total cost of hardcopy production across the City
- Launch of new internal web site - iConcord
- Replacement of Police radios
- Replacement of computers in Police vehicles (MDCs)
- Improved process to updated agendas and schedules to the website
- Updated approximately 50% of the sanitary sewer and 80% of the storm sewer system maps with more accurate information
- Provided pre-Census information through the LUCA process
- Provided on-going support for the Housing element, Zoning and General Plan updates
- Supported FEMA Flood Zone analysis and Flood Insurance Rate Map (FIRM) updates and studies

INITIATIVES FOR 2011-12

- Implement New Voice Logging System
- Implement Disaster Recovery Fail-Over System for virtualized systems at PD and Astound
- Virtualize Lawson or migrate to the Cloud and integrate with Disaster Recovery environment
- Research and plan technology upgrade for data backups using de-duplication and tape-less equipment
- Implement Clean-Access Security system to enforce security policies across City and PD
- Revise Strategic plans to reflect new performance measures
- Collaborate with Finance to develop process to verify savings from tech projects
- Continue implementation of Council approved cost reduction strategies
- Partner with departments to identify opportunities for reducing costs through automation

The Information Technology Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	5,312,522	 100%
Total Funding	<u>5,312,522</u>	

These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
Administration	1,071,503
Project Management Office	1,307,985
Operations	1,545,585
Customer Service	1,117,883
Geographic Information Services	269,566
Total Program Budget	<u>5,312,522</u>

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$1,756,835	\$1,673,302	\$1,725,513
Operating Expenses	\$2,185,999	\$3,893,322	\$3,524,514
Internal Service Charges	\$58,991	\$53,267	\$62,495
Total Expenditures	<u>\$4,001,825</u>	<u>\$5,619,891</u>	<u>\$5,312,522</u>

The Information Technology Department has the following Authorized Positions By Program

<u>Program</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administration	1.00	1.00			1.00	1.00
Project Management Office	4.00	4.00	0.12		4.12	4.00
Operations	1.00	1.00			1.00	1.00
Customer Service	3.00	3.00	0.68	1.27	3.68	4.27
Geographic Information Services	2.00	2.00			2.00	2.00
	<u>11.00</u>	<u>11.00</u>	<u>0.80</u>	<u>1.27</u>	<u>11.80</u>	<u>12.27</u>

Program Outcome

To provide cost effective, accurate and compliant administrative support services to the Information Technology Department including contract administration, records management, financial analysis supporting projects and asset acquisition.

Program Objectives

- 1A Contract and vendor administration. On time contract renewals/terminations. Records management. Budget administration and invoice coding. Financial/cost analysis.
- 1B On time contract renewals/terminations.
- 1C Records management.
- 1D Budget administration and invoice coding. Financial/cost analysis.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	1,071,503	100%
Total Funding	<u>1,071,503</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$326,581	\$421,271	\$357,885
Operating Expenses	\$125,988	\$1,055,458	\$651,123
Internal Service Charges	\$58,991	\$53,267	\$62,495
Total Expenditures	<u>\$511,560</u>	<u>\$1,529,996</u>	<u>\$1,071,503</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Director Of Info. Technology	1.00	1.00			1.00	1.00
	<u>1.00</u>	<u>1.00</u>			<u>1.00</u>	<u>1.00</u>

Program Outcome

To provide the City with a Project Management Office for delivery of technology enabled projects that meet stated requirements and benefits within predictable timeframes, budgets, and provide communications to project sponsors and stakeholders. To provide ongoing support for applications and database systems implemented by the City and used by the public and city departments 24 hours a day, 7 days and week.

Program Objectives

- 1A To provide predictable cost effective solutions for new project initiatives.
- 1B To provide database and application maintenance.
- 1C To provide integration and application support.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	1,307,985	100%
Total Funding	<u>1,307,985</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$201,587	\$502,261	\$492,241
Operating Expenses	\$21,439	\$772,613	\$815,744
Total Expenditures	<u>\$223,026</u>	<u>\$1,274,874</u>	<u>\$1,307,985</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Information Technology Manager	1.00	1.00			1.00	1.00
Microcomputer Coordinator	1.00	1.00	0.10		1.10	1.00
Senior Programmer Analyst	1.00	1.00	0.02		1.02	1.00
Systems & Programming Manager	1.00	1.00			1.00	1.00
	<u>4.00</u>	<u>4.00</u>	<u>0.12</u>		<u>4.12</u>	<u>4.00</u>

Program Outcome

To deliver high quality, cost effective and reliable network, desktop and telecommunications services 24 hours a day, 7 days a week by operating and monitoring hardware and software and by responding to user requests for services.

Program Objectives

- 1A Conduct systems operations to deliver continuously available business support systems.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	1,545,585	100%
Total Funding	<u>1,545,585</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$598,219	\$159,806	\$160,998
Operating Expenses	\$1,627,966	\$1,511,727	\$1,384,587
Total Expenditures	<u>\$2,226,185</u>	<u>\$1,671,533</u>	<u>\$1,545,585</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Information Technology Manager	1.00	1.00			1.00	1.00
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1.00	1.00			1.00	1.00

Program Outcome

To provide high quality, cost effective customer communications, services and support to the City. Strategic goal is to increase the number of calls closed on first contact to 85%.

Program Objectives

- 1A Help Desk Services (Application, Telecom, Desktop Services).
- 1B Web services.
- 1C Business Systems Training.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	1,117,883	100%
Total Funding	<u>1,117,883</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$415,852	\$378,865	\$501,370
Operating Expenses	\$384,360	\$500,830	\$616,513
Total Expenditures	<u>\$800,212</u>	<u>\$879,695</u>	<u>\$1,117,883</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Information Technology Manager	1.00	1.00			1.00	1.00
Ltd Ser-Professional				0.97		0.97
Ltd Ser-Technician			0.50		0.50	
Microcomputer Coordinator				0.10		0.10
Programmer	1.00	1.00	0.12	0.12	1.12	1.12
Senior Programmer Analyst				0.02		0.02
Web Coordinator	1.00	1.00	0.06	0.06	1.06	1.06
	<u>3.00</u>	<u>3.00</u>	<u>0.68</u>	<u>1.27</u>	<u>3.68</u>	<u>4.27</u>

Program Outcome

Assure that city departments can provide services to citizens and use GIS data to make well informed decisions by providing cost effective and accurate geographic information.

Program Objectives

- 1A Assure that city departments can provide services to citizens and use GIS data to make well informed decisions by providing cost effective and accurate Geographic Information Services.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
634-Computer Replacement Fund	269,566	100%
Total Funding	<u>269,566</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$214,596	\$211,099	\$213,019
Operating Expenses	\$26,246	\$52,694	\$56,547
Total Expenditures	<u>\$240,842</u>	<u>\$263,793</u>	<u>\$269,566</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Gis Technician	1.00	1.00			1.00	1.00
Program Manager	1.00	1.00			1.00	1.00
	<u>2.00</u>	<u>2.00</u>			<u>2.00</u>	<u>2.00</u>

Office of the City Manager

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DEPARTMENT SERVICES

The Office of the City Manager Department Provides Service Through the Following Programs.

- City Council Services
- City Management
- Community Relations
- Administrative Services & City Clerk
- Elections
- Printing Services
- Franchise Management

MAJOR ACCOMPLISHMENTS

- Led the City's Measure Q education campaign
- Guided the City's employee negotiations and budget reduction process
- Replaced the print version of the employee newsletter (City talk) with a monthly online publication to reduce labor and costs
- Instituted a new monthly City eNewsletter to communicate with residents about general City topics by email on a monthly basis
- Coordinated with various departments and outside agencies to promote the Nixle Emergency Alert option on the home page of the City website, the opening of the John Muir Medical Center's new Cardiac Institute and Emergency Services, Cambridge Park Boundless Playground and activities around events in Todos Santos Plaza
- Used replacement funds to purchase microfilm conversion equipment and to digitize microfilm and microfiche into a searchable format
- Coordinated a successful November Election and February application and appointment process that welcomed three new Councilmembers
- Provided leadership to the Concord Ambassadors supporting their efforts to host and entertain 20 visitors for three days
- Partnered with the Mt. Diablo Unified School Districts Workability Program to train students in print production while they contribute additional assistance in job production at no cost to the City of Concord
- Generated over \$130,000 in revenues from outside printing, an increase of over \$70,000 over FY 09/10
- Successfully re-certified the Print Shop as a Green Business through the Contra Costa Green Business Program

INITIATIVES FOR 2011-12

- Increase revenues in Print Services by 6%, to \$137,000
- Improve communication with residents, stakeholders and employees through greater use of social media tools
- Guide the organization to provide excellent customer service to the public, the Council and Commissions, and the City organization

