



*Delivering superior
service through
positive
partnerships for
sustainable
results...*

Administrative Services 2007 Year In Review

Administrative Services



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graph TD; A[Administrative Services] --> B[Community & Business Relations]; A --> C[Finance]; A --> D[Information Technology]
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The diagram is an organizational chart for 'Administrative Services'. It features a top-level box labeled 'Administrative Services' in a dark red serif font. Three lines descend from the bottom of this box to three separate boxes below. The left box is labeled 'Community & Business Relations', the middle box is labeled 'Finance', and the right box is labeled 'Information Technology'. All three sub-boxes also use the same dark red serif font. The entire chart is set against a light brown background with a thin grid pattern.

Community &
Business Relations

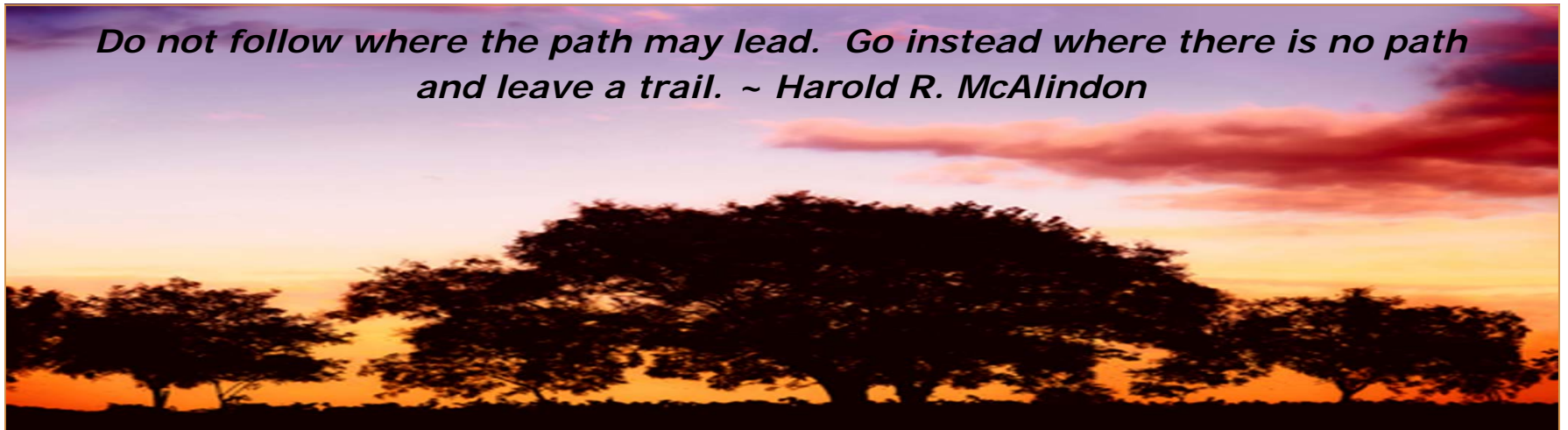
Finance

Information
Technology

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*Do not follow where the path may lead. Go instead where there is no path
and leave a trail. ~ Harold R. McAlindon*



From Our Leader

City Council, Management Team, and Valued Customer:

Administrative Services is an informal, functional name applied to the departments and divisions that report to me as one of the Assistant City Managers at the City of Loveland. It includes: Budget, City Clerk, Human Services, Finance, and Information Technology. This is the first full year that the “Administrative Services” team has been brought together to support one another in creating a shared vision for delivering superior service.

Administrative Services Mission:

“Delivering superior service through positive partnerships for sustainable results.”

The leaders within this team worked extremely hard this year to “charter the course”. The leadership demands on managers in this start-up mode were significant, but critical for establishing fundamentals for team assimilation. Key initiatives include:

- ◇ Documentation of achievements to communicate to customers the value added;
- ◇ Performance modeling using the City’s new Logic Model system based on outcome based goals, strategies to achieve goals, and activities or tasks to implement strategies, accompanied by performance measurement for monitoring progress;
- ◇ Work plan Gantt charts to set target deadlines linked to the Logic Model;
- ◇ Enhanced performance communication with all team members (forms were distributed to all employees at the beginning of the

year to communicate expectations for the year linked to the work plan and the logic model, followed up by formal mid-year performance feedback and year-end performance feedback);

- ◇ Leadership development emphasis (training, reading and discussion); and,

- ◇ Policy and procedure documentation for clarity, consistency and accountability.

Through this process the Administrative Services team has established five focus areas: public outreach, fiscal responsibility,

Public Outreach

- ◇ Our policies, procedures, goals, strategies, and outcomes/results are available in an easy to understand format that are convenient to customers.

Value Statement: Be inclusive and transparent.

Fiscal Responsibility

- ◇ Develop and maintain systems that protect the integrity of assets and information managed by employees of high moral character.
- ◇ Develop, maintain and implement effective policies and procedures that maximize the available resources for service delivery and asset maintenance within the long term planning horizon.
- ◇ Develop and maintain a balanced/fund 10-year financial plan that delivers on the vision and principle statements in the comprehensive master plan.
- ◇ Leverage outside contributions.

Value Statement: Financial planning is based on conservatism, with a “pay-as-you-go” philosophy.



Renee Wheeler
Assistant
City
Manager

Public Outreach
Monthly, Quarterly, and Annual reporting
Web page updates
On-line forms and tracking

Fiscal Responsibility
Analysis of Impediment Report for housing grant funds
Purchasing Policies and Procedures Update
Grant administration for Human Services and Community Development Block Grant
Positive Pay on checking accounts for better internal control
Refinanced Special Improvement District Bonds for 1.87% interest rate saving or \$617,000
Conversion of Semi-monthly to Bi-weekly Payroll Processing
Banking Services, Securities Custodial Services, and Investment Portfolio Management \$150,000 savings

Improved returns on investment portfolio, \$800,000 first 6 months
Sales Tax Audit Assessment Collections \$810,000
Implemented a Miscellaneous Receivables for improved records and collections
Safety and environmental policies established
Water and Wastewater Cost of Service Study Completed, corresponding rate adjustments approved
Zero Inventory Variance

Operational Efficiency

- ◇ Maximize productivity through technology.
- ◇ Maintain efficient systems and processes that minimize the people involvement while maximizing the people knowledge and communication.
- ◇ Encourage the development of staff and customers.

Value Statement: Leadership direction should be based providing resources to deliver on the expected outcomes.

Sustainable Results

- ◇ Ensure that thorough presentation of information to make decision for a minimum 10 -year planning horizon.
- ◇ Contribute to policy development that delivers guidance for equity and consistency. It should allow for operational flexibility to respond to changing conditions and extraordinary opportunities or challenges. It should be scalable, results oriented, customer oriented, and measurable.
- ◇ Create a business environment of credibility and trust for true innovation.

Value Statement: Create a decision-making environment where decisions are proactive with consideration for the long-term planning horizon.

Superior Customer Service

- ◇ Deliver accurate, timely, and easily accessible service that is communicated clearly.
- ◇ Communicate to manage expectations with all partners for every project.

Value Statement: Anticipate customer needs and approach them with possibilities for what we can do.

operational efficiency, sustainable results, and superior customer service.

The team has put together their first annual report of accomplishments. The following chart highlights a few of the achievements that are reported in the pages that follow. They are organized by performance focus area, but emphasis was placed on clarifying expectations, policy development, protecting and improving data integrity, improving resources for service delivery, and enhancing work place safety.

It takes a uniquely dedicated team of individuals motivated by helping others to work behind the scenes for improvement that often goes without notice. I am honored to be leading this distinguished team and it is my distinct pleasure to share with you a sampling of the great work that was done in 2007, along with some of the plans for 2008.

Thank you for the opportunity to serve in 2007.

Sincerely,

Renee Wheeler
Assistant City Manager

Operational Efficiency

Streamlined Food Sales and Utility Rebate Program
Streamlined Liquor Licensing
Improved Document Routing
Accounts Payable Records Scanning System Set-up and Training
Utility Billing Delinquent Account Processing Refinements
GIS data reconfiguration for implementation of improved technology
Tremendous number of software and hardware upgrades for efficiency, information quality, and information protection
On-line Workers Compensation claims administration

Sustainable Results

Funded Capital Improvements Plan
ICMA Performance Benchmarking
Affordable Housing Policy Recommendations
Deed Restriction Change
Partnership Development
Capital Expansion Fees Update—adding index increases, changing methodology on water, wastewater, and streets
Safety audits reported significantly improved results for better awareness and safer work environment

Superior Service

Homeless Services, including inclement weather shelter
Assisting solid waste with billing records and service orders for carts
Renewable energy gift certificates
Self-generation electric rate
Outstanding meter reading accuracy
Storm water work order and asset management pilot program
Improved 911 database
Automatic Electronic Deliberators installed and training provided

Although the Community & Business Relations Department contains more than the three divisions listed below, these divisions are the only ones in this group managed by the Assistant City Manager within Administrative Services.



Community & Business Relations

Budget Office—Manage money through positive partnerships from policy to reporting.



City Clerk's Office—**R**ecords, **O**perator, **L**icenses, **E**lections: Maximizing Excellence is The City Clerk's Office **ROLE** and your direct link to City Government.

Human Services—Cultivate a community of opportunity for lower income persons through professional & effective grant programs, proactive dialog, creative solutions, and extraordinary service.

Budget Office

The Budget Office strives to generate meaningful information that exemplifies the department values of financial integrity, organizational transparency and fiscal conservatism. We work to communicate the City's priorities to the public; provide meaningful projections to Council, Management, and the public; monitor performance of projections so that budget problems are identified early and corrective action can be implemented. Two key products are generated by the division, the Annual Budget Book and the Financial Plan, including the 10-Year Capital Improvement Program. Four and ten-month forecasts for the current year are developed to aide decisions during the year.

In the Budget Book, the City conveys to the public the City's priorities and policies, the projected financial position, and a guide to operations. The Government Finance Officers Association (GFOA) provides guidelines and recommended practices in developing a budget document, which the Budget Office uses to prepare the document. The GFOA has an award program, where documents are rated by reviewers as to how well a document meets the following criteria: a policy document; a financial plan; an operation guide; and, a communication device. The City has received this award every year since 1985, and is one of 30 municipalities, of the 270 incorporated cities and towns in Colorado, to do so. Weld County is the only local government in Colorado to have received this award for a longer time period.

Budget Development

A major part of the budget development is forecasting revenue for the coming year. Confidence in these projections is crucial for policy makers, in determining resource allocations between the different services. While the City takes a conservative approach to ensure sustainability of the budget decisions, the attempt is to be close to actual results to increase the confidence level. The forecast goal is 5% within the actual revenues and expenses for the year.

Actual collections have exceeded budget



John Hartman
Budget Officer

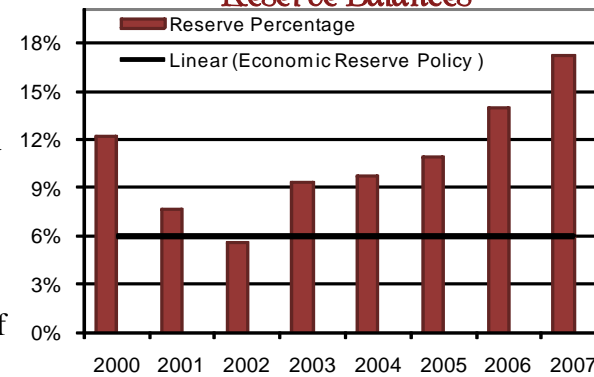
projections every year since 2000 except in 2003 and 2006. In those years, the Adopted Budget projections exceeded actual collections, and in each instance by about \$600,000 or 1%.

The General Fund expense budget comparison will vary from year to year, depending on additions to the budget during the year and capital project completion during the year. Because past year capital projects that have not been completed are re-appropriated each year, the size of the projects as well as the timing on completion will cause significant variations.

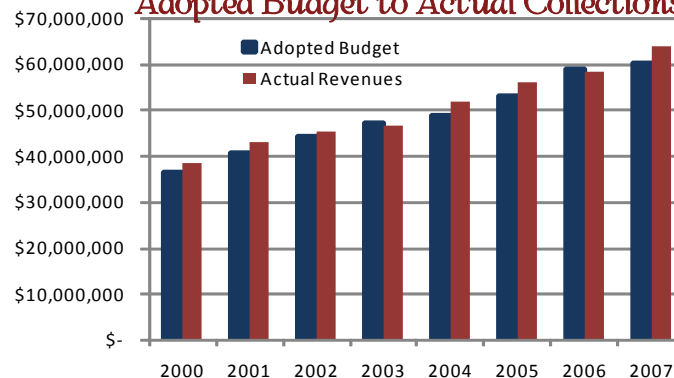
Sustainable Results
Ten-Year Financial Plans are developed for the General Fund and the Enterprise Funds to ensure that short-term decisions do not impact long-term sustainability of the service. To

remain sustainable, program and service growth must remain within the available resources. One component to ensure the sustainability of our services provision is maintaining adequate reserves that can be used as a bridge for short term economic downturns. On the Citizens' Finance Advisory Commission's (CFAC) recommendation, the City's policy is to keep at least 6% of the revenue collected for the General Fund in reserve, and since 2000, the City has met, or exceeded this policy.

Reserve Balances

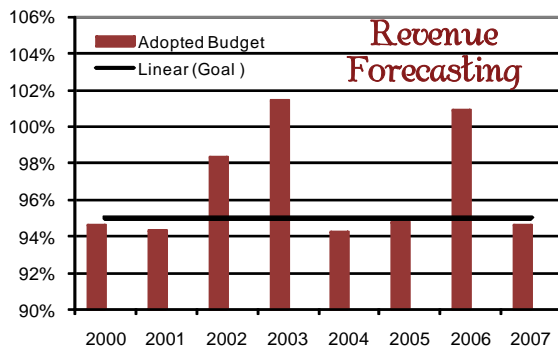


Adopted Budget to Actual Collections



Revenue Forecasting

The Division completes a forecast of the current year annually in May using the first four months of data. The forecast is intended to provide Management with early warning indicators, so that adjustments can be made if necessary. This forecast also serves as a base for developing the revenue forecast for the next



year's revenue budget estimates. As with the Adopted Budget, the goal is to forecast within 5% of actual collections, with the revenue forecast being below actual collections and the expense forecast above actual expenditures, to build a conservative basis into the forecast. Since 2000, the Division averages forecasting revenues within 98% of actual collections. Only one year was the forecast higher than actual collections but only by 0.3% or about \$150,000.

Other Projects/Accomplishments

Capital Improvement Program—A new capital process was put in place at the beginning of the budget process. The process with input from staff, Management, and Council set the City's priorities for the next 10 years and a plan was balanced to the projected revenues and approved by Council in May 2007. The Program will provide for better planning of resources, increase the linkage with operational planning, and the development of the 10-Year Financial Plan. It will also provide the basis for future policy and priority discussions if the environment changes affecting the available revenue stream.

Fund Structure Simplified—The Library and Internal Support Services funds were merged into the General Fund during the 2008 budget process. This places all the operating agencies supported by tax dollars within the General Fund and simplifies the accounting by eliminating several fund transfers. By placing these agencies in the General Fund, Council and the public will be able to see, on one page, how these services compare and are prioritized with the other General Fund agencies.

International City/County Management Association (ICMA) Benchmarking—Through the ICMA, the City has joined a Performance Measurement Consortium within Colorado. The ICMA model is designed to provide accurate comparisons between municipal governments on many service areas provided by local

governments. By joining this program, the City can benchmark its performance not only to local governments along the Front Range who belong to the Consortium, but to municipalities of similar size across the nation.

The Division coordinated the data collection process for the first year, and sits as a member of the Colorado Consortium Steering Committee. The Committee's charge is to develop "core measures" for the Colorado Consortium in the different service areas. These outcome-based measures are those determined to best provide an answer to "how well are we doing our job".

Fleet Operations—Public Works Department, the Finance Department, Budget, and Fleet Operations analyzed and redesigned the process to provide better service to fleet customers while reducing costs. This led to a customer service agreement that will be developed between Fleet and user agencies, setting expectations and standards for vehicle maintenance. Definitions for vehicles that would be included in the Fleet for amortization purposes were changed, adding in some major equipment that was not part of the fleet, while minimizing operational funding impact to the General Fund.

Training—Provided customized training based on customer needs.

2008 Projects

The Division will continue to pursue accurate forecasting for budget projections and current year revenues and expenses, maintain the Capital Improvement Program, and ICMA reporting process. The Division also plans to reformat the Budget Book from an accounting emphasis to a department services emphasis and make changes to get information to the departments in a more timely manner.

Budget Information

'06 Actual Restated	\$108,396
'07 Adopted Budget	\$116,470
'07 Revised Budget	\$197,540
'07 Preliminary	\$187,173
'07 Revised Budget / '07 Prelim	\$10,367

A savings of \$10,000 was a result of a reduction in the number of printed copies of each version of the budget book and the elimination of the Performance Measure document.

At—A—Glance Facts

2007 Accomplishments

- ◆ CIP and Budget approved
- ◆ Consolidated some accounting funds
- ◆ Accurate projections
- ◆ Began ICMA benchmarking

2008 Goals

- ◆ Improve communication with departments
- ◆ Analyze interdepartmental transfers and associated costs
- ◆ Improve linkage between IT projects and budget process
- ◆ Increase automation of work
- ◆ Innoprise participation
- ◆ Integrate ICMA measures with department logic models



Teresa Andrews
City Clerk

City Clerk's Office

The City Clerk's Office is responsible for elections, document management, liquor licensing and operating the telephone switchboard for the City. The City Clerk serves as the Administrator for the

Food Sales Tax and Utility Rebate Program and the custodian of the City Council records, including monitoring open record requests. Services to Council performed by the Office include: meeting attendance and preparation, creation of the minutes, Council meeting public notices and Municipal Code updates. Games, vendors, peddling, tree trimming and other miscellaneous licensing are issued through the City Clerk's Office. The Office also receives and verifies annexation petitions.

