



# **Strategic Operating Plan Fiscal Year 2012**

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## I. EXECUTIVE SUMMARY

### Introduction

Business Support Services (BSS) is one of four internal service business units in the City of Charlotte's organizational structure. BSS is responsible for providing many of the *corporately shared services* and much of the service infrastructure necessary for the success of the City. BSS is a corporate-wide provider of equipment and fleet maintenance, information technology, procurement and public safety communication services which are vital to our customers in providing services to the public. In addition to the City, our customer base includes other municipal, county, state, and federal government agencies promoting governmental efficiencies and interoperability.

### *Resource Summary*

	FY 2010	FY 2011	FY 2012	FY 2013
	Actual	Actual	Budgeted	Budgeted
Positions	223	232	232	232
Personnel	17,022,158	17,616,716	20,128,377	20,151,831
Operating	13,228,916	13,716,788	13,665,473	13,230,398
Other (debt service, capitalized tools, etc)	4,264,305	4,319,783	6,492,634	5,056,307
Internal Chargebacks	(14,759,730)	(15,718,496)	(15,459,927)	(14,785,515)
Prior Year Obligations	470,645	1,656,457	2,000,511	
subtotal	<b>20,226,294</b>	<b>21,591,248</b>	<b>26,827,068</b>	<b>23,653,021</b>
External Chargebacks	(4,746,244)	(4,979,416)	(5,374,291)	(5,140,018)
Enterprise Fund CAP	(5,675,744)	(6,305,117)	(6,127,758)	(6,473,062)
Revenues Co Shared Services	(493,223)	(373,132)	(620,995)	(692,731)
Revenues Other	(9,106,125)	(9,452,434)	(9,188,174)	(9,088,174)
subtotal	<b>(20,021,337)</b>	<b>(21,110,099)</b>	<b>(21,311,218)</b>	<b>(21,393,985)</b>
<b>Total Net General Fund Appropriation</b>	<b>204,957</b>	<b>481,149</b>	<b>5,515,849</b>	<b>2,259,036</b>
Capital Investment Projects	4,272,940	222,021	3,899,219	0
<b>TOTAL</b>	<b>4,477,897</b>	<b>703,170</b>	<b>9,415,068</b>	<b>2,259,036</b>

BSS currently has a team of **232** employees providing products and services in four different functional areas. The organization is led by its Key Business Executive (KBE), and an Executive Team comprised of a Deputy KBE of Technology, Assistant KBE, Business Manager, Procurement Director and Equipment Management Director (reference organization chart on page 10). These leaders come together with representatives from the Office of Resource Management, Technology Operations and Business Process Improvement to form the BSS Leadership Team. The Leadership Team provides the strategic and tactical direction and decision support necessary for the organization's day-to-day operational success.

### **Mission Statement**

#### ***“Advancing the Business of Public Service”***

The purpose of the City's shared services organization is to deliver and continuously simplify and optimize designated enterprise support functions in a manner that meets the business units' operational requirements, focusing on:

- Reliability
- Quality
- Transparency
- Flexibility
- Customer Service
- Cost Reduction

### **Vision**

#### ***“Recognized as the national leader in delivering public sector shared services”***

Business Support Services is a provider of Fleet, Technology, Procurement, and Public Safety Communication Services. In supporting the City's focus of *Comprehensive Citizen Service*, we partner with the City's business units and other governmental customers in working toward this goal.

### **Core Values**

- Trustworthiness
- Integrity- *Individual and Organizational*
- Discipline- *Disciplined People, Disciplined Thought, and Disciplined Action.*
- Accountability
- Forward Thinking
- Dedication

## **Strategic Goals**

Moving forward with our mission toward achievement of our vision, we actively pursue the following **Strategic Goals** ensuring everything we do is in line with our core values.

- **Build and effectively manage the service infrastructure** (processes, people, systems and facilities)
- **Leverage partnerships** to more efficiently and reliably provide integrated services through sharing of resources.
- **Build customer trust and loyalty** providing best value, customer-centric services.
- **Grow the Business** by demonstrating and communicating the value of our services to existing and potential customers.

## **Key Issues and Challenges**

In order to achieve the larger mission, vision, and goals for BSS, specific issues and challenges are identified in each goal area. Components of each are:

1. Build and effectively manage the service infrastructure for Fleet
  - *Processes – streamlined, documented, and data centric*
  - *People – trained, ready to work, mission focused*
  - *Systems – corporately solidifying standards and change management practices for the enterprise infrastructure*
  - *Facilities – adequate and properly equipped physical plants*
2. Leverage partnerships to more efficiently and reliably provide services through sharing of resources.
  - *Service Level Agreements*
  - *Inter-local Agreements*
  - *Memorandum of Agreement (compliance & regulatory requirements)*
  - *Effective use of vendor services*
3. Build customer trust and loyalty providing best value, customer-centric services.
  - *Develop transparent reporting and tracking tools that match customer needs*
  - *Provide compliance and guidance*
  - *Provide responsive feedback and quality service*
  - *Excel at team approach to asset management*
  - *Actively seek win-win solutions*

4. Grow the Business by demonstrating and communicating the value of our services to existing and potential customers.
  - *Optimize use of resources to provide lowest cost service offerings*
  - *Streamline and standardize transactional functions*
  - *Develop and communicate service catalogue and fully loaded costing structure for our services*

BSS is making positive progress toward the City's goals, yet there are several key challenges that work to impede our progress, placing our continued success at risk. Below are the top challenges we are facing:

### ***Service Infrastructure***

While BSS has always focused on delivering best value services and finding savings opportunities for all its customers, this will be even more critical over the next two years. BSS' role as a corporate shared services provider means that the quality, efficiency and timeliness of its services have a direct impact on the ability of the operational business units to serve the citizen.

#### **Service Infrastructure – Processes**

The development and improvement of processes needed for a shared services model hold great possibilities for efficiency, capacity, and cost savings. Implementation of robust processes to facilitate self service is a key strategy in the BSS operations model. Improvement initiatives have already brought significant gains to equipment procurement, contract lifecycle monitoring, and the commissioning and decommissioning processes. Defining and streamlining our processes will remain a top priority for BSS in FY12. The challenge is pulling staff away from the necessary daily operational activities to focus on these strategic initiatives.

- ***CIT Service Management Processes-*** *In conjunction with moving to a new service desk provider in FY2010, the City invested in an IT management application suite called BMC Remedy. In addition to providing Service Request and Incident Tracking, which are used by the provider, the system has the capability to manage a number of other IT business processes such as Change, Release, Problem, and Configuration Management, as well as SLA tracking and a Service Catalog. The implementation of these process capabilities is in direct support of the overall IT Service Management program based on the ITIL framework, and this structured approach is key to the delivery of quality services. The progress in implementing and maturing these processes has been slower than desired due to limited available staff time, consolidation efforts, and the lack of in-house system expertise. We expect that a combination of vendor assistance and leveraging of other technology staff in the City will be required to move this effort forward. In particular, the STAT will need to be engaged in helping develop buy-in and commitment for the use of these standard processes.*

- ***CIT Communications Services Asset Management Process-*** A significant process challenge for BSS CIT Communication Services is establishing and maintaining an accurate inventory of network infrastructure equipment and subscriber devices. Most network infrastructure assets are managed by BSS, yet the majority of subscriber devices are managed by the customers, with BSS playing a supporting role as in the case of 800MHz subscriber radios. This asset management structure creates inaccurate inventories, inaccuracies in billing and creates issues in network management. A centrally managed environment, meaning the active management of infrastructure and devices from procurement through “end of life” disposal, is ideal for effective and efficient network operations and management. The overall CIT consolidation effort by the City will aid in this area by further “centralizing” assets, yet there still needs to be further process and policy development, especially in the area of the 800MHz subscriber radio inventories. Another related challenge in establishing such systems and processes is prioritization of resources and resource production time between day to day operations and process improvement. Developments of new processes and policies in parallel with consolidation of current processes and systems were a primary focus in FY 2011 and will continue into FY12. Going forward, much work and development still needs to occur in this area.
- ***ERP Implementation-***Looking forward in the Enterprise Resource Planning (ERP) Program, BSS anticipates significant changes to the City’s procurement processes. These changes will not only fundamentally change how procurement is done in the City, but will change the organizational structure of the procurement function as well. While these processes and organizational changes will greatly improve the effectiveness and efficiency of the City’s procurement function, it will require an immense investment of staff time and energy. In the current staffing model, this necessary investment will significantly impact service levels.
- ***Balancing the Dual Roles of Being a Service Provider and Being Responsible for Governance of Corporate Policies -*** BSS must work in balance between service provision and providing oversight on the implementation and adherence to corporate standards and policies. This role, at times, puts BSS at odds with those whom we serve as they attempt to balance their own service priorities

### Service Infrastructure – People

A reoccurring challenge in all BSS divisions is securing sufficient resources to accommodate the service demands of our customers. As all the business units look to focus on the delivery of their core services, their need for and expectation of corporate shared services to support these essential business functions are growing. This need is particularly acute in our CIT services area where resources are stretched and queue times for basic services are increasing. Critical BSS resource challenges are identified below:

- ***Managing Procurement Service Workload –*** Over FY11, Procurement Services Division has experienced chronic staffing constraints ***related to general and special workload requirements***. PSD has long operated without the appropriate staff to manage the ever-increasing workload required to support both City of Charlotte and Mecklenburg County consolidated procurement needs. In FY2011, BSS/PSD had requests for procurement support totaling approximately

9,000 more scheduled man-hours than available staff to perform the work. The need for procurement support is expected to continuously increase over the coming fiscal years. While 3 additional FTEs have been allocated to PSD for FY12 to help offset the staffing deficit, increasing service demands and ERP implementation will be a challenge to cover over the coming year.

- **Staffing for IT** - Benchmarks have highlighted how BSS IT is understaffed in infrastructure support as compared to entities of similar size and complexity. What this means for the City is that while we are moving forward with streamlining, standardization and virtualization initiatives, the pace of improvements are greatly reduced due to the 'keep the lights on' staffing levels. While the IT consolidation completed in FY2011 will improve the overall efficiency of infrastructure management, the effort will not improve the significant shortfall in staffing. The staffing level for infrastructure services will continue to reduce the strategic development of the City's technology infrastructure and its ability to meet the ever growing demand for higher service levels.

### Service Infrastructure – Systems

Several advancements we are working toward and challenges we are trying to overcome revolve around optimizing the use of our current systems, implementing new systems and systems enhancements. We are also working on driving down costs and improving efficiencies in systems and related business processes.

- **Optimize the City's Procurement Activities-** BSS Procurement Services Division (PSD), without a viable procurement system, continues to be unable to support the procurement needs of the City fully. The lack of transparent expenditure data, along with the loss of opportunities to examine and analyze historical trend data and understand consolidated needs, puts the City at a distinct disadvantage for the realization of economies of scale that impact cost and lessen administrative burdens. As the City moves forward towards a new ERP, BSS/PSD will focus on defining and prioritizing the functionality required in a new system, establishing the needed specifications in concert with all City departments, and defining the business processes to procure and implement a system that best meets all of the City's needs and that will ultimately transform procurement within the City.
- **Enhancing Information Sharing and Collaborations – Developing an Extranet-** IT has received requests for solutions from a number of KBUs and offices regarding the need for an Extranet environment to facilitate collaboration between vendors, external customers and City staff. The proposed solution to these requests is an Extranet. BSS has been approved for funding in FY12 to research the design and implementation of an Extranet. Development of an Extranet will facilitate collaboration and improve productivity with external customers and partners in service provision.