INITIATIVES FOR 2011-12 Cont'd

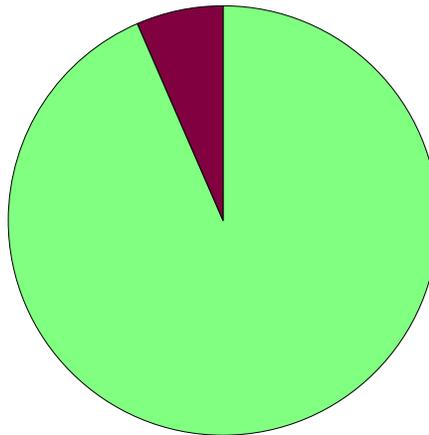
- Lead citywide organizational effort to effectively adjust to reduced staffing and resource levels

SIGNIFICANT CHANGES FOR 2011-12

- None anticipated at this time

The Office of the City Manager Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	2,381,298	93.49%
500-Rda Operating & Capital	165,681	6.51%
Total Funding	2,546,979	



These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
City Council Services	323,345
City Management	855,049
Community Relations	299,266
Administrative Services & City Clerk	593,046
Printing Services	364,472
Franchise Management	111,801
Total Program Budget	2,546,979

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$1,936,933	\$1,649,947	\$1,782,794
Operating Expenses	\$608,971	\$699,808	\$580,371
Internal Service Charges	\$657,044	\$590,320	\$183,814
Other Financing Uses		\$-120,829	
Total Expenditures	\$3,202,948	\$2,819,246	\$2,546,979

The Office of the City Manager Department has the following Authorized Positions By Program

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
City Council Services	5.69	5.71			5.69	5.71
City Management	2.66	3.13	0.09	0.09	2.75	3.22
Community Relations	1.06	1.06	0.54	0.54	1.60	1.60
Administrative Services & City Clerk	4.00	4.00	0.57	0.57	4.57	4.57
Elections	1.00				1.00	
Printing Services	2.00	2.00	0.13	0.13	2.13	2.13
Franchise Management	0.20	0.20			0.20	0.20
	16.61	16.10	1.33	1.33	17.94	17.43

Program Outcome

Establish policies and ensure the City's long term financial stability for provision of effective and efficient public services so that Concord is recognized as a city of the highest quality in which to live and do business.

Program Objectives

1Z Administrative support for the program.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	323,345	100%
Total Funding	323,345	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$213,244	\$222,343	\$224,169
Operating Expenses	\$59,516	\$71,601	\$67,533
Internal Service Charges	\$67,593	\$61,192	\$31,643
Total Expenditures	\$340,353	\$355,136	\$323,345

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Confidential Secretary	0.15	0.15			0.15	0.15
Council Member	3.00	3.00			3.00	3.00
Exec.assistant - Council/Mgr.	0.54	0.56			0.54	0.56
Mayor	1.00	1.00			1.00	1.00
Vice Mayor	1.00	1.00			1.00	1.00
	5.69	5.71			5.69	5.71

Program Outcome

To support and implement City Council polices to make Concord a City of the highest quality.

Program Objectives

- 1A Assist and support the City Council in developing and implementing its policy decisions and other related functions, so that 95% of Council policy and action items can be accomplished as initially scheduled, and so that 90% of City Manager recommended actions are approved by the City Council.
- 1Z Administrative support for the program to provide responsive follow-up to citizen contacts and accountability of City services.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	689,368	80.62%
500-Rda Operating & Capital	165,681	19.38%
Total Funding	855,049	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$830,546	\$568,077	\$713,351
Operating Expenses	\$72,657	\$86,810	\$94,616
Internal Service Charges	\$59,724	\$53,504	\$47,082
Other Financing Uses		\$-120,829	
Total Expenditures	\$962,927	\$587,562	\$855,049

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Assistant City Manager	1.00	1.00			1.00	1.00
City Manager	0.50	1.00			0.50	1.00
Confidential Secretary	0.69	0.69			0.69	0.69
Exec.assistant - Council/Mgr.	0.47	0.44			0.47	0.44
Ltd Ser-Admin Support			0.09	0.09	0.09	0.09
	<u>2.66</u>	<u>3.13</u>	<u>0.09</u>	<u>0.09</u>	<u>2.75</u>	<u>3.22</u>

Program Outcome

To provide information to internal and external communities about City programs and policies in order to encourage two-way communication and participation in making Concord a city of the highest quality.

Program Objectives

- 1A Provide information to the public to maintain the City's image as a community of the highest quality so that 50% of citizens surveyed recognize City publications and other informational programming.
- 1Z Administrative support for the program.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	299,266	100%
Total Funding	299,266	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$218,056	\$191,895	\$192,937
Operating Expenses	\$92,491	\$113,858	\$106,329
Internal Service Charges	\$11,001	\$9,808	
Total Expenditures	\$321,548	\$315,561	\$299,266

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Community Relations Manager	1.00	1.00			1.00	1.00
Confidential Secretary	0.06	0.06			0.06	0.06
Ltd Ser-Technician			0.54	0.54	0.54	0.54
	1.06	1.06	0.54	0.54	1.60	1.60

Program Outcome

To provide public information, conduct municipal elections, and maintain the public record as required by the City Clerk to comply with Municipal, State, and Federal laws; to provide effective administrative and support services to City operating departments by delivering, mail services, records management, forms management, flow process analysis; and to administer the boards, committees, and commissions process for the City Council.

Program Objectives

- 1A Respond to research requests from the City's internal and external customers by providing public information in a timely manner for overall customer satisfaction 90% of the time.
- 1B To ensure that all processes and support activities are completed to effectively create, preserve, access, and maintain the public record and official City documents in conjunction with City Clerk guidelines 95% of the time, and with legal requirements as established by State, Federal and local laws, 100% of the time.
- 1H To administer a records management system that includes the analysis, retention, preservation, storage, destruction and retrieval of City-wide records that complies with State, Federal and local laws and meets the internal customer's needs for storage and retrieval at least 85% of the time.
- 1Z Administrative support for the program.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	593,046	100%
Total Funding	<u>593,046</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$436,376	\$436,071	\$425,374
Operating Expenses	\$105,812	\$137,257	\$127,303
Internal Service Charges	\$341,865	\$306,936	\$40,369
Total Expenditures	<u>\$884,053</u>	<u>\$880,264</u>	<u>\$593,046</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Assistant	1.00	1.00			1.00	1.00
Administrative Clerk II	1.00	1.00			1.00	1.00
Administrative Secretary	1.00	1.00			1.00	1.00
City Clerk		1.00				1.00
Ltd Ser-Admin Support			0.57	0.57	0.57	0.57
Program Manager	1.00				1.00	
	<u>4.00</u>	<u>4.00</u>	<u>0.57</u>	<u>0.57</u>	<u>4.57</u>	<u>4.57</u>

Program Outcome

To effectively conduct municipal elections and ensure processes are completed according to schedule and as prescribed by State and local laws.

Program Objectives

- 1A To effectively conduct bi-annual municipal elections and ensure processes are completed according to schedule and as prescribed by State and local laws 100% of the time. The activities in this objective include ordinances, legal publications, oaths of office; legal filings for statements of economic interests, municipal election nominations, candidate statements, campaign filings, petitions, and initiatives. Oversee other activities performed by the County Elections Office for consolidated elections.
- 1Z Administrative support for the program.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
Total Funding	0	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits		\$10,293	
Operating Expenses		\$120,000	
Internal Service Charges	\$6,065	\$5,445	
Total Expenditures	\$6,065	\$135,738	

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
City Clerk	1.00				1.00	
	1.00				1.00	

Program Outcome

To provide graphic design, printing and bindery services, user consultation for composition and materials, and brokering services for outsourced printing.

Program Objectives

- 1A To provide graphic design, printing and bindery services, user consultation for composition and materials, and brokering services for outsourced printing to the customer's satisfaction, at least 85% of the time.
- 1Z Administrative support for the program.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	364,472	100%
Total Funding	<u>364,472</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$208,117	\$195,725	\$201,296
Operating Expenses	\$104,750	\$86,634	\$98,456
Internal Service Charges	\$168,438	\$151,245	\$64,720
Total Expenditures	<u>\$481,305</u>	<u>\$433,604</u>	<u>\$364,472</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Graphic Designer	1.00	1.00			1.00	1.00
Ltd Ser-Admin Support			0.13	0.13	0.13	0.13
Printing Services Supervisor	1.00	1.00			1.00	1.00
	<u>2.00</u>	<u>2.00</u>	<u>0.13</u>	<u>0.13</u>	<u>2.13</u>	<u>2.13</u>

Program Outcome

To negotiate and manage franchises so that services to Concord's 38,000 cable television and 28,000 solid waste/recycling franchise customers are delivered at the lowest cost with an appropriate range of service type and quality in compliance with local, State and federal laws and regulations. As electricity deregulation is implemented by the California Public Utilities Commission, Franchise Management shall facilitate the lowest possible electrical and natural gas rates to residences, businesses, and industries located in Concord.