Accomplishments

Below are many accomplishments completed this year.

Document Management Policy—In 2007, the City Clerk's Office set out the following goal: to create a standard document management policy program for the City which addresses best practices, legal requirements, and innovative technology, that is easy to implement and update, signed by the City Manager and supported by all levels of City staff.

We entered into this project with 60 stakeholders from all departments within the City. After establishing the correct procedure and obtaining support from department directors and the City Manager, the Office met with the stakeholders and took inventory of current practices and itemized a list of items to be addressed in the updated Document Management Policy. A detailed plan was created, which established deadlines and set up a review team of 15 stakeholders to write the policy.

Retention Schedule—In addition to the Document Management Policy, the City Clerk's Office has been working with other departments to ensure City records are retained, accessible and disposed of in accordance to the Colorado Retention Schedule, adopted by the City in 2002. This 2-year project is right on schedule, and it is expected that other departments will be online with electronic and paper records in 2008. The Office and IT Department are currently working with Human Resources to

introduce electronically stored files into the Document Management Program in 2008. This project will serve as a "pilot program" for other departments. In 2008, departments will be creating a Document Management Procedure Manual in an effort to address those situations that are unique to their areas, while still being directed by the overriding Document Management Policy. An Open Records Policy was also approved during this process. An Electronic Records / Internet Policy is still in review but is anticipated to be approved in 2008.

Food Sales Tax and Utility Rebate Program

—In 2007, the City Clerk's Office took a very assertive role in overhauling the Program. The application form was simplified making it easier to understand. The database was streamlined and updated. Applicants, who have expressed concern with the location of the program

office because of the stairs, were pleasantly surprised by the move to the Utility Billing Office. In order to reduce the impact on that office, a part-time employee was hired for 6 hours a day to accept applications and answer questions. Processes formally handled by Finance and Utility Billing were absorbed by the new employee and the City Clerk's Office. Benefits gained by these changes were elimination of duplication for Utility Billing and Finance; process time for each application was reduced; and applicant appreciation for better access and easier applications.

Election News—In July of 2007, the Office began gearing up for the 2007 Regular Election. Every two years, the Mayor and one council member from each of the four wards term expires. This year, Loveland residents also voted to approve a Charter amendment, instituting a local campaign finance filing requirement limiting monies received by candidates and requiring all reports be posted on the City website.

FOOD SALES TAX & UTILITY REBATE PROGRAM

2007 STATISTICS

# of Rebates	675
Food Sales Tax Rebate	\$68,460
Utility Rebate	\$26,560
Average \$/Applicant	\$159

2008 GOALS

- ◇ Application amended with applicants' suggestions
- ◇ Resolution regarding process presented to management if approved to Council
- ◇ Document the new process
- ◇ Review hours of service

LLA

2007 STATISTICS

New Licenses	2
Special Events Licenses	18
Transfers of Ownership	11
Renewals	83

2008 GOALS

- ♦ Finalize procedures and guidelines
- ♦ Identify cost per applicant and review annually
- ♦ Create local application
- ♦ Streamline agenda

Local Licensing Authority (LLA)—The City Clerk’s Office acts as Secretary to the LLA. Procedures and guidelines are essential to the efficiency and accuracy of the application process. In 2007, draft policies were created and presented to the LLA for discussion and review. New processes have been setup to ensure referrals are being received from all affected departments. The LLA raised fees for the first time in 10 years to align with the State allowed “local fees.”

Document Routing and Recording—In 2007, the Office worked with the Planning Division and the City Attorney’s Office to create a routing process to track documents moving through the system. This process made locating documents waiting for further action i.e. signatures, proof of insurance, etc., much easier to track, resulting in the ability to identify the department where the documents are being held quickly. This process has reduced the routing and searching time for documents in offices along the way. Account numbers were also established to track recording costs.

Another process change this year was how City staff delivers official documents for recording at Larimer County. A practice was instituted allowing employees to hand-carry documents for recording utilizing an escrow account established at the County, removing the need to process a check prior to recordation significantly reducing the turn-around time. The new process was met with positive results.

City Clerk Website—In 2007, the City Clerk’s Office made significant changes to their Internet and Intranet sites including removing obsolete items and/or minimally hit pages, which reduced calls requesting that information. Also, with the assistance of the IT Department, ordinances and resolutions were made available on the web resulting in more direct use by the public. Another big change on the website was the Municipal Code transition from web-based to PDF-based, simplifying the correction and updating process. The Code updates are available on their effective date, with fewer mistakes.

Telephone Operator—The Office serves as the telephone switchboard for the City which fields calls daily that range from “Are you on regular trash pickup or holiday schedule?” to “Who do I call to take care of a hornet’s nest in my backyard?” Calls are directed daily to Larimer County for license plates; State of Colorado for driver’s licenses; and Comcast for cable questions.

A Customer Service Team was created to define “superior” customer service for review by the Business Relations & Communication Leadership Team. Measures will be established and monitored with the new definition and a “telephone protocol” will be created to standardize calls and message handling. A new switch will be installed that will be incorporated in this protocol. The emphasis of these process changes is to meet public demand for an efficient and accurate communication tool for internal and external customers.

Budget Information

‘06 Actual Restated	\$316,400
‘07 Adopted Budget	\$326,270
‘07 Revised Budget	\$307,450
‘07 Preliminary	\$273,001
‘07 Revised Budget / ‘07 Prelim	\$34,449

Larimer County reduced the election costs from the estimate they had provided associated with the General Improvement District Tabor Revenue Cap exemption ballot measure.

At—A—Glance Facts

2007 Accomplishments

- ♦ Updated Food Sales Tax & Utility Rebate Program
- ♦ Created Clerk Routing Checklist
- ♦ Completion of a Document Management Policy
- ♦ Updated liquor licensing process
- ♦ Established new process for document recording
- ♦ Continuous updating the City Clerk’s website

2008 Goals

- ♦ Update central file system
- ♦ Implement citywide Document Management Policy
- ♦ Create new procedures for Liquor License Authority
- ♦ Telephone protocol and new phone switch
- ♦ Create new electronic campaign finance forms
- ♦ Continue streamlining Food Sales Tax & Utility Rebate Program
- ♦ Create Customer Service Survey
- ♦ Create recording and publication cost-recovery system



Affordable Housing Commission

The Affordable Housing Commission was created in 2003, upon City Council approval. The Commission was charged to study the dimension and scope of the need for affordable

housing in Loveland, review existing affordable housing incentives and policies, and to develop specific incentives and regulatory-based strategies to increase affordable housing in Loveland.

Commission Accomplishments Public Forum on Affordable Housing

—In June of 2007, the Commission hosted a public forum regarding affordable housing, including a panel discussion regarding local needs, programs, and policies relevant to affordable housing. Panelists included realtors, developers, mortgage lenders, and representatives from state and local housing agencies.

Policy Recommendations—In August 2007, the Commission presented the following recommendations to City Council:

- ♦ Track housing statistics and use the information when developing City policy;
- ♦ Offer a 25% density bonus to developers of qualified affordable housing;
- ♦ Offer predictable fee waivers to builders of affordable housing; and,
- ♦ Dedicate revenue to the affordable housing fund.

Deed Restriction Change—Due to recent trends in the housing market, the Affordable Housing Commission successfully recommended that City Council change the Municipal Code to allow for a waiver of deed restrictions on affordable housing properties in the event of foreclosure. The recommendation was

Affordable Housing Commission

Glenn Rousey, Council Liaison
Samuel Betters, Chair
Debbie Doyel, Vice Chair
Annette Gilbert
Nancy Gonzales
Wythe Hull
Leo Wotan
Randy Nelson
Leslie Duchene
MacKenzie Kemble*
*Resigned in Nov. 2007

adopted, allowing qualifying households to secure more stable loan products.

Grants—For the 2007 grant year, the Affordable Housing Commission recommended funding five bricks and mortar projects, to the right, that increased the quality, stock, and accessibility of housing and shelter in Loveland. These recommendations were fully approved by the Loveland City Council in June 2007.

Alternatives to Violence—Land purchase for domestic violence shelter	\$60,000
Habitat for Humanity—Land purchase for affordable housing construction	\$70,000
Housing Authority—Affordable Rental Housing Rehabilitation	\$41,459
Housing Authority—Larimer Home Ownership Program	\$5,000
Neighbor to Neighbor—Affordable Rental Housing Rehabilitation	\$20,000
Total:	\$196,459

Analysis of Impediments Published and Adopted

Because the City receives federal Community Development Block Grant (CDBG) funding through the U.S. Department of Housing and Urban Development (HUD) it is required to submit an “Analysis of Impediments to Fair Housing Choice” every five years outlining the City’s plan to address any identified impediments to fair housing choice.

Both the City of Loveland and the City of Fort Collins cooperatively contracted with Albertson-Clark Associates to complete the analysis. The project was done this way in order to reduce the cost to both cities and to regionally examine fair housing issues. City Council adopted the report as completed by Albertson-Clark Associates in August, 2007. The report was later submitted to HUD.

League of Women Voters Affordable Housing Tour

The Affordable Housing team of the League of Women Voters of Larimer County held a bus tour of affordable housing sites in Loveland on September 17, 2007. The purpose of the tour was to showcase some of the successful housing venues that are now serving Loveland’s low income citizens, learn about the creative



Darcy McClure
Human Services Administrator

ways in which they have been developed, and to demonstrate the attractive additions to their neighborhoods these projects have become.

Included in the tour were Loveland Housing Authority, Habitat for Humanity, Neighbor to Neighbor, Interfaith Hospitality Network, Blue Sky Church, and Project Self Sufficiency. Elected officials, members of boards and commissions, city, county, and state staff, representatives of lending institutions and private foundations, realtors and businesses, community service groups, school district representatives, faith groups, community leaders, and the media were invited. Human Services Administrator, Darcy McClure, was the keynote speaker for the tour in which over 30 people attended.



Grand Opening of Mirasol

Mirasol is a revolutionary mixed income, mixed use senior housing development created by the Housing Authority of the City of Loveland (HACOL). The City has partnered with HACOL in this effort through fee waivers, and CDBG funding. Darcy McClure was the keynote speaker at the successful grand opening in September 2007.

Fee Waivers

In February 2007, City Council approved fee waivers totaling \$57,342 for Habitat for Humanity Homes. In September 2007, City Council approved fee waivers for a duplex to be built by Interfaith Hospitality Network in the amount of \$46,139. The duplex will be Loveland's first development specifically dedicated for families transitioning out of homelessness.

Homelessness

The Human Services Office was involved with many different projects associated with homelessness in 2007.

Accomplishments

Pulliam Building Inclement Weather Shelter—The Pulliam Community Building was used as a temporary respite shelter from the cold, staffed solely by community volunteers, for a total of 18 days for the duration of the 2007 winter season. The average number of guests during this period was 10 homeless persons/day. 25 volunteers provided 207 hours of service over this time.

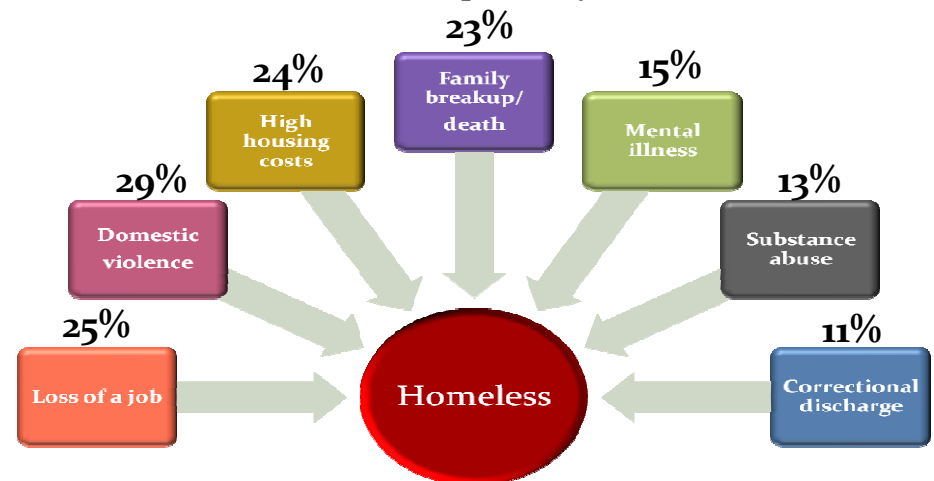
In anticipation for the 2007-2008 winter season, Human Services Staff researched best practices for severe weather sheltering and developed a procedures manual for the future operations of the Pulliam Building. Human Services Staff with the assistance of the Police Department also held a volunteer training for those interested in volunteering at the shelter. The shelter opened in November 2007, offering shelter both day and night when the weather met opening criteria. Through the end of December 2007, 23 volunteers had provided over 300 hours of service for shelter operations. A daily average of 14 persons have found respite at the shelter, most of whom fall into the category of “chronically homeless.”

Homeless Count Results—In late February 2007, the results from the August

Key Findings for Larimer County Homeless Respondents:

- ◆ 64% had been receiving income from working
- ◆ 59% were families with children
- ◆ 45% were single parents with children
- ◆ 55% had one or more disabling conditions

Causes of Homelessness as Reported by Homeless Individuals



2006 Colorado Statewide Homeless Count were published. For Larimer County, 353 of the 580 survey respondents were identified as homeless. When the homeless respondents' family members were accounted for, the number of Larimer County homeless rose to 556.

Angel House—Loveland Interfaith Hospitality Network (IHN) is the only service provider that offers shelter exclusively to homeless families with children. The City has been a proud partner to IHN's work since the inception of the Angel House in 2000. In 2007, the City grant funds and fee waivers helped take IHN to a new level of service as they purchased land for the construction of transitional housing units for families graduating out of their shelter program.

Alternatives to Violence Safe Place—With nearly 30% of Loveland homelessness attributable to domestic violence, the Human Services Office realizes the need for a local safe haven for women and children fleeing domestic violence. City of Loveland grant funds and staff assistance have been contributed to the development of this project.

Human Services Commission

The Human Services Commission is the link between the community and local government officials for social concerns. The Commission also reviews all grant applications and makes funding recommendations to City Council for the Human Services grant program as well as some CDBG dollars.

Commission Accomplishments

Grants—For 2007, funding recommendations were brought to City Council and met with full approval in June. The 2007 Human Services grant allocations are in the table to the right.

Budget Increase—In October 2007, the Commission also successfully petitioned City Council to approve a \$50,000 increase for the Human Services Grant Program to help address the

increasing needs local agencies are facing in a time of decreasing state and federal funds.

Addition of Youth Members—In November 2007, the

Agency	Grant \$ Recommended
Alternatives to Violence	\$18,577
ATV & Crossroads	\$39,030
Boys & Girls Club	\$20,428
CASA Harmony House	\$5,694
CASA Program	\$4,785
Catholic Charities Mission	\$1,910
Catholic Charities Senior Outreach	\$4,332
Center for Adult Learning	\$15,141
Colorado Legal Services	\$3,813
Community Kitchen	\$5,739
Disabled Resource Services	\$7,359
Food Bank	\$53,388
Hearts & Horses Program	\$5,355
House of Neighborly Service	\$45,456
Interfaith Hospitality Network	\$19,382
Island Grove H.S. Program	\$5,252
Island Grove Integrated Services	\$8,295
Larimer Center for Mental Health	\$13,408
Loveland Youth Gardeners	\$891
Meals on Wheels	\$15,753
N Colorado AIDS Project	\$9,672
Namaqua Center	\$11,985
Neighbor to Neighbor Counseling	\$18,700
Neighbor to Neighbor Housing Asst.	\$27,765
Partners Mentoring Youth	\$4,305
Project Self Sufficiency	\$18,613
Radio Reading Service	\$1,700
Rehab & Visiting Nurses Association	\$8,424
Respite Care	\$9,893
SAINT	\$4,250
Suicide Resource Center	\$2,636
Thompson Valley Preschool	\$13,093
Turning Point Center	\$2,970
United Day Care Center	\$9,180
United Way 211	\$828
Women's Resource Center	\$7,335
Total Grant Funds	\$445,337

HUMAN SERVICES COMMISSION

Dave Clark, Council Liaison
 Adele La Riviere, Chair
 Lorna Greene, Vice Chair
 AnnMarie Brunk
 Claudia DeMarco
 Joan DeMuro
 Jackie Elliott
 Joe Lloyd
 Jim Smith
 Tina Stroh
 Jan Wilson
 Bill Wendt (Resigned Jun. 07)
 Lenina Olivas (Resigned Dec. 07)

Commission went before Council with the recommendation to amend the Municipal Code, adding 2 positions to the Commission designated specifically for “high school aged youth in the Thompson R2J School District.” Council has approved the recommendation and the youth openings are anticipated to be filled in early 2008.

Grant Programs Benefit to the Community

Loveland’s 2007 investment of \$641,796 of City and federal dollars into the community to support housing and human services is strengthened by:

- ♦ 7,815 volunteers donating over 200,000 hours of service annually;
- ♦ Over \$1.1 million in revenue generated from client fees;
- ♦ Over \$1.14 million in community donations; and,
- ♦ Over \$11.5 million in donated goods and services.

Community Partnerships

The following is a list of community partnerships the Human Services Office has contributed to in 2007:

- ♦ Colorado Statewide CDBG User’s Group;
- ♦ Alternatives to Violence Safe Place Committee;
- ♦ Larimer Home Improvement Program (LHIP) Board of Directors;
- ♦ 2-1-1 Advisory Board;
- ♦ Murphy Center Board of Directors & Programming Committee;
- ♦ Loveland Homeless Task Force;
- ♦ Northern Front Range Continuum of Care;
- ♦ Healthier Communities Coalition Council;
- ♦ Pathways Past Poverty; and,
- ♦ UniverCity Homeless Initiative Task Force.