## Service Infrastructure – Facilities

Much like streets, waterlines or electric lines, quality services depend on quality facilities that complement the processes, people, and systems in the service infrastructure. BSS currently provides services to its customers from 11 different locations. A key component of the BSS service strategy is to provide as many of our services as possible in the operational KBUs' service districts. This reduces customer windshield time, increases operational readiness improves service efficiencies, and saves tax-payer dollars. The growth of the BSS business, particularly in the Equipment Management Division (EMD), has placed significant stress on the facilities used in providing these services. These and other facility challenges are identified below:

- *The Corporate Information Technology Division has done an excellent job in improving the server and data storage operations, which pushed out facility needs several years. The growth in server and data storage requirements and the need for more centralized management of the City's technology infrastructure has made the need for a new data center facility more immediate. BSS is closely coordinating with CMPD and CFD as they advance the Joint Call Center facility. The requirements associated with this facility are a very close match for data center facilities and offer the opportunity to combine our needs into the Joint Call Center facility. We believe this will offer the City a viable option in providing the needed data center facility.*
- *The City is experiencing greater and greater demand for medium and heavy equipment maintenance, which is driving the need for more maintenance bays to support this maintenance service. The demand is being driven by increases in medium and heavy equipment in the fleet and the extension of equipment lifecycles. EMD has done an excellent job of leveraging their existing facilities, even turning the small engine repair shop into a full service maintenance facility and leveraging the Mecklenburg County facility to also support medium equipment maintenance for the City, but there are no existing facilities that can be leveraged to provide space for additional heavy equipment maintenance. The Charlotte Fire Department has raised this issue several times over the last two years as they have seen the challenges the facilities issue creates for their vehicles and equipment. The City has not added any additional heavy equipment bays since 1981 although the number of pieces of heavy equipment in the fleet has increased by 420 (52%) in just the last 10 years. The number of bays is the single limiting factor for heavy equipment maintenance and will be the significant contributor to increased maintenance costs in the future as more and more equipment repair is outsourced due to a lack of bay space.*

### ***Leveraging Partnerships***

We are working diligently to *expand BSS service capacity by leveraging City and external resources in joint service partnerships*. A great example of this is the Service Level Agreement established with the City of Gastonia for radio infrastructure services. As part of this agreement, City of Gastonia staff are providing routine maintenance support for the City's infrastructure in Gaston County, which has reduced their overall service cost and our need for additional staff.

In addition to the expansion of partnerships for service provision, we are focusing on working with all *customers* to optimize business processes. These efforts on the retooling of business processes will serve to reduce time and ultimately costs associated with various tasks. The goal being to increase efficiencies, produce capacity gains and free up resources to focus on more value added services.

These types of partnerships will be key to growing BSS service capacity, while minimizing costs. Creative approaches to cost and return on investment models, as well as budgeting will also be required. A continued area of focus for FY2012 will be on growing revenue associated with vendor services and winning support for fee models that support the service infrastructure strategies critical to BSS' core services.

### ***Customer Trust and Service Value***

Several of the initiatives described in the [Service Infrastructure – Processes](#) portion of this document target *building customer trust and service value by quantifying service quality, accurately and appropriately costing services, and effectively forecasting resource use and availability*. One of the foundational components of building customer trust and demonstrating service value is increasing transparency within our business processes. Throughout the coming years, BSS will be capitalizing on current City resources such as SharePoint, Remedy, and CNet to build the processes and workflows necessary to strengthen our ability to build customer trust and value.

### ***Growing the Business***

Our development of Service Capacity Models and focus on building trust and value with our customers will allow us to continue to strategically grow our business in areas that we can provide the best service packages. Taking the burden off more of the back office services from the operating KBUs would allow them to focus on their core services to citizens.

Along with maintaining current service levels and optimizing business processes, BSS is focused on achieving efficiencies and delivering cost savings through growing our business. We are approaching this strategy by reviewing our services portfolio as well as attempting to expand our customer base within the services we currently provide. We are committed to building a strong service infrastructure (processes, people, systems and facilities), that will strengthen our ability to meet the business needs of our current customers as well as positioning ourselves to further grow our current and potentially

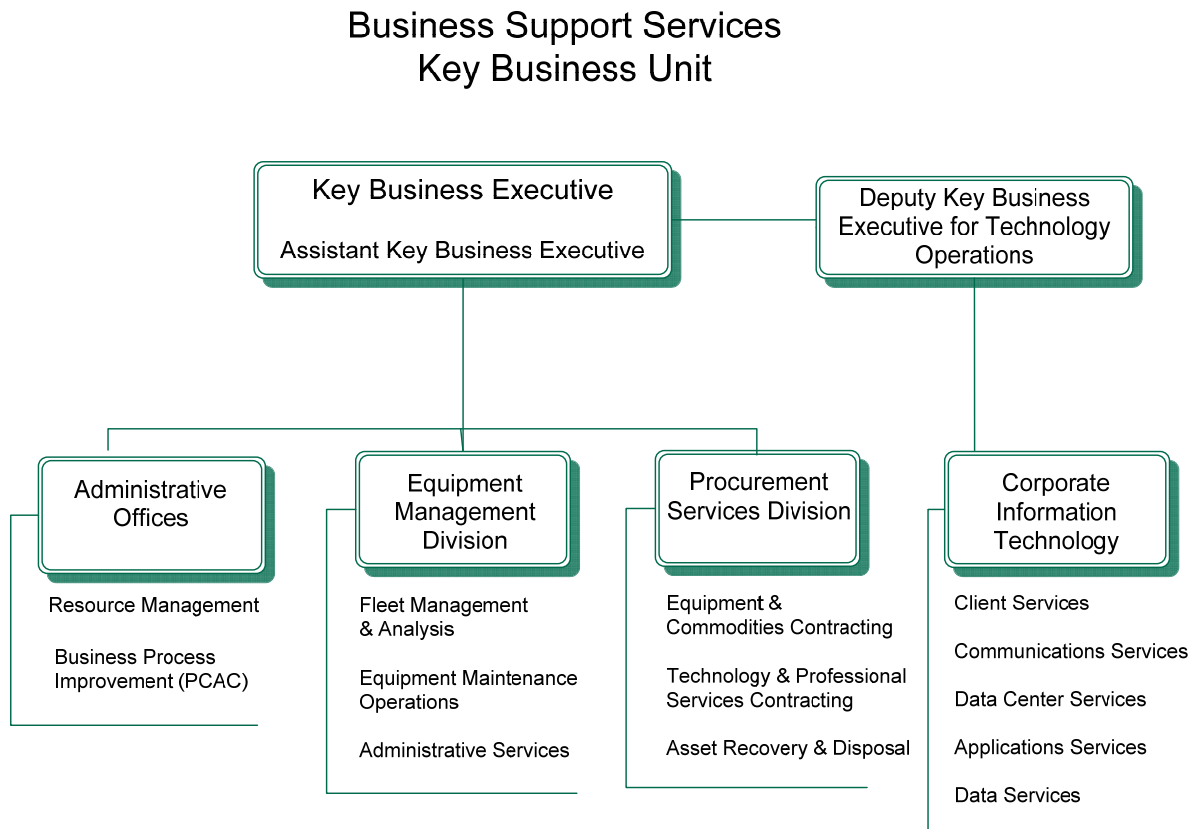
new service offerings. While growing the business presents opportunities, it also comes with challenges.

- *BSS CIT Communications Services is currently finalizing new inter-local agreements with Cabarrus County, the City of Concord, and the City of Kannapolis. The addition of these external customers will reduce the fixed cost charged to internal customers of the City's 800 MHz radio system, but will require an increase in network engineering staff. BSS will incorporate the necessary position(s) and associated funding into the inter-local agreement.*
- *EMD is currently working on two fleet maintenance consolidation efforts. The first is the PCAC recommendation to combine the City and Charlotte-Douglas International Airport fleet maintenance operations and the second is a request from Charlotte-Mecklenburg Schools to study the viability of consolidating their light vehicle (non-bus fleet) maintenance activity. These activities have the potential to benefit all the organizations involved, but will take significant time away from operational activities to study and implement.*

By expanding our customer base, BSS will be able to spread the costs of our services further and create win-win partnerships throughout the region.

## Organizational Structure

While the organization chart in Figure 2 below depicts a traditional hierarchical structure, BSS views its operational divisions more as “centers of expertise” than traditional “stove pipes.” Meeting the service expectations of our customers requires a matrix approach in developing and maintaining the corporate services infrastructure. This management approach enables BSS to demonstrate the corporate value of collaboration.



## II. STRATEGY AND PLANNING

### Key Accomplishments

In conjunction with our customers, BSS has made significant progress in developing and the initial implementation of a shared service approach to delivery of our services. Many of our achievements are highlighted below by service area.

#### *Procurement Services*

The Procurement Services Division (PSD) has made great strides toward optimizing procurement practices and leveraging procurements across the City:

- ***Charlotte Cooperative Purchasing Alliance (CCPA)*** – BSS Procurement Services Division (PSD) has launched the Charlotte Cooperative Purchasing Alliance (CCPA), a new cooperative purchasing program designed to provide for the advancement of public procurement solutions that are compliant, competitive, and collaborative. The CCPA will allow public agencies locally, regionally and even nationally to use competitively solicited contracts awarded by the City. With the mission of Partnering through Shared Vision, Shared Commitment and Shared Value, all participating entities can realize greater economies of scale, maximize joint purchasing power, and reduce procurement costs by leveraging aggregate purchasing volume to receive better pricing.
- ***Revenue*** – PSD continues to look for opportunities that will generate revenue for the City. To accomplish this initiative, PSD identifies rebate programs for various contracts, manages the procurement card program and, acts as lead agency on behalf of U.S. Communities for nationwide contracts. These opportunities generated \$133,700 during FY2011. PSD is committed to contain costs and provide value to its customers.
- ***Asset Recovery & Disposal (ARD)*** – BSS PSD Asset Recovery & Disposal (BSS PSD ARD) group successfully managed four (4) live auctions and forty four (44) individual electronic auctions resulting in all-time record grossing sales of \$2,014,271.00. ARD returned a record breaking \$1,198,782 to the general fund, shattering the previous record of net general fund proceeds of \$876,536 set in 2008. Additionally, the BSS PSD ARD reallocation program continues to grow each year, with more than 591 items reallocated back to Key Business Units for an estimated cost avoidance of \$151,965.
- ***Electronic Auction of Solid Waste Services Recycling Trucks-*** BSS PSD ARD utilized a combination of electronic and live auctions along with an aggressive marketing strategy to maximize reselling the City's fleet of Solid Waste Services recycling trucks that were decommissioned with implementation of the single-stream recycling program. Utilizing both PublicSurplus.com and Rogers Realty, ARD sold 50 of 51 recycling trucks for gross receipts of \$683,088.54, with net proceeds of \$627,989.52, exceeding Solid Waste Services targeted goal of \$543,000.00 by 13.5% or an increase of \$84,989.52. All proceeds were returned to the General Fund.