Program Objectives

1Z Administrative support for the program.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	111,801	100%
Total Funding	111,801	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$30,593	\$25,543	\$25,667
Operating Expenses	\$173,744	\$83,648	\$86,134
Internal Service Charges	\$2,358	\$2,190	
Total Expenditures	\$206,695	\$111,381	\$111,801

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Confidential Secretary	0.10	0.10			0.10	0.10
Principal Planner	0.10	0.10			0.10	0.10
	0.20	0.20			0.20	0.20

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Police

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DEPARTMENT SERVICES

The Police Department Provides Service Through the Following Programs.

- Office of the Chief of Police
- Field Operations
- Investigations & Administrative Services

MAJOR ACCOMPLISHMENTS

- Restructured Entertainment Permit process - streamlined and made consistent which allows greater input and control by the Police Department, as well as includes a security/safety plan component
- Dispatch remodel completed with assistance of Information Technology and Engineering Services
- Traffic Safety Grant received from the Office of Traffic Safety (OTS) for DUI Enforcement and Awareness -\$258,213 to complete 10 DUI/drivers license checkpoints and 2 court stings
- Concord was one of four cities in the County to hold an H1N1 vaccination clinic for the public. Three vaccination clinics were held with CC Public over the course of the year.
- A Care & Shelter drill was held with 150 City of Concord staff and volunteers from the following agencies: CCC office of Emergency, CCC Health and Human Services, CCC Animal Services, Salvation Army, Volunteer Center of East Bay, Volunteers in Police Services (VIPS) Community Emergency Response Teams (CERT), Concord Amateur Radio Emergency Service (CARES).
- Community Emergency Response Team (CERT) created a Neighborhood Team Captain class and organized 11 neighborhoods to be disaster ready. CERT wrote a Family Radio Service (FRS) plan for all CERT programs in CCC and participated in CCC first multi-city CERT drill with Con Fire.
- Concord Amateur Radio Emergency Service (CARES) held a city-wide drill to learn where radio service available in Concord for CARES and CERT.
- Volunteers in Police Services assisted the Finance Dept. with the implementation of a Business License verification and Citation program. VIPS checked over 2,000 Concord businesses to identify those that were out of compliance with Business License. Then the Neighborhood Patrol Program issued citations where necessary. A total of \$

INITIATIVES FOR 2011-12

- Exploration and inclusion of a SWAT team physician volunteer sponsorship through a partnership with John Muir Hospital Staff, to include limits to liability and risk management oversight
- Further expand the On-line Reporting System and capabilities, working with City Information Technology and the vendor to interface with EZ-Writer
- Work with the Fleet Manager to maintain and replace aging patrol fleet and maintain acceptable safety levels for fleet vehicles
- Develop a franchise fee for rotational tow operators. This will memorialize an agreement between the City and its rotation tow providers, mandating each company pay the City a fee to compensate the City for its cost.
- Continue development and work on Homeless strategy, outreach, education and enforcement of chronic inebriates/criminal offenders along with Mental Health Team Outreach.

INITIATIVES FOR 2011-12 Cont'd

- In early 2011, a grant-funded STAND domestic violence advocate will be placed part-time within Investigations, Special Victims Unit. This will be an on-site referral resource for domestic violence and sexual assault investigators with bilingual capability.
- The Records Bureau will work with Information Technology staff and vendor to allow access to public to accident reports online and to import online reports in to RMS system for access by department members.
- Work will move forward with Information Technology for the implementation of a new Police Records Management System.

SIGNIFICANT CHANGES FOR 2011-12

- Potential closure of up to five Concord schools and impact on Police operations
- Engage in potential regionalization of SWAT discussion and Efficacy/cost/benefit analysis

The Police Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	42,048,439	100%
Total Funding	<u>42,048,439</u>	

These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
Office of the Chief of Police	3,138,708
Field Operations	27,401,126
Investigations & Administrative Services	11,508,605
Total Program Budget	<u>42,048,439</u>

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$34,620,628	\$34,784,566	\$35,964,341
Operating Expenses	\$1,955,321	\$2,625,689	\$2,906,302
Internal Service Charges	\$4,583,802	\$4,178,144	\$3,177,796
Total Expenditures	<u>\$41,159,751</u>	<u>\$41,588,399</u>	<u>\$42,048,439</u>

The Police Department has the following Authorized Positions By Program

<u>Program</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Office of the Chief of Police	10.10	9.10	3.13	3.18	13.23	12.28
Field Operations	134.90	134.95	10.19	10.60	145.09	145.55
Investigations & Administrative Services	55.00	55.95	5.91	4.91	60.91	60.86
	<u>200.00</u>	<u>200.00</u>	<u>19.23</u>	<u>18.69</u>	<u>219.23</u>	<u>218.69</u>

Program Outcome

The Office of the Chief of Police is responsible for the effective and efficient management and direction of the department in providing an environment of safety in the City of Concord.

Program Objectives

- 1C Professional Standards - Provide quality control of Police Services by assuring the department is responsive to all expressions of public concern.
- 1D Provide emergency preparedness training, such that 90% of all new City employees are trained, and increase community awareness by responding to 80% of all neighborhood requests received.
- 1G Ensure safety of pedestrians, bicycle and vehicular traffic by providing patrol and radar enforcement to achieve a 0% increase per year in accidents; Parking Enforcement & Vehicle Abatement.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	3,138,708	100%
Total Funding	3,138,708	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$811,405	\$1,440,460	\$1,224,455
Operating Expenses	\$20,753	\$828,825	\$1,086,179
Internal Service Charges	\$68,692	\$1,265,819	\$828,074
Total Expenditures	\$900,850	\$3,535,104	\$3,138,708

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Secretary	1.00	1.00			1.00	1.00
Administrative Svcs Manager	1.00	1.00			1.00	1.00
Chief Of Police	1.00	1.00			1.00	1.00
Community Service Officer	2.00	2.00	0.05	0.05	2.05	2.05
Exec Secretary - Confidential	1.00	1.00	0.01	0.01	1.01	1.01
Ltd Ser-Public Safety Asst			2.99	2.99	2.99	2.99
Parking Services Officer	2.00	2.00			2.00	2.00
Police Captain	0.10	0.10			0.10	0.10
Police Officer				0.05		0.05
Police Sergeant	1.00		0.08	0.08	1.08	0.08
Volunteer Services Coordinator	1.00	1.00			1.00	1.00
	<u>10.10</u>	<u>9.10</u>	<u>3.13</u>	<u>3.18</u>	<u>13.23</u>	<u>12.28</u>

Program Outcome

To provide effective and efficient police services to the City of Concord 24 hours a day including: protection of life and property; maintenance of order; investigation of criminal events; prevention of crime; orderly flow and parking of vehicles in the City; field evidence collection; support services for all emergency communications between department and community; and delivery of a myriad of assigned municipal services.

Program Objectives

- 1D Provide police services for the protection of life and property by handling of citizen demands.
- 1F Provide flexible teams of officers (SET team) that address community impact crime issues and serve as a resource to other work units.
- 1G Ensure safety of pedestrians, bicycle and vehicular traffic by providing patrol and radar enforcement to achieve a 0% increase per year in accidents.
- 1I Provide Community Services Desk services so that 25% of the total number of incidents requiring a police report are handled by taking telephonic reports, on line reports or using other alternatives to dispatching a police officer.
- 1K Provide emergency communication services 24 hours per day, so that priority one calls for services are ready for dispatch within 5 minutes, 85% of the time.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	27,401,126	100%
Total Funding	<u>27,401,126</u>	

70-Police
7300-Field Operations

Performance Based
Budget Summary
For Council
2011-12

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$22,140,673	\$24,275,500	\$25,126,603
Operating Expenses	\$568,610	\$696,440	\$692,540
Internal Service Charges	\$2,150,167	\$1,954,480	\$1,581,983
Total Expenditures	\$24,859,450	\$26,926,420	\$27,401,126

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Clerk III	1.00	1.00			1.00	1.00
Administrative Secretary	1.00	1.00			1.00	1.00
Community Service Officer	3.00	7.00	0.16	0.35	3.16	7.35
Community Service Officer-Det	4.00		0.19		4.19	
Lead Dispatcher	2.00	2.00	0.96	0.96	2.96	2.96
Ltd Ser-Public Safety Asst			2.90	3.09	2.90	3.09
Police Captain	0.95	0.95			0.95	0.95
Police Dispatcher I	2.00	2.00			2.00	2.00
Police Dispatcher II	9.00	9.00			9.00	9.00
Police Lieutenant	6.00	5.00			6.00	5.00
Police Officer	92.00	94.00	5.23	5.44	97.23	99.44
Police Sergeant	13.95	13.00	0.75	0.76	14.70	13.76
	134.90	134.95	10.19	10.60	145.09	145.55

Program Outcome

To provide essential support services efficiently and effectively for line operations of the Department including Youth Services and Investigations.