For more information about these partnerships, please visit: <http://www.ci.loveland.co.us/humanservices/Partnerships/Partnerships.htm>

Budget Information

'06 Actual Restated	\$753,776
'07 Adopted Budget	\$799,990
'07 Revised Budget	\$886,320
'07 Preliminary	\$923,813
'07 Revised Budget / '07 Prelim	\$(37,493)

An error in the calculation of the carry-over from the previous grant year caused the budget overage.

At—A—Glance Facts

2007 Accomplishments

- ♦ Evaluated and improved grant process
- ♦ Developed and communicated affordable housing policies
- ♦ Developed and implemented performance measures for grant recipients
- ♦ Supported essential, responsive, and proactive service delivery via City grant
- ♦ Used HSC funds to support immediate needs and preventive programs in the community

2008 Goals

- ♦ Support essential services that meet immediate needs and provide preventive programs
- ♦ Improve awareness of human services needs
- ♦ Create community partnerships
- ♦ Address human relations issues, homelessness and barriers to self-sufficiency
- ♦ Strive to improve the grant allocation process through local partnerships

Finance



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graph TD; Finance[Finance] --- AP[Accounting & Purchasing]; Finance --- Admin[Administration]; Finance --- UB[Utility Billing]; Finance --- RM[Risk Management]; Finance --- UA[Utility Accounting]; Finance --- RDM[Revenue & Debt Mgmt]; Finance --- ST[Sales Tax]
```

The diagram is an organizational chart for the Finance department. At the top is a white box with the word "Finance" in a dark red, serif font. From the bottom center of this box, seven lines radiate outwards to seven other white boxes. These boxes are arranged in a roughly circular pattern around the central "Finance" box. The boxes contain the following text in the same dark red, serif font: "Accounting & Purchasing" (top-left), "Administration" (middle-left), "Utility Billing" (bottom-left), "Risk Management" (bottom-center), "Utility Accounting" (bottom-right), "Revenue & Debt Mgmt" (middle-right), and "Sales Tax" (top-right). The entire chart is set against a solid brown background.

Accounting &
Purchasing

Administration

Utility Billing

Risk
Management

Utility
Accounting

Revenue &
Debt Mgmt

Sales Tax

Finance

The Finance Department efficiently generates meaningful information that exemplifies organizational values of financial integrity, organizational transparency, and fiscal conservatism and that enables policy and operational decision makers to consider long term sustainability of the community resulting superior customer service.





Accounting & Purchasing

Publishing the Comprehensive Annual Financial Report (CAFR) and maintaining accounting records for the City are only two

of the responsibilities of this division. The Accounting and Purchasing teams work in harmony, performing an enormous variety of tasks enabling departments to purchase and pay for goods and services needed in the City's daily operation. These include assisting internal and external customers with questions relating to processes and procedures for purchases and payments of good and services, issuing purchasing cards, processing travel requests, scheduling and attending formal bid openings.

Accomplishments

Purchasing Manual—The purpose of the purchasing manual is to:

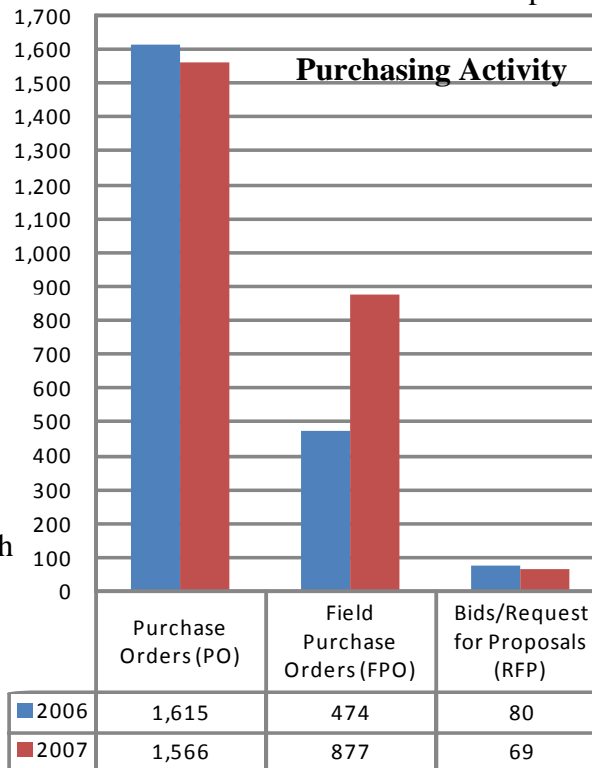
- ◇ establish policies and clarify procedures for purchasing capital, equipment, materials, supplies and services by City employees;
- ◇ clarify purchasing procedures and ensure requirements are consistently followed by all City departments and employees;
- ◇ enhance public confidence and prevent fraud and theft through internal controls;
- ◇ ensure purchasing decisions set high ethical standards, guard against favoritism; and,
- ◇ promote the fair and equitable treatment of all persons who deal with the City's purchasing system.

Liaison Development—To provide additional financial/accounting assistance with departments as needed and to promote internal communication



Susan Dale

Accounting & Purchasing Manager



	Total 2006	Total 2007	Amount Increase (Decrease)	Percent Increase (Decrease)	Category Percent Spent
Purchase Order's (PO)	\$ 60,671,700	\$ 151,888,485	\$ 91,216,785	150%	97%
Field Purchase Order's (FPO)	\$ 722,665	\$ 993,051	\$ 270,386	37%	1%
Total Purchasing	\$ 61,394,365	\$ 152,881,536	\$ 91,487,171	149%	98%
Pcard Dollars Spent	\$ 3,388,276	\$ 3,860,097	\$ 471,821	14%	
Avg Pcard Transaction Amount	\$ 173	\$ 194	\$ 20	12%	
# of Pcard Transactions	19,539	19,921	382	2%	

for continuous process improvement within the following: Fire, Police, Museum, Rialto, Library, Parks & Recreation, Facilities and Maintenance, Streets, Traffic, Fleet, Engineering, Human Services, Airport, Stormwater, COLT and Golf departments.

Accounts Payable Scanning—Trained Accounts Payable staff to scan documents for implementing scanning process in 2008. Scanning documents improves accessibility and availability of all documents paid through the accounts payable system. This process

can reduce City employee time required to track down documents by having the documents available at all employees "fingertips".

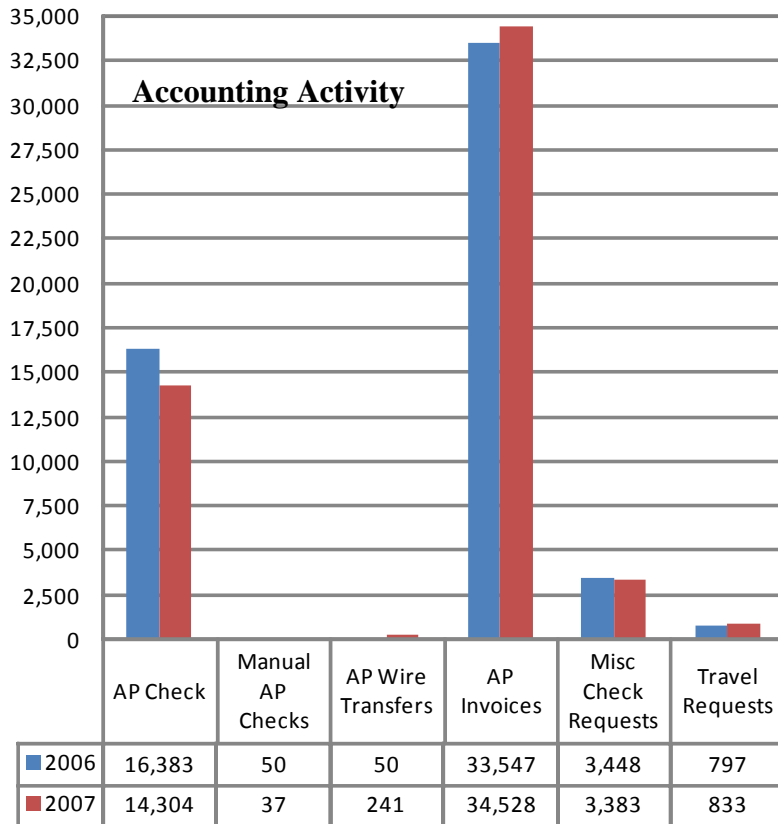
Another large benefit for scanning was the large reduction in "paper" documents allowing for storage space to be converted to active space. An additional workstation and scanning station were created with the completion of this project.

Payroll Conversion—The Payroll Division converted payroll from semi-monthly to bi-weekly pay-periods. A few of the benefits to the City include improving the payroll process by significantly reducing the cumbersome payroll tracking of work periods; from 10 work periods down to two: Friday—



DeeAnn Hanson
Payroll Manager

Thursday and Saturday–Friday. Also, timesheets are due the same day, every other week. Moving to the bi-weekly pay-periods significantly improved workflow processes which, ultimately, result in a reduction of hours and cost savings to the City.



This process allows Wells Fargo to get daily updates from the City about what checks have been written for employees. With positive pay, the information about each payday is available online at the bank before an employee receives the check.

There are two very important reasons for positive pay. The first is convenience for employees. The bank is able to verify the correct employee name and the dollar amount of the check so that funds can be released without a phone call to the Payroll Office. This means less time waiting while cashing a paycheck. The second is security for the City. With positive pay, check fraud is diminished because the bank has up-to-date information every day for all processed payroll checks.

Reporting—The following reports are created to insure that information is communicated and available on a regular basis:

- ◇ Monthly and Quarterly Financial Reports (Snapshot & Focus);
- ◇ Monthly summary detailed reports for COLT, Airport and Stormwater Divisions;
- ◇ Monthly reports for Art in Public Places; and,
- ◇ Quarterly Capital Projects Status Report.

Positive Pay—Positive pay eliminates common fraud attempts. The City implemented the positive pay process with our payroll account at Wells Fargo Bank in 2007.

Budget Information

'06 Actual Restated	\$534,228
'07 Adopted Budget	\$574,420
'07 Revised Budget	\$602,170
'07 Preliminary	\$569,526
'07 Revised Budget / '07 Prelim	\$32,644

At—A—Glance Facts

2007 Accomplishments

- ◇ Purchasing Manual completed
- ◇ Liaison development with departments to provide more financial/accounting assistance as needed
- ◇ Trained AP staff on scanning AP files
- ◇ Converted from semi-monthly payroll to bi-weekly payroll
- ◇ Multiple reports issued
- ◇ Implemented positive pay with new bank accounts

2008 Goals

- ◇ Implement ACH payments and reduce wire transfers and check payments in Accounts Payable
- ◇ Implement Innoprise
- ◇ Evaluate Travel Policy and improve travel request and reimbursement
- ◇ Scan accounts payable documents into Hummingbird Software
- ◇ Continued improvement with reports
- ◇ Improve communications between departments

Administration & Internal Auditing



Administration

The Administration Division hosts a wide variety of duties. From Recording

Secretary for two commissions to project coordination of department remodels to website creation and updating, this Division provides support to all of the Finance divisions.

Accomplishments

1st Annual Boards & Commission Summit—The Boards and Commissions Summit was designed to give the Council feedback from discussion with all of the City's boards and commissions. The Summit is a meeting between Council and members designed to ensure agreement and/or direction for their work. During Council retreats, when the priorities for the year are being set, board and commissions would like to know their role in addressing any policy level priorities. How does that priority fit within the topics that have been planned by the boards and commissions for the year? Are the topics submitted consistent with the board or commission role? The 2007 Summit feedback surveys overwhelming stated that the event was a success and should be held annually.

Municipal Code—A conversion of the Municipal Code was completed at the beginning of the year. Previously, the Code was hosted on the Finance website and updated by the Administrative staff. Now it has been converted to the City Clerk's website and will be updated by the City Clerk's staff. Due to the size of the Code, this project took many staff hours to complete.

Comcast Cable Franchise Agreement—After lengthy negotiations a non-exclusive cable franchise agreement was approved with Comcast Communications. A Public, Education, and Government (PEG) fee of 50¢ per month was added to each customer's bill to fund the capital equipment necessary to produce programming. It's estimated that the fee will generate \$100,000 annually. The first year's revenue from this fee was shared with the

CITIZENS' FINANCE

ADVISORY COMMISSION

Dave Clark, Council Liaison
Walt Skowron, Council Liaison
Elton Bingham, Chair
Gene Culbertson, Vice Chair
Tony Adams
Michael Hesse
Jodi Radke
Susan Sutherland
Ralph Trenary
Shane Unfred

school district and the community college. Separate ordinances were also approved for the use of the public rights of way and cable customer service. These separate ordinances set standards that are more globally applied for consistency with all utility companies and cable companies that provide service in Loveland.

Upcoming Projects

In 2008, the Division is assisting with the Utility Billing Office remodel, website redesign, and hosting of the 2nd Annual Boards and Commission Summit. Additional projects include: assistance with the Department Employee Recognition Program, continuous monthly, quarterly and annual report creation, and assistance with updating of the Administrative Regulations.

Internal Auditing

The purpose of the Internal Audit Division is to assist management in monitoring the design and proper functioning of internal control policies and procedures. The internal audit activity is primarily a source of information gathering, reviewing, analyzing, evaluating, and compliance testing. As a primary focus of the Internal Audit Division, a comprehensive internal control framework is to be developed and maintained in order to add value and improve upon the City's operations including the safeguarding of assets. The internal control framework is comprised of documenting key processes and controls that mitigate risk as well as providing various process improvement activities. In addition, the Internal Audit Division reviews and audits metro district contracts to ensure that each metro district is in compliance with the Master Financing Agreement entered into between the District and the City. The Division is also available to assist in special projects and/or audits as needed.

Achievements for 2007 are minimal as this was a transition year for the Internal Audit Division. For the majority of 2007, the



Bonnie Steele
Internal Auditor



Dawn Wirth
Business Services Coordinator

Internal Auditor position was vacant, however, in late August the position was filled and during the last 4 months, several goals were accomplished.

Accomplishments

Wells Fargo Transition—The Revenue Division transferred all bank activity from 1st National and Home State to Wells Fargo in October. This transition included a development of internal controls and process flows within Revenue and Finance as well as setting-up proper controls with Wells Fargo. The internal control and process environment focused mainly on segregation of duties and properly engaging City funds to earn maximum interest accordingly.

Cash Audit—Performed a standardized audit in accordance with best practices for cash handling procedures; in 2008 a Cash Handling policy will be developed and trained to employees. The 2008 audit will be in accordance with the new policy and used with the 2007 audit in order to demonstrate that the policy is achieving the intended purpose.

Purchasing Card Audit—Performed a standardized audit in accordance with the Procurement Administrative Regulation; this audit will become a benchmark for future purchasing card audits.

On-Call Policy Revision—The 2005 On-Call Payroll Procedures Policy was revised and presented to Management Team. The revisions resulted in a clear and specific communication as to the employee requirements while on-call as well as adding current FLSA provisions that did not exist at the time of the first policy development.

Budget Information

'06 Actual Restated	\$629,438
'07 Adopted Budget	\$470,380
'07 Revised Budget	\$494,100
'07 Preliminary	\$448,622
'07 Revised Budget / '07 Prelim	\$45,478

Vacancy savings and the expanded scope of the external audit for internal controls review was deferred until the next year.

At—A—Glance Facts

2007 Accomplishments

- ♦ Held Boards & Commissions Summit
- ♦ Assisted in Municipal Code conversion
- ♦ Held Monthly Manias & Quarterly Socials
- ♦ Completed Cable Franchise Agreement
- ♦ Wells Fargo transition
- ♦ Purchasing card audit
- ♦ On-call Policy revision
- ♦ Assisted In bi-weekly payroll conversion

2008 Goals

- ♦ Complete 1st Admin. Services Annual Report
- ♦ Complete Utility Billing remodel
- ♦ Create capital projects database
- ♦ SharePoint website conversion
- ♦ Updating voucher system

Revenue Administration Division
The Revenue Administration Division manages revenue generation and collection activities including rate setting, billing and collections, and investing. The Division also handles the limited debt management in our "pay-as-you-go" City.

Accomplishments

Completion of the Banking, Custody, and Investment Requests for Proposals—The City's Investment Policy provides for regular competitive proposals for banking and investment services. The last request for proposal (RFP) process was done was over 10 years ago. The theory is competition will drive down prices and improve the quality of services. Based on the early results from the RFP process, the cost savings can be documented. The new provider for Security Custody and Safekeeping, US Bank, is expected to lower the City's annual cost by nearly \$72,000. US Bank has offered its Securities Lending Program to add some additional income to the City.

Annual costs for investment advisory services, through the new provider, Morgan Stanley, is expected to show savings of about \$65,000. In addition to the lower cost of investment services, the City intends to realize improved investment earnings through more active management of the portfolio.