- ***Environmental Purchasing*** – PSD, in support of the City's commitment to promote environmental best practices as outlined in the City's Strategic Focus Area Plan, has developed an Environmental Purchasing Policy. The purpose of this policy is to establish the framework for a sustainability based purchasing program for the City. The policy includes specific office supplies that have been identified as environmentally preferred products whose quality, function, and cost are equal or better than traditional products. By encouraging and promoting the purchase of environmentally friendly products the City will conserve national resources, reduce environmental health hazards to employees and the community, and support strong recycling markets.
- ***Print Initiative with Cost and Environmental Impacts-*** BSS Procurement Services Division, as contract administrator for the City of Charlotte, Mecklenburg County and Rock Hill IKON Multi-Function Machine and Print Device and Print Services Contract, was instrumental in the initiative to default all IKON Multi-Function Machines and Print Devices to duplex (2-sided) printing for all black and white print and copy jobs. This initiative will have both financial and environmental impacts on overall print usage. The City currently uses duplex for 12.5% (2,212,240 impressions annually) of all print and copy jobs. For each duplex print, the initiating cost center receives a \$0.00397 credit on their invoice, adding up to an \$8,752.69 savings annually on a citywide basis. By increasing the percentage of duplex prints and copies to 50%, this savings would increase to \$35,010.78 annually, saving an additional 6 million sheets of paper.
- ***Electronic Waste Management Partnership with Goodwill Industries-*** BSS PSD Asset Recovery & Disposal successfully implemented an outsourced, local, no cost, and donation-based option for electronic waste management by partnering with Goodwill Industries of the Southern Piedmont. Historically, the City has disposed of electronic assets through a live auction process managed through the BSS PSD ARD operation. Recent changes in federal and state regulations require a more comprehensive approach to managing risk and liability, specifically around data security and asset disposal/destruction. Also, beginning July 1, 2011 computers and related equipment are banned from local landfills. To ensure the compliance with the changing regulatory environment, the City has partnered with Goodwill, which recycled more than 3.6 million pounds of electronics locally in 2010 and is audited and certified through Dell's Reconnect Program.
- ***Sustained Professional Purchasing Award*** – BSS Procurement Services Division has been awarded the Sustained Professional Purchasing Award for the tenth consecutive year. This award is presented annually by the Carolinas Association of Governmental Purchasing (CAGP) and recognizes agencies in North and South Carolina who have demonstrated sustained excellence in purchasing standards during the calendar year. BSS PSD is one of only twelve agencies to receive this prestigious award. Procurement staff members must meet and maintain high standards in professional development, education, continuous improvement programs, ethics, environmental awareness, and electronic commerce to be eligible for this prestigious award.

## *Technology Services*

Corporate Information Technology Division has accomplished much in its support of corporate technology infrastructure. Some key achievements include:

- ***CIT Infrastructure Consolidation Project-*** *The Corporate IT Division Consolidation Project unites all aspects of Technology Infrastructure including personnel, Server Management, Storage Area Network, Network Management, E-mail Systems, facilities, maintenance, processes and purchasing activities. The purpose of the consolidation is to:*
  - *Decrease Operational Risk*
  - *Provide Scalable Solutions*
  - *Provide Financial Savings*
  - *Increase Security*

*The specifics of what is now managed **corporately** has been a discovery process that has yielded the best inventory of IT assets that the City has had to date and is a great foundation for more effectively and efficiently managing these assets and services. The chart below describes the personnel and financial impact to BSS.*

KBU	Agreed FTE Transfer	Money Transfer	Notes
Aviation	2	\$ 6,380	Employees assigned to aviation need to remain at the airport
CATS	2	\$ 28,994	SCADA to be included in consolidation on a "best effort"
CDOT	0	\$ 1,416	Resource requirements to be determined via business case
CFD	1	\$ 19,774	BSS/IT agreed to take video conferencing for CFD only
CMPD	11	\$ 1,169,783	Employees and resources transferred
CMO - 311	0	\$ 165,000	BSS/IT already supports all CMO technology infrastructure
CMU	2	\$ 6,380	Employees and resources transferred
E&PM	1	\$ 67,978	Employees and resources transferred
SWS/Planning	2	\$ 13,001	Employees and resources transferred
Finance	0	\$ 12,000	Pending allocation and rate model reconciliation
Total	21	\$ 1,490,706	Any additional infrastructure costs will be transferred via cost allocation

*As the consolidation move into the stabilization phase, key next steps are:*

- *Complete transition plans for critical processes in each KBU*
  - *Communicate next steps related to internal and external teams*
  - *Implement and communicate Help Desk SLA's*
  - *Implement new enterprise-wide processes*
- ***Radio Service Inter-local Agreements*** – *The inter-local agreements established by Corporate IT Communications Services with Union County, Gastonia, Belmont and Mount Holly have continued to guide successful partnerships throughout FY11. The merging of these neighboring municipalities with the Charlotte- Mecklenburg radio system has formed a truly regional 800 MHZ radio system. As BSS moves into FY12, additional partnership opportunities are being identified and explored. Currently, we are working to expand our service offering to Union County to include radio maintenance.*



*Communications Services is currently negotiating inter-local agreements with Concord, Cabarrus County, and Kannapolis, and entering into negotiations with Catawba County to join the regional radio system. Overall, our joint agreements allow for entities to capitalize on reduced overhead, economies of scale, and improved efficiencies while most importantly promoting community safety by providing a more reliable and seamless radio system for use by public safety officials. Our Public Safety Radio Network in the Charlotte area continues to be recognized as one of the very best in the country.*

- ***Broadband Technology Opportunities Program (BTOP)*** – *The City of Charlotte has been granted permission by the FCC to build 700 MHz public-safety broadband networks. Together with Mecklenburg County, and supported by 20 other governmental entities, the City applied for and was awarded a \$16.7 million dollar BTOP Grant on August 17, 2010 to construct the network. The grant funds will be used for construction of a public-safety LTE (Long Term Evolution) wireless broadband network within the Mecklenburg County geographic boundaries. The network will use 700 MHz frequencies allocated to the City of Charlotte and Mecklenburg County. City of Charlotte Council accepted the grant on September 13, 2010, and BSS is currently moving forward with the procurement phase of the project.*
- ***Best Practices in Information Technology Service Management (ITSM)*** – *For FY2011, BSS CIT is completing the second year with a new vendor for the outsourced IT Service Desk. The number of calls for FY2011 is slightly higher than previous years due to the more effective handling of tickets by the Service Desk, resulting in on-boarding more services for the Service Desk to field. CIT continues to make process improvements along with the implementation of BMC Remedy IT Service Management System. This software is helping to move towards the full implementation of Information Technology Infrastructure Library (ITIL) as part of CIT Service Management. The Right Star (Remedy support vendor) engagement assisted with the BMC implementation utilizing the ITIL framework. This initial implementation of incident management is key in solidifying the foundation for successful consolidation of IT infrastructure. Significant work in maturing the service delivery infrastructure is planned for the future. BMC Remedy is the fundamental system for managing IT assets and the configuration information of these assets. Software licenses are also tracked in this system which will be made available to business units throughout the City*
- ***CNet Advances*** – *CNet continues to advance into facilitating everyday business processes and informational needs and has become a collaborative hub for work throughout the City. Many work groups and committees are relying on CNet as a means to compile, update and work through information. The capabilities, efficiencies and utility of the CNet will continue to be developed over the coming years.*
- ***Consolidation of Citywide Cellular Services Contracting-*** *In FY10, BSS Office of Resource Management (ORM) successfully worked with vendors and stakeholders citywide to consolidate cellular service agreements into three corporate agreements offering a variety of cost effective plans as well as centralized account management. Consolidated management of cellular accounts and contracts with pricing, service option and process reviews continue to ensure simple, accurate, cost effective service to our customers. The cellular service consolidation is a transformational step in attaining corporate consistency and improved efficiency in provision of this shared service.*



## ***Equipment & Fleet Management Services***

EMD continues to meet service level agreements and provide customers with best value fleet services. Highlights include:

- ***Efficiencies in Fleet Management-*** *The consolidation of City of Charlotte and Mecklenburg County fleet maintenance services under BSS's Equipment Management Division (EMD) continues to be a very positive partnership. This service delivery approach is resulting in increased service levels and cost savings for both the City and the County.*
- ***Oil Analysis Program -*** *Based on a Fuel Reduction Study conducted in partnership with UNCC, BSS Equipment Management Division (EMD) has partnered with customers to implement the study findings and recommendations by conducting fuel analysis. This practice allows extension of the intervals between oil changes for certain vehicles. Reducing the number of required oil changes minimizes downtime for our customers as well as positively impacting the environment by reducing the City's fuel consumption. The approximate savings for FY2011 including costs of analysis, labor, and supplies is \$191,461 based on ten (10) months of implementation since August 2010. At the current savings rate, the projected annual savings will be approximately \$229,753. The savings captured by BSS EMD do not reflect the considerable Citywide savings that have been realized by other KBU's in terms of personnel and equipment time saved as a result of fewer required service stops.*
- ***Vehicle Replacement Process –*** *FY2011 included the second annual meeting with the customers to review the equipment listings and potential replacements. The meetings were well attended and the dialogue was collaborative. These meetings are also providing a forum to discuss and get feedback on the changes to the Fleet and Motorized Equipment Asset Policy, specification and procurement changes, utilization reports and potential motor-pool, and how these initiatives relate to our individual customers' needs.*
- ***Parts Management –*** *Process Management continues to be a focus for EMD as BSS strives for improvements in our resource management in all areas. We have committed to performing cycle counts of the complete inventory in all 5 storerooms quarterly. These cycle counts have resulted in an accuracy rate of 96.4% for FY11 and should enhance our management of inventory, dollars spent, vendor and contract monitoring.*
- ***Implementation of Total Asset Management Service Delivery-*** *BSS Equipment Management Division embraced the structure of the shared services governance model in FY11, and began implementation of Total Asset Management Service Delivery. EMD's portfolio provides Asset Management and Fleet services for the City of Charlotte and Mecklenburg County and has incorporated the model into all three areas of services offered, Maintenance, Management and Business Services. An important milestone in FY11 was the introduction and implementation of formalized workflow planning within our shops and incorporating the supply and demand management aspect of the shared services model. This was particularly evident in the fleet standardization initiative and fluid testing program where significant savings were achieved. In addition to the monetary savings, the environment was also positively impacted by having a 5,724 unit (52.8%) reduction in the amount of oil filters used, and 13,264 fewer gallons (49.1%) of motor oil consumed this fiscal year as compared to FY10.*

- **ASE Blue Seal Facility Award-** BSS Equipment Management Division received a fourth (4<sup>th</sup>) successive ASE Blue Seal Facility award in three of the larger shops-Louise Avenue, Seigle Avenue, and Sweden Road.