Program Objectives

- 1B School Resource Officers (SROs) will provide a visible presence at Concord's high schools and middle schools resulting in a reduction in reported incidence of violent crimes and possession of weapons on campus compared to prior fiscal year.
- 1C The Youth Services Unit will conduct thorough investigation of child abuse cases so that criminal charges are filed by the District Attorney's office on no less than 60% of the cases submitted requesting criminal complaints.
- 1D Provide youth crime prevention programs and strategies so that the occurrence of youth/gang related crime is reduced by 10% from a base year (1995).
- 1F Provide crime scene investigations in the collection, identification and presentation of physical evidence so that physical evidence has a direct impact in resolving 50% of cases investigated.
- 1H Achieve clearance rates as noted in Performance Indicators on the four major FBI index crime categories above the national average for cities of population between 100,000 to 250,000.
- 1I Provide In-Service Training and professional development to sworn and non-sworn personnel so that mandatory training requirements are accomplished, 100% of the time.
- 1J Provide Records Management services so that at least 85% of reporting and procedural time deadlines are achieved each month.
- 1K Fill vacant positions.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	11,508,605	100%
Total Funding	11,508,605	

70-Police
7400-Investigations & Administrative Services

Performance Based
Budget Summary
For Council
2011-12

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$7,252,361	\$9,068,606	\$9,613,283
Operating Expenses	\$786,036	\$1,100,424	\$1,127,583
Internal Service Charges	\$1,047,942	\$957,845	\$767,739
Total Expenditures	\$9,086,339	\$11,126,875	\$11,508,605

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Clerk II	8.00	8.00	0.14	0.14	8.14	8.14
Administrative Clerk III	2.00	2.00			2.00	2.00
Administrative Secretary	2.00	2.00			2.00	2.00
Community Service Officer	2.00	2.00			2.00	2.00
Forensic Specialist I	1.00	1.00	0.19	0.19	1.19	1.19
Forensic Specialist II	2.00	2.00			2.00	2.00
Ltd Ser-Public Safety Asst			2.86	2.15	2.86	2.15
Police Captain	0.95	0.95			0.95	0.95
Police Lieutenant	2.00	3.00			2.00	3.00
Police Officer	30.00	28.00	2.60	2.31	32.60	30.31
Police Records Manager	1.00	1.00			1.00	1.00
Police Sergeant	4.05	6.00	0.12	0.12	4.17	6.12
	<u>55.00</u>	<u>55.95</u>	<u>5.91</u>	<u>4.91</u>	<u>60.91</u>	<u>60.86</u>

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Public Works & Engineering

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DEPARTMENT SERVICES

The Public Works & Engineering Department Provides Service Through the Following Programs.

- Administration
- Engineering Administration
- Current Development
- Capital Improvement Program
- Transportation Planning & Administration
- Traffic Operations
- Traffic Signals Maintenance
- City-wide Street Light District
- Sewer Operations
- Central Contra Costa Sanitary District
- Signs & Markings
- Storm Water Administration
- Drainage Management
- Street Cleaning
- Street Maintenance
- Curbs, Gutters, and Sidewalk Maintenance
- CIP/TIP Engineering Support
- Fleet Management
- Parks and Medians Services
- City Maintained Trees and Open Space
- Landscape Maintenance
- Building Maintenance
- Custodial Services
- Graffiti Removal

MAJOR ACCOMPLISHMENTS

- ESCO Savings - The City entered into an Agreement with Chevron Energy Solutions Company (ESCO), to conduct a comprehensive energy audit and identify improvements that will save energy, water and operational expenses at several facilities. The results of Chevron's Energy Audit Analysis identified six types of viable energy efficiency projects: HVAC Retrofit and improvements, Concord Community Pool Pump and Boiler Retrofit, Replacement of Police Station Building Management System, Interior/exterior Lighting retrofits, Street Lighting Retrofit, and Solar Photovoltaic at Concord Community Park.
- Utilities Inspection - Increased inspection for utility encroachment permits resulted in significant revenue gain.
- OSIP Fees Update - Completed Offsite Street Improvement Fee (OSIP) study which will be included in FY 11-12 budget.
- PMS Update - Citywide Pavement Management Strategy study was conducted and the results were used to update the maintenance and repair schedule as well as implementation of cost-savings measures.

MAJOR ACCOMPLISHMENTS Cont'd

- Grants - MTC grant, 10 electric vehicles; CalRecycle Grant, \$34,890 (Used Oil Recycling); CMA Grant, \$2.1M (Local Streets & Roads); CMA Grant, \$666k (bicycle); STIP-TE Grant, \$944k; and TDA Grant, \$110k.
- Newhall Park Vietnam Memorial - Replacement of the Memorial plaque after it was vandalized including rebuilding monument.
- Diesel-Fueled Vehicles Emissions Reduction - Implementation of Diesel Particulate Matter Control Measure for on-Road Heavy Duty Diesel-Fueled Vehicles is complete and in compliance as required.
- CIP Project Completion - Total Projects =15
- Fleet Reduction - Vehicles that were turned in by departments for non-use were rotated into the fleet if they were in good condition or sold at auction to create revenue.
- Median Turf Conversion Project - Replacement of median grass with new flowering shrubs and plants that are approved by the CCWD for low-water use, eliminate mowing, and make medians more attractive and better able to survive future droughts. Projects also included an upgrade to the irrigation system to increase water efficiency. (Winner of the California Park & Recreation Society's 2010 Award of Excellence for Maintenance, Management & Operations.)

INITIATIVES FOR 2011-12

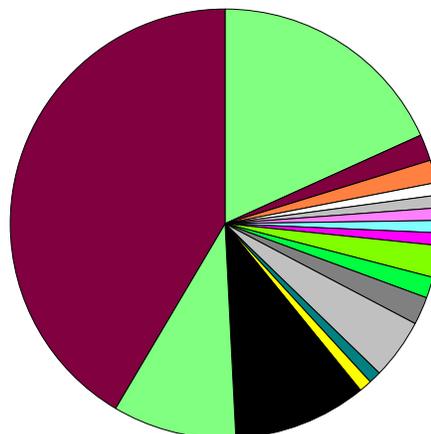
- Interdepartmental Cross-training - Due to personnel reductions, there is not adequate staffing available to perform duties as we had in the past. It's become necessary to cross-train employees on the different responsibilities and duties in other PW & E divisions (i.e. Streets crews are training with the Sewers crews, as well as the Current Development Division.)
- EOC Education - Staff is attending courses to educate employees on first-responder, as well as department responsibilities and duties.

SIGNIFICANT CHANGES FOR 2011-12

- CIP Relocation Corp Yard - In order to continue to partnership between Public Works and Engineering staff, the CIP division will be relocating to the Purchasing building at the Corp Yard.
- Smart Maintenance Upgrade - Conversion to a web-based preventative maintenance and work order program to reduce operational and replacement costs.

