



Administrative Services Annual Report 2009



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February 2010

Administrative Services includes Information Technology, City Clerk, Budget, Risk Management, Accounting and Purchasing, Internal Audit, Revenue Management, Utility Billing, Utility Customer Service, and Meter Reading. Collectively this team helps to support the service delivery goals of all departments within the City of Loveland. These employees are the back office or behind the scenes functions that keep information and money flowing.

We have categorized our goals in five focus areas: **Public Outreach, Fiscal Responsibility, Operational Efficiency, Sustainable Results, and Superior Customer Service.** The goals chart below provides the meaning within these focus areas that have been agreed upon within the team.

We have spent a considerable amount of time establishing and refining fundamental systems, policies, and procedures to enable more adaptability for an organization responding to considerable growth in demands over the last five to eight years. The amount of change that is required is substantial and cannot be accomplished in a single year; however, the team has made significant strides.

As you review this report, you will discover a series of initiatives that made information more accessible on the web. There are initiatives that made the data transactions and reporting more reliable. Policies and procedures were refined to continue to assure accountability for public funds and plan for the financial stability of the City. Retrieval of information became more efficient through document management and scanning. Network systems that serve as the backbone for operations were upgraded to assure reliability. Skillful investment management contributed revenue to support operations even in a volatile economy that suffered financial institution crisis. There were several initiatives that support a safe work environment and protect the City's investment in assets.

Many of these initiatives were performed without fan fare. They are the kinds of initiatives that independently appear minor but collectively make a difference. Many of them only get attention when they aren't working well because people don't realize how much they rely on this group of employees consistently doing their job well. We are proud to share with you achievements for 2009 and a preview of goals for 2010.

I would like to thank each and every employee that contributes their time and talents to the City. Everyone has a vital role to play as we move forward to take on the challenges in 2010.

Sincerely,



Renee Wheeler
Assistant City Manager

Message From Our Leader

2009 Notable Accomplishments

★ Completed Vouchers To Stimulate Building Activity

Council approved Home Owner Occupied Home Improvement vouchers waiving all permit fees in 2009 that resulted in 376 vouchers processed in the 4th quarter alone. Additional 30 vouchers processed for the 61% Capital Expansion Fee credit.

★ New Grant Management Policy & Website

Allows for all grant information to be located in one spot for better documentation and ensures compliance for Federal awards.

★ Budget Reduced To 2007 Levels

Partnered with departments to develop operating cost containment in 2009 and reductions in 2010 Budget to the 2007 levels.

★ City Clerk Cost Saving Efforts

Saved costs by reducing City Council packets production by over 50%, increasing annexation fees to cover the actual costs, reallocating unused Hummingbird licenses, and reducing judge's review time for the Liquor Licensing Authority.

★ More Audits Resulting in More Revenue

Completed 87 sales tax audits resulting in \$202,998 in additional revenue which exceeded the budget by 1.5%.

★ Risk Management Recoveries

Received \$78,617 in reimbursements for workers' compensation claims and property damage. Additionally, \$173,619 was recovered from the State for reimbursements for the environmental remediation from the diesel spill at the Service Center totaling more than \$250,000.

★ Timely and Accurate Revenue Flow To Utilities

Over 99% of utility accounts were billed accurately and on schedule. More than \$64 million in revenue was collected after processing 404,280 payments.

★ Protection of Customer Identities

Implemented the City's Identity Theft Prevention Program required by federal legislation, known as Red Flag.

★ New Software Tools From IT

Began the Customer Information System (CIS) Expedition, the requirements analysis portion of the Utility Billing and Miscellaneous Accounts Receivable applications resulting in more effective tools for staff.

★ Interagency Modification Project

Started interagency GIS parcel rectification project with Larimer County that has already resulted in 3,461 parcels being modified.

★ Out With The Old, In With The New Fire Records System

Converted 10 years of training and personnel records from old systems to into new Fire Records Management System.

★ Scanning Milestone Reached in Support Services

Document Management Team reached a major milestone this year when they finished scanning all the historical large-format files for the Building Division.

A w a r d s



The Government Finance Officers Association (GFOA) of the United States and Canada presented an award of Distinguished Presentation to the City of Loveland for its annual budget for the fiscal year beginning January 1, 2009.

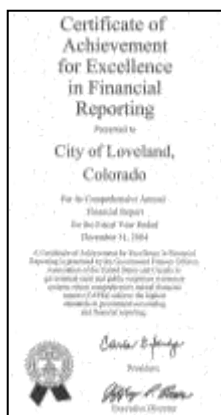
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The City of Loveland was recognized by CIRSA (the City's Property/Casualty Insurance provider) for achieving the highest loss control audit score and lowest loss ratio in the large city exposure class. In 2008, the City scored over 100% on the Loss Control Audit. The audit measures the City's accident prevention program in these areas: motor vehicle safety, training, policy development and accident investigation. Also in 2008, the City's property/casualty losses were the lowest in the large city property casualty pool as compared to other Colorado cities of similar size. Well done, City employees!



The Government Finance Officers Association (GFOA) of the United States and Canada awarded the City of Loveland a Certificate of Achievement for Excellence in Financial Reporting for the 2008 Comprehensive Annual Financial Report.



In order to be awarded this certificate, a governmental unit must publish an easily readable and efficiently organized Comprehensive Annual Financial Report, whose contents conform to program standards. Such reports must satisfy both generally accepted accounting principles and applicable legal requirements.

This certificate is valid for a period of one year only. We feel that our current report will conform to the Certificate of Achievement for Excellence in Financial Reporting requirements, and we are submitting it to GFOA to determine its eligibility for the certificate.

Admin & Auditing

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.

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.

2009 OVERVIEW

During the course of 2009 the first half of the year was focused mainly on the completion of the 2008 CAFR and coordination of the audit with the external audit firm. During this time we selected a new external audit firm for the 2009 audit. We also completed several audits including the Colorado Association of Municipal Utilities (CAMU) and Loveland Urban Renewal Authority (LURA) audit. The last half of 2009 was focused on wrapping up projects including the approval and implementation of the Grant Management Administrative Regulation which will foster a communication guide between departments, better accuracy of reporting on city grants and timely reporting. Throughout the year, Admin and Internal Audit divisions continued to work together to review, renumber, revise and reformat all the regulations for the City of Loveland.

The first annual 2009 Administrative Services Amazing Race was a great success! Our race was based on the hit CBS reality TV game show "The Amazing Race" where teams of two race around the world performing challenges in the hopes of winning the grand prize. Our Amazing Race was a race of wits and knowledge of City processes; there was no physical activity involved.