### ***Regulatory & Governance Services***

- **Citywide Policies** - BSS, in collaboration with broad stakeholder teams, is responsible for development and revisions to many citywide policies. Most recently, BSS collaborated with the Shared Services Governance Committee to develop the City's new Fleet and Motorized Equipment Asset Management policy. This policy superseded two existing policies and provided for comprehensive management of the City's fleet assets.

### **Links to Corporate Strategy**

The BSS business strategy is designed to achieve our vision by accomplishing our mission as guided by the business priorities and measured by the BSS Balanced Scorecard. Our core values serve as the foundation for all we do. This relationship is demonstrated in the Strategy Map (Figure 3) below.

### **BSS Business Strategy Map**

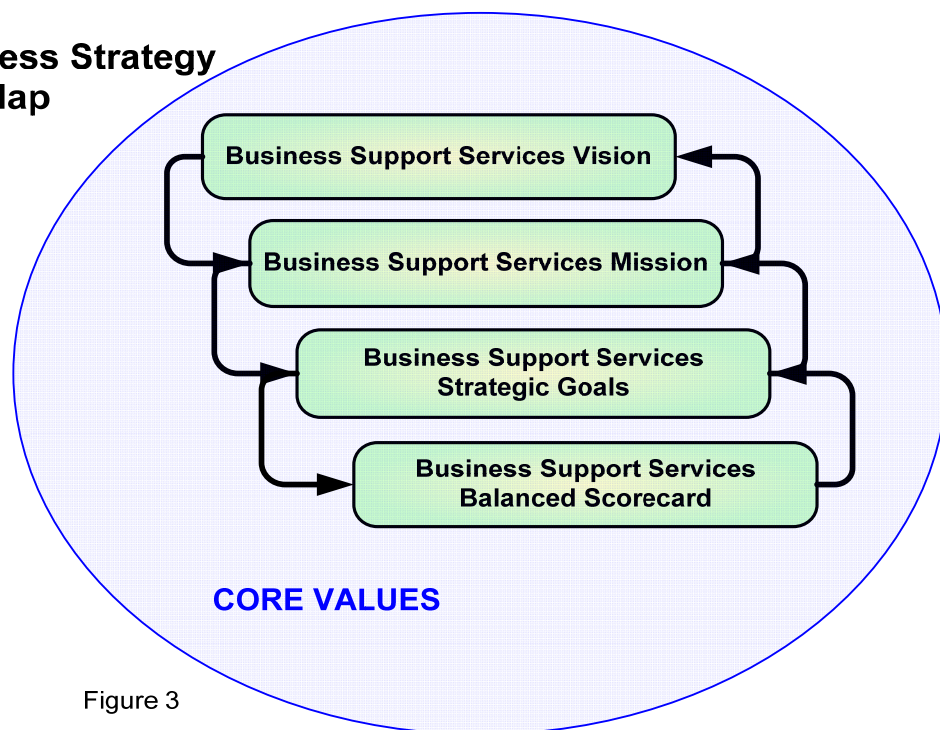


Figure 3

Unlike most of the business units we support, the vast majority of the services provided by BSS are not to citizens directly. Our connection to the citizen is through the business units we support and that connection is described in our Mission Statement.

Our unique organizational role has led to a slightly different view of corporate strategy and the corporate balanced scorecard. The Corporate Strategic Vision, Focus Areas and Principles are the basis for the BSS Vision statement. Since our business is helping the other business units to deliver services to the citizen, our Mission Statement and Business Priorities focus on advancing those business units to Serve the Customer. With the exception of our governance role in the *Safeguard the Environment* objective, the BSS Balanced Scorecard establishes and measures the *Run the Business*, *Manage Resources* and *Develop Employees* objectives critical to enabling the other business units. This linkage to the Corporate Strategy is depicted in Figure 4.

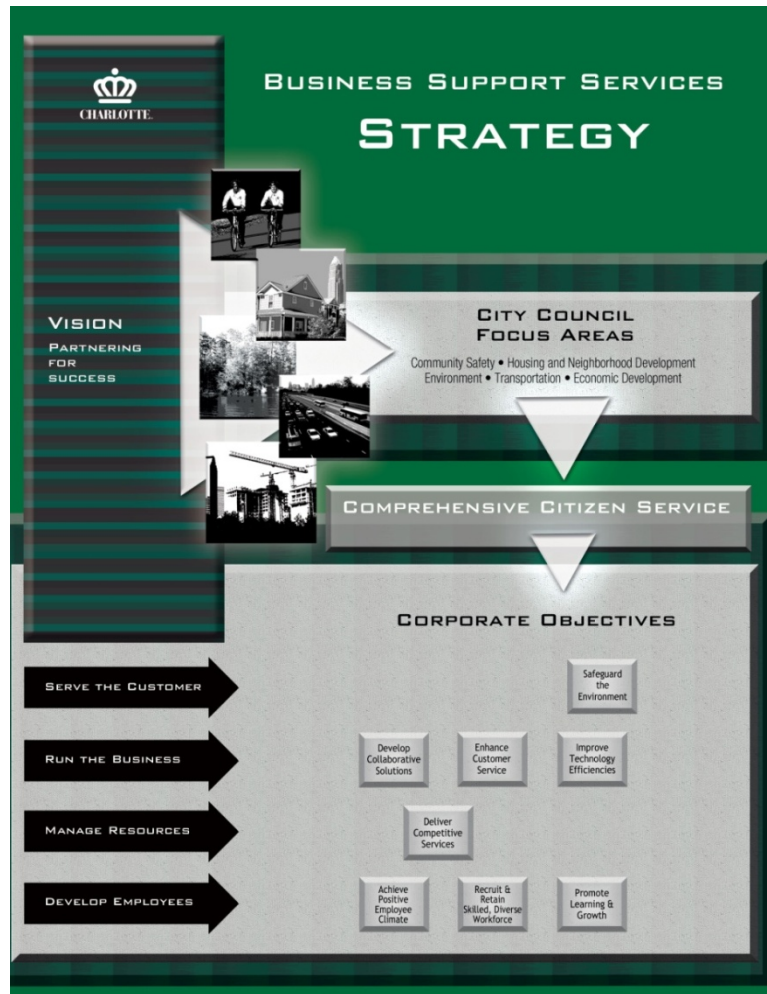


Figure 4

### Strategic Initiatives

In addition to meeting performance objectives associated with our support of the corporate balanced scorecard, BSS is undertaking several initiatives that will be important to our strategic success. These include:

- *In support of the **Develop Employees** perspective of the BSS Balanced Scorecard, specific initiatives for FY2012 include:*
  - A continued focus on disciplined action and how the philosophy translates into our service delivery
  - Commitment of our Leadership Team to be actively engaged as role models for the transformational change efforts in the City's service approach
  - Promoting wellness initiatives and opportunities

- *In support of the **Run The Business** perspective of the BSS Balanced Scorecard, BSS is working on the following strategic initiatives in FY2011 that will carry forward into FY2012:*
  - Continuing to advance the Regional Communications Network and service model in order to maximize coverage and interoperability while developing sound service and cost structures to maximize cost effectiveness
  - Continuing to improve customer visibility into the fleet maintenance operation through expansion of the fleet performance dashboards
  - Continue the implementation of the City's Technology Governance Policy
  - Implementing electronic workflow to improve service delivery and service value
  - Continue to advance the implementation of the IT consolidation process
  
- *In support of the **Manage Resources** perspective of the BSS Balanced Scorecard, BSS is continuing to work on the following strategic initiatives in FY2011 and into FY2012:*
  - Collaborating with the City Manager's Office, Internal Audit and the individual KBUs in the implementation of recommendations resulting from the Citywide Procurement Audit
  - Continuing to provide leadership on the City's environmental initiative relative to benchmarking environmental purchasing and increasing green purchasing opportunities and benefits
  - Working with the Office of the Chief Information Officer (OCIO) on developing options for an ERP Financial Platform
  - Expanding the customer base of EMD fleet services

### III. SERVICE DELIVERY

With emphasis on service planning, maintaining mobility, enabling technology and streamlining procurement, BSS is focused on obtaining the best shared services value for our customers. The primary role of BSS is to support the City through providing all customers access to the tools and information necessary to serve the citizens.

Core services provided by Business Support Services through its Service Infrastructure are:

#### *Procurement Services*

City key businesses and County departments rely on BSS for a variety of General Business Services. These include:

- *The acquisition of goods and services through competitive bid processes. BSS also facilitates cost savings through identifying and pursuing opportunities for pooling resources in procurement activities. Support is available to all City KBUs and County Departments for consulting, contract development, and administration and monitoring. (Key service indicator: Cost avoidance via P-Card usage)*
- *Providing support for the City's Privatization and Competition Program, including the City Council's Privatization/Competition Advisory Committee, with a focus on the appropriate use of private and public sectors in the delivery of government services. Internal customers are provided important guidance for development of competition plans, preparation of requests for proposals, and responding to competitive bids for services.*
- *Services provided through the BSS ARD program, which support property disposal for the City, County, School System, Charlotte Housing Authority, and other entities. (Key service indicator: Revenue and Units disposed)*

#### *Technology Services*

Our focus is on ensuring that the City receives the most reliable and best value technology infrastructure available to enable the effective delivery of City services. Services include planning, design and implementation of the City's Information Technology infrastructure in support of the enterprise architecture; management of the corporate computing environment including office productivity environments; telecommunications technology including land-based and wireless; and application and database services. Our support for the desktop and mobility related applications allow our customers to focus on their missions. Support for corporate enterprise or KBU level technology initiatives is provided through project management, reengineering, software development and quality assurance services.

These services also support public safety and service delivery initiatives for the City and County through management of the 800 MHz radio communications



systems. Through establishing an enterprise-focused technology planning effort, BSS will facilitate the City's collaborative approach to matching business needs with available technology advancements. (Key service indicators: Cost per desk top managed and Radio Network availability)

### ***Equipment & Fleet Services***

Multiple services are offered to our internal and external customers to ensure that their equipment and fleet assets yield the highest return on investment. This is accomplished through providing equipment specification assistance to ensure acquisition of the right equipment, combined with an aggressive program of predictable and preventative equipment maintenance focused on achieving the peak operating efficiency at the lowest cost. (Key service indicator: Equipment units maintained per technician, Cost per fleet asset managed)

### ***Regulatory & Governance Services***

These services include a variety of activities from monitoring compliance with Federal and State regulation and Contract Compliance, to the development of City policies, processes and practices in support of corporate common business functions.