The Public Works & Engineering Department Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	7,174,004	19.31%
200-Street Lighting Maintenanc	796,284	2.14%
210-Downtown Maintenance Distr	660,024	1.78%
211-Pinehollow Landscape Maint	87,947	.24%
212-Kirkwood Landscape Mainten	67,252	.18%
213-Ygnacio Woods Landscape Ma	11,905	.03%
214-Balhan Terrace Landscape M	719	.00%
215-Valley Terrace Landscape M	727	.00%
260-State Gas Tax	940,911	2.53%
261-State Gas Tax - Prop. 111	626,542	1.69%
262-State Gas Tax-Section 2103	836,895	2.25%
270-Storm Water Management	1,774,577	4.78%
280-Traffic Systems Management	43,029	.12%
475-Measure J Local	173,833	.47%
630-Building Maintenance Fund	3,964,180	10.67%
633-Fleet Maintenance Fund	3,668,518	9.87%
710-Sewer Operating	16,323,214	43.94%
Total Funding	37,150,561	



These Funds are Budgeted to the Following Programs

<u>Program</u>	<u>Total Budget</u>
Administration	606,378
Engineering Administration	320,168
Current Development	496,697

60-Public Works & Engineering

Performance Based
Budget Summary
For Council
2011-12

Capital Improvement Program	220,633
Transportation Planning & Administration	480,629

These Funds are Budgeted to the Following Programs cont'd

Traffic Operations	171,803
Traffic Signals Maintenance	589,249
City-wide Street Light District	796,284
Sewer Operations	7,691,033
Central Contra Costa Sanitary District	8,560,000
Signs & Markings	666,484
Storm Water Administration	1,053,465
Drainage Management	249,620
Street Cleaning	423,371
Street Maintenance	957,016
Curbs, Gutters, and Sidewalk Maintenance	142,595
Fleet Management	3,668,518
Parks and Medians Services	3,273,703
City Maintained Trees and Open Space	1,996,803
Landscape Maintenance	775,252
Building Maintenance	3,318,416
Custodial Services	645,764
Graffiti Removal	238,265
Total Program Budget	<u>37,342,146</u>

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$11,616,382	\$10,492,632	\$10,376,565
Operating Expenses	\$16,860,872	\$23,781,726	\$22,813,608
Internal Service Charges	\$3,268,151	\$2,974,405	\$2,289,624
Other Financing Uses	\$94,581	\$298,679	\$1,670,764
Total Expenditures	<u>\$31,839,986</u>	<u>\$37,547,442</u>	<u>\$37,150,561</u>

The Public Works & Engineering Department has the following Authorized Positions By Program

<u>Program</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administration	3.60	3.05	0.05	0.05	3.65	3.10
Engineering Administration		1.70				1.70
Current Development	3.37	3.28	0.73	0.77	4.10	4.05
Capital Improvement Program	0.63	1.28			0.63	1.28
Transportation Planning & Administration	1.98	1.30	0.01	0.01	1.99	1.31
Traffic Operations	0.63	0.61			0.63	0.61
Traffic Signals Maintenance	1.71	1.70	0.29	0.29	2.00	1.99
City-wide Street Light District	1.68	1.67			1.68	1.67
Sewer Operations	12.26	14.06	1.13	1.14	13.39	15.20
Signs & Markings	5.12	4.12	0.94	0.94	6.06	5.06
Storm Water Administration	1.53	1.08			1.53	1.08
Drainage Management	2.58	2.30	0.06	0.11	2.64	2.41
Street Cleaning	2.50	2.46	0.05		2.55	2.46
Street Maintenance	5.73	5.89	3.26	3.26	8.99	9.15
Curbs, Gutters, and Sidewalk Maintenance	1.24	1.19			1.24	1.19
Construction (600406400)	0.64				0.64	
CIP/TIP Engineering Support	1.51	1.85	1.92	1.92	3.43	3.77
Fleet Management	5.01	4.70			5.01	4.70
Parks and Medians Services	15.10	14.78	14.03	20.15	29.13	34.93
City Maintained Trees and Open Space	10.10	10.10	6.48	0.23	16.58	10.33
Landscape Maintenance	1.12	1.12	3.64	3.64	4.76	4.76
Building Maintenance	8.03	8.00	0.57	1.70	8.60	9.70
Custodial Services	3.00	3.00	0.25	0.06	3.25	3.06
Graffiti Removal	1.65		0.77		2.42	
	<u>90.72</u>	<u>89.24</u>	<u>34.18</u>	<u>34.27</u>	<u>124.90</u>	<u>123.51</u>

Program Outcome

Develop and provide a variety of customer driven maintenance services and programs. Protect the City's investment of infrastructure and public facilities. Ensure the health and safety of Concord's community in the most efficient and cost effective manner.

Program Objectives

1A Provide support to Special Events and Programs outside of Public Works & Engineering.

1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	606,378	100%
Total Funding	<u>606,378</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$369,872	\$452,692	\$406,680
Operating Expenses	\$41,371	\$134,786	\$47,741
Internal Service Charges	\$77,159	\$206,253	\$151,957
Total Expenditures	<u>\$488,402</u>	<u>\$793,731</u>	<u>\$606,378</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Analyst	0.20	0.20			0.20	0.20
Administrative Clerk II	0.35				0.35	
Administrative Clerk III	1.20	1.20			1.20	1.20
Administrative Secretary	0.50	0.65	0.05	0.05	0.55	0.70
Confidential Secretary	0.35				0.35	
Dir. Of Public Works/Engineer	1.00				1.00	
Director Of Public Works		1.00				1.00
	<u>3.60</u>	<u>3.05</u>	<u>0.05</u>	<u>0.05</u>	<u>3.65</u>	<u>3.10</u>

Program Outcome

To provide oversight to ensure the cost-effective and timely delivery of services related to the Capital Improvement Program (CIP), Current Development, Storm Water Operations and Sewer Enterprise.

Program Objectives

1Z

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	199,866	62.43%
270-Storm Water Management	48,121	15.03%
710-Sewer Operating	72,181	22.54%
Total Funding	<u>320,168</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$784,953		\$295,168
Operating Expenses	\$88,782		\$25,000
Internal Service Charges	\$165,516		
Total Expenditures	<u>\$1,039,251</u>		<u>\$320,168</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Clerk II		0.35				0.35
City Engineer		1.00				1.00
Confidential Secretary		0.35				0.35
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		1.70				1.70

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Clerk II		0.35				0.35
City Engineer		1.00				1.00
Confidential Secretary		0.35				0.35
		<u>1.70</u>				<u>1.70</u>

Program Outcome

To review and inspect land developments for compliance with the State Subdivision Map Act, Floodplain requirements, the Federal Clean Water Act, applicable codes, policies, standards, and/or permit requirements.

Program Objectives

- 1A Ensure that review of initial application submittals for encroachment permit, grading permit, and building permit applications are completed on time , and that re-submittals are processed within 5 working days. Provide public works information to internal and external customers.
- 1B Provide accurate flood zone information; meet Floodplain requirements, and investigate drainage complaints.
- 1D Ensure that review of Planning applications are completed, and conditions of approval are prepared within the deadline. Process improvement plans, grading plans and map documents for subdivisions and large developments in accordance with conditions of approval and applicable codes and standards.
- 1H Inspection activities for all non-CIP Grading and Encroachment Permit activity and investigation of flooding and drainage issues.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	496,697	100%
Total Funding	496,697	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$675,596	\$426,087	\$430,899
Operating Expenses	\$29,990	\$29,470	\$29,210
Internal Service Charges	\$307,848	\$276,823	\$36,588
Total Expenditures	\$1,013,434	\$732,380	\$496,697

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Associate Civil Engineer	0.10	0.10			0.10	0.10
Construction Inspection Sprvsr	0.40	0.40			0.40	0.40
Construction Inspector				0.04		0.04
Ltd Ser-Admin Support			0.13	0.13	0.13	0.13
Ltd Ser-Technician			0.60	0.60	0.60	0.60
Permit Center Technician II	0.70	0.70			0.70	0.70
Permit Center Technician III	1.47	1.47			1.47	1.47
Senior Civil Engineer	0.70	0.61			0.70	0.61
	<u>3.37</u>	<u>3.28</u>	<u>0.73</u>	<u>0.77</u>	<u>4.10</u>	<u>4.05</u>

Program Outcome

To ensure that Capital projects are designed and constructed in conformance with applicable standards, codes and policies, on time and under budget.

Program Objectives

1Z Manage the Capital Improvement Program (CIP) projects within budget and on time.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	220,633	100%
Total Funding	220,633	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$97,931	\$93,084	\$184,799
Operating Expenses	\$33,739	\$37,499	\$21,362
Internal Service Charges	\$20,358	\$18,158	\$14,472
Total Expenditures	\$152,028	\$148,741	\$220,633

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Assistant City Engineer	0.19				0.19	
Associate Civil Engineer	0.44	0.82			0.44	0.82
Construction Inspection Sprvsr		0.22				0.22
Senior Civil Engineer		0.24				0.24
	0.63	1.28			0.63	1.28

Program Outcome

Coordinate effectively with neighboring jurisdictions on regional transportation planning issues and maintain a safe and efficient multi-modal transportation system within the City.

Program Objectives

- 1A Provide support for TRANSPAC and CCTA on regional transportation cooperation and conduct transportation review of all development projects with potential impacts to the City.
- 1B Respond promptly to traffic-related citizen requests.
- 1C Maintain traffic safety by reviewing high accident locations and updating traffic speed surveys.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	350,814	72.99%
260-State Gas Tax	12,523	2.61%
280-Traffic Systems Management	43,029	8.95%
475-Measure J Local	74,263	15.45%
Total Funding	480,629	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$307,199	\$327,741	\$245,925
Operating Expenses	\$116,496	\$148,150	\$129,784
Internal Service Charges	\$131,668	\$109,270	\$100,920
Other Financing Uses	\$1,399	\$4,000	\$4,000
Total Expenditures	\$556,762	\$589,161	\$480,629

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Assistant Engineer	0.98	0.30	0.01	0.01	0.99	0.31
Transportation Manager	1.00	1.00			1.00	1.00
	<u>1.98</u>	<u>1.30</u>	<u>0.01</u>	<u>0.01</u>	<u>1.99</u>	<u>1.31</u>

Program Outcome

Provide efficient and effective traffic signal systems within the City.