Teams of three or less participated in several events that challenged the team's knowledge on navigating through specific City resources. The race occurred over a period of

2009 Accomplishments

- ★ Created Citywide Regulations Website.
- ★ Created Grant Management Website.
- ★ Streamlined Processes.
- ★ Created new format for Capital Program.
- ★ Updated Logic Model.
- ★ Completed monthly minutes and agendas for Citizens' Finance Advisory Commission and Communication and Technology Commission.
- ★ Completed the External Audit Request For Proposal (RFP), coordinating with a subcommittee from the Citizens Finance Advisory Commission to review the proposals, interview and select a qualified firm.
- ★ Implemented Administrative Regulations for mandatory employee Direct Deposit; and implemented the Grant Management regulation to ensure citywide compliance with Federal awards.
- ★ Worked with various departments to update and revise seven Administrative Regulations, including the Procurement Regulation.
- ★ Streamlined the One-Day Travel process by condensing 2 forms into 1, which provided a streamlined and simplified process to employees.
- ★ Completed internal audits, purchasing card, cash handling, and petty cash.
- ★ Review and audited 500 Building Permit Vouchers, which includes 376 Owner Occupied Vouchers waiving all permit fees during October 1st to December 31st.
- ★ Completed audit for Colorado Association of Municipal Utilities (CAMU) and Engaging Loveland.
- ★ Completed Loveland Urban Renewal Authority (LURA) audit to ensure that the Centerra Metro District No. 1 is complying with the Master Financing Agreement.
- ★ Implemented the 1st annual "City Amazing Race" program to boost employee morale.

Annual Budget Finance (Combined)

'08 Actual	\$6,577,134
'09 Adopted Budget	\$6,873,350
'09 Revised Budget	\$6,732,760
'09 Actual	\$5,987,242
% of '09 Actual /Revised	88.9%

Admin (1501)

'08 Actual	\$513,475
'09 Adopted Budget	\$356,120
'09 Revised Budget	\$357,640
'09 Actual	\$360,961
% of '09 Actual /Revised	100.9%

2010 Goals

- ★ Maintain all Finance websites including Regulations Website.
- ★ Further update and improve Grant Management Website.
- ★ Scan Revenue Audits.
- ★ Complete all annual, quarterly, and monthly reports.
- ★ Set methodology for keeping City regulations current.
- ★ Streamline Finance processes.
- ★ Audit petty cash, purchasing cards, and policy compliance.

four days. Each of the first three days had at least three clues including "Road Blocks." A road block was considered a challenge that is the most difficult for that day. Each team received a clue that included a riddle to decipher or a picture to answer. The clues took the teams on a journey of finding an agreement on Hummingbird, a budget number in a budget book, reading a meter, finding a map on GIS, reviewing safety and much more. This event proved to be a huge morale booster along with building team unity during a difficult and busy year.

The redesign of the Budget Book and Capital Program was a large portion of the remainder of the year. The uncertain economic times required tough decisions to be made regarding the 2010 budget. The Capital Program was also affected as projects previously planned for earlier in the 10 year program had to be moved to later years. These changes resulted in massive last minute changes to numbers as well as design changes to include the separate Capital Program document into a chapter within the Budget Book.

Focus Areas	Outcome	Performance Measures	2007	2008	2009
Public Outreach	Information on financial position is understandable and accessible.	# of external webpage hits.	NA	172,511	75,468,019
	Information transparency.	% of minutes approved without corrections.	NA	84.2%	85.7%
		% of minutes submitted within 7 days of next meeting.	NA	NA	100%
Fiscal Responsibility	Ensure integrity of financial processes and systems to protect City assets, including City employees.	% of positive p-card audit results/findings.	94%	90%	90%
		% of positive cash audit results/findings.	46%	45%	60%
		Cash audits over/(short).	(\$11.00)	\$137.00	\$61.20
Operational Efficiency	Well trained staff.	Avg. hrs/employee in training.	NA	NA	27.5
	Enhance customer document retrieval independence.	% of divisions 100% scanned.	28.6%	57.4%	62.5%
		# of documents scanned.	22,957	59,086	89,015
Sustainable Results	Accurate, current, accessible employee regulations.	Avg. # of years since regulation was reviewed.	NA	10	10
		# of regulations.	NA	46	58
	Employee retention and morale.	% of staff that felt the events were valuable.	NA	80%	80%
Superior Customer Service	Audit findings deemed accurate and fair, recommendations deemed reasonable.	% of respondents rate findings & recommendations as reasonable.	NA	NA	80%
		# of reports completed within 10 working days of audit completion.	NA	28.5	26.0
		# of web pages & files maintained.	NA	461	468
	Interactive business online.	Avg. # of requests per external webpage.	NA	345.7	306.8

Accounting & Purchasing

Accounting is responsible for the disbursement of City funds and for providing accurate, timely and informative financial information to a variety of users. This Division prepares the Comprehensive Annual Financial Report (CAFR) and has been awarded the "Certificate of Achievement for Excellence in Financial Reporting" by the Government Finance Officers Association every year since 1980. The City consistently receives endorsements from its external auditors that the Comprehensive Annual Financial Report fairly represents the City's financial position. It is also responsible for the procurement of goods and services using professional, effective, efficient and flexible practices while ensuring the compliance with City, State and Federal laws.

2009 OVERVIEW

The City of Loveland is a business friendly community that is completely vested in creating a diverse local economy for the foreseeable future and beyond. The leadership in Loveland has been innovative with partnering to leverage private investment. The outcome of this innovation is a significant number of unique agreements that define more complex flows of money and more complex oversight responsibilities. The Division has been and will continue to work on creating efficiencies to absorb these additional responsibilities. Technology and process engineering are the primary strategies for accomplishing that task. The existing financial software is 20 years old, is not scalable and is extremely limiting, which forces staff to create manual transactions, manual processing "work arounds" and reports. A software conversion is in the work plan for 2010. However several refinements to both automation and processing efforts have resulted in productivity improvements that set the stage to deliver reliable information more timely to our customers and meet the provisions of multiple agreements.

2009 PROJECTS & ACCOMPLISHMENTS

Process Efficiencies

- Scanned 2009 Payroll timesheets and Accounts Payable (AP) files to reduce research time and address record retention issues.
- Automated payroll vendor payment posting to enhance internal controls and data reliability.
- Changed bank codes and cash accounts to streamline bank reconciliation procedure.
- Implemented Automated Clearing House (ACH) payments to decrease the number of wires saving approximately 50%.
- Cross trained Payroll and AP personnel to provide better coverage and improve system knowledge.
- Exempt time reporting was implemented to report time by exception for exempt employees.
- Analyzed fleet inventory process and computer interface to improve inventory controls and ensure accurate information for inventory management.
- Created citywide Grant Management Policy to ensure compliance with Federal grant requirements.
- Automated interest allocation process reducing process time by 50%.
- Converted Water Fixed Assets from manual spreadsheet to automated system reducing time by 60% and improved internal controls.
- Streamlined audit work papers and CAFR preparation to eliminate unnecessary duplication and decrease preparation time.