As the provider of corporate shared services to the City organization and beyond, the Strategic Operating Plan for Business Support Services is focused on tailoring services to most effectively meet the specific needs of our internal and external customers. All core service areas described above are actively involved in supporting the following Corporate Balanced Scorecard Objectives: *Safeguard the Environment, Develop Collaborative Solutions, Enhance Customer Service, Optimize Business Processes, and Deliver Competitive Services.*

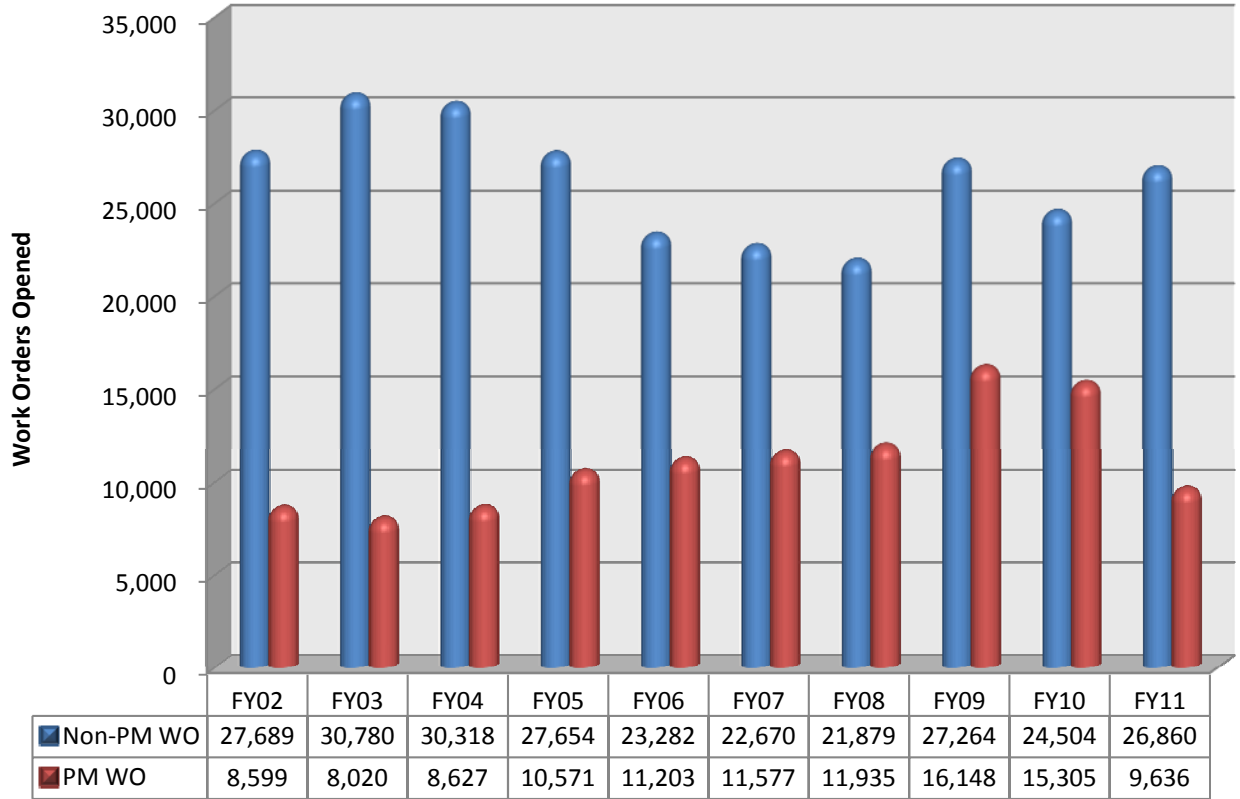
### **Service History and Trends**

## **KEY TREND DATA AND SERVICE INDICATORS**

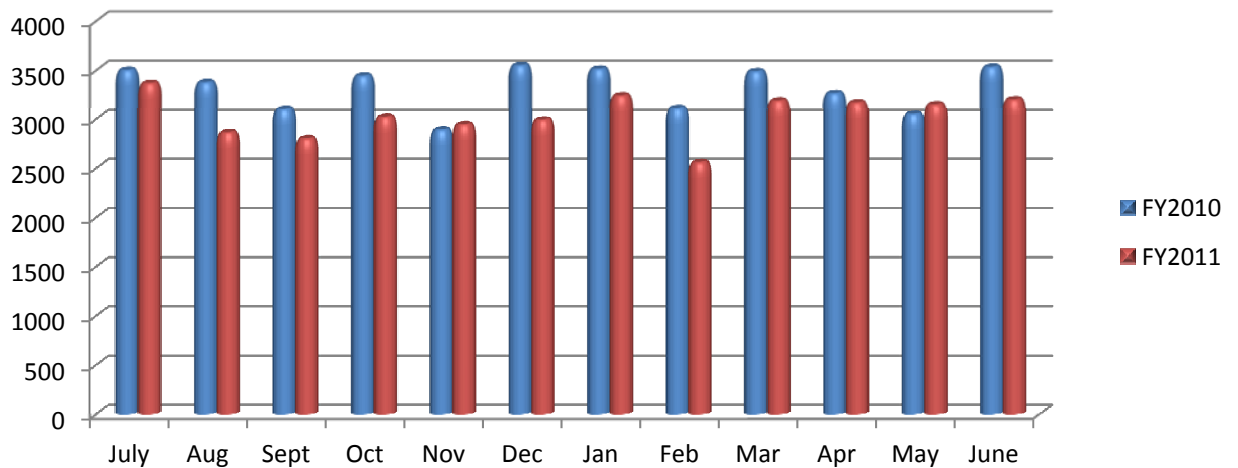
### ***Equipment Management Division***

EMD provides reliable and cost effective maintenance to the City and County fleet assets. Our focus continues to be on partnering with customers to best meet their unique business needs, and on our commitment to meeting all service level agreements. For FY-11, EMD is averaged slightly over 3,000 work orders per month. For the year, total workers orders declined 8% as compared to FY-10. This decrease in work reflects the significant change we recently implemented in our business model. There were 15,305 PM's performed in FY-10 and only 9,636 in FY-11, for an overall reduction of 37% for the year. This is a direct result of the enhancement to our preventive maintenance program that began August 1, 2010 with Oil Sampling and Analysis versus the previous practice of changing the oil every 3,000 miles. In FY-11, Preventive Maintenance comprised of only 26% of our total work orders, the lowest level in seven years. Today's model allows us to concentrate on other scheduled services and deferred repairs.

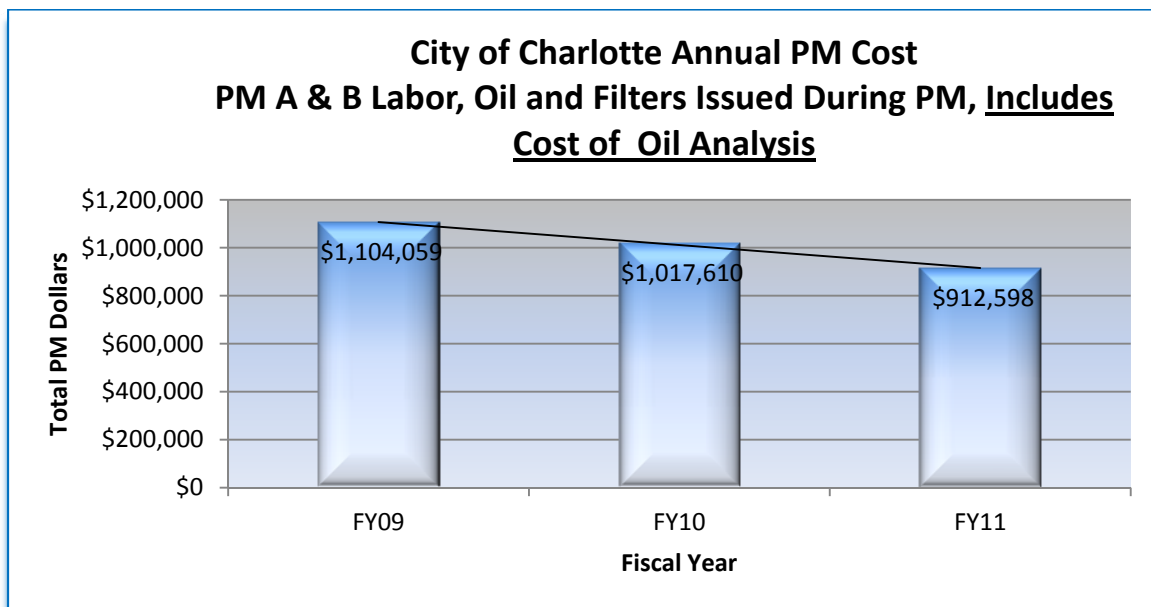
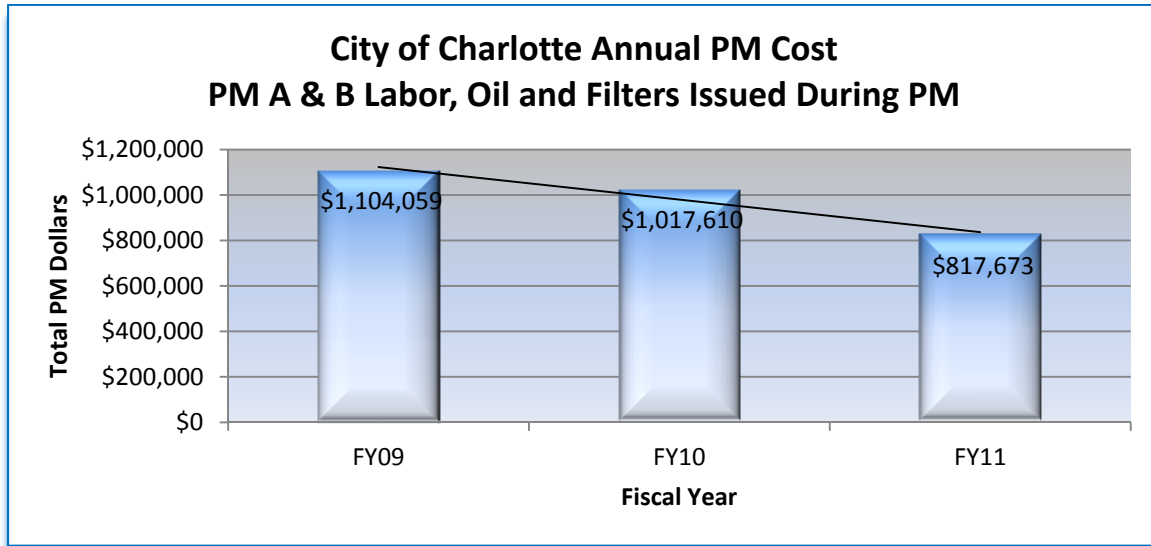
### EMD Work Order Totals