The City's primary banking services are now being provided by Wells Fargo Bank. The bank has allowed the City to lower the costs of the credit card program now in place for many City services. One example of the cost savings on credit card fees is through the Chilson Center. The City expects to cut its fees in half – a savings of about \$14,000 a year.

Picture
Not
Available

**Alan
Krcmarik**
Finance
Manager

Investment Program Upgrades—With the strong support of Morgan Stanley as the investment advisor, the City was able to begin a more active approach to managing its portfolio. The \$190 million (at year end) portfolio added high quality corporate bonds, some inflation protected bonds, and began buying in higher denominations to increase return while maintaining high quality.

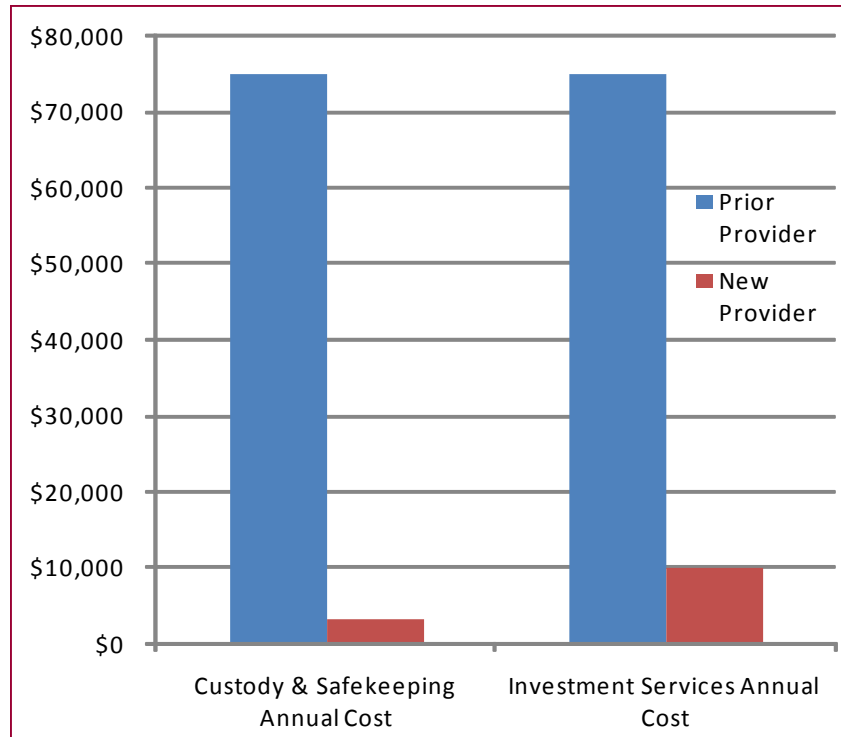
Capital Expansion Fees (CEFs) Annual Update—During 2007, the City's CEFs were updated for the budget process. The City's fees were first implemented in the mid-1980s as a cost recovery model in which new development pays an upfront charge to cover the future costs of capital improvements needed to serve the community. The City Code provides for annual inflationary increases and more extensive review every five years. For most fee adjustments in 2007 for implementation in 2008, only inflationary adjustments were made.

Use Tax Education and Compliance Program—Since 2006, the City has been trying to increase compliance with the sales and use tax code. The audit program resumed work with focus on the new

retail stores at Centerra and oversight of building permits issued during the construction boom from 2002 to 2006. In 2007, over \$800,000 was collected from the efforts of this program.

Completed the Cost of Service Study for Water and Wastewater—(See Utility Accounting)

Developed Options for Demand Site Management and Net Metering for the Electric Utility—(See Utility Accounting)



Refinanced the Special Improvement District (SID) No. 1 Revenue Bonds—The City established the SID #1 in 2000 for the purpose of constructing improvements near the Centerra development. The bonds issued then carried an interest rate of 7.5%. Due to falling interest rates and the fact that development in the area improved has exceeded original expectations, staff was able to refinance the bonds at an interest rate of 5.63%. Over the remaining life of the bonds (2029), the savings will amount to \$3.7 million. In present value terms, that is \$617,000. The savings on the bonds will be passed on to the assessment payers in the District.

Completed the Loveland Urban Renewal Annual Report—The City has created three projects for urban renewal financing, the Downtown, Lincoln Place, and Centerra. Each year, staff completes a review of the project to ensure that requirements of the financing tool are being met and to determine if the projects are meeting the original objectives from when they were created. The summary results of the report are that the Downtown has not yet met its objectives, Lincoln Place has been modified (see below), and Centerra is currently well ahead of the original projections.

Completed the Lincoln Place Project Agreement Restructuring—The owners of the Lincoln Place project had planned to pay for the parking structure within the project with proceeds from tax exempt bonds that would be repaid from property tax and sales tax increment from the project. As the project was nearing completion, the owners requested that the City modify the financing arrangement. The parking structure became primarily a private improvement. The City and the owners negotiated a much lower amount of tax increment reimbursement to cover costs of public improvements. The amount of tax increment financing that will go back to the owners for public improvements will be \$917,000 which is expected to happen over the next 8 years.

Collaborated with Fleet, Budget, Public Works on the Fleet Fund Financial Policy—A team from several areas of the City formulated a revision to the policy through which the Fleet Fund will be managed. The project involved a comprehensive inventory of vehicles that serve the non-utility operations of the City. Based on the anticipated life cycle of each vehicle or equipment,

appropriate financing plans and fee schedules will be set up. This policy should make the budget process for the departments more transparent and easier in the future. The other outcome will be better planning and cost management across the City.

Credit Cards for Utility Bills—Based on Council direction, staff has taken the initial steps to allow for utility bills to be paid for with credit cards. Council was focused on the need for users of the credit card payments to pay for the service. Staff has identified the bank and software system providers to make this a reality. Expect the program to be live in the 2nd quarter of 2008.

Economic Development Program—In addition to the projects noted above, this Division supports economic development efforts across the City through financial and economic analysis. Some examples are below:

- ♦ *Fort Collins/Loveland Airport*—Provided 10-year financial pro forma of metro district financing compared to current lease rate fees and charges;
- ♦ *Downtown*—Served on the Loveland Downtown Committee to define and implements redevelopment opportunities;
- ♦ *Centerra*—Evaluated the future financial requirements of the districts in light of falling mill levies in the school district leading to a new cap on the mill levy by the District; and,
- ♦ *Former Agilent Site*—Assisted the Economic Development Office in analysis for major development at the site.



Revenue Collection Division

The Revenue Collection Division, created in 1999, is responsible for processing receipts of sales tax returns, monitoring businesses' compliance with the City's sales and use tax ordinances, and overseeing collection of City sales tax instead of relying on the State for this function. The main emphasis is educating and assisting businesses in voluntary compliance with the ordinances, while maintaining the resources to enforce the ordinances if necessary.

The Revenue Collection Division is comprised of three main areas: Sales and Use Tax and Fees, Accounts Receivable, and Petty Cash and Deposits.

Sales and Use Tax and Fee Collection

The sales tax area is responsible for licensing, collection and



**Teresa
Adler**
Revenue
Manager

Revenue & Debt Management

enforcing sales tax collections for each retail business located inside the city of Loveland, as well as numerous out of city and state businesses. The use tax area is responsible for enforcing building and auto use tax collections. Currently, there are over 3,000 active accounts. In 2007, 12,553 returns were processed.

Another area of the sales and use tax is the audit enforcement. The audits for sales and use tax are performed by City of Loveland staff and an outside auditing agency, Revenue Recovery Group (RRG). In 2007, a second auditor was added the City staff. Audits include sales tax, motor vehicle use tax, building use tax, and self audits.

The Revenue Collection Division is also responsible for licensing, collection and enforcing the Public Improvement Fee (PIF), Lifestyle Center Retail Sales Fee (RSF), and the Centerra Retail Sales Fee (RSF) for the retail stores located in the Lifestyle Center and the Centerra Marketplace. As part of the enforcement of the fees the Revenue Division works with new retailers in this area to ensure that the fees and taxes are being charged, collected, and remitted correctly. At the end of 2007, we had 121 retailers in these two areas that collected \$4,019,099.

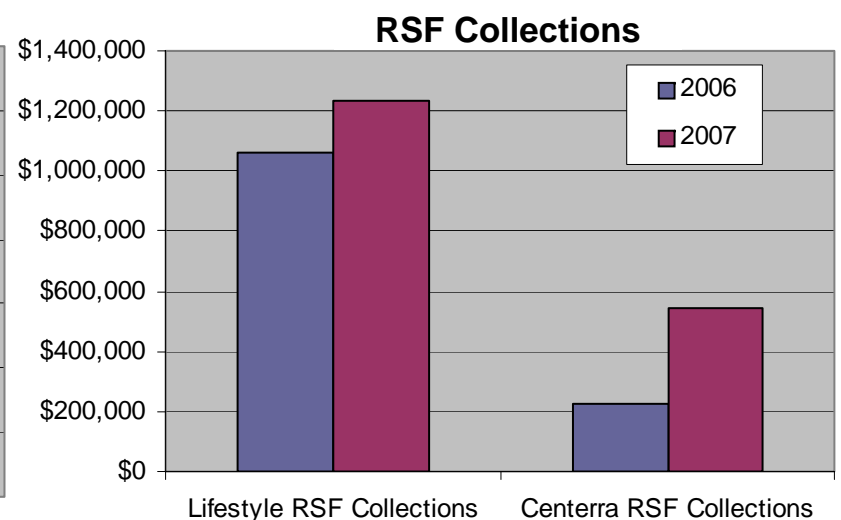
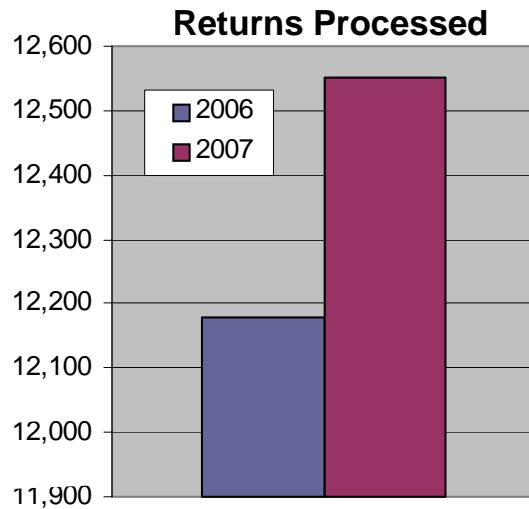
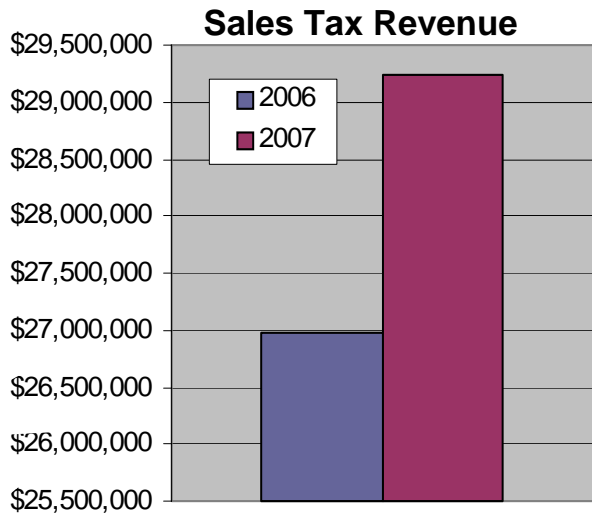
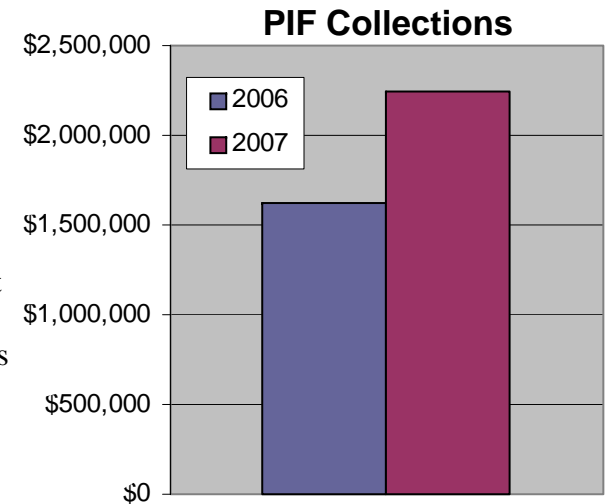
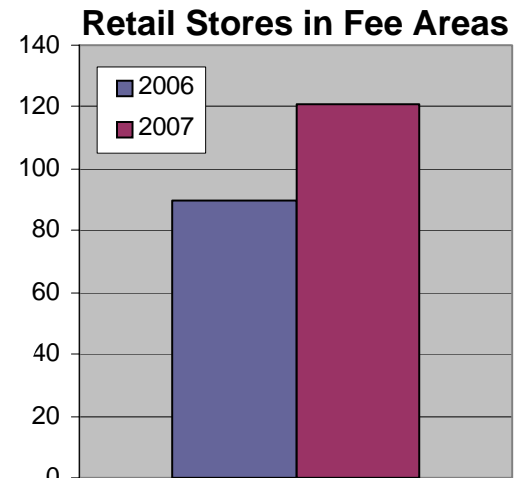
Accounts Receivable

In 2007, the City began a centralized accounts receivable system. The Airport was the first department to be on the new system and the first invoice went out in March 2007. By the end of 2007,

several more departments had been added including City Clerk's, Finance, and Risk Management. In 2007, the Revenue Division generated 579 invoices and collected \$340,077.04

Petty Cash and Deposits

In June 2007, the Division took over the Petty Cash and deposits from the City Clerk's Office. The Revenue Division handles the petty cash requests up to \$100 and all small change orders for the different departments. The net cash shortage/overage for 2007 was \$5.04. The Revenue Division handles the deposits for the



following departments/divisions: Library, Museum, Rialto, Building Division, Parks and Recreation, City Clerk's, Human Resources, Airport, Fire Prevention, Cattail Creek, Mariana Butte, and Olde Course golf courses, Facilities Management, Streets and Solid Waste, Traffic, Police Records, Risk Management, Finance, Current Planning, Accounts Receivable, Legal, City Manager, IT and Cemetery. All funds are deposited within 24 hours of receipt.

In 2007, City had requests for proposal (RFPs) for Safekeeping Services, Investment Services and Banking Services. In October 2007, we implemented the outcomes of those RFPs. We assisted with the conversion of the Safekeeping and Investment Services. The Revenue Collection Division took the lead on the Banking Services conversion to Wells Fargo. New



policies and procedures were implemented to ensure timely processing, accurate and accessible information, and better controls. With the Banking Services conversion also came the credit card processing conversion. Through all of the RFPs, the City was able to negotiate more services with lower costs.

Budget Information

'06 Actual Restated	\$331,454
'07 Adopted Budget	\$477,770
'07 Revised Budget	\$506,590
'07 Preliminary	\$511,968
'07 Revised Budget / '07 Prelim	(\$5,378)

Some 2006 budgeted items were paid for in 2007 without proper rollover caused the slight overage.

At—A—Glance Facts

2007 Accomplishments

- ♦ Updated GEO Codes with GIS for consistency
- ♦ Rules and Regulations page added to the website
- ♦ Sent use tax letters to contractors when a permit or certificate of occupancy is issued
- ♦ Updated website to provide additional information and more user friendly
- ♦ Scanned auto use tax information from Larimer County
- ♦ Implemented centralized accounts receivable
- ♦ Petty cash and deposit handling moved to Revenue Collection
- ♦ Wells Fargo Conversion—Implementing new deposit schedules, dual control systems, and credit card processing
- ♦ Completed Banking, Custody, and Investment RFPs
- ♦ Investment Program upgrades
- ♦ Capital Expansion Fees Annual Update completed
- ♦ Implemented Use Tax Education & Compliance Program
- ♦ Completed Cost of Service Study
- ♦ Refinanced SID #1 Revenue Bonds
- ♦ Restructured Lincoln Place Project

2008 Goals

- ♦ Accounts receivable scanning
- ♦ Sales Tax software conversion
- ♦ Accounts receivable software conversion
- ♦ GEO code reports update
- ♦ Sales Tax Auditors cross-training
- ♦ Updates with Wells Fargo
- ♦ Updates with Morgan Stanley
- ♦ Investigate investment software
- ♦ Update the Fiscal Model
- ♦ Review Capital Expansion methodology
- ♦ Continue Investment Program enhancements
- ♦ Complete the Fleet Fund Policy
- ♦ Implement credit card system for utility bills
- ♦ Complete financing of Solid Waste trucks and carts

Risk Management

Risk Management

Risk Management (Risk) is responsible for the management and administration of the City's insurance programs, including General Liability, Auto Liability, Property and Workers' Compensation, from policy development, financial management and claims handling. To help prevent losses, Risk manages the City's Environmental Compliance and Safety programs. Risk identifies and evaluates the City's risks then implements appropriate safety environmental and / or other programs.

Services Provided to the City

Risk staff provides the following services to the organization:

- ◇ Internal consulting services to departments on safety and environmental issues, including policy development and risk assessments for safety, liability and environmental exposures;
- ◇ Claim administration for workers' compensation, general liability, auto liability and property damage;
- ◇ Purchasing and administration of property, general liability, auto liability, errors & omissions and other insurance policies;
- ◇ Review of City contracts for insurance;
- ◇ Training on environmental and safety concerns, such as DOT Hazard Material Standards, Asbestos, Safe Driving, Infectious Diseases, and CPR/First-Aid/AED certification;
- ◇ Ergonomic assessments;
- ◇ Administration of the Battery Recycling Program; and,
- ◇ Administration of the Safety Recognition Program.



**Bettie
Greenberg**
Risk
Manager

Risk Finances

Historically, the claims costs consume the majority of the Risk budget. Although Risk budgets for projected losses for the year, actual claims cost will include those losses incurred and paid in the current year as well as losses incurred in prior years, but payable in the current year. Risk's budget is financed by internal service charges allocated out and included in the user agency operating budgets.

Budget Allocations—Each year, Risk calculates allocations based claims and premium costs to departments and divisions. Workers' compensation expenses are based on estimated premium and claims costs. The liability allocation uses the estimated expenditure for property and liability premiums and estimated claims costs.

The allocation is based 60% on the department/division's loss experience and 40% on their percentage of City payroll (exposure). Loss experience for each department/division is its percent of the total losses for the past 5 years. If a department has an increase or decrease in payroll, its percentage of total cost associated with that exposure may increase or decrease. Additionally, if the projected premiums or claims cost increases or decreases, the allocations to departments will be affected as well.

Property and liability renewal process completed as required. Premium quotation for City decreased over \$100,000.

In 2006, Risk bid out the City's workers' compensation program. As a result, premiums for 2007 were lowered by approximately \$100,000 from the City's prior workers' compensation carrier. Staff worked with Flood & Peterson at the end of 2007 to obtain a workers' compensation modifier rate for 2008 to gain a further reduction for upcoming years.



Comparison of Risk Costs for 2003-2007—Looking at the City’s historic losses, we can often see patterns emerge. Insurance carriers use an organization’s loss history, which includes frequency and severity of claims, to help determine rates. To see how the City is fairing, we also look to these standard measures.

Property / Liability Claims

Policy Year	Premium	Losses at end of Policy Year	Losses at 12/31/2007	# of Claims	# of FTEs	Ave Loss per FTE	# of Claims per FTE
2007	\$434,708	\$78,846	\$78,846	98	710	\$338.73	951
2006	\$413,100	\$201,857	\$264,340	109	702	\$473.84	1,062
2005	\$334,350	\$463,097	\$351,373	99	685	\$572.26	1,060
2004	\$257,570	\$300,136	\$413,395	116	675	\$735.88	1,117
2003	\$188,960	\$100,005	\$279,890	131	667	\$453.24	737

Workers' Compensation Claims

Policy Year	Premium	Losses at end of Policy Year	Losses at 12/31/2007	# of Claims	# of FTEs	Ave Loss per FTE	# of Claims per FTE
2007	\$375,386	\$695,472	\$695,472	92	710	\$979.54	0.1296
2006	\$393,442	\$472,916	\$682,542	87	702	\$972.28	0.1239
2005	\$296,982	\$463,097	\$444,983	82	685	\$649.61	0.1197
2004	\$280,978	\$370,560	\$430,907	97	675	\$638.38	0.1437
*2003	\$170,959	\$122,913	\$534,971	150	667	\$594.66	0.2249