Accountability and Transparency Improvements

- Completed 2008 annual audit and financial report; submitted CAFR to Government Finance Officers Association (GFOA) for award

2009 Accomplishments

- ★ **Process efficiencies.**
- ★ **Accountability and transparency improvements.**
- ★ **Improved data reliability.**
- ★ **Collaboration for cost savings and leveraging local dollars.**

Annual Budget Accounting (1571)

'08 Actual	\$580,084
'09 Adopted Budget	\$682,650
'09 Revised Budget	\$713,900
'09 Actual	\$708,557
% of '09 Actual /Revised	99.3%

Purchasing (1555)

'08 Actual	\$63,259
'09 Adopted Budget	\$133,740
'09 Revised Budget	\$132,800
'09 Actual	\$65,610
% of '09 Actual /Revised	49.4%

2010 Goals

- ★ **Continue to build credibility by making accurate and timely financial information easily accessible and understandable.**
- ★ **Maintain transaction accountability and reliability**
 - ☆ **Create Fixed Asset policy to ensure standardization and proper useful lives for all City assets**
 - ☆ **Develop a Payroll procedure for consistency between Payroll processors and to ensure standardization of processes**
- ★ **Identify and assign values for intangible assets (i.e. easements, internally generated software)**
- ★ **Maximize the use of technology to improve productivity and provide information readily usable for customer departments (raw data to analysis and interpretation), including a financial system software conversion.**
- ★ **Reinforce safety in the work place.**

- ★ **Monitor policies to ensure that they protect City assets without becoming a barrier to conducting business (reasonableness).**
- ★ **Partner with customer departments to advance their service goals by making more process resources available on the intranet and providing training for the efficient use of financial systems to track and report information.**



consideration. Receiving the "Certificate of Achievement for Excellence in Financial Reporting" demonstrates the highest standards in government, accounting, and financial reporting.

- Operations Plan completed to ensure financial operations could continue for up to 72 hours after a disaster without system access.
- Special Improvement District (SID) billing was automated achieving internal control improvement.
- SID invoices billed for \$816,827 of which 79% were received before April due date.
- Revamped monthly Snapshot and cash reserve reports based on Citizens' Finance Advisory Commission (CFAC) feedback to enhance content and readability for City Council monthly financial status.
- Completed department document management policy to meet City's overall policy and improved document space management and record retention. Destroyed 188 cubic feet of old records.
- Scored 97% in annual safety evaluation by Risk Management through improved awareness on several safety issues.

Improved data reliability

- Resolved 40% of outstanding checks older than 6 months.
- Timely reporting of stimulus funds to various Federal agencies. Partnering with departments to monitor \$5.4 million of American Recovery Act dollars for 8 programs resulting in various infrastructure, airport, and energy projects.
- Completed 500 building permit vouchers including 2 programs City Council approved in 2009. Home Owner Occupied Home Improvement vouchers waiving all permit fees was a program City Council approved in 4th quarter of 2009 resulting in 376 vouchers. Another program, effective 7/21/09 – 12/31/10, was a 61% credit for Capital Expansion Fees for multi-family housing development, resulting in 30 permit vouchers processed.

Collaboration for cost savings and leveraging local dollars

- Recognized annual savings of 11.88% by Purchasing's endeavor to acquire the best value through the City's bidding process.
- Complied with significant reporting requirements associated with grant funding to leverage local funding (transit system, airport, highways, intersections and signals, police equipment, etc.).

Focus Areas	Outcome	Performance Measures	2007	2008	2009
Public Outreach	Transparent fiscal results.	All financial reports available on website.	100%	100%	100%
Fiscal Responsibility	Ensure that financial transactions are accurately recorded and reported.	% of corrected journal entries.	NA	16%	16%
		# of POs and FPOs.	2,497	4,236	3,825
		# of Purchasing Card transactions.	18,756	20,046	18,948
		Avg. \$ per Purchasing Card transaction.	\$190	\$210	\$205
		# of Payroll transactions.	NA	NA	26,438
		# of AP checks issued.	NA	12,786	12,705
		Avg. time reconciling items remain on the cash reconciliations.	NA	3 mos.	5 mos.
		# of transactions.	305,033	319,123	331,215
Operational Efficiency	Reduce internal manual reporting with implementation of new accounting software.	# of wires.	NA	49	24
		# of ACH payments.	NA	224	302
		% of AP records scanned.	0%	99%	99%
		% of timesheets scanned.	0%	100%	100%
		% of wire/check transactions reduced.	0%	83%	49%
Sustainable Results	Improve policy compliance.	Securing contracts/agreements for better awareness of requirements.			
	Policy adaptability while maintaining accounting data integrity.	Time reporting by exception for exempt personnel.			
	Implement financial software system that is adaptable & scalable.	Project delayed.			
Superior Customer Svc.	Customer partnership.	Doubled the number of meetings with Transportation Capital Projects Coordinator.			
	Regular and timely communication.				

Budget

The Budget Division prepares and administers the City's annual operating budget and capital program; forecasts and monitors the City's expenditures and revenues; forecasts the 5-year operating and capital programs; and provides financial data, support and analysis to other City departments. The Division also coordinates the data collection for the ICMA Performance Measurement program and is the liaison for the City to the Colorado Performance Measurement Consortium.

2009 OVERVIEW

The Budget Division coordinates, prepares and produces the Annual Budget Document and Financial Plan, including the 10-Year Capital Program. Through these documents 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 we use in preparing our document. The GFOA also has an award program where documents are rated by independent reviewers on how well the document meets the following criteria: a policy document; a financial plan; an operations guide; and a communication device. The City received this award for the 2009 Budget. The City has received this award every year since 1985.

The new document includes a chapter on the Capital Program and significantly increases the amount of information on the different projects and the transparency in priority setting decisions and resource allocations. The Capital Program process will provide for better planning and use of the City resources to meet the goals of the City Council.

The Financial Plan has been used for many years at the City to, make decisions within a fiscally conservative approach and ensure that short-term decisions do not impact the long-term sustainability of services provided by the City. The financial model will become increasingly important as we move through the changing fiscal environment we are currently facing.

The Division forecasts current year revenue and expenses using 4- and 8-month data serving as early warning devices so the City can do proactive decision making rather than reactive. Accurate forecasts are one of the Division's performance measures to provide confidence in the information when used for making management decisions. Due to reduced staffing and timing of the Capital Program process, the full 4-month forecast was not completed. The revenue forecast exceeded expectation in relation to accuracy in 2009.