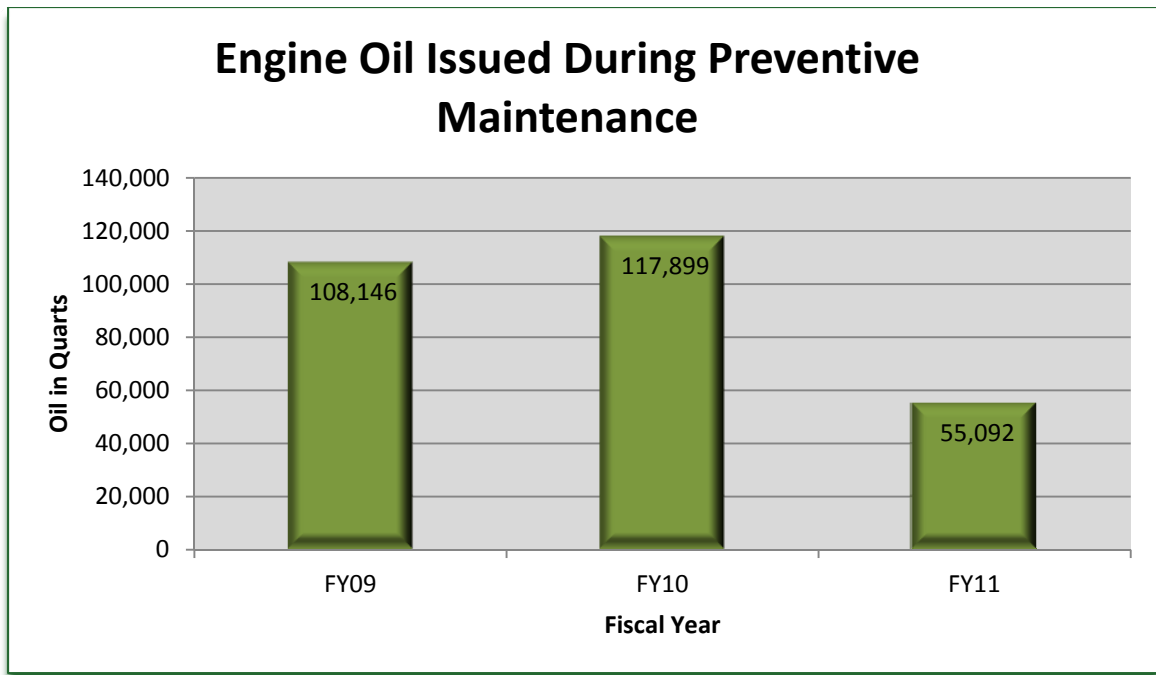
### EMD Monthly Work Order Comparison 2011 vs 2010



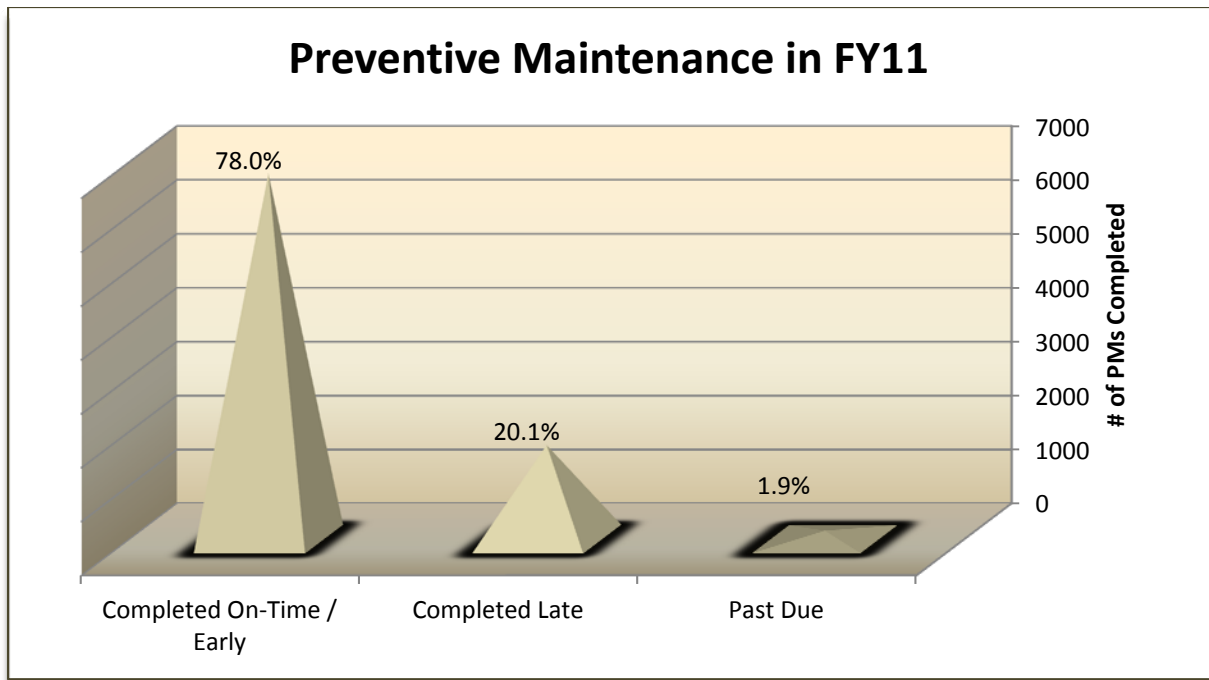
EMD continues to partner with customers to drive down expenses. The Oil Analysis Program provides confirmation of these efforts with savings as reflected in the graphs below. The *hidden* savings include increased up-time of vehicles and availability for service. These additional savings are *NOT* reflected in the cost saving tables below showing the reductions in total costs or the decrease in supplies used.



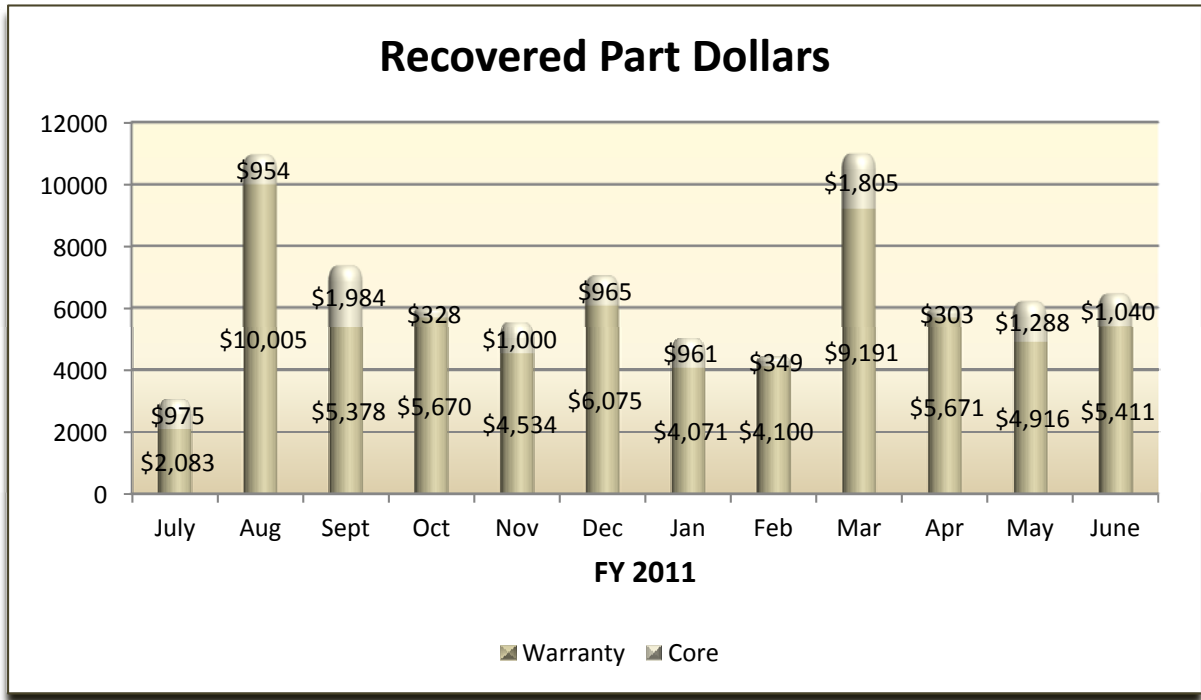




EMD is also continuing to partner with customers to make certain that scheduled PM's and other scheduled repairs are performed on time, ensuring that the fleet is maintained at optimal levels and that safety is a priority.



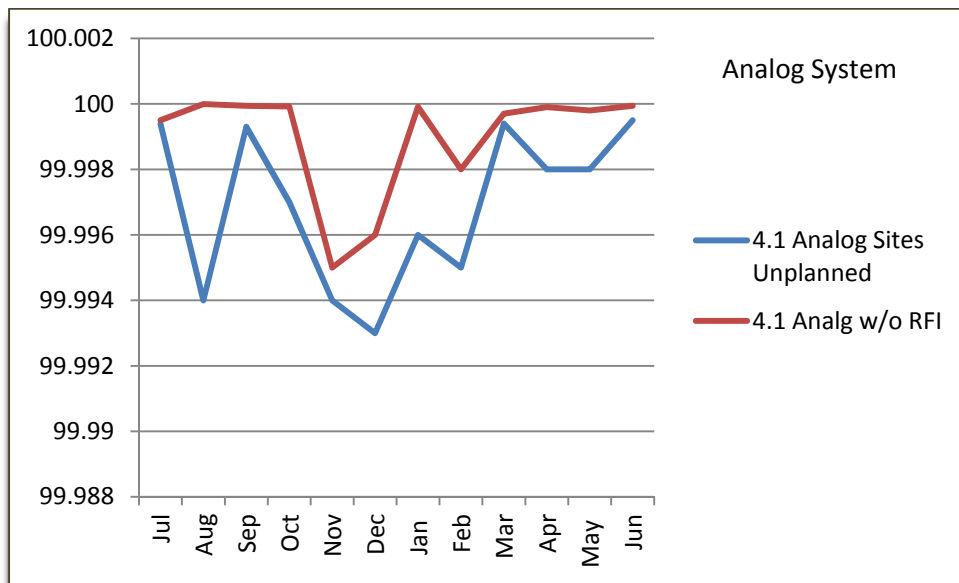
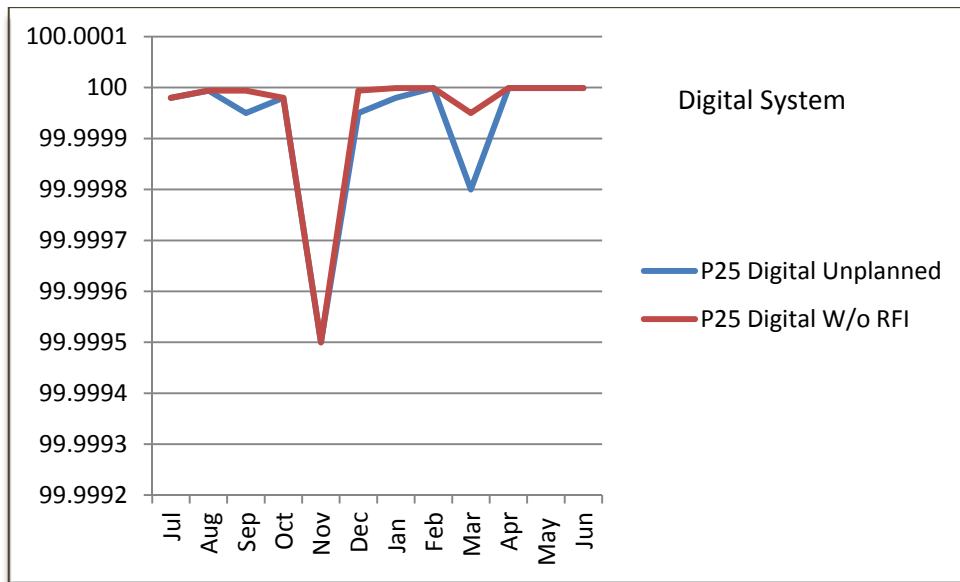
EMD is also aggressively tracking vehicle and part warranties and part cores. Tracking of these core and warranty dollars yielded an overall cost avoidance of \$79,057 for FY2011. In FY2011, the average monthly part core and warranty cost recovery is \$6,588. This is down slightly from the annual average FY2010 recovery of \$7,971. FY2010 dollars reflected the recovery for expensive SWS automated arms, casings for heavy trucks, and other large components.