* 2003 loss capped at the City’s deductible of \$200,000. If the loss was uncapped, the average claim would have been \$802.06

Although premiums have increased substantially, some of the increase is due to insurance market factors beyond the City’s control. Additionally, as the City grows, the payroll and property values increase which also affect premium in both the workers’ compensation and property/liability arenas.

Aside from giving historical information, the charts above demonstrate how the claims cost in any given year generally worsen over time. Some of the change in the loss amount is due to claims occurring toward the end of the year and the severity of those claims is unknown at December 31. Other changes include complications that occur over time, such as an employee’s work-related injury unexpectedly requiring surgery. Finally, occasionally an unknown claim is filed after the policy year ended, such as a development dispute, and although this claim may be contested,

there are costs associated with these disputes. This growth in claims is called “incurred but not reported” or IBNR, which Risk has to consider when projecting losses for future years. An actuarial conducts an annual study to provide the City with updated information for prior years estimated losses outstanding and to assist with loss projections.

Liability Claims—To date, the number of liability claims reported for 2007 is the lowest claims have been in the last five years. Historically, however, the number of claims received after year end is approximately 20%. Some of this claim growth is due to liability claims occurring toward the end of the year that had not yet been reported.

To help analyze where to put our safety efforts, Risk looks at both the frequency (number) and severity of accidents. Frequency is a predictor that a possible severe type of similar accident could occur. To the left, is a five-year frequency and severity history of liability claims for the City as a whole and by department. Liability claim costs generally follow the rule of 20, which is 20% of the claims cost 80% of the total. Moreover, as expected, it is operation oriented departments where most of the liability claims occur. These charts can also show how one claim can impact an entire department.

The chart below shows the frequency of claim types and the chart on the next page demonstrate the amount those types of losses

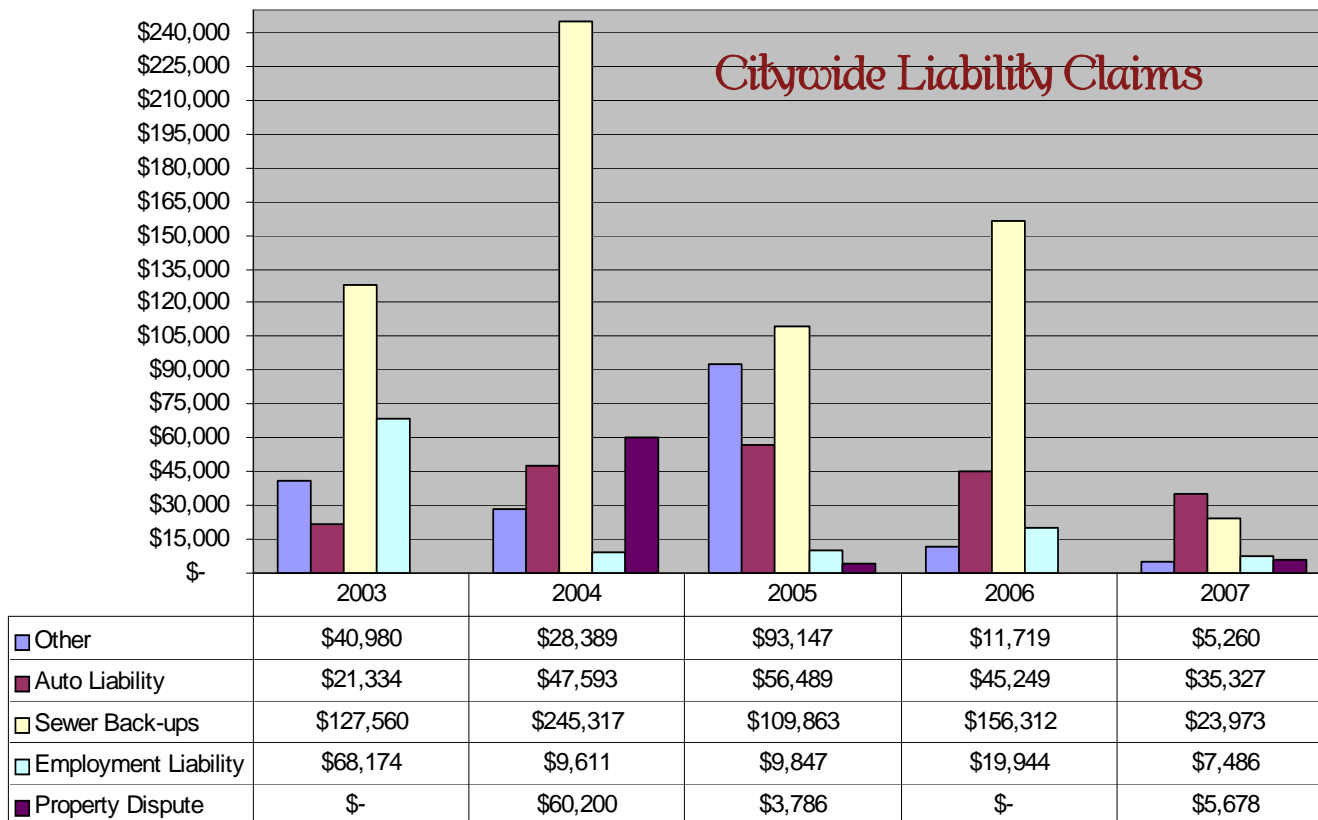
experienced in the City over the past 5 years. The two areas that stand out are

sewer back ups and liability claims. Much of the reduction in claims between 2005 and 2006 is due to changes in how sewer backups are handled. In 2006, the Water Division changed the

frequency of cleaning sewer lines. The idea was if money was going to be spent, let it be spent on prevention not claims. The auto liability claims are the City’s most frequent type of liability loss. Safe driving is a focus of Risk due to the potential for severe losses and, as can be seen from the statistics, a propensity for auto liability accidents to occur.

Liability Claims Frequency

	Other	Auto Liability	Sewer Back-ups	Employment Liability	Property Disputes
2007	9	17	4	1	2
2006	10	14	20	3	0
2005	14	11	10	4	1
2004	12	18	11	1	2
2003	10	18	10	6	0



◇ Reported 92 workers' compensation claims to Pinnacol. Of those claims, 12 resulted in the injured employee losing time from work. Risk contacted each employee losing time from his/her job to go over how lost-time works, how they would be paid, transitional duty, etc.

◇ Worked with departments upon an employee's return to work after losing time to obtain approval for a modified transitional job. Arranged for transitional duty when the employee's department did not have work that met the employee's work restrictions.

◇ Reported 98 property/liability claims to CIRSA for adjustment, including seeking reimbursement for damage done to City property. Risk received \$16,678 for damage to City property which was put back into the City's General Fund.

◇ Worked with the IT Department to complete an on-line reporting system for workers'

Workers' Compensation Claims—With workers' compensation the frequency of claims has not really increased over the past five years, but that average loss per FTE has grown substantially. This trend means that employees appear to be having fewer accidents, but the injuries are more severe. For claims filed in 2007, as of December 31, 2007, only 17 remain open. Police, Fire and Public Works made up the bulk of workers' compensation claims in 2007.

Claim Handling Activities—Claims handling activities are designed to bring workers' compensation and liability claims to a conclusion. The goal is to process claims quickly and efficiently, have them adjusted fairly and effectively in accordance with State law and get claims closed so the outstanding reserves are not on the City's books. Highlights for 2007 are as follows:

◇ Met with City's workers' compensation carrier (Pinnacol) quarterly and with the City's designated workers' compensation medical provider (WORKWELL) monthly to review claims and to assist in keeping treatment on track and help make sure that outstanding items, such as tests, have been completed.

compensation claims which allows claims to be reported more quickly to Risk, thus speeding up Risk's ability to report claims to Pinnacol. Additionally, the system ties into a database, which will provide Risk with more ways to analyze the losses that occur and improve reporting information to departments.

◇ Led the effort to establish two designated workers' compensation medical providers to meet with State law effective January 1, 2008. After a RFP and interview process, selected Occupational Health Services (OHS), a service of Poudre Valley Hospital and WORKWELL Occupational Medicine. Risk communicated to



employees that as of January 1, 2008, they had a choice between these two providers. Additional information was sent to supervisors outlining their responsibilities under the new law.

2007 Safety and Loss Prevention

Safety and loss control activities are designed to promote a safe work environment for employees, reduce chance of injury to citizens, or damage to the City or citizen property. Risk concentrated efforts on making departments aware of their responsibilities with respect to safety, making safety information more readily available, and promoting safety activities.

Accident Investigation—Reviewed over 95 workers’ compensation incidents. Conducted four root cause accident investigations with departments. Reviewed over 55 property/liability incidents/accidents and made recommendations to departments as appropriate.

Risk Intranet Site Enhancements—Provided more information on Risk’s Intranet Site to make it easier for employees to access information. Enhancements included the addition of the AED Program, including location of AED’s and people trained in CPR/AED, the Safety Recognition Program, Citywide Safety Policies and an Ergonomic Brochure. In addition, Risk implemented an on-line system for reviewing and checking out safety training materials.

Automated External Defibrillator (AED) Program—Implemented the citywide AED Program. Developed a written program for how the program operates and oversaw installation of AED’s in high use public buildings. Worked with Facilities Maintenance to review their role in the program and AED inspection procedures.

Safety Audits—Conducted department / division safety audits citywide. Compiled the data and provided summary to City Manager and departments. Overall audit scores for the City increased over 14 points from 2006.



Safety Recognition Program—Developed and implemented a Safety Recognition Program, where employees earn points for safety-related activities and can turn their points in for fabulous prizes. Develop a matrix with input from various work groups on what activities to reward and the reward level for various activities.

Emergency Evacuation—Implemented emergency evacuation procedures. Identified building monitors for various areas in the City, instructed them in what to do if there is an emergency evacuation and arranged fire extinguisher training. Partnered with Fire on this program.

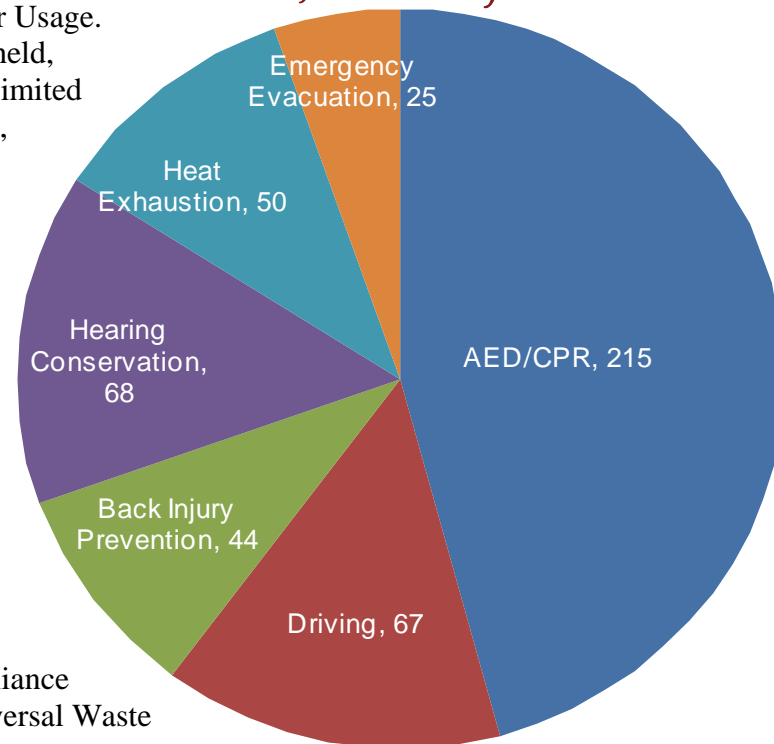
Vehicle Safety Kits—Partnered with Vehicle Maintenance to develop a system to keep vehicle safety kits in the car up-to-date and stocked.

Safety and Environmental Training

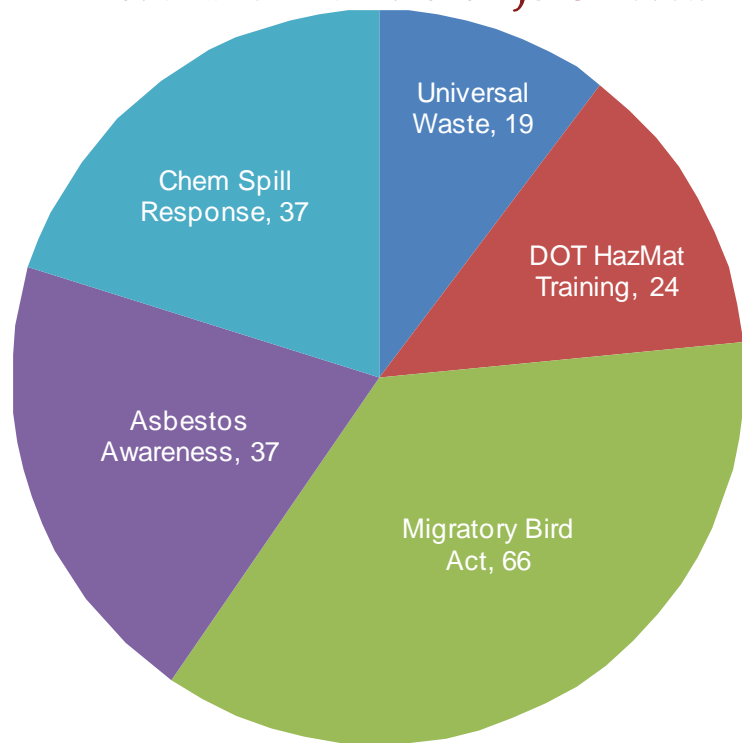
Throughout 2007, Risk arranged or conducted various training classes to help keep employees safe and to avoid associated liability. Safety classes included AED/CPR/First Aid Certification, Safe Driving, Back Injury Prevention, Hearing Conservation, Heat Exhaustion and Emergency Evacuation and Fire Extinguisher Usage. Other safety classes held, included but are not limited to, Lightening Safety, Confined Space, Personal Protective Equipment and Forklift training. The following chart shows the participation in the overall safety classes held by Risk.

In addition to safety, several classes were held to educate employees on environmental compliance issues. Training Universal Waste

Safety Trainings Offered



Environmental Trainings Offered



protects such birds and parts, including nests, eggs, and feathers. City operations are affected by migratory birds by situations such as the location of a nest. Other classes included, but are not limited to Hazardous Waste Awareness and an Overview of Environmental Compliance and Auditing.

Environmental Compliance Accomplishments

Accomplishments for 2007 include, but are not limited to:

Policies and Procedures—Established an Environmental Compliance Administrative Regulation. Updated the Solid Waste Management procedure. Introduced new procedures on Audit Protocol, Management of Contaminated Shop Towels, Sorbents, and Oil/Water Separators and Spill Response.

Batteries—Recycled 334 pounds of batteries. Distributed battery collection buckets citywide and collected the used batteries. The program proved to be so successful that additional collections will be scheduled for 2008. Because the batteries were recycled,

covering techniques on handling universal waste which helps prevent such waste from becoming hazardous waste thus subject to stringent regulation. Employees received training on Department of Transportation Hazardous Material handling requirements, Asbestos Awareness and Hazardous Material Spill Response requirements. Training was also held on the Migratory Bird Treaty Act which

they are not treated as hazardous waste, which helps the City maintain its status as a small quantity generator and as a bonus it is environmentally friendly.

Hazardous Waste—Some hazardous waste cannot be avoided. To assist departments with disposal of hazardous waste, the Environmental Compliance Administrator (ECA) arranged a citywide collection of these wastes from several facilities and assured proper disposal.

Spill Kits—Partnered with Stormwater to purchase spill kits and waddles for employees to carry in City vehicles, which expedites clean up of minor spills which may occur during an internal operation.

Phase I Site Assessments—To comply with federal law, the ECA completed Phase I Site Assessments for the old Home State Bank building, 255 4th Street and property at I-25 and Highway 402. The ECA also oversaw completion of Phase I for Public Works for the Eisenhower and Madison project.

Asbestos—The ECA arranged asbestos surveys for the Civic Center, Annex, Chilson and Senior Center to assist Facilities Maintenance to avoid delays and better plan repair and remodeling projects. In addition, the ECA worked with Parks on asbestos abatement at Winona pool remodel project and the old Fairground. The ECA also directed the clean up of asbestos at the Wastewater Treatment Plant, the Museum, the Maintenance Operations Center (MOC) and the old Home State Bank building.



Environmental Audits—The internal environmental audit process helps provide protection from regulatory action and provides proof that the City acts in a responsible manner regarding its environmental obligations. In 2007, environmental audits occurred for Water Construction, Wastewater Treatment Plant, Meter Reading, Museum, IT, Building and Solid Waste. Also, a new process was introduced in 2007 which distributes the preliminary audits within two weeks of the audit.

Used Oil-Tank Relocation—Managed a project to relocate the used oil tank. Developed an option for the required containment and re-using the propane crash protection, which saved roughly



30% on the total project costs. Also oversaw the State's inspection, the

tank integrity inspection, closing the old site and reporting to the State.

Department Assistance—Assisted departments with several projects. Coordination of Foote Lagoon sampling for the minimal discharge permit during cleaning. Completed and submitted the permit update to the State. Arranged soil sampling for Parks relocation of “Triangle” sculpture to Benson Park. Oversaw “Big Thompson River Scum Investigation” based on citizen allegations that City chipping operations contaminated the river. Worked with Facilities Maintenance to establish Chlorofluorocarbons (CFC, a type of Freon) recyclers and documentation on how City's wastes are handled.

Remediation—Completed remediation for leak at the Airport. Oversaw drilling and completed submittal by State on groundwater contaminant modeling. Oversaw quarterly groundwater monitoring and reported to the State. Requested and received closure for the Airport's remediation. Coordinated and oversaw groundwater monitoring at the Service Center. Oversaw reimbursement from State for first phase of Service Center remediation. Received \$12,738.92 back from the State.



Budget Information

'06 Actual Restated	\$2,166,045
'07 Adopted Budget	\$1,974,810
'07 Revised Budget	\$2,065,370
'07 Preliminary	\$2,038,195
'07 Revised Budget / '07 Prelim	\$57,175

Wastewater paid their own sewer backup claims to assume ownership for the issue. These claims have reduced significantly based on a prevention / maintenance program that was implemented over the last two years.

At—A—Glance Facts

2007 Accomplishments

- ♦ Safety audit numbers WAY Up for a safer work environment
- ♦ Online workers' compensation forms created
- ♦ AED installed and staff trained
- ♦ Safety and environmental policies completed

2008 Goals

- ♦ Develop supervisor safety tool kit and training program
- ♦ Obtain State Certification for Workers' Compensation Safety Program
- ♦ Partner with IT to develop on-line property and liability reporting system
- ♦ Asbestos surveys are conducted on additional city buildings
- ♦ Conduct Audits of department safety and environmental practices

Utility Accounting

The Utility Accounting Division is responsible for preparing the annual budget, monthly financial reports, year-end financial processing, daily processing of source documents, payroll processing and tracking capital project costs for the Water and Power Department. In addition the Division is responsible for providing accounting services, long range financial planning and management of rate studies for the Water and Power

Department. Some of the ongoing goals of the Division include:

- ◇ Having rates and fees that are equitable, competitive and generate revenues that meet revenue requirements;
- ◇ ensuring the integrity of financial processes and systems to protect the Utilities' fiscal well-being;
- ◇ developing stable long-range financial plans; and,
- ◇ providing quality and efficient customer service.