FOCUS AREA RESULTS

Forecasting is becoming an increasingly important aspect of the Division workload. For several years a financial plan has

2009 Accomplishments

- ★ Refined methodology used for interdepartmental transfers related to services.
 - ☆ Distributes costs to the Enterprise Funds based on consistent formulas and increases the ability to project future enterprise costs.
- ★ Forecasted performance in 2009 was within the goal range.
 - ☆ Provides management with reliable information for good decision making and planning.
- ★ Scenario development for the Capital Program and Operating Financial plans.
 - ☆ Provides information for decision making within a range of options.
 - ☆ Improves understanding of the depth of potential financial issues.
- ★ Completed development of core Performance Measures in one-half of the service areas included in the ICMA and Colorado Consortium performance reporting programs. This completes core measures for nearly all service areas.
 - ☆ Data collection will begin with the 2009 data.
 - ☆ Simplifies data collection for services areas.
 - ☆ Provides information for service areas to learn from other jurisdictions.
- ★ Received the GFOA Distinguished Budget Presentation Award.

Annual Budget Budget (1503)

'08 Actual	\$201,374
'09 Adopted Budget	\$206,870
'09 Revised Budget	\$140,510
'09 Actual	\$140,922
% of '09 Actual /Revised	100.3%

2010 Goals

- ★ Improve budgeting at the project level for better capital project reporting.
- ★ Integrate performance measures into the department logic models.
- ★ Complete and begin data collection on the core measures determined by the Colorado Consortium.
- ★ Analyze and recommend fund balance/reserve policies.



been used for operational and financial planning. Confidence in the reliability of the numbers is crucial to the relevance of the information the plan provides. In comparing the plan to actual results, the forecasts have been reasonably accurate in the first 5 years of the plan.

In the short term, accurate forecasting of revenue is crucial for policymakers determining resource allocations between services in the budget development process. While the City takes a conservative approach to ensure the sustainability of budget decisions, we strive to be close to actual results to increase the confidence level. The forecast goal for the adopted budget is to be within 5% of actual revenues and expenses.

Actual expenses may exceed the Adopted Budget due to capital projects budgeted in prior years and reappropriated to complete the project, grants or other one-time revenue received during the year that could not have been anticipated in the budget adoption process, or operational adjustments done after the budget development process. These changes are implemented by the adoption of Supplemental Budget Ordinances during the year to revise the budget.

As part of the fiscally conservative philosophy and to aid in ensuring the sustainability of services maintaining adequate reserves that can be used as a bridge for short-term economic downturns is an important component. As part of this effort, the Citizens Finance Advisory Commission's recommendation to keep at least 6% of the revenue collected for the General Fund has been met or exceeded since 2000.

Focus Areas	Outcome	Performance Measures	2007	2008	2009
Public Outreach	City priorities communicated to the public.	Adopted budget revenue within 5% of actual.	96.0%	102.5%	104.1%
		Adopted budget expense within 5% of actual.	99.5%	94.4%	99.0%
Fiscal Responsibility	Council and public have confidence in budget projections.	Unrestricted reserves at least 6% of fund revenue.	18.7%	21.6%	21.8%
	Program and service growth within available resources.	Revenue forecasts for current year expenses on 4-month data within 5% of actual revenues.	96.0%	99.7%	97.9%
		Expenditure forecasts for current year expenses on 4-month data within 5% of actual expenses.	99.5%	99.6%	NA
Operational Efficiency	Workload focus on analysis.	# of hours reinvested resulting from process efficiencies.	NA	NA	NA
Sustainable Results	Implement and improve reporting of performance measurement system.	% of core measure data points answered on ICMA performance reports.	8.6%	53.1%	NA

City Clerk's Office

The City Clerk's Office is committed to offering respect and quality service to the citizens and staff of the City of Loveland, while maintaining fiscal responsibility and operational efficiency. This Office serves as custodian for the Central files for the City of Loveland and oversees implementation of the Document Management Policy. The conduct of municipal elections and the issuance of licenses and permits are also major responsibilities of this Office. The City Clerk serves as secretary to the Council and oversees the City Council meeting agendas and packets. The City Clerk's Office serves as secretary to the Loveland Liquor License Authority. The City Clerk's Office oversees the Food and Utility Sales Tax Rebate Program.

2009 OVERVIEW

In 2009, the City Clerk's Office worked to meet five goals:

Public Outreach: Focus on public access to policies and procedures in the City Clerk's Office to enhance public use of the internet for more efficient service. Implementation of Article 17 of the City Charter relating to Campaign Finance.

Fiscal Responsibility: Evidenced by operating within the 2009 budget framework and conducting a successful Food and Utility Sales Tax Rebate Program.

Operational Efficiency: Emphasis on the liquor license processes and City Council Meeting agenda management. Cross Training Staff to all functions.

Sustainable Results: Primarily centered on document management; Standardization of document management procedures; reorganization of City Clerk controlled documents; outstanding safety scores.

Superior Customer Service: To determine tangible, measurable goals within the Clerk's Office and to implement surveys to measure customer service outcomes.

FOCUS AREA RESULTS

Overall in 2009, the City Clerk's Office had a very successful year. In addition to meeting most of the goals set out in 2009, the City Clerk's Office experienced personnel reduction, due to economic downturns. With standards set for document management, the City Clerk's Office received Procedure manuals from most of the departments citywide. We continue to create processes to help all divisions in the city maintain the "safe harbor" protection by maintaining a good faith operation system for Loveland's records. In the implementation of City Charter Article 17: Campaigns, and as new election law arises the City Clerk's Office is committed to education and training to ensure these laws are adhered to.

2009 Accomplishments

- ★ **Agenda Management:** Conducted Stakeholder meeting; created brochure for new employees outlining process; placed process on Intranet for staff access. Communication with the Stakeholders has reduced staff time, resulted in more accurate and efficient Council meetings and ensured standard communication throughout the process. Created Council Orientation Packet. Standardized the Boards & Commissions Agendas to ensure Federal, State and Local requirements were being met.
- ★ **Food & Utility Sales Tax Rebate Program:** Implemented new CPI automatic adjustment; maintained budget below 7% of total program budget; performed superior customer service in a tough economic circumstance.
- ★ **Document Management:** Received Document management procedure manuals from W&P; Public Works; Fire; Finance; P&R; Municipal Court and Development Services. Conducted Document Destruction Fair shredding 3.75 tons of obsolete records; received approval of destroying paper documents with a 10-year or less shelf life that have been scanned; met with departments to assist in updating files, Hummingbird license and retention schedule adherence. Biggest savings recognized by these improvements is time searching through outdated materials, space for personnel and standardization to ensure management equity of City records.
- ★ **Liquor License:** Updated policies procedures and consolidation ordinance; cross training to Liquor License to serve in monthly meeting; Created local application; Implemented consent agenda; Implemented special event permit processes. These improvements have resulted in a reduction in length of Liquor License Authority meetings, which equal less staff and applicant time.
- ★ **Cost Savings:** Council packets production reduced by ½; increase in annexation fees of \$1,500 to cover actual costs; reallocation of unused Hummingbird licenses; reduction in judge's (LLA) review time.
- ★ **Customer Service:** Received 100% rating in customer survey as superior, implement Liquor License customer service survey & process; standardized Council Agenda items; reduced Liquor License applicant's time before the

Authority. Public rated Loveland's Liquor License process as superior. Scored 105% on Safety Audit.