Program Objectives

- 1A Minimize traffic delays on City streets and monitor safety for all system users.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	171,803	100%
Total Funding	171,803	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$122,696	\$110,414	\$108,139
Operating Expenses	\$8,939	\$14,793	\$15,215
Internal Service Charges	\$24,307	\$22,907	\$48,449
Total Expenditures	\$155,942	\$148,114	\$171,803

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Assistant Engineer	0.02				0.02	
Transportation Program Mgr. II	0.61	0.61			0.61	0.61
	0.63	0.61			0.63	0.61

Program Outcome

Provide efficient and cost-effective maintenance and repair of all traffic signals in the City.

Program Objectives

- 1A Provide preventative maintenance of all traffic signals on a regular basis and perform timely troubleshooting of reported signal malfunctions.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	433,107	73.50%
260-State Gas Tax	67,389	11.44%
261-State Gas Tax - Prop. 111	88,753	15.06%
Total Funding	589,249	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$245,731	\$262,672	\$260,756
Operating Expenses	\$227,588	\$353,702	\$283,089
Internal Service Charges	\$53,330	\$50,425	\$45,404
Total Expenditures	\$526,649	\$666,799	\$589,249

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Senior Traffic Signal Tech	0.92	0.92	0.12	0.12	1.04	1.04
Traffic Signal Technician	0.60	0.60	0.17	0.17	0.77	0.77
Transportation Program Mgr. II	0.19	0.18			0.19	0.18
	1.71	1.70	0.29	0.29	2.00	1.99

Program Outcome

Provide efficient and cost-effective maintenance and repair of City-owned streetlights.

Program Objectives

- 1A Administer the City-wide Street Lighting Assessment District so that the District meets legal requirements of the 1972 Lighting and Landscaping Act and Proposition 218.
- 1B Provide regular monitoring and maintenance of City-owned streetlights, and perform timely troubleshooting of reported streetlight malfunctions.
- 1C Coordinate closely with PG&E on proposed changes to street lighting design.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
200-Street Lighting Maintenan	796,284	100%
Total Funding	<u>796,284</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$111,917	\$191,284	\$188,383
Operating Expenses	\$599,513	\$721,507	\$606,731
Internal Service Charges	\$20,717	\$19,932	\$1,170
Total Expenditures	<u>\$732,147</u>	<u>\$932,723</u>	<u>\$796,284</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Analyst	0.10	0.10			0.10	0.10
Senior Traffic Signal Tech	0.08	0.08			0.08	0.08
Traffic Signal Technician	1.41	1.40			1.41	1.40
Transportation Program Mgr. II	0.09	0.09			0.09	0.09
	<u>1.68</u>	<u>1.67</u>			<u>1.68</u>	<u>1.67</u>

Program Outcome

Perform preventive maintenance and make routine repairs to the sewer system to provide a safe and healthy environment in the cities of Clayton and Concord in an efficient cost effective manner.

Program Objectives

- 1A Maintain sewer collection system to minimize overflows of greater than 1,000 gallons to a maximum of 3 per year. Minimize overflows of under 1,000 gallons to a maximum of 50 per year.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
710-Sewer Operating	7,691,033	100%
Total Funding	7,691,033	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$1,058,179	\$1,212,251	\$1,316,307
Operating Expenses	\$2,631,461	\$6,370,537	\$6,029,520
Internal Service Charges	\$235,337	\$219,277	\$345,206
Other Financing Uses		\$252,000	
Total Expenditures	\$3,924,977	\$8,054,065	\$7,691,033

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Analyst	0.70	0.70			0.70	0.70
Administrative Clerk II	0.30	0.30			0.30	0.30
Administrative Clerk III	0.80	0.80			0.80	0.80
Administrative Secretary	0.15	0.35			0.15	0.35
Assistant City Engineer	0.10				0.10	
Confidential Secretary	0.50	0.15			0.50	0.15
Heavy Equipment Operator I	0.33				0.33	
Heavy Equipment Operator II	0.20	0.33			0.20	0.33
Ltd Ser-Maint. Laborer			0.73	0.73	0.73	0.73
Maintenance Worker I	2.00	1.00			2.00	1.00
Maintenance Worker II	4.60	7.65	0.32	0.32	4.92	7.97
Permit Center Technician II	0.10	0.10			0.10	0.10
Permit Center Technician III	0.33	0.33			0.33	0.33
Pw Lead Worker-Infra Maint.	1.00	1.00	0.05	0.05	1.05	1.05
Senior Civil Engineer	0.15	0.15			0.15	0.15
Senior Maintenance Team Leader	1.00	1.20	0.03	0.04	1.03	1.24
	<u>12.26</u>	<u>14.06</u>	<u>1.13</u>	<u>1.14</u>	<u>13.39</u>	<u>15.20</u>

Program Outcome

Manage yearly payments to Central Contra Costa Sanitary District for treatment Capital Improvement and plan operations and maintenance to ensure Concord ratepayers pay the appropriate amount of expenses.

Program Objectives

1Z Admin Support

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
710-Sewer Operating	8,560,000	100%
Total Funding	8,560,000	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Operating Expenses	\$8,664,668	\$9,282,000	\$8,560,000
Total Expenditures	\$8,664,668	\$9,282,000	\$8,560,000

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
No Staff Assigned						

Program Outcome

Install and maintain all roadway signs and markings so that regulatory, warning and guide messages are conveyed efficiently and effectively to drivers, pedestrians and bicyclists.

Program Objectives

- 1A Provide timely replacement of missing or damaged signs, and install new signs to enhance traffic safety.
- 1B Provide timely maintenance and improvement of pavement markings, and implement a gradual transition to thermoplastic markings for enhanced traffic safety.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	267,737	40.17%
261-State Gas Tax - Prop. 111	398,747	59.83%
Total Funding	<u>666,484</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$367,986	\$476,586	\$423,940
Operating Expenses	\$139,468	\$138,357	\$141,128
Internal Service Charges	\$116,135	\$108,399	\$101,416
Total Expenditures	<u>\$623,589</u>	<u>\$723,342</u>	<u>\$666,484</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Ltd Ser-Maint. Laborer			0.77	0.77	0.77	0.77
Maintenance Worker I	1.00				1.00	
Maintenance Worker II	2.00	2.00	0.08	0.08	2.08	2.08
Public Works Lead Worker	2.00	2.00	0.09	0.09	2.09	2.09
Transportation Program Mgr. II	0.12	0.12			0.12	0.12
	<u>5.12</u>	<u>4.12</u>	<u>0.94</u>	<u>0.94</u>	<u>6.06</u>	<u>5.06</u>

Program Outcome

To reduce storm water pollution to the maximum extent practicable by implementing Concord's National Pollutant Discharge Elimination System (NPDES) permit, thereby enhancing the environment of local waterways and the San Francisco Bay.

Program Objectives

- 1A Maintain Performance Standards in Concord's Storm Water Management Plan, as required by the NPDES permit.
- 1C Conduct and participate in informational outreach to raise public awareness of the storm water pollution program.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
270-Storm Water Management	1,053,465	100%
Total Funding	<u>1,053,465</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$215,818	\$219,228	\$140,435
Operating Expenses	\$514,650	\$419,466	\$457,050
Internal Service Charges	\$51,092	\$42,602	\$24,680
Other Financing Uses	\$414,552	\$422,843	\$431,300
Total Expenditures	<u>\$1,196,112</u>	<u>\$1,104,139</u>	<u>\$1,053,465</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Permit Center Technician II	0.20	0.20			0.20	0.20
Permit Center Technician III	0.20	0.20			0.20	0.20
Program Manager		0.28				0.28
Senior Administrative Analyst	0.98				0.98	
Senior Civil Engineer	0.15	0.40			0.15	0.40
	<u>1.53</u>	<u>1.08</u>			<u>1.53</u>	<u>1.08</u>

Program Outcome

Provide storm drainage maintenance operations to reduce pollutants from entering into the storm drain system and major waterways in compliance with the Federal Clean Water Act.