One of the key areas of responsibility for the Division is the development of the budgets for the three utilities (Water, Wastewater and Power), and then overseeing the actual expenses that track against those budgets. In 2007, there was a total of \$64,183,649 in expenditures the Division was responsible for tracking. Oversight of capital project expenditures is also a vital responsibility for the Division. In 2007, among the three utilities, there were a total of 500 active capital projects.

As far as daily and weekly gauges of activity, 2007 proved to be another bustling year. There were a total of 2,045 payment requests processed for the year. In addition, there were 2,649 purchasing card

transactions processed. There were 5,495 timesheets processed. There also were a total of 443 miscellaneous billings processed.

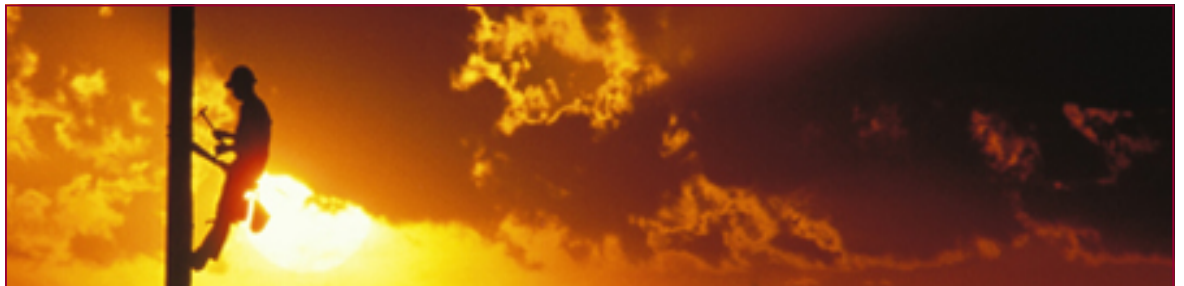
There were other noteworthy accomplishments for the Division in 2007. A cost-of-service rate study for the Water and Wastewater Utilities was completed, the first such study since 2001. The first-ever Self-Generating Electric Rates were developed. These rates are available as an option to all electric service customers who own, operate and maintain their own generation equipment.



Accomplishments

Rates and Fees that are equitable, competitive and generate enough revenue to meet revenue requirements:

- ◇ Completed a cost-of-service rate study for the Water and Wastewater Utilities that yielded rates that are competitive with Fort Collins, Greeley and Longmont for both Residential and Commercial customers;
- ◇ Completed the annual updating of the System Impact Fees and the Plant Investment Fees for the Utilities, yielding fees that are competitive with Fort Collins, Greeley and Longmont for both Residential and Commercial customers;
- ◇ All three utilities came in above budgeted projections for revenues from sales; and,
- ◇ Developed the first-ever Self Generating Rate for electric

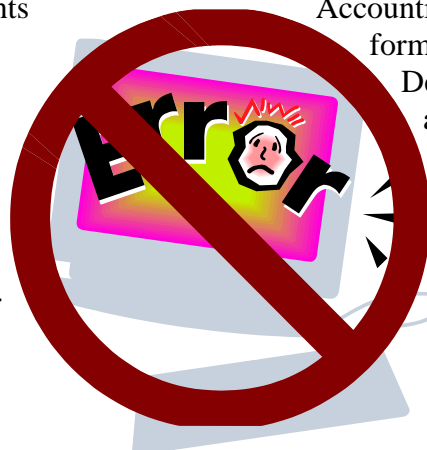


Jim Lees
Utility
Accounting
Manager

customers who own, operate and maintain their own generation equipment.

Integrity of financial processes and systems to protect the Utilities' fiscal well-being

- ◇ Nearly 100% (2,073 out of 2,075) of payment requests received by Friday of a given week made it to the Accounts Payable Division for payment by the following Tuesday;
- ◇ Processed 5,495 timesheets during 2007, and had to make only 5 corrections to pay or benefit accrual balances; and,
- ◇ Analyzed and closed out 221 capital projects for the Power Utility, a 60% increase over 2006's total of 138.



- ◇ The Monthly Revenue Analyses for the utilities were completed without error by the 3rd day of the month 11 of 12 months; and,

- ◇ No change in FTE count for the Utility Accounting Division since the formulation of the Finance Department in 2000 in spite of an 81% increase in total expenditures for the three utilities (\$64.2 million in 2007 vs. \$35.4 million in 2000) and a 49% increase in the number of utility customers (36,242 in 2007 vs. 24,257 in 2000).

Budget Information

'06 Actual Restated	\$461,007
'07 Adopted Budget	\$502,460
'07 Revised Budget	\$502,460
'07 Preliminary	\$451,904
'07 Revised Budget / '07 Prelim	\$50,556

Vacancy adjustments in salary and benefit expenditures and savings on professional services

Stable long-range financial plans

- ◇ Revenues from sales for the three utilities came in at 3.2% above budgeted projections (\$50.7 million vs. \$49.1 million budgeted);
- ◇ Impact fee revenues for the three utilities came in at 24.7% above budgeted projections (\$4.5 million vs. \$3.6 million budgeted);
- ◇ Total operating expenses for the three utilities came in at 3.2% under budget (\$45.8 million vs. \$47.3 million budgeted);
- ◇ Total capital expenditures for the three utilities came in at 28.4% under budget (\$18.4 million vs. \$25.7 million budgeted); and,
- ◇ The 10-Year Financial Plans for all three utilities project positive bottom line fund balances for at least the next 6 years.

Quality and efficient customer service

- ◇ The Monthly Financial Statements for the utilities were completed without error by the 8th day of the month 9 out of 10 months (Statements not distributed in January and February);

At—A—Glance Facts

2007 Accomplishments

- ◆ Rate/Cost of Service Study completed
- ◆ Aid to Construction Project completed
- ◆ Net Metering Project completed

2008 Goals

- ◆ Complete a cost-of-service rate study and review of impact fee methodology
- ◆ Complete a comprehensive update of the W&P Schedule of Rates, Charges and Fees
- ◆ Implement Innoprise software
- ◆ Improve Safety Inspection score

Utility Billing & Meter Reading

Utility Billing Division

The primary function of the Utility Billing (UB) Division is to bill and collect revenue for the various utility services provided by the City while providing effective and efficient services to our customers. The Division is comprised of three groups: Customer Service, Utility Billing, and Meter Reading.

Customer Service

Customer Service is responsible for responding to all inquiries that these bills generate, including signing up new customers for service and disconnecting old customers moving out. They also collect all receivables generated, both from active customers through the delinquency process, and old customers through our collection efforts.

However, in a difficult economy, a rise in bankruptcies and local foreclosures are three factors which contributed to a rise in bad debt in 2007. Bad debt expense was budgeted for \$91,000, but exceeded the budget by \$7,718. A year-to-year comparison shows an increase of \$19,204 over 2006.

Accomplishments

In the past, UB staff processed hundreds of delinquent door hangers weekly that were hand-delivered by the meter reading staff. A new mail-out form created and implemented with the help of IT went into effect the last week of December, 2006. The effects of the change were realized in 2007:

- ♦ Truck and fuel expenses and hours of meter reader staff time saved each week, especially beneficial given the snowstorms during the winter of '07;
- ♦ Allowed staff more time to provide customer service support;
- ♦ More storage space was obtained when staff finished cleaning out old, unnecessary documents retained;
- ♦ Various training opportunities were taken advantage of, including: a customer service and collections seminar, leadership and customer service classes, data management and time management, and personal interaction seminar; and,

- ♦ Delinquent shut-off process improvements were implemented allowing the field service representative more time in the field to turn off delinquent accounts.

Billing

The billing area of UB is responsible for generating utility statements to all City utility customers. Charges are created and billed for seven services provided by Water and Power and Public Works departments. Revenue billed for water, wastewater, and electric service in 2007 totaled \$50,882,631. Over 36,000 accounts are processed monthly. The accounts are reviewed and edited by the billing clerks before the statements are printed by the IT Department. The statements are then prepared for delivery to the Post Office by the billing clerks. The billing area processed 434,898 utility statements in 2007.



Sandy Ramirez
Billing Manager

In addition to providing utility statements, the billing area also processes all utility payments. Payments are processed the same day they are received. The objective of the cashier area is to maintain a cash shortage or overage of less than \$20 for the year. In 2007 the billing area processed 363,783 payments and collected \$58,378,998 in revenue. Billing provides several payment options for our customers. Customers may pay their bill in person at the UB office or the Service Center, drop their payment off at one of the eight drop boxes throughout the City, or have their payment automatically drafted from their checking or savings account.

Another function of this area is to provide support and customer service to other City departments / divisions. The billing area routinely provides support to the Electric and Water Metering areas by maintaining the electric and water meter inventory, creating and completing service orders, and generating reports as requested. In 2007, there were 3,759 service orders generated and 3,506 service

orders entered on the iSeries by the Service Center billing clerk. The billing area also assists the Sales Tax

	Revenue Collected	Bills Generated	Payments Processed
2006	\$55,519,178	413,188	352,191
2007	\$58,378,998	434,898	363,783

Picture Not Available

Debbie Emery
Customer Service Manager

Division by processing sales tax payments and deposits. The cashier spent 166.3 hours processing payments in 2007 compared to 161.4 hours in 2006.

Accomplishments

Maintain timely and accurate revenue flow to the utilities.

- ◇ 99% of statements were billed on the scheduled billing date;
- ◇ Over 99% of utility accounts were billed correctly;
- ◇ 363,783 utility payments were processed while maintaining a net cash short/overage of less than \$30; and,
- ◇ Over 99% of utility payments were entered correctly.

Provide quality customer service.

- ◇ Assisted Solid Waste Division with the clean-up of utility data utilized for billing purposes. This involved generating reports for the type of carts listed in miscellaneous inventory, updating the inventory by adding or deleting carts as requested, and coding individual multi-family locations so mailing lists could be generated;
- ◇ Assisted Solid Waste Division with implementing the yard waste bag program. This was a temporary program that was implemented when the Solid Waste Division ran out of yard waste carts. In order to provide the yard waste service to new customers, yard waste bags were purchased to be used in the interim until the new yard waste carts were delivered. The bag program involved creating service orders and establishing procedures for the Solid Waste staff and UB staff;
- ◇ Assisted the Water & Power Department in establishing procedures for Renewable Energy Gift Certificates. These certificates were available for purchase through the UB Office over the Christmas holiday; and,
- ◇ Setup, tested and implemented the electric self-generation rate for the Water & Power Department.



This rate is a new electric rate option for electric customers who own, operate and maintain their own generation equipment and was approved in the 2008 Schedule of Rates, Charges, and Fees.



Kent Meyer
Meter Reading Manager

Provided timely and accurate reports and data to City departments.

- ◇ Generated various queries for the Solid Waste Division to be utilized in the miscellaneous inventory cleanup project and the multi-family mailing list;
- ◇ Provided Facilities Maintenance with reports that identified consumption billed to that department in 2006; and,
- ◇ Generated various queries/reports for the Water and Power Department to be utilized by Key Accounts, Utility Accounting, Water Metering and Electric Metering.

Meter Reading

In addition to reading almost 50,000 meters each month, the meter readers also routinely deliver late payment notices, verify readings and take readings for customers moving in and out of residences. Also, the average reader must be accurate, they cannot make more than one error in every 1,000 meters read.

Accomplishments

- ◇ Snowstorms in late December '06 and early January '07 made meter reading dangerously difficult due to treacherous footing situations, yet the meters were read with minimum injuries;
- ◇ Route reading schedules were completed on time;
- ◇ The crew reading accuracy rate for 2007 was 99.916% with 683,600 meters read compared to 99.909% with 672,772 meters read in 2006; and,
- ◇ The delinquent account collection lists were completed in a timely manner even though the amount of disconnects continued to grow at a fast rate.

Budget Information

'06 Actual Restated	\$1,688,914
'07 Adopted Budget	\$1,905,780
'07 Revised Budget	\$1,905,780
'07 Preliminary	\$1,775,336
'07 Revised Budget / '07 Prelim	\$130,444



At—A—Glance Facts

2007 Accomplishments

- ◆ Final Notice Policy changed
- ◆ Purchased new handheld device for meter readers
- ◆ Started a new early shut off list
- ◆ Maintained timely and accurate revenue flow

2008 Goals

- ◆ Develop and implement procedures for processing credit card payments for utility bills
- ◆ Convert to and training for Innoprise software
- ◆ Develop and implement procedures for automating receiving payments from online bill pay agencies



Warehouse responsibilities include the primary focus of inventorying items used by all departments in the City.

This Division is also responsible for disposing of obsolete items, overseeing yard materials, maintaining an inventory of department tools and delivering trash tags and bags to City merchants, as well as, materials and supplies to other City employees.

The Division also coordinates fleet replacement and scheduled maintenance for the Water and Power Utility vehicles.

Providing exceptional customer service for all of our customers is the ultimate goal every day.



Tim Hedgespeth
Warehouse
Manager

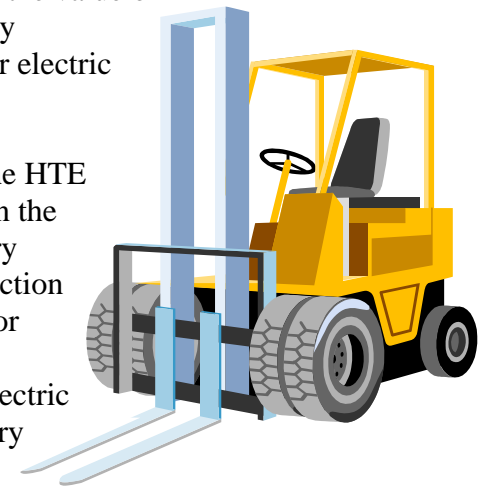
Accomplishments

Inventory—the majority of Warehouse activity is generated by the utilities, specifically the Electric Operations Division. The

Warehouse Division is also responsible for procuring most of the inventory stored in the warehouse and the entire inventory stored in the storage yard. The procurement of off-site materials, such as chemicals, used at the Water and Wastewater Plants also is the responsibility of this Division. The Buyer executed 17 formal bid processes in 2006 and 16 in 2007. Those numbers

do not include roll-over awards from prior years. Inventory levels have remained consistent; however, the overall dollar value has increased. The 11.6% increase in the value of the warehouse inventory is mostly attributed to the cost increases for electric materials.

Currently, the Warehouse uses the HTE Purchasing / Inventory System on the iSeries (AS400) to track inventory transactions. An inventory transaction may reflect activity on one item or several items depending on the situation. Considering that the Electric Operations Division is our primary customer, the numbers tend to reflect a definite slowing of new construction, particularly residential construction. The number of receivings indicated in the chart to the right labeled *Warehouse Inventory Transactions* is for inventory items only. The Warehouse receives packages from UPS, FedEx, etc. for other non-inventory items. Those packages totaled 1657 for 2006 and 1659 in 2007. The warehouse also made 81 shipments using UPS in 2006 and 85 in 2007.



Warehouse Inventory Value by Building

2006	Building	2007
\$1,282.51	Recycle	\$2,757.07
\$7,655.95	Storm Drain	\$6,602.10
\$2,549.18	Wastewater	\$1,986.30
\$65,643.72	Warehouse	\$64,489.80
\$105,759.84	Water	\$109,455.76
\$1,512,969.29	Electric	\$1,707,751.99
\$1,695,860.49		\$1,893,043.02

Deliveries—The Warehouse Division makes deliveries to all City divisions every Monday, Wednesday and Friday. Deliveries are made on an as needed basis to various vendors throughout the community that sell trash stamps.

Water and Power Fleet—The Warehouse Division oversees the Water and Power Fleet. The recommendations and specifications for the replacement vehicles/equipment and the ordering of the new vehicles/equipment are the primary elements of this responsibility.

Scrap Metal Recycling Program—The Warehouse Division coordinates a scrap metal recycling program that generates revenue from unusable materials. Underground conductor is the main contributor to the program. The program has been in place for many years and continues to be an extremely viable process.