Annual Budget Clerks (1811)

'08 Actual	\$311,860
'09 Adopted Budget	\$388,390
'09 Revised Budget	\$385,880
'09 Actual	\$357,133
% of '09 Actual /Revised	92.6%

2010 Goals

- ★ **Public Outreach:** Accessible policies and procedures for internal and external customers; Adapting Campaign Finance forms for online completion.
- ★ **Fiscal Responsibility:** Remain within budget and monitor program costs.
- ★ **Operational Efficiency:** Standardize accurate and efficient agenda and document management for boards and commissions; Standardize e-documents and e-mail. Updating Ordinance tables for easier tracking of Council ordinances.
- ★ **Sustainable Results:** Litigation Hold procedures; creation of a CORA request process; City e-mail policy; maintain safe work environment.
- ★ **Superior Customer Service:** Capture and implement policies and procedures that sustain superior customer service. Look at becoming a passport application center and implementing a standard for Colorado Notary services among City employees that are notary officers.

The City Clerk's Office is committed to providing "Superior" customer service and always searching for avenues to reduce cost with an eye on streamlining processes. This year we will be focusing on new areas such as exploring the passports application process and standardizing the notary services offered by City Employees that are Notary public officers for the State of Colorado. The City Clerk's Office is committed to providing accurate information as efficiently as possible. With that in mind, we gladly partner with the rest of City staff to reflect the goals of City Council, Management and residents in all that we do.



Focus Areas	Outcome	Performance Measures	2007	2008	2009
Public Outreach	Accessible policies and procedures.	% of timelines met to achieve public accessibility to policies and procedures.	NA	100%	100%
Fiscal Responsibility	Efficient use of resources in the City Clerk's Office.	Meet or below budget projection.	*89% below	*95% below	*95% below
Operational Efficiency	Efficient operations in functions of City Clerk's Office.	80% liquor license applicant's rate process 5 on survey.	NA	**100%	**100%
Sustainable Results	Efficient operations in functions of City Clerk's Office.	# of requests met within 72 hrs.	NA	***100%	***100%
		# of departments with trained staff using the Retention Schedule.	60%	100%	100%
Superior Customer Service	Customer Service Expectation – above average excellent	% of respondents that indicate satisfied or extremely satisfied.	NA	**98%	**100%

City Clerk's Office budgets funds annually for the possibility of a special election.

**Survey results are accumulated semi annually with a 100% response according to the performance measure. Liquor License survey results are accumulated ongoing with 100% response according to the performance measure.

***State statute allows for a 7 day response to requests that are large, vague i.e. "any and all documents".

Revenue

The Revenue Division is comprised of four main areas: Sales & Use Tax and Fee Collection, Miscellaneous Accounts Receivable, Treasury, which entails banking services, petty cash and deposits and investment tracking and Utility Billing and Meter Reading (reported separately).

Sales & Use Tax and Fee Collection

The sales tax area is responsible for licensing, collection and enforcing sales tax revenue collections for each retail business located inside the City of Loveland, as well as numerous out of city and out of state businesses. The use tax area is responsible for enforcing collection of building use and auto use tax. Currently, there are over 2,977 active accounts. In 2009, 20,315 returns and 259 amended returns were processed.

Another function of sales and use tax is the audit enforcement process. City of Loveland staff and the contract-auditing firm, Revenue Recovery Group (RRG), perform the audits for sales and use tax. In 2009, the Division added a 3rd auditor and will rely less on RRG to perform the local audit function. Audits include sales tax, motor vehicle use tax, building use tax, and job cost reconciliations (self-audits by contractors).

The 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 for the retail stores located in the Promenade Shops at Centerra and the Centerra Marketplace. As part of the enforcement of the fees, the Division works with new retailers in these areas to ensure that the fees and taxes are being collected and remitted correctly. At the end of 2009, there were 109 retailers and \$3,231,786 in sales tax collected in the two areas.

Miscellaneous Accounts Receivable (MAR)

Since the first department came on board with the centralized MAR system in 2007, several more departments have begun to utilize the MAR system. Current departments utilizing the MAR system includes Finance, Airport, City Clerks, Public Works and Risk Management. In 2009, the Revenue Division generated 1,400 invoices and collected \$3,218,449 for MAR customers.

Petty Cash and Deposits

The Division handles petty cash requests up to \$100, and small change orders for various departments. The net cash shortage/overage for 2009 was \$2.86. The Division deposits for the following areas; Library, Museum, Rialto, Building Division, Parks & 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,

2009 Accomplishments

- ★ Updated website to provide current information.
- ★ Developed and completed a plan to implement the new Lodging Tax effective January 1, 2010.
- ★ Created new lodging tax return to be used by lodging providers to report new Lodging Tax.
- ★ Year-end deficiency and delinquency rate 7.66%. This is the benchmark for future year improvements.
- ★ Completed 87 audits resulting in \$202,998 additional sales tax revenue, which exceeded budget by 1.5%.
- ★ Miscellaneous Accounts Receivable (MAR) implementation; Added two additional departments, and placed the rest on hold until the new MAR system is in place. Added 97 new customers from City Clerk's and 4 new customers from Public Works.
- ★ Trained backup for investment reporting.
- ★ Trained backup for Wells Fargo Daily Balancing report.
- ★ Division staff participated in "Customer Information System (CIS) Expedition 2009" project Innoprise CIS and MAR.
- ★ Staff maintained high efficiency & customer service level during 1st and 2nd quarters without direct supervision.
- ★ Accounts Receivable and Sales Tax scanning projects are complete.
- ★ Completed Sales Tax software conversion and went live April 1.