Program Objectives

- 1A Operate and maintain the City's storm drains to carry required flows on the City's 150 miles of storm drain pipe, 11 miles of drainage channels and open roadside ditches, and 2.5 miles of concrete lined swales.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
270-Storm Water Management	249,620	100%
Total Funding	<u>249,620</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$270,301	\$241,231	\$230,111
Operating Expenses	\$18,968	\$19,126	\$19,509
Internal Service Charges	\$58,921	\$54,771	
Total Expenditures	<u>\$348,190</u>	<u>\$315,128</u>	<u>\$249,620</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Heavy Equipment Operator I	0.87	0.64	0.02	0.02	0.89	0.66
Heavy Equipment Operator II	0.39	0.23			0.39	0.23
Maintenance Team Leader	0.22				0.22	
Maintenance Worker II	0.87	0.81	0.03	0.03	0.90	0.84
Senior Maintenance Team Leader	0.23	0.62	0.01	0.01	0.24	0.63
Sweeper Operator				0.05		0.05
	<u>2.58</u>	<u>2.30</u>	<u>0.06</u>	<u>0.11</u>	<u>2.64</u>	<u>2.41</u>

Program Outcome

Provide Street Sweeping Operations that enhance the community environment and reduce pollutants from entering into the storm drain system in compliance with the Federal Clean Water Act.

Program Objectives

- 1A Maintain a regular sweeping program to provide clean streets to minimize debris from entering the City's storm drain system. This program ensures that the City's 689 curb miles are swept, utilizing a standard of 3 sweeping miles per hour.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
270-Storm Water Management	423,371	100%
Total Funding	<u>423,371</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$232,739	\$229,081	\$222,884
Operating Expenses	\$21,981	\$22,201	\$22,645
Internal Service Charges	\$137,665	\$136,947	\$177,842
Total Expenditures	<u>\$392,385</u>	<u>\$388,229</u>	<u>\$423,371</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Heavy Equipment Operator I	0.04	0.02			0.04	0.02
Maintenance Team Leader	0.02				0.02	
Maintenance Worker II	0.39	0.40			0.39	0.40
Program Manager		0.02				0.02
Senior Administrative Analyst	0.02				0.02	
Senior Maintenance Team Leader	0.03	0.02			0.03	0.02
Sweeper Operator	2.00	2.00	0.05		2.05	2.00
	<u>2.50</u>	<u>2.46</u>	<u>0.05</u>		<u>2.55</u>	<u>2.46</u>

Program Outcome

Provide preventative maintenance programs to ensure rehabilitation/reconstructs are at the optimal program level on the City's 305 street miles per year.

Program Objectives

- 1A Provide preventive maintenance programs to ensure City streets are kept at an optimum level.
- 1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
260-State Gas Tax	718,404	75.07%
261-State Gas Tax - Prop. 111	139,042	14.53%
475-Measure J Local	99,570	10.40%
Total Funding	957,016	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$607,576	\$668,464	\$611,445
Operating Expenses	\$697,662	\$851,910	\$57,314
Internal Service Charges	\$329,863	\$294,359	\$288,257
Total Expenditures	\$1,635,101	\$1,814,733	\$957,016

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Assistant City Engineer	0.10				0.10	
Heavy Equipment Operator I	1.63	1.25			1.63	1.25
Heavy Equipment Operator II	0.36	0.37	0.05	0.05	0.41	0.42
Ltd Ser-Maint. Laborer			3.04	3.04	3.04	3.04
Maintenance Team Leader	0.73				0.73	
Maintenance Worker I		1.00	0.03	0.03	0.03	1.03
Maintenance Worker II	2.25	2.26	0.11	0.11	2.36	2.37
Senior Maintenance Team Leader	0.66	1.01	0.03	0.03	0.69	1.04
	<u>5.73</u>	<u>5.89</u>	<u>3.26</u>	<u>3.26</u>	<u>8.99</u>	<u>9.15</u>

Program Outcome

Maintain curbs, gutters, and sidewalks to ensure safe walking surfaces and efficient surface runoff on the 875 curb miles of City frontage improvements.

Program Objectives

- 1A Provide an annual Preventative Maintenance Program that identifies and corrects defective curb, gutter, and sidewalk.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
260-State Gas Tax	142,595	100%
Total Funding	142,595	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$115,232	\$103,423	\$114,307
Operating Expenses	\$10,129	\$28,891	\$28,288
Internal Service Charges	\$7,710	\$6,898	
Total Expenditures	\$133,071	\$139,212	\$142,595

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Heavy Equipment Operator I	0.17	0.09			0.17	0.09
Heavy Equipment Operator II	0.05	0.07			0.05	0.07
Maintenance Team Leader	0.04				0.04	
Maintenance Worker II	0.88	0.88			0.88	0.88
Senior Maintenance Team Leader	0.10	0.15			0.10	0.15
	<u>1.24</u>	<u>1.19</u>			<u>1.24</u>	<u>1.19</u>

Program Outcome

Engineering based technical and administrative support of the CIP/TIP program.

Program Objectives

1Z Administrative support for the program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	-191,585	100%
Total Funding	<u>-191,585</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$432,038	\$351,877	\$384,693
Operating Expenses	\$36,188	\$6,176	\$1,144
Internal Service Charges	\$1,176	\$1,051	
Other Financing Uses	\$-530,865	\$-567,384	\$-577,422
Total Expenditures	<u>\$-61,463</u>	<u>\$-208,280</u>	<u>\$-191,585</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Administrative Clerk II	0.35	0.35			0.35	0.35
Administrative Secretary	0.35				0.35	
Assistant City Engineer	0.42				0.42	
Associate Civil Engineer		0.62				0.62
Confidential Secretary		0.50				0.50
Construction Inspection Sprvsr	0.39	0.38			0.39	0.38
Ltd Ser-Admin Support			0.96	0.96	0.96	0.96
Ltd Ser-Professional			0.48	0.48	0.48	0.48
Ltd Ser-Technician			0.48	0.48	0.48	0.48
	<u>1.51</u>	<u>1.85</u>	<u>1.92</u>	<u>1.92</u>	<u>3.43</u>	<u>3.77</u>

Program Outcome

To provide efficient and timely maintenance of City vehicles to ensure staff has vehicles available when necessary.

Program Objectives

- 1A Provide maintenance and repair services for 163 standard City fleet, 22 heavy duty fleet and 135 emergency vehicles and assure overall availability.
- 1D Provide maintenance, repair and build-up services for outside agency vehicles.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
633-Fleet Maintenance Fund	3,668,518	100%
Total Funding	<u>3,668,518</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$552,811	\$552,262	\$478,794
Operating Expenses	\$845,131	\$1,468,593	\$2,439,746
Internal Service Charges	\$240,686	\$224,715	\$149,978
Other Financing Uses			\$600,000
Total Expenditures	<u>\$1,638,628</u>	<u>\$2,245,570</u>	<u>\$3,668,518</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Automotive Parts Worker	1.00	1.00			1.00	1.00
Equipment Mechanic	3.00	3.00			3.00	3.00
Fleet Manager	1.01				1.01	
Program Manager		0.70				0.70
	<u>5.01</u>	<u>4.70</u>	<u> </u>	<u> </u>	<u>5.01</u>	<u>4.70</u>

Program Outcome

Provide safe, aesthetically pleasing parks designed and maintained to meet the diverse needs for active and passive recreation and leisure activities.

Program Objectives

- 1A Maintain approximately 379 acres of developed parkland to meet criteria contained in standard operating procedures.
- 1B Maintain 52 acres of traffic medians within established maintenance program.
- 1C Playground equipment, group picnic areas, and other park furnishings such as benches, drinking fountains, wells, and pumps are safe, well maintained and operational.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	3,273,703	100%
Total Funding	<u>3,273,703</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$1,956,771	\$1,813,836	\$1,948,735
Operating Expenses	\$656,840	\$835,759	\$839,270
Internal Service Charges	\$702,974	\$635,589	\$485,698
Other Financing Uses		\$-28,560	
Total Expenditures	<u>\$3,316,585</u>	<u>\$3,256,624</u>	<u>\$3,273,703</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Environmental Maintenance Tech	0.85	0.85	0.06	0.06	0.91	0.91
General Laborer	3.98	4.00	0.16	0.16	4.14	4.16
Heavy Equipment Operator I	0.98	0.98			0.98	0.98
Horticultural Advisor	0.49	0.50			0.49	0.50
Landscape Gardener	1.00	1.00			1.00	1.00
Ltd Ser-Maint. Laborer			13.29	19.55	13.29	19.55
Maintenance Carpenter	0.01				0.01	
Maintenance Electrician	0.02		0.01		0.03	
Maintenance Gardener	2.00	2.00	0.09	0.09	2.09	2.09
Maintenance Painter	0.07		0.08		0.15	
Maintenance Team Leader	2.70	2.70	0.08	0.08	2.78	2.78
Maintenance Utility Mechanic	0.06		0.03		0.09	
Maintenance Worker I	0.02		0.03	0.02	0.05	0.02
Maintenance Worker II	0.36	0.27	0.03	0.02	0.39	0.29
Parks Lead Worker	1.00	1.00			1.00	1.00
Senior Maintenance Team Leader	1.08	1.00	0.17	0.17	1.25	1.17
Tree Lead Worker	0.48	0.48			0.48	0.48
	<u>15.10</u>	<u>14.78</u>	<u>14.03</u>	<u>20.15</u>	<u>29.13</u>	<u>34.93</u>

Program Outcome

Provide a variety of programs to maintain streetscapes; including street trees and traffic medians, open space areas and public right-of-way in an aesthetically pleasing condition and achieve mandated requirements for public safety in the most cost effective and efficient manner.