Budget Information

'06 Actual Restated	\$279,763
'07 Adopted Budget	\$304,670
'07 Revised Budget	\$304,670
'07 Preliminary	\$295,945
'07 Revised Budget / '07 Prelim	\$8,725



Warehouse Inventory Transactions

	<u>2006</u>	<u>2007</u>
Issues>Returns/Credits:	3,708	3,108
Receivings:	760	379

Scrap Metal Recycling

	<u>2006</u>	<u>2007</u>
# of Transactions:	20	16
Revenue Generated:	\$37,554.36	\$22,612.82

W&P Vehicle Replacements

	<u>2006</u>	<u>2007</u>
# of Replacements:	3	4
Replacement Cost:	\$52,953.00	\$84,550.00

Warehouse Deliveries Completed

	<u>2006</u>	<u>2007</u>
Trash Stamps:	120	121
City Divisions:	1,270	1,282

At—A—Glance Facts

2007 Accomplishments

- ♦ Achieved a zero variance on the year-end inventory counts
- ♦ Completed Warehouse Safety Manual
- ♦ Buyer completed CPPB certification requirements
- ♦ Provided world-class customer service

2008 Goals

- ♦ Research the cost and feasibility of developing a satellite warehouse facility on the east side of Loveland
- ♦ Research the cost and feasibility to enclose existing unheated, covered storage area of the warehouse
- ♦ Reseal the asphalt in the storage yard
- ♦ Improve Safety Inspection score
- ♦ Continue to provide world-class customer service

Information Technology

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graph TD; A[Information Technology] --> B[Geographical Information System]; A --> C[Network & Programming]; A --> D[Support Services]
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Geographical
Information
System

Network &
Programming

Support Services

Information Technology

Align technology initiatives with the City's service delivery outcomes.



Information Technology

Information Technology Department

The Information Technology (IT)

Department is responsible for implementing and maintaining the systems, applications and network technologies that enable internal and external communications and data sharing for the City of Loveland government.

The IT Department serves the daily internal technological needs of the nearly 700 employees of the City. IT maintains an IBM iSeries midrange computer and a host of Windows and Open Source based systems to provide services such as utility usage and billing, property information, web content, and public safety dispatch and recordkeeping to Loveland's 62,000 plus residents in a reliable and secure environment. IT also serves individuals, businesses, and both public and private



Bill Westbrook
IT Director

COMMUNICATION TECHNOLOGY COMMISSION

Walt Skowron, Council Liaison
Carson Hamlin, Chair
Calvin Cline, Vice Chair
Wes Fothergill
Al Kogler
Jim McDonald
Glen Phelps
Mel Weimeister



agencies outside of Loveland with needed data and cooperative services. Additionally, IT makes information regarding the community and associated services available around the globe through its maintenance and enhancements of the City's Internet website.

The most constant aspect of IT is change. Amid this changing environment, providing effective and efficient service to the

Loveland community and City's employees is IT's most important focus.

Maintaining a robust, stable, and cost-effective IT infrastructure requires frequent updates and on-going education for both IT staff and the user community they serve.

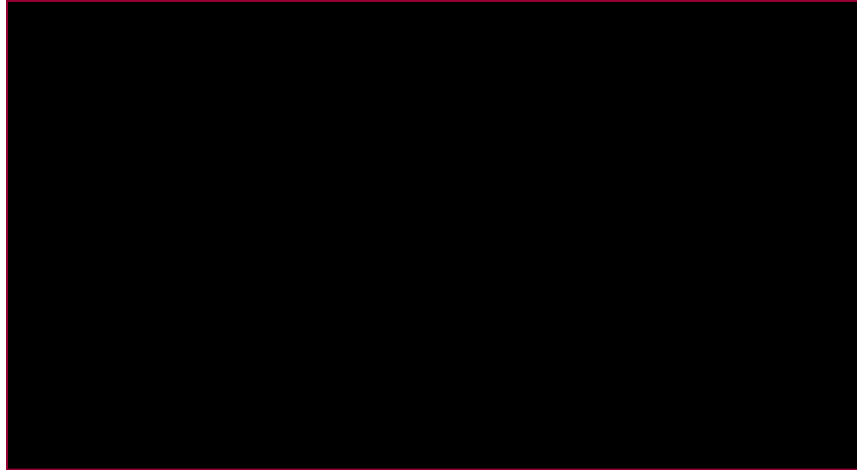
Department Mission

Be smart and aggressive with technology by:

- ♦ Deploying useful and productive tools and applications;
- ♦ Providing interactive government services;
- ♦ Aligning technology with service delivery objectives;
- ♦ Enabling technology-savvy employees;
- ♦ Using effective communications;

Training Opportunities	2006		2007	
Class Name	Classes Offered	Employees Attended	Classes Offered	Employees Attended
Access	6	23	2	7
Basic City Technology	9	28	15	39
Excel	9	57	4	16
FrontPage	12	47	3	17
Hummingbird DM	2	12	3	18
Intranet	n/a	n/a	1	5
GIS	n/a	n/a	6	34
GMBA	2	8	1	2
iSeries	3	10	2	8
NaviLine	1	7	n/a	n/a
Outlook	9	46	20	27
PowerPoint	3	22	2	7
Publisher	n/a	n/a	2	6
Innoprise	n/a	n/a	7	23
SharePoint	1	9	2	6
Telecom	2	2	n/a	n/a
Windows	3	17	n/a	n/a
Word	4	15	8	25
TOTALS	66	303	78	240

- ◇ Employing collaborative approaches; and,
- ◇ Building a roadmap to future success.



Budget Information

'06 Actual Restated	\$2,459,552
'07 Adopted Budget	\$3,028,760
'07 Revised Budget	\$3,034,980
'07 Preliminary	\$2,853,226
'07 Revised Budget / '07 Prelim	\$181,754

Divisions

The IT Department is made up of four divisions:

- ◇ **Geographic Information Systems (GIS)**—The GIS Division creates and maintains the City of Loveland's digital mapping assets. They provide coordination and support for GIS users Citywide.
- ◇ **Programming and Network Administration**—This division provides server and network implementation and maintenance as well as software application customization, training, and support.
- ◇ **Support Services**—Support Services provides customer support, telecom support, help desk services, training, and technology related purchasing services. Document imaging services are also part of Support Services offerings.
- ◇ **Administration**—Administration provides support and supervision to the other three divisions.

2006	2007	STATISTICS
8,554	7,658	Help Desk Assignments Resolved
1,728	4,000	Gigabytes of Data Stored Centrally
76	78	Training Classes Offered
303	240	Employees Attending Training Classes Offered
199	165	City PCs Replaced
206	135	Printers Supported
82	76	Network Servers Supported
685	727	Total PCs Supported
1,108	1217	Windows User Accounts
28	28	City Facilities with a Network Connection
13,173,818	16,773,759	Inbound Email Messages Received (approx.)
37	38	City Dept/Divisions with Content on the Website
2,093,145	2,204,360	Visits to the City of Loveland's Website
77,830	88,304	Files Comprising www.cityofloveland.org
5,576,779	5,264,828	Pages Requested

World of GIS

The GIS Division creates and maintains the City's digital mapping assets and provides support and coordination for GIS users Citywide.

Accomplishments

Redesign of Core GIS Data—Details: It became apparent over the past few years, that the City needed to move into the newest data format for GIS data in order to stay current with the latest GIS technology to facilitate future requests for GIS services. GIS, as with any information technology, has been changing rapidly to accommodate increasing demands and enhanced capabilities. As part of the GIS's work plan, this move was completed in 2007 and required a complete overhaul of the entire core GIS data for the City. **Results:** Through a cooperative venture between the GIS Division and ESRI, Inc. (the City's GIS software vendor), a new GIS data model was developed for "local government." This model, based on the USGS's GIS for the Nation model, is now being recommended by ESRI as the GIS model for municipal and county governments. As a result the efforts in 2007, the new system redesign brings the City current with the latest GIS technologies and will provide a base for new services in the future such as the citywide implementation of CityWorks software for asset management, service requests and work orders in 2008. **Effort expended:** 428 hrs. of GIS Manager time.

For more information, see www.esri.com > Downloads > Data Models > Local Government Template.

Pilot Program for Stormwater Work Order Creation and Re-inventory of Stormwater Data—Details: In 2007, GIS worked closely with the Stormwater Engineering and Drainage groups within the Public Works Department to develop a pilot program to create service requests and work orders for stormwater utility assets. This program included re-collecting data for stormwater inlets, manholes and pipes for the entire City to ensure the data collected by the Water & Power in the early 90's was up-to-date and spatially correct before starting to issue work orders for these assets. A good deal of time has been spent discussing current work practices and then creating service request and work order templates for Stormwater Division within the CityWorks software.



Steve Holmes
GIS Manager

At this point, the pilot program has been completed and work is underway to implement CityWorks in the Streets and Traffic Divisions within the Public Works Department. **Results:** The result of this pilot program has been the positive demonstration of data collection, the design of a usable GIS data model and the creation of service request and work order templates within the CityWorks software. The new inventory of the stormwater utility has set an accurate and up-to-date starting place for the new system. For example, the inventory better delineated assets the City owns versus those that are privately owned. (As such please note the difference in "Statistics Specific to Stormwater Utility" section later herein.) **Effort expended:** See table.

Staff Person	Total hrs.
Smith, S	888.5
Carlson, C	33.5
Holmes, S	49.0
Lessman, J	31.0
GPS Crew*	517.5
Totals	1,519.5
*Consists of 4 of the stormwater GPS crews hrs. added together.	

Review of 911 Dispatching and Engineering Street Data—Details:

The City's GIS street data was originally created as an engineering tool in the mid-1990s. Since then it has grown to become the data used as the basis for 911 and para-transit dispatching. This data had been maintained for over 10 years, however, it had never been cross-checked against newer data layers or with new tools that could help identify errors in the original data. As such, in 2007 an effort was made to review the older portions of Loveland to make sure the engineering and dispatch data was accurate for both address ranges and spatial geometry. **Results:** This work has further increased the reliability of this key data layer for use in 911 responses and for engineering projects. This work was completed by a GIS Intern and cross-checked by a Senior GIS Specialist. The GIS Division reviewed over 3,000 street segments and has made around 490 edits to the data to improve address location capabilities. **Effort expended:** 494 hrs. (296 hrs. GIS Intern; 198 hrs. Senior GIS Specialist).

Hosting of Northern Colorado GIS Users Group Meetings—

Details: Beginning in the Fall of 2006, the City along with ESRI, Inc. has hosted the Northern Colorado GIS User Group meetings here in the Council Chambers on a quarterly basis. The original meeting saw about 20 attendees and the last meeting in November, 2007 had around 45 in attendance. The meetings consist of user presentations on current trends in GIS or specifics on projects that

might be of interest to other agencies. The intent of this group is to be an information sharing and networking event for public sector GIS professionals. Loveland was asked to host the meetings as a geographic center for Northern Colorado and because of the leadership GIS staff have shown in developing geospatial capabilities within the public sector. **Results:** Hosting the meetings in the Council Chambers allows City staff to attend without having to travel to other cities and brings a diversified group of GIS professionals to Loveland on periodic basis to highlight Loveland in both GIS leadership and the community as a whole. **Effort expended:** 1-2 hrs. per

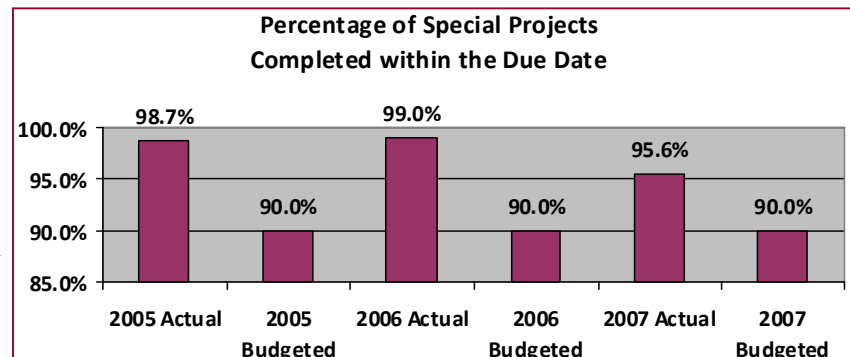
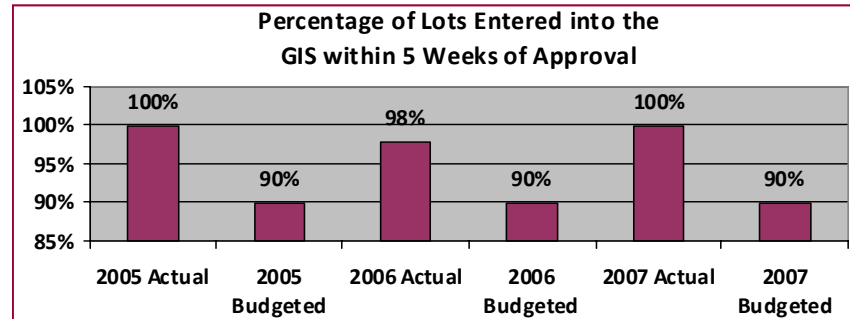
2006	2007	STATISTICS
Statistics for Core GIS Data		
379	392	Miles of Roads Tracked for E-911 & Engineering
21,070	21,298	Acres within City Limits Mapped
58,914	67,398 ¹	Land Parcels within the Loveland Area Tracked
1,155	409	Add'l New Parcels Processed for Tracking within City Limits ²
98	136	Special Projects Completed for Other Depts without GIS Capabilities
Statistics for Stormwater Utility		
1,559	1,520 ²	Manholes
2,975	2,916 ³	Catch Basins
650,233	620,657 ³	Linear Feet of Pipe
405	405	# of Pages Maintained in Stormwater Map Book
Statistics for Police Service Calls		
744 ⁴	1,706	# of reports generated
Training Opportunities		
N/A ⁵	5 classes	Introduction to GIS

¹In 2007, the extent of the parcels was increased to the west to accommodate the needs of W&P.
²Includes re-platted lots.
³Numbers reduced based on new inventory completed in 2007. Inventory privately owned structures were not counted.
⁴Numbers June through December, 2006 only.
⁵New statistic for 2007.

year.

Special Projects—Details: Completed 136 short-term GIS special project requests from other City departments. **Results:** By completing these projects for various departments, it's assumed that the departments are being helped in meeting their service obligations. **Effort expended:** 437 hrs. by various GIS Division staff.

Training Classes—Details: Prepared and offered 5 "Introduction to GIS" classes to 34 employees. Classes are offered quarterly and one additional class was held just for Water and Power employees. **Results:** ESRI, Inc charges \$950 per person for a 2-day introductory class which is usually overkill for the beginning GIS student. By offering a 2 1/2 hour basic class in the training lab specifically designed around the City's system, most employees can get a working familiarity with the City's GIS at a fraction of the cost of attending formal training. **Effort expended:** 59 hrs. (25 hrs. Sr. GIS Specialist; 18 hrs. GIS Specialist; 16 hrs. GIS Technician; 4 hrs. GIS Manager)



Budget Information

'06 Actual Restated	\$264,006
'07 Adopted Budget	\$327,700
'07 Revised Budget	\$327,700
'07 Preliminary	\$333,464
'07 Revised Budget / '07 Prelim	\$5,764

At—A—Glance Facts

2007 Accomplishments

- ♦ Redesigned Core GIS Data
- ♦ Administered Stormwater Work Order Pilot Program
- ♦ Reviewed 911 Dispatching and Engineering street data
- ♦ Hosted Northern Colorado GIS Users group meeting
- ♦ Completed 136 short-term special projects

2008 Goals

- ♦ CityWorks implementation
- ♦ Cleanup of data layers
- ♦ Scanning and geo-referencing aerial photos
- ♦ Rewrite GIS web pages

Programming & Network Administration

Programming & Network Administration
The Programming and Network Administration Division provides server and network implementation and maintenance as well as software application customization, training, and support.

Accomplishments

Implemented HTE's Accounts Receivable for the Airport, and did training for the Finance Department (Accounting, City Clerks & Risk Management)—**Details:** Configured HTE application, performed analysis of current processes and performed training for City staff. **Results:** We have more control over billing and ensuring timely payments. Serves as a foundation for centralized Accounts Receivable.

Implemented Accounts Payable scanning—**Details:** Configured Kofax scanning and Hummingbird batch classes and profiles for AP document classes. **Results:** Save physical storage space for documents and make documents more accessible to City staff.

Made subset of the City Clerks DM Documents available on the web—**Details:** Created custom Document Management interface for the web and applied filters to find only appropriate City Clerk approved documents. **Results:** Minutes, ordinances and resolutions are available on the City's website for citizens and other interested persons to search and view.

Implemented Human Services scanning—**Details:** Configured Kofax scanning and Hummingbird batch classes and profiles for Human Services' document classes. **Results:** Save storage space for documents and make documents searchable for Human Services.

Implemented Laser AP Checks—**Details:** Designed check and worked with bank on layout. Sourced and implemented printing hardware. **Results:** Save money on preprinted forms and create professional looking checks. Save IT staff time dealing with burster

and signing machine.