Annual Budget

Sales Tax Collection (1520)

'08 Actual	\$317,806
'09 Adopted Budget	\$621,440
'09 Revised Budget	\$414,060
'09 Actual	\$256,266
% of '09 Actual /Revised	61.89%

Fee Collection (1521)

'08 Actual	\$124,574
'09 Adopted Budget	\$146,690
'09 Revised Budget	\$216,110
'09 Actual	\$188,381
% of '09 Actual /Revised	87.71%

2010 Goals

- ★ Realign Sales Tax Auditors duties for increased efficiency.
- ★ Complete MAR implementation in remaining departments.
- ★ Complete MAR software conversion and training.
- ★ Take over collection and enforcement responsibilities for the City's Business and Occupation Tax.
- ★ Make E-Transactions a reality for Sales Tax customers.
- ★ Improve the deficiency and delinquency rate to less than 6%.
- ★ Complete 110 Sales Tax audits.

Finance, Current Planning, Accounts Receivable, Legal, City Manager, IT and Cemetery. All funds are deposited within 24 hours of receipt.

2009 OVERVIEW

Software Conversion

Staff continued double entry into the former sales tax system and Innoprise through the April 1 go live date. The conversion went well with only minor glitches occurring over the remainder of the year. IT staff and Innoprise representatives worked to resolve issues quickly. Preliminary meetings were held weekly for most of the 3rd quarter in preparation for the implementation of the new Innoprise Customer Information System (CIS) and MAR modules. The new MAR system should go live sometime in mid-2010 and the CIS by the end of the year.

Collection Agreement

The Division staff worked with representatives from the metro district to streamline the Fee Collection Agreement. Several improvements to the agreement were recommended to the boards for the Public Improvement Corporation and the two Retail Sales Fee districts. The boards approved a change in the way audits on retailers in the fee district are performed.



This change will allow the auditors to close an audit sooner if no significant compliance issues are discovered. Some of the other changes to the agreement include; register check frequency and audit frequency. All of the changes will improve efficiency in the fee collection process.

Focus Areas	Outcome	Performance Measures	2007	2008	2009
Fiscal Responsibility	Maximize sales and use tax revenue.	% of delinquencies.	NA	NA	7.66%
		% of construction use tax refunds vs. assessments.	NA	NA	67.00%
		Audit assessments vs. collection on assessments.	NA	NA	97.70%
	Maximize other revenue sources.	Miscellaneous Accounts Receivables.	NA	NA	\$3,218,449
		*\$ of Business Occupational Tax.	NA	NA	**\$308,019
Operational Efficiency	Maximize productivity through clear expectations.	# of completed sales and use tax audits.	NA	NA	87
		# of completed Job Cost Reconciliations.	NA	NA	69
		\$ of assessments for sales tax audits.	NA	NA	\$202,998
	Provide consistency through written policies and procedures.	# of written policies and procedures.	NA	NA	0
		# of audit hours.	NA	NA	3,537
	Encourage development of staff.	# of employee training hours.	NA	NA	162
		# of taxpayers trained.	13	10	20
Sustainable Results	Safe work environment.	# of safety related accidents.	NA	NA	1
Superior Customer Service	Make business transactions (E-Transactions) accessible to customers on website.	# of visits to the website.	NA	NA	12,236
		# of page requests.	NA	NA	32,529
		# of transactions conducted on website.	NA	NA	0
		\$ transacted on website.	NA	NA	\$0

*The Revenue Division will take over the collection and enforcement of the City's Business and Occupational Tax (BOT) beginning Jan. 2010.

**This represents the base year collections.

Risk Management

The Risk Management Division assists the City's operational effectiveness by minimizing the costs associated with the City's property, liability, workers' compensation and environmental exposures. This is accomplished through identification and evaluation of the City's risks, implementation of appropriate safety, environmental and loss control programs, risk financing measures and claims management.

2009 OVERVIEW

Risk Management provides internal consulting services to departments on safety and environmental issues, including policy development and risk assessments for safety, liability and environmental exposures. The Division also handles claim administration for workers' compensation, general liability, auto liability and property damage. Risk does the City's purchasing and administration of property, general liability, auto liability, errors & omissions and other insurance policies and reviews City contracts for insurance. Staff promotes safety and environmental compliance through training, auditing and various other environmental and safety programs.

2009 PROJECTS & ACCOMPLISHMENTS

Workers' Compensation Claims

- Risk reported 124 workers compensation claims to Pinnacol. Staff regularly met with Pinnacol and the designated workers' compensation medical providers to help assure that treatment proceeded smoothly. To help prevent future injuries, followed-up on the causation of 44 workers' compensation accidents, which resulted in 9 accident investigation. To expedite claims processing, Risk staff also met with several supervisors on how to report and providing employees with information on choice of workers' compensation designated providers.

Workers' Compensation Administrative Regulation

- Risk worked with HR and Payroll to update the Workers' Compensation Administrative Regulation. Changes included, but are not limited to, choice of authorized workers' compensation providers, information on the workers' compensation process, transitional duty and additional information on how lost-time and medical appointments are paid.

Property/Liability Claims

- Risk reported 77 property and liability claims to CIRSA, the City's property/casualty insurer, including claims seeking reimbursement for damage to City property. Staff reviewed the causation of reports received, made recommendations as needed, and conducted 3 accident investigations to obtain additional information to aid in prevention.

2009 Accomplishments

- ★ Workers' Compensation Claims.
- ★ Workers' Compensation Administrative Regulation.
- ★ Property/Liability Claims.
- ★ Recoveries.
- ★ Safety.
- ★ Workers' Compensation Cost Containment Certification.
- ★ Training.
- ★ Hazardous Wastes.
- ★ Asbestos and Mold.
- ★ Environmental Audits.
- ★ Environmental Assistance.
- ★ Intranet Improvements.



Annual Budget

Internal Service Fund (1577)

Risk & Insurance (1575)

'08 Actual	\$2,472,147
'09 Adopted Budget	\$2,219,900
'09 Revised Budget	\$2,284,310
'09 Actual	\$1,973,694
% of '09 Actual /Revised	86.4%

2010 Goals

- ★ Implement and maintain Executive Safety Goals and increase safety audit compliance.
- ★ Implement and scan files for retention.
- ★ Revise Spill Prevention Control and Countermeasures (SPCC) plans for various departments to meet the revised EPA regulations.
- ★ Work with the State on remediation of solvents at the Airport and Downtown Assemblage area.



Recoveries

- The City received \$78,617 in reimbursements for workers' compensation claims and property damage. Additionally, \$173,619 was recovered from the State of Colorado for reimbursement for the environmental remediation for the diesel spill at the Service Center.

Safety

- To help promote a safe work environment, conducted internal safety audits of 38 work groups. Overall, the City scored 97% on the audits up from 77% last year. Risk also distributed 395 gift cards worth a total of \$3,950 to employees for their safety efforts compared to \$1,210 distributed in 2008. Finally, to assist employees before an accident occurs, a hazard recognition program was implemented in several departments and 177 employees have been trained on the program.

Workers' Compensation Cost Containment Certification

- Risk submitted documentation on the City's safety program to the State for worker's compensation cost containment certification for 2010, which included Accident Investigations for several large workers' compensation claims requested by the State. The City received cost containment certification in December and will receive a 5% (over \$36,000) discount for 2010 workers' compensation premium.

Training

- Risk held or arranged safety and environmental trainings with over 400 participants. Safety classes included Professional Safe Driving, Load Securement, AED/CPR/First Aid Certification, Hearing Conversation, and Weather Spotting. Environmental classes included Mold, Wetland Delineation and Migratory Bird Treaty Act Compliance, DOT Hazardous Materials Unloading and Handling, Asbestos Awareness, and Pre-construction Environmental Planning on small to medium projects. Staff also worked with departments on specialized programs, such as safe van driving for Recreation and an environmental stormwater class for Parks.

Hazardous Wastes

- Collected and recycled 779 pounds of batteries, which is slightly less than collected in 2008, however, because the batteries were recycled, they are not treated as hazardous waste, which helps the City maintain its status as a small quantity generator and saves money that otherwise would be spent on disposal and training. Also, collected and arranged proper disposal of 176,000 pounds of hazardous waste resulting from chemical spills.

Risk Management

Asbestos and Mold

- To assist Facilities Maintenance better plan repair and remodeling projects, 19 asbestos surveys were conducted. In addition, Risk oversaw the cleanup of an asbestos spill at 1 City building. In 2009, the City experienced several problems with mold as a result of leaks. As a result, mold surveys and remediations were completed at Fire Station 5, Civic Center (2 locations), Fire Training Grounds, and Pulliam (2 rooms).

Environmental Audits

- Conducted environmental audits of 10 divisions: Recreation, Golf (3 courses), Cemeteries, Parks Planning, Natural Areas, Parks (over 30 individual parks), Electric Metering, Power Operations, Electric Field Engineering, and Hydro Plant Operations.

Environmental Assistance

- To comply with environmental rules/regulations, Risk oversaw 8 lead paint surveys and assisted with the remediation efforts for a solvent release at the Airport. Worked several spills and/or remediations, including North Lake Park homicide, a cooking oil alley spill, a diesel spill at MacArthur Ave, various abandoned (unknown) containers in the right of way, and a sewage spill (back up) at the Recycle Yard. Oversaw the installation of monitoring wells at properties located near N. Lincoln Avenue and E. 3rd Street. For properties being bought, 13 Phase I Environmental Site Assessments were completed, of which 3 resulted in an additional Phase II Environmental Site Assessment.

Intranet Improvements

- To help with more efficient reporting, Risk added an electronic property/liability reporting form to its webpage. The webpage also now lists the employees that are CPR/AED certified by location. Asbestos Surveys were added as well. Visits to Risk's webpage have steadily increased. More claims are being reported electronically and employees are checking out safety training materials online.

FOCUS AREA RESULTS

Safety compliance scores were up, which means that departments are aware of what must be done to achieve a safe workplace. However, since workers' compensation claims increased, it indicates that there is still work to be done. In 2010, the safety audit program will focus on measuring whether or not safe work practices are integrated into the operations of each department. The slight increase in workers' compensation premium was due in part to the City's claims experience in 2006 and 2007 and increased costs for firefighter cancer coverage. However, since the City achieved

Liability Claims

The City had higher liability claims in 2009 than in the previous year. As of 12/31/09 the 77 property and liability claims to CIRSA resulted in losses totaling \$164,798. As of 2008 year end, the claims reported totaled \$119,311 in incurred losses. Of the 77 claims reported in 2009, 37 were liability claims which totaled \$117,855. The bulk of this amount, \$75,790 (64%) was due to sewer backups. Auto liability claims totaled \$19,745 (16.75%), of which \$8,911 (45%) resulted from backing into things.

Workers' Compensation Claims

Both the frequency and severity of workers' compensation claims increased in 2009. A total of 124 claims were reported in 2009 compared to 113 claims in 2008. As of 12/31/09, 10 claims from 2009 remained open as compared to 9 open claims at the end of 2008. Since frequency is an indicator of severity, it was not a surprise that the cost of claims increased in 2009 over 2008. As of 12/31/09 the total amount incurred was \$483,015 for 2009 and \$291,492 for 2008 claims. Of the 124 claims in 2009, 108 (87%) were for medical treatment only. In 2008, 97 claims (86%) were for medical treatment only. Police and Water made up the majority of 2009 claim costs. Trips, slips and falls accounted for over 40% of costs, while lifting/pushing/pulling injuries were almost 12%. Finally, over 20% of the injuries occurred during training exercises.



cost containment certification, it saved the City saved over \$40,000 on its premium calculation, which helped keep premium in check. As for workers' compensation claims, the increase in claims cost this year was not unexpected, since frequency is an indicator of severity and the City saw an increase in the number of claims both in 2008 and 2009. The City's property and liability claims experience remained strong, however, with the average cost of property and liability claims decreasing. Finally, the feedback Risk's received from its' internal customers indicated that overall customers continue to have positive interactions with Risk staff.

Focus Areas	Outcome	Performance Measures	2007	2008	2009
Public Outreach	Departments view Risk as a resource to comply with laws / regulations and reduce losses due to accidents, fines, lawsuits, etc.	# of website hits.	NA	1,984	4,802
		% of compliance with safety audits.	80%	77%	97%
		% of compliance with environmental audits.	79.0%	82.0%	81.4%
Fiscal Responsibility	To provide cost effective insurance coverage.	Workers' comp premium as a % of payroll.	0.87%	0.84%	0.89%
		Cost of liability premium as a % of payroll.	0.74%	0.51%	0.58%
		Property rate per \$100 of insured value.	0.0360	0.0266	0.0266
Operational Efficiency	Cost effective pursuit financial recoveries of available to the City.	% of environmental recoveries amount available compared to amount received.	80.0%	NA	88.2%
		% of property damage recoveries amount available compared to amount received.	48%	45%	43%
	Claims are managed efficiently.	% closed within 3 mos of reporting to carrier.	85%	85%	90%
		% reported to carrier within 1 business day.	NA	100%	97.5%
	Information is provided in a timely basis.	% of claims reported electronically.	NA	57%	67%
		95% of contract insurance certificates reviewed within 1 business day.	NA	100%	99.6%
		95% of environmental audits completed on time.	NA	93%	50%
Sustainable Results	Provide a safe work environment for employees reduce damage to City property and citizens' property.	Workers' comp experience rating.	1.00	1.04	1.04
		# of workers' comp claims per FTE.	0.1304	0.1580	0.1759
		Avg. cost of workers' comp claims.	\$7,094	\$2,581	\$3,895
		Avg. cost of property & liability claims.	\$2,666	\$2,421	\$2,140
	Compliance with environmental regulations.	% of issues resolved at follow-up.	50%	NA	NA
Superior Customer Service	Provide information requested by departments, employees, citizen or vendor within 1 business day or by prior to due date or follow-up with them on progress.	85% of customers rate their experience with Risk Management's service as satisfied or extremely satisfied.	NA	96%	95.1%



Utility Billing

Customer Service is responsible for handling customer requests to start and stop utility service, answering questions related to all utility services provided by the City, taking credit and debit card payments by phone, and collection of unpaid utility bills.