Program Objectives

- 1A To maintain City maintained trees on major arterials and collector streets by providing an annual maintenance program.
- 1H Provide a pest and weed abatement program to 1080 acres of open space, 306 miles of public right-of-way and all City maintained landscaped areas (436 acres) so that mandated Fire District requirements, public safety standards, and plant disease control objectives are met.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	1,106,586	55.42%
210-Downtown Maintenance Distr	40,000	2%
211-Pinehollow Landscape Maint	10,000	.50%
213-Ygnacio Woods Landscape Ma	3,322	.17%
262-State Gas Tax-Section 2103	836,895	41.91%
Total Funding	<u>1,996,803</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$1,188,725	\$1,084,563	\$922,002
Operating Expenses	\$451,311	\$938,893	\$895,281
Internal Service Charges	\$240,118	\$228,885	\$179,520
Total Expenditures	<u>\$1,880,154</u>	<u>\$2,252,341</u>	<u>\$1,996,803</u>

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Environmental Maintenance Tech	1.15	1.15	0.05	0.05	1.20	1.20
General Laborer	2.02	2.00	0.05	0.07	2.07	2.07
Heavy Equipment Operator I	0.02	0.02			0.02	0.02
Horticultural Advisor	0.48	0.50			0.48	0.50
Landscape Gardener	4.00	4.00			4.00	4.00
Ltd Ser-Maint. Laborer			6.25		6.25	
Maintenance Gardener			0.02		0.02	
Maintenance Team Leader	0.30	0.30	0.09	0.09	0.39	0.39
Maintenance Worker II	0.73	0.73			0.73	0.73
Parks Lead Worker			0.02	0.02	0.02	0.02
Senior Maintenance Team Leader	0.88	0.88			0.88	0.88
Tree Lead Worker	0.52	0.52			0.52	0.52
	<u>10.10</u>	<u>10.10</u>	<u>6.48</u>	<u>0.23</u>	<u>16.58</u>	<u>10.33</u>

Program Outcome

Concord Landscape Maintenance Districts provide the highest quality service level to landscaped areas as specified in maintenance contract specifications and annual budget documents.

Program Objectives

- 1A Concord's Landscape Maintenance Districts achieve the highest quality service levels by accomplishing established maintenance programs.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
210-Downtown Maintenance Distr	620,024	79.98%
211-Pinehollow Landscape Maint	77,947	10.05%
212-Kirkwood Landscape Mainten	67,252	8.67%
213-Ygnacio Woods Landscape Ma	8,583	1.11%
214-Balhan Terrace Landscape M	719	.09%
215-Valley Terrace Landscape M	727	.10%
Total Funding	<u>775,252</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$122,134	\$223,425	\$220,464
Operating Expenses	\$117,071	\$236,417	\$241,902
Internal Service Charges	\$17,615	\$15,736	
Other Financing Uses	\$209,495	\$215,780	\$312,886
Total Expenditures	<u>\$466,315</u>	<u>\$691,358</u>	<u>\$775,252</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Landscape Gardener	1.00	1.00			1.00	1.00
Ltd Ser-Maint. Laborer			3.64	3.64	3.64	3.64
Senior Maintenance Team Leader	0.12	0.12			0.12	0.12
	<u>1.12</u>	<u>1.12</u>	<u>3.64</u>	<u>3.64</u>	<u>4.76</u>	<u>4.76</u>

Program Outcome

Deliver building maintenance services to 69 buildings and 373,539 square feet of building area which preserve and protect the City's investment in public facilities and meet the needs of internal and external customers for safe, functional, and presentable public facilities.

Program Objectives

- 1A Provide building maintenance on City-owned/leased facilities to ensure that they are operational.
- 1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
630-Building Maintenance Fund	3,318,416	100%
Total Funding	3,318,416	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	<u>2009-10 Actual</u>	<u>2010-11 Budgeted</u>	<u>2011-12 Proposed</u>
Salaries and Benefits	\$917,333	\$959,850	\$957,137
Operating Expenses	\$543,058	\$1,320,326	\$1,538,473
Internal Service Charges	\$163,760	\$150,273	\$103,804
Other Financing Uses			\$719,002
Total Expenditures	\$1,624,151	\$2,430,449	\$3,318,416

Position Authorization By Classification

<u>Classification</u>	<u>Full-Time Number of Positions</u>		<u>Part-Time & Overtime Full-Time Equivalent</u>		<u>Total Number of Positions</u>	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Facilities Maintenance Manager	0.93	1.00			0.93	1.00
Facilities Maintenance Tech		1.00				1.00
Ltd Ser-Maint. Laborer			0.24	1.20	0.24	1.20
Ltd Ser-Technician			0.24	0.24	0.24	0.24
Maintenance Carpenter	0.99		0.03		1.02	
Maintenance Electrician	0.98	1.00	0.01		0.99	1.00
Maintenance Painter	0.43	1.00	0.01	0.09	0.44	1.09
Maintenance Utility Mechanic	1.94	2.00	0.02	0.09	1.96	2.09
Maintenance Worker I	0.22	1.00			0.22	1.00
Maintenance Worker II	1.94		0.02	0.08	1.96	0.08
Senior Maintenance Team Leader	0.60	1.00			0.60	1.00
	<u>8.03</u>	<u>8.00</u>	<u>0.57</u>	<u>1.70</u>	<u>8.60</u>	<u>9.70</u>

Program Outcome

Provide custodial services for a healthy and safe environment to our diverse customer base in the most cost effective and efficient manner.

Program Objectives

- 1A Provide custodial services on all City-owned/leased facilities so that buildings are cleaned per standard operating procedures by visual inspection.
- 1Z Administrative support for objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
630-Building Maintenance Fund	645,764	100%
Total Funding	<u>645,764</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$465,244	\$225,923	\$284,562
Operating Expenses	\$280,890	\$343,350	\$353,087
Internal Service Charges	\$51,562	\$47,024	\$8,115
Total Expenditures	<u>\$797,696</u>	<u>\$616,297</u>	<u>\$645,764</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Custodian	1.00	1.00	0.02	0.06	1.02	1.06
Lead Custodian	2.00	2.00	0.04		2.04	2.00
Ltd Ser-Maint. Laborer			0.19		0.19	
	<u>3.00</u>	<u>3.00</u>	<u>0.25</u>	<u>0.06</u>	<u>3.25</u>	<u>3.06</u>

Program Outcome

Provide an environment of zero tolerance for graffiti to illustrate Concord's uniqueness and define Concord as California's premier community.

Program Objectives

1A Remove graffiti within a 24 hour period.

1Z Administrative support for program's objectives and resources.

The Program Is Funded As Follows

<u>Funding Source</u>	<u>Amount</u>	<u>Percentage of Funding Source</u>
100-General Fund	238,265	100%
Total Funding	<u>238,265</u>	

These Funds are Distributed to the Following Expenditure Categories

<u>Expenditure Category</u>	2009-10 <u>Actual</u>	2010-11 <u>Budgeted</u>	2011-12 <u>Proposed</u>
Salaries and Benefits	\$208,281	\$172,188	
Operating Expenses	\$51,665	\$30,486	\$31,119
Internal Service Charges	\$28,641	\$26,993	\$26,148
Other Financing Uses			\$180,998
Total Expenditures	<u>\$288,587</u>	<u>\$229,667</u>	<u>\$238,265</u>

Position Authorization By Classification

<u>Classification</u>	Full-Time Number of Positions		Part-Time & Overtime Full-Time Equivalent		Total Number of Positions	
	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2011-12</u>
Facilities Maintenance Manager	0.07				0.07	
Ltd Ser-Maint. Laborer			0.77		0.77	
Maintenance Painter	0.50				0.50	
Maintenance Worker I	0.76				0.76	
Senior Maintenance Team Leader	0.32				0.32	
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1.65		0.77		2.42	