Helped HR plan for and make all changes to the payroll system for the changes to the vacation policy—**Details:** Configured the HTE application and audited changes. **Results:** System conforms to new City vacation policies.

Implemented CCG Faster Fleet software for Vehicle Maintenance—**Details:** Developed RFP and conducted site visits. Selected a vendor and implemented hardware and software for the new system. **Results:** Vehicle Maintenance has a more modern Fleet application with easier reporting options and capabilities.

Upgraded the TeleStaff Server software and all the clients—**Details:** Several people within IT collaborated to plan and perform the upgrades in a timely manner to minimize disruption to the Fire Department. **Results:** The TeleStaff software, used for Fire staff scheduling, required updates to the server, clients, and web to take care of some issues experienced by the Fire.

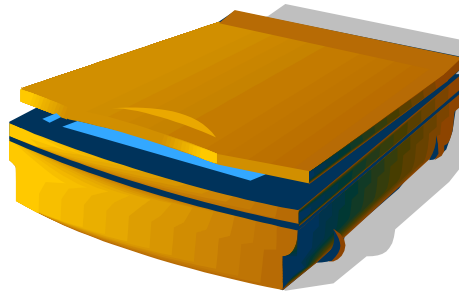
Upgraded New World System (NWS) software on the iSeries—**Details:** Install test and apply upgrades and provide training and application-specific support to Fire staff. **Results:** There were 3 PTF upgrades and one Version upgrade. These upgrades are first applied to the NWS Test libraries and tested by IT and with Fire personnel.

Applied 2 version releases to the Fire Department Inspection Code Pal software—**Details:** Coordinated with Fire staff to upgrade server and clients. **Results:** Upgrades provided additional functionality and bug fixes.

Modifying the current State Electronic interface to the State for Municipal Court—**Details:** Programmed and tested changes to the interface application. **Results:** The current interface sends Convicted defendant records and violation information electronically to the State. The modification will include placing a HOLD or Releasing A Hold on a defendant that has not paid or appeared in court.



Ed Roth
Programming
Manager



Implemented new webmail server “CASMail” for Exchange

2007—Details: Planned and performed migration from old webmail server to new CASMail server. **Results:** This is the first step in deploying Microsoft's latest Exchange Server, Version 2007. It also allowed IT to provide a VeriSign certificate to better support Windows mobile phone devices.

Upgraded Enterasys Network hardware—Details: Planned best use of upgrade monies and negotiated purchase with Enterasys to get all of the pieces we needed within our budget. **Results:** Replaced older network hardware with faster more reliable, stable and supportable hardware.

Installed new fiber optic cable between Parks Shop to Warehouse and Service Center to Warehouse—Details:

Troubleshooting initial issue, planning, defining, and sourcing work performed by Sturgeon. **Results:** Replaced problematic fiber optic link with new segment to alleviate connection problems Parks Shop workers were having.

Cleaned up Department Home folders for several departments—Details: Planning for security and access levels based on file and folder types. Visit with departments to collaborate on best structure for new folders. **Results:** Organization was improved and more thorough security was applied to files and folders.

Implemented Internet filtering and monitoring tool—Details:

Evaluate, recommend, and deploy monitoring and filtering solution per City Manager directive. Worked with HR to formulate policies, reporting options and blocking parameters. **Results:** Increased awareness of appropriate computer usage and reduced liability to organization from inappropriate usage.

Provided interagency connection for LPD, FCPD, Drug Task Force and Larimer County Sheriff's Office—Details:

Collaborated with other agencies to formulate and implement a

cost-effective connection between Larimer County and City of Loveland physical networks at the Justice Center. **Results:** New connection allows interagency collaboration and system access increasing law enforcement efficiency and better access to regional crime information.

RATS Database development—Details: Worked with Public Works to define and refine the application functionality. Performed all coding internally. **Results:** Created Access database for Public Works to use as an interim Constituent Relationship Management system pending full-scale deployment of CityWorks.

Reorganized Civic Center Computer room—Details: Planned and performed room reorganization. **Results:** Rotated all servers 180 degrees to facilitate better, more efficient cooling and replaced cabling for improvements in reliability and redundancy.

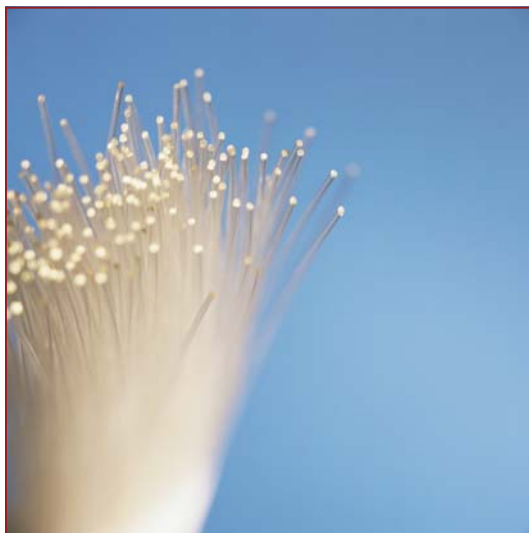
Upgraded desktops to Internet Explorer 7—Details: Tested IE7 internally and with a pilot group then performed a mass upgrade for all desktops. **Results:** City computer users have new functionality and security enhancements in IE7. An additional benefit is exposure to ribbon menus, which are used in next version of MS Office.

Deployed latest version of SharePoint for City Intranet—Details: Performed testing, attended training and deployed production SharePoint server with no interruption. **Results:** Additional functionality and improved usability for intranet.

Mitigated new Daylight Savings Time issues—Details: Researched and deployed appropriate patches. **Results:** Servers, clients and mobile devices were patched to deal with new DST dates.

Implemented Enterasys Netsight Console network management tool—Details: Negotiated with Enterasys to provide network monitoring and management tool free of charge to the City. Installed and configured tools and made them centrally accessible. **Results:** We have better tools to identify bottlenecks and troubleshoot network issues and manage network infrastructure devices.

Deployed new SMS server and client—Details: Replaced hardware and installed/configured new software and distributed clients. **Results:** Maintained supportability of SMS management tool, added functionality and fixed bugs.



Deployed server replacements for 1/3 of servers—Details:

Procured hardware and migrated systems to minimize downtime and impact on users and citizens. **Results:** Server hardware was replaced to ensure supportability by Dell and to increase performance for applications and file services.

Deployed additional and replacement Patrol laptops for PD—Details:

Procured hardware and configured and deployed both replacement and new system hardware to patrol cars. **Results:** Replaced aging Patrol Panasonic laptops with new laptops and added additional systems to the fleet to ensure serviceability and performance.



Development Services Software replacement—Details:

Performed analysis of Innoprise and determined its suitability to replace HTE Community Development software. Developed and began execution of project plan to implement the new software. **Results:** New software will enable more agile processes and put more powerful reporting and other functionality into the hands of the users of the application.

Contributed to the ICMA and Logic Model processes—Details:

Prepared survey for ICMA and drafted several iterations of the Logic Model. **Results:** Define performance metrics common across the City and other organizations as well as define IT's primary responsibilities.

Deployed new SMS server and client—Details: Deployed the latest version of Microsoft SMS, which has been renamed System Center Configuration Manager. **Results:** IT has the latest tools for systems and configuration management.

Assisted with deployment of new IP based video surveillance cameras and recording equipment—Details: IT was called on to help support the implementation of new IP video cameras and

Digital Video Recorders (DVR's) supporting FAB, the Library and the Police and Courts building. **Results:** Digital video is stored on hard disks and can be burned to DVD ROM for archiving or legal reasons. There are still bugs to be worked out of the systems, but they are functional.

Business Reporting—Details: Created and generated reports for various internal and external entities including Loveland Housing Authority, Utility Billing, Larimer County, Key Accounts, Finance, Public Works, Accounting and more. **Results:** Business units have data they need for regulatory and management requirements.

Electric Meter Inventory Project—Details: Cleaned up database objects and data consistency for electric meters. **Results:** More accurate information is available for Electric Meters resulting in better efficiency for multiple departments.

Innoprise Code Enforcement Implementation—Details:

Replaced the little-used HTE Code Enforcement module with software from Innoprise. **Results:** Code Enforcement Officers have a tool that supports and enhances their business practices while allowing collection and reporting on critical data for the City's Code Enforcement operations.

Planning & Zoning Implementation—Details: Replaced the HTE Planning and Zoning application with Innoprise's browser-based Planning application. **Results:** More modern interface and platform to build extended functionality going forward.

Automated check disks and defragmentation on all city desktop computers—Details: Created an automated, scheduled process for conducting maintenance on desktop computers to proactively detect and prevent failures. **Results:** Desktop PC's are more reliable, responsive and we have advanced notice of drive failure conditions.

Virtualized First Look Pro and upgraded all client machines—

Details: Installed Fire's First Look Pro software on a virtual system to make it centrally accessible and to support functionality of the latest version. **Results:** First Look Pro remained a viable solution for the Fire Department to map and document fire protection information for commercial buildings.

Upgraded Rectrac Server (spring and fall)—Details: There were two upgrades to Rectrac software this year. **Results:** The Chilson Center has the latest capabilities and bug fixes for the software they use for running their operation.

Terminal Services for Golf software—Details: IT Implemented Terminal Services for the City's three Golf Course Point of Sale systems to minimize network overhead and improve responsiveness of the application. **Results:** The Golf courses can process sales faster and meet customer expectations during busy times.



Budget Information

'06 Actual Restated	\$961,132
'07 Adopted Budget	\$982,380
'07 Revised Budget	\$985,360
'07 Preliminary	\$990,046
'07 Revised Budget / '07 Prelim	(\$4,686)

At—A—Glance Facts

2007 Accomplishments

- ♦ Implemented Scanning Program in Several Departments
- ♦ Implemented Laser Checks
- ♦ Implemented and Upgraded Multiple Types of Software for Various Departments and Citywide
- ♦ Contributed to ICMA and Logic Model Process
- ♦ Deployed new SMS Server and Client
- ♦ Began implementation of Innoprise Project

2008 Goals

- ♦ Implement Innoprise Sales Tax
- ♦ Implement Innoprise Financials
- ♦ Implement Microsoft System Center Operations Manager
- ♦ Deploy MS Office 2007
- ♦ Finish MS Exchange 2007 Deployment
- ♦ Deploy 2-3 Servers as virtual systems where appropriate
- ♦ Determine Desktop OS roadmap/ strategy

Support Services

Support Services

Support Services provides customer support, telecom support, help desk services, training, and technology related purchasing services. Document imaging services are also part of Support Services offerings.

Accomplishments

Printed Approximately 460,000 Utility Bills—

Details: The City of Loveland has over 30,000 Utility customers. The IT department prints the bills and Utility Billing processes the bills and prepares them to be mailed each day. **Results:** City customers know how much of the utility service they've used and what they are responsible for each month.

Replaced 165 Desktop Computers—Details: Each year, roughly one-fourth of the desktop computer fleet is replaced on a rotating schedule. **Results:** Employee workstations are up to date, stable, and we are able to keep up with new versions of software releases.

Imaged 21,109 “Documents”—Details: Our major emphasis in Document Imaging in 2007 was to store the Residential and Commercial Building permit documents electronically. A “document” may contain anywhere from 5 to more than 100 pages of information. This includes the large format plans that are submitted as part of a Building Permit. We also completed imaging

Cemetery records.

Results: Employees have on-line reference to all the imaged information. Questions from citizens are answered and issues are resolved quickly and efficiently.



Dale Geyer
Support Manager

Dept.	Document Type	# of Documents Imaged
Building	Address Files	10,690
Parks & Recreation	Cemetery Files	9,333
Building	Licenses	1,086

At—A—Glance Facts

2007 Accomplishments

- ♦ Printed Approximately 460,000 Utility Bills
- ♦ Replaced 165 Desktop Computers
- ♦ Scanned Over 21,000 Documents
- ♦ Licensed A Multitude of Software
- ♦ Administered Card Access Security
- ♦ Completed Over 7,000 Heat Tickets

2008 Goals

- ♦ Implement Innoprise Sales Tax
- ♦ Implement Innoprise Financials
- ♦ Implement Microsoft System Center Operations Manager
- ♦ Deploy MS Office 2007
- ♦ Finish MS Exchange 2007 Deployment
- ♦ Deploy 2-3 Servers as virtual systems where appropriate
- ♦ Determine Desktop OS roadmap/ strategy

Software Licensing—Details: IT maintains licensing information for the software installed on servers and PCs throughout the City. **Results:** Centrally managing these licenses helps us ensure that the City legally complies with all software licensing laws and that we make the best use of quantity purchasing programs offered by software vendors.

Card Access Security—Details: There are ten locations throughout the City that have Card Access security using the City's data network and a central card access server. Some of these sites also have swing arm barriers to control vehicular access to the site. Along with the swing-arm barriers we also have video surveillance equipment. **Results:** These security measures make for a safer workplace. We have also reduced the number of keys that would have been issued and managed as employees come and go from their service with the City.

Completed 6,236 Help Desk Tickets—Details: Employees call

the Help Desk for all of their IT Department needs. These calls include everything from reserving the Training Lab, ordering hardware and software, application support, to network and connectivity issues. **Results:** Requests are tracked in our Heat system, assignments are given to the appropriate support person, and the needs of the employees are met.

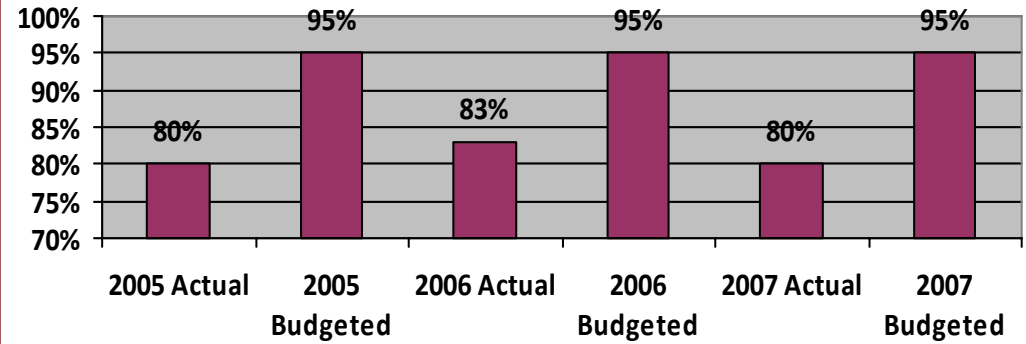
Budget Information

'06 Actual Restated	\$1,071,585
'07 Adopted Budget	\$1,535,290
'07 Revised Budget	\$1,538,530
'07 Preliminary	\$1,349,146
'07 Revised Budget / '07 Prelim	\$189,384

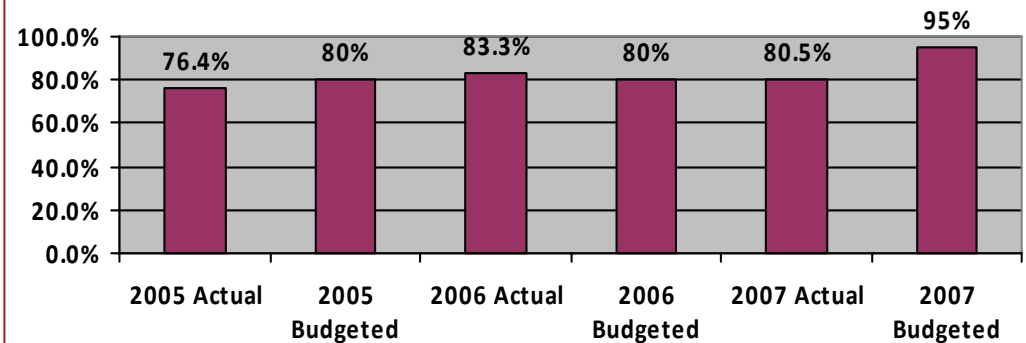
Development Services software conversion and telephone switch improvements that will be re-appropriated in 2008 to complete the projects.

Completed 7,658 Help Desk Assignments—Details: Employees call the Help Desk for all of their IT Department needs. Depending on the Heat Ticket, there can be individual assignments for different IT personnel. **Results:** Each assignment is tracked in our Heat system and routed to the appropriate support person. From that point each assignment is completed by the IT employee and the Heat Ticket is then closed.

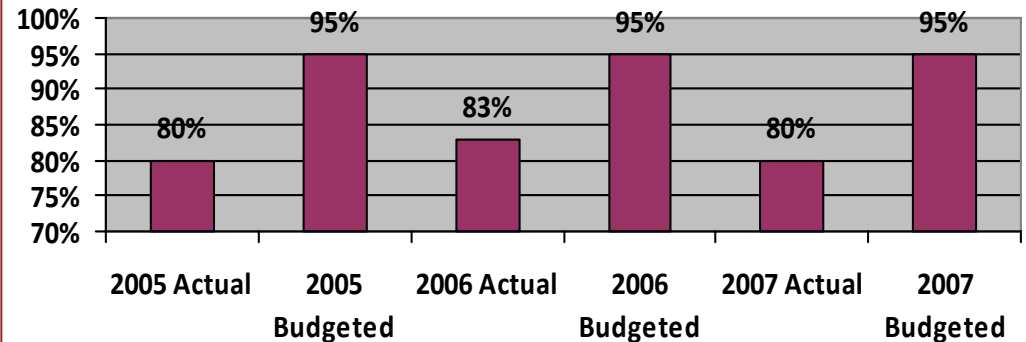
Percentage of Initial Response within 24 Hours



Percentage of High Priority Calls Resolved in 1 Day



Percentage of Initial Response within 24 Hours



Enlightened by
the past...

Embracing the
present...

And envisioning
the future.