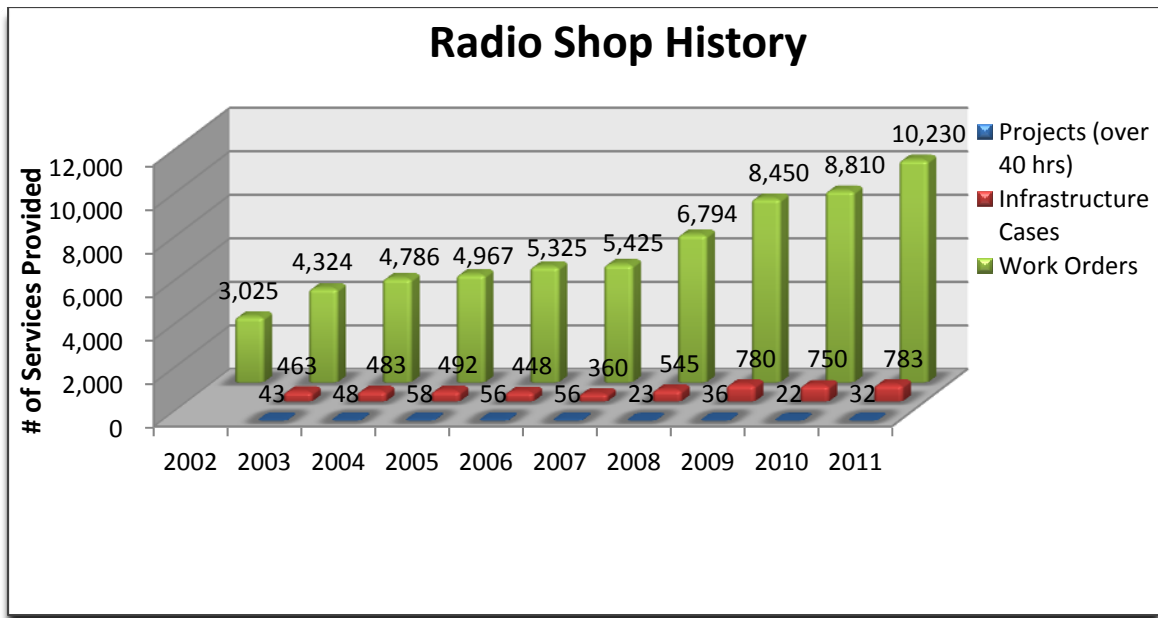


### Corporate IT –Communications Services

Charlotte is very fortunate to have a radio network that includes all the services (City, County, School Board, Police, Fire, Medical, etc.) that our citizens rely on day-to-day and in emergency situations. Even with the tough budget restrictions, keeping communications up for our radio customers is critical to serving citizens and maintaining their safety. The analog radio system network maintained an average availability of 99.99888 for FY11. The digital radio system network maintained an average of availability of 99.99999% for FY11.

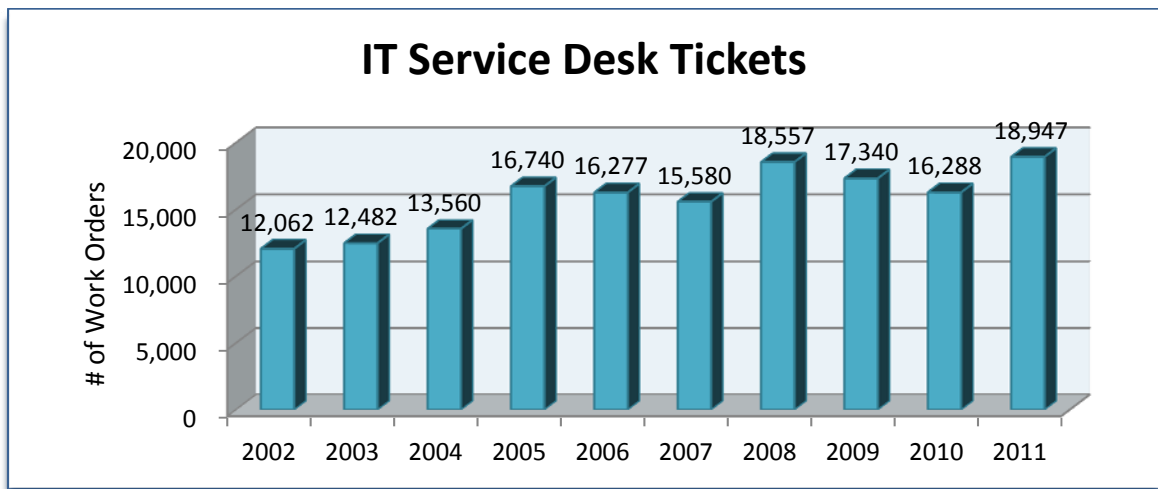
**Radio System Network Availability**





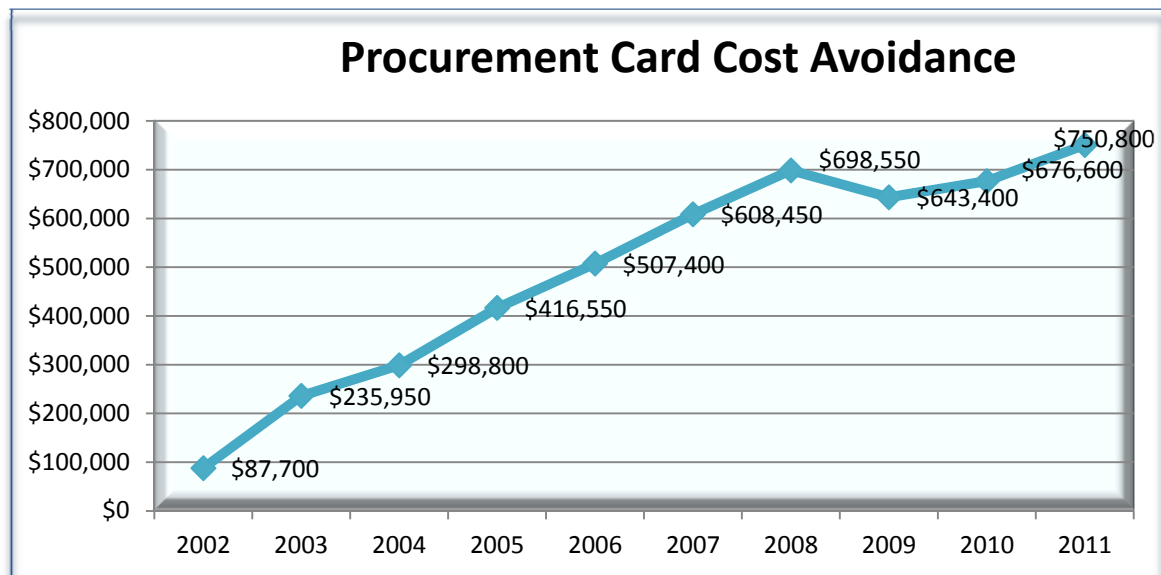
### *Corporate IT - IT Service Desk*

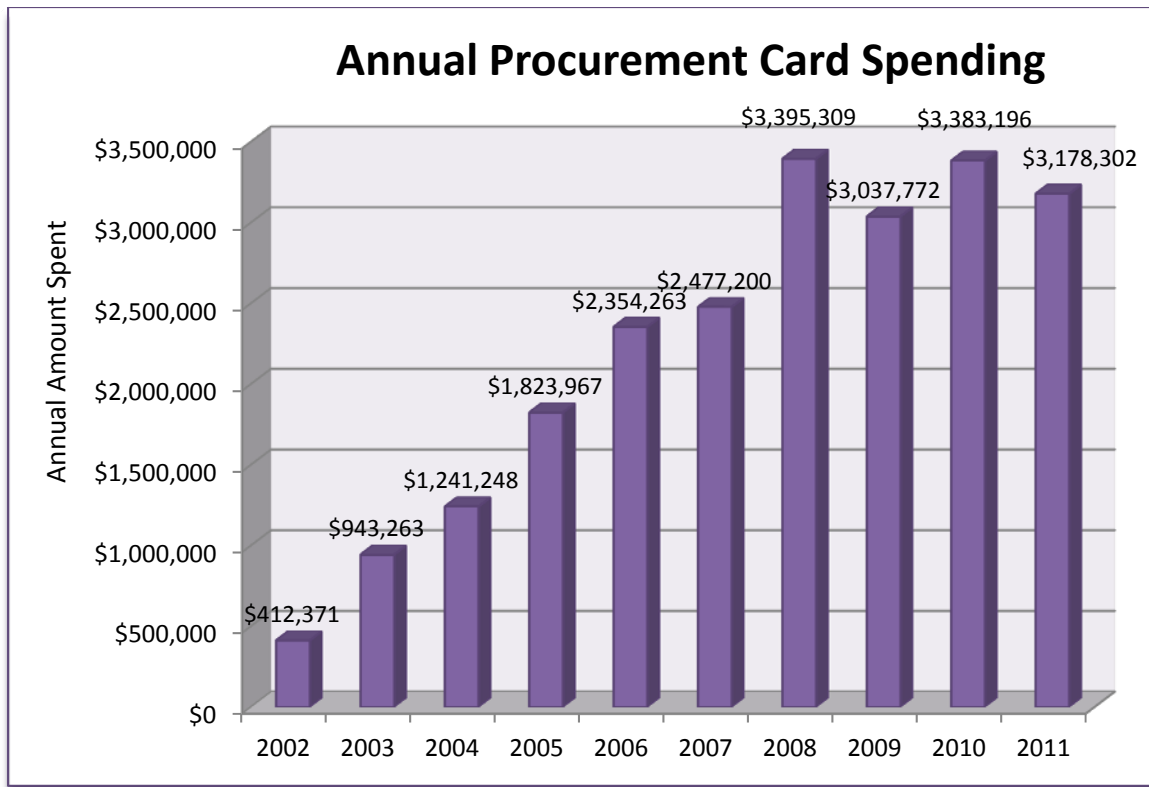
The number of Service Desk tickets increased by 8% for FY11. This was the second year of service being provided by the current vendor, and BSS CIT continues to explore opportunities to expand and improve the usage to areas not currently being served.



### ***Procurement Services Division- Procurement Card (P-Card) Program***

The City's Procurement Card Program, designed to provide City staff with a payment mechanism for low dollar purchases, has continued to grow since its implementation nearly a decade ago. In FY2011, the average monthly transaction rate was 1251, slightly below the FY10 average of 1276. For the year, there were 15,016 transactions with the average dollar value per transaction of \$211.41. On average, 68% of the total cards issued were used each month with four months averaging 70% or more. The final transactional spend for FY2011 was \$3,178,302 producing an estimated \$750,800 in cost avoidance. Based on this volume of expenditures, Business Support Services returned \$42,154.99 to the General Fund in annual p-card expenditure rebates.