Billing is responsible for providing customer service and processing monthly statements and payments for all electric, water, wastewater, stormwater, solid waste, and street maintenance customers. In addition to reading more than 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.

2009 OVERVIEW

Completion of several projects brought many process changes for Customer Service. The City's Identity Theft Prevention Program, required by federal legislation known as Red Flag, was the most significant due to pre-implementation work and its ongoing effect on day-to-day operations after implementation. The utility account service application scanning project begun in 2008 continued in 2009. Credit and debit card payments made by phone through Customer Service, and online by customers, accounted for approximately 3% of all payments received.

In 2009, revenue billed for water, wastewater, and electric service totaled \$52,560,738 compared to \$52,935,660 in 2008. Each month, approximately 34,800 accounts were billed and an average of 33,700 payments was processed. 14% of the payments processed were received electronically.

2009 PROJECTS & ACCOMPLISHMENTS

Customer Service assisted 51,312 phone customers and 14,443 counter customers. 30,859 final notices were mailed to active customers, a decrease of 4.4% from 2008. Fewer meters were turned off despite the economy, with a total of 2,221 for the year, a drop of 16.3%. Two factors affected the shut-off numbers to some degree: the acceptance of credit and debit card payments, and cold weather that delayed shut off for several weeks in December.

FOCUS AREA RESULTS

Partnership with House of Neighborly Service provided assistance to 397 households through the Help A Neighbor in Distress Program (HAND) in 2009. Assistance totaling \$32,301 was distributed to qualified households. The community contributed \$8,263 to the HAND Program. Approximately 11,000 utility account service applications were scanned, freeing up office storage space. Utility Billing contributes to

2009 Accomplishments

- ★ Implemented the City's Identity Theft Prevention Program.
- ★ Streamlined service to joint Solid Waste and Utility Billing customers.
- ★ Revised electric meter turn-on procedures to improve field safety.
- ★ Increased safety audit score to 102%.
- ★ Completed Project Plan Design phase of the Innoprise CIS conversion.
- ★ Timely and Accurate Revenue Flow to Utilities—Over 99% of utility accounts were billed accurately and on schedule. More than \$64,000,000 in revenue was collected after processing 404,280 utility payments.
- ★ Billing staff logged in 190 hours processing sales tax payments for the Revenue Division.
- ★ 651,584 meters read on the routes. (54,298 per month)
- ★ 1,131 cut or missing electric meter box seals reported and investigated.

Annual Budget

Customer Service (4540)

'08 Actual	\$750,970
'09 Adopted Budget	\$803,500
'09 Revised Budget	\$803,500
'09 Actual	\$705,640
% of '09 Actual /Revised	87.8%

Billing (4541)

'08 Actual	\$628,813
'09 Adopted Budget	\$670,870
'09 Revised Budget	\$670,870
'09 Actual	\$655,455
% of '09 Actual /Revised	97.7%

Meter Reading (4542)

'08 Actual	\$612,762
'09 Adopted Budget	\$613,180
'09 Revised Budget	\$613,180
'09 Actual	\$574,623
% of '09 Actual /Revised	93.7%



2010 Goals

- ★ **Innoprise Conversion:** Utility Billing started the process of converting the existing utility software to Innoprise software. The Project Plan Design phase was completed in 2009. The focus in 2010 will be on configuring the software, converting data, testing, and training staff on the new software. An implementation timeline has not been established.
- ★ **Larimer County Addressing Project:** Continue work on the Larimer County Addressing Project. This involves researching the remaining addresses that require changes before the changes can be made to our address database.
- ★ **Bill Payment Agencies:** Meet with our current banking institution to discuss the possibility of having online bill payment agencies send an electronic file containing utility payments directly to the bank. This would allow Utility Billing to download one file instead of a single file for every bill payment agency.

fiscal responsibility primarily through collection efforts geared to unpaid utility bills, measured by the number of notices mailed, collection calls made and meters shut off. Additionally, the main focus of Billing is fiscal responsibility with a desired outcome to provide timely and accurate revenue flow to the utilities that is measured by the number of accounts billed, the total amount billed and the amount of revenue collected annually.



Focus Areas	Outcome	Performance Measures	2007	2008	2009
Public Outreach	Partner with community and House of Neighborly Service to provide utility bill assistance to customers in financial crisis.	\$ donated by community.	\$9,103	\$8,642	\$8,263
		# of households assisted.	426	427	397
		\$ of assistance given.	\$36,573	\$36,201	\$32,301
Fiscal Responsibility	Maintain timely and accurate revenue flow to utilities.	\$ billed annually. (electric, water & sewer)	\$50,882,631	\$52,935,660	\$52,560,738
		# of bills mailed annually.	434,898	430,081	418,264
		\$ collected annually. (all services billed)	\$58,378,998	\$63,343,201	\$64,376,476
		Meters read.	683,600	662,308	665,628
		Accuracy in readings.	99.00%	99.00%	99.87%
Operational Efficiency	Implement cost effective solutions to save time and money.	Projects/hours.	1/250	1/52-104	NA
Superior Customer Service	Provide quality customer service.	Positive customer survey results.	94%	91%	94%



IT Admin

2009 Accomplishments

- ★ Of note is that three positions were eliminated in IT and an additional one was transferred to another department.
- ★ Developed a revised organizational structure to improve service delivery and customer satisfaction.
- ★ Began the Customer Information System (CIS) Expedition, the requirements analysis portion of the Utility Billing and Miscellaneous Accounts Receivable applications. Implementation will result in more effective software tools for the City.
- ★ Began analysis of video security camera needs among all departments so that a consistent approach will be used for future video camera and storage needs.

2010 Goals

- ★ Revise 5-year software and maintenance budget aligned with implementation of new systems and software.
- ★ Implementation of the following four software applications will result in more effective and customer friendly web browser based software tools for the City:
 - ☆ Implement Utility Billing and Misc Accounts Receivable applications.
 - ☆ Implement Building Permit application.
 - ☆ Implement Facilities' work order application.
 - ☆ Implement Financial Accounting, from requirements all the way to final implementation.
- ★ Incorporate the