#### IV. BALANCED SCORECARD

Business Support Services uses performance measures to direct and monitor progress toward established goals and objectives in support of City's corporate strategy. To follow is the complete BSS FY2012 Balanced Scorecard.


## Balanced Scorecard FY2012 – Business Support Services

*Performance plan proposal July 1, 2011 – June 30, 2013*

Perspective	Corporate Objective	KBU Initiative	Measure (Lead Division) <i>' * ' Indicates direct linkage to City of Charlotte FY2012 Strategic Focus Area Plan</i>	FY2011 Fiscal Yr Actual	Lead/Lag	Target <i>'\$' Indicates incentive pay target</i>
Serve the Customer	Safe Guard the Environment	Lead by example by practicing environmental stewardship in City operations and facilities (Env.2)	Demonstrate environmental sustainability in the management of the City's vehicle fleet (EMD) *	City vehicles - 728	Lag	Improve the efficiency of the overall City fleet from 2011 levels by purchasing alternative fuel vehicles as funding allows in accordance with the fleet management policy, purchasing smaller vehicles that meet operational requirements, and by seeking grant funding to outfit current vehicles with emissions reducing technology. Semiannual report on number of alternative fuel and hybrid vehicles and vehicles outfitted with emission reduction technology.
			Implement environmentally-conscious practices in the acquisition and disposition of City resources (PSD)*	Environmental Purchasing Policy completed and went into effect on December 1, 2010. Began to develop an Environmental Purchasing Online Training Curriculum.	Lead	Conduct first year review of the effectiveness of Environmentally Preferable Purchasing Policy by Dec. 2012 and collect baseline info so that specific improvement target may be set in the future  Develop an Environmental Purchasing Online Video / Training Curriculum to be available by September 1, 2011  Sponsor and hold two (2) environmental fairs / forums for City and County in FY2012

Perspective	Corporate Objective	KBU Initiative	Measure (Lead Division) <i>' * ' Indicates direct linkage to City of Charlotte FY2012 Strategic Focus Area Plan</i>	FY2011 Fiscal Yr Actual	Lead/Lag	Target <i>'\$' Indicates incentive pay target</i>
Run the Business	Develop Collaborative Solutions	Promote and participate in the development of a sustainable community (Env.1)	Implement the City's Energy Efficiency and Conservation Block Grant projects for energy investments in revitalization areas, the neighborhood energy challenge, and catalyst projects. * - Virtual Computing - <i>Implementation</i> (IT)  - Electrical Vehicle - <i>Specifications and Procurement</i> (PSD/EMD)	Thin client device deployments began in 2011; 61 VDI devices deployed in various KBU's- 311, BSS, CDOT, CMO, HR, Finance, NBS, Utilities.  Nissan Leaf electric vehicles program has been postponed due to Fukushima Japan Nuclear Disaster. Several KBU's are now looking to support a pilot program for renting Nissan Leafs from Hertz.	Lead	Successfully deploy the Energy Efficient Computing Project by 7/01/12  Support the successful completion of the Electric Vehicle Charging Stations and Vehicles Project by 10/1/11
	Enhance Customer Service	Optimize value services	BSS Customer Surveys Average rating on 10 pt scale	FY2011 <i>(based on a 5pt scale)</i> Quality:4.3 Responsive: 4.3 Expertise: 4.3 Communications: 4.3 Professionalism: 4.4	Lag	7.0 (Stretch Target)
Run the Business	Optimize Business Processes	Provide timely, reliable high-value services	Availability of technology networks (IT)	Radio: 99.9989%  New in FY12	Lag	800 MHz Public Safety Radio System availability 99.99% (\$)  Wired Data Network 99.9% (\$)
			Percent of contract award recommendations to City Council and Board of County Commissioners that are accepted as recommended (PSD)	99% 93 – City 13 - County	Lead	98%
			Contracts awarded as part of the Charlotte Cooperative Purchasing Alliance (PSD)	New Measure for FY2012	Lag	Report on revenue generated
			Creating opportunities for Small Business Enterprises (PSD)	New Measure for FY2012	Lag	Award a minimum of four (4) contracts to Small Business Enterprises (SBE).
Manage Resources	Deliver Competitive Services	Provide the most reliable and cost effective services possible	Ensure fleet maintenance service quality by minimizing repeat repairs (repairs necessitated by improper repairs or poor technician workmanship) -- (EMD)	0.05%	Lead	%age will be at or below 1% threshold



Perspective	Corporate Objective	KBU Initiative	Measure (Lead Division) <i>' * ' Indicates direct linkage to City of Charlotte FY2012 Strategic Focus Area Plan</i>	FY2011 Fiscal Yr Actual	Lead/Lag	Target <i>'\$' Indicates incentive pay target</i>								
Manage Resources			Cost per asset managed	Cost per asset managed measure under development; initiative will continue into FY12	Lead	Year-over-year reduction in cost per asset managed:  - Cost per desktop -Cost per fleet asset maintained - Cost per radio - Cost per GB SAN storage  * FY2011 focus: Obtain approval of measurements by Shared Services Governance (SSG) committee								
			Continue the reporting of revenue, cost savings/avoidance based on FY2011 budget reduction initiatives:	Standardization generated \$653,132 in savings. Turnkey installations produced savings of \$868,907 for a total of <b>\$1,588,412</b>  Program began 8-1-2010, so 10-month savings for FY11 totaled \$191,461  Revenue brought in FY11 totaled \$133,700 for these programs	Lead	-Fleet & Motorized Equipment Standardization: Report on cost avoidance  - Fleet Fluid Testing: Report on cost avoidance  - Provide annual reporting on Cooperative Purchasing Programs, P-Card program and other revenue generating or cost avoidance initiatives: Goal at least \$200,000 in revenue (\$)								
Develop Employees	Achieve Positive Employee	Provide a productive and satisfying work	Employee perception Rating on BSS Employee Opinion Survey for: <table><tr><th>MEASURE</th><th>FY2010 Score</th></tr><tr><td>Employee Participation</td><td>7.9</td></tr><tr><td>Supervisor Communication</td><td>8</td></tr><tr><td>Employee Evaluation and Recognition</td><td>6.8</td></tr></table>	MEASURE	FY2010 Score	Employee Participation	7.9	Supervisor Communication	8	Employee Evaluation and Recognition	6.8	See FY2010  FY2011 Employee Survey scheduled to be complete by January 2012	Lag	Rating of 7 or greater for each of the categories listed and/or no decrease: <i>(Stretch target)</i>
MEASURE	FY2010 Score													
Employee Participation	7.9													
Supervisor Communication	8													
Employee Evaluation and Recognition	6.8													

Perspective	Corporate Objective	KBU Initiative	Measure (Lead Division) <i>' * ' Indicates direct linkage to City of Charlotte FY2012 Strategic Focus Area Plan</i>	FY2011 Fiscal Yr Actual	Lead/Lag	Target <i>'\$' Indicates incentive pay target</i>
	Climate	environment	Participation in Corporate Sponsored Wellness Activities	BSS had a (37%) participation rate compared to citywide rate of (28%) in the Maintain Your Weight Challenge	Lag	BSS Employee Participation higher than citywide average. (\$)
			BSS will host two (2) wellness events during the year for staff.	Target not met	Lag	A combination of 90% of BSS active staff will participate. (\$)

## **VI. CONCLUSION**

Business Support Services is a very successful shared services organization with a proven record of innovation and transformation. There are many factors currently at work that place our continued success at risk and, by extension, the success of our customers. BSS has carefully assessed internal assets and partnerships in considering the minimum resource requirements necessary to maintain current services levels.

As the needs of the citizens and our customer base continue to diversify, funding constraints demand the need for a renewed approach to service delivery and prioritization. Throughout FY2012, Business Support Services will be moving forward with implementation of a Shared Service approach to providing services and determining which services are included in our portfolio of offerings. Given the limited resources available, there is a need for business prioritization of BSS service offerings and work effort. Over the coming fiscal year this is one of the main areas where BSS' new service infrastructure and specifically the Shared Services Governance Committee will help. We need to focus on our operational mission and not divert resources into areas where we cannot add the best value and return on investment to the City. On the other side of this initiative, as lead by the SSGC, BSS will be capitalizing on partnerships developed and process efficiencies achieved to identified further areas where BSS can provide value to the City and external customers as a shared services provider. Through this approach, BSS will continue to seek opportunities that provide a more holistic approach to meeting the core business needs of the City.

## **VII. APPENDICES**

<b>A. BSS FY2012 Revenue Projections</b>	<b>36</b>
<b>B. Capital Improvement Projects</b>	<b>37</b>

## A. BSS FY2012-13 Revenue Projections

Revenue Account Number	Description	FY2010 Actual	FY2011 Projections	FY2012 Projections	FY13 Projections
5414	Radio Shop consolidated services w/Mecklenburg County & services to small towns	2,158,485	2,597,624	2,990,051	2,755,011
5660 & 5662	Surplus Property Auctions	1,645,249 (736,539 to General Fund)	1,561,504 (1,339,431 to General Fund)	1,056,000 (650,000 to General Fund)	807,500 (550,000 to General Fund)
5461 & 5643 or 5669	Telecommunication services provided to Mecklenburg County and Others	730,017	651,963	666,695	667,462
5219	PEG Channel	43,501	53,421	52,174	52,174
5220	Cable Franchise Fees	7,978,837	7,738,036	8,282,000	8,282,000
5445	Procurement – County	493,223	373,132	620,995	692,731
5555	Procurement – Cooperative Purchasing Programs/Lead Agency Administrative Fees	58,748	91,695	200,000	200,000
	P-Card rebates	45,426	42,155	0	0
5438	County Fleet Services	1,857,486	1,590,559	1,578,345	1,578,345
5439	Website Hosting	0	138,700	138,700	138,700
5550	Miscellaneous Revenues-EMD Convention	5,576	5,556	4,000	4,000
5669	AT&T Continuity Award	212,800	182,141	0	0
5669	EMD Oil Sales	257	570	500	500
5421-5429, 5646	Cost Allocation Recovery from Non General Fund customers	5,675,744	6,305,117	6,127,758	6,473,062
<b>Total for All Funds</b>		<b>20,930,047</b>	<b>21,332,172</b>	<b>21,717,218</b>	<b>21,651,485</b>
<b>Total to General Fund Only</b>		<b>20,021,337</b>	<b>21,110,099</b>	<b>21,311,218</b>	<b>21,393,985</b>

## E. Capital Improvement Projects

PROJECT TITLE	FY2011	FY2012	FY2013	TOTAL
<b><u>Facility Investments</u></b>				
Sweden Road Equipment Maintenance Shop	\$410,000	\$ 2,420,000		\$2,830,000
Louise Avenue Equipment Maintenance Shop	\$195,000	\$915,000		\$1,110,000
<b>Total Facility Investments</b>	<b>\$605,000</b>	<b>\$3,335,000</b>		<b>\$3,940,000</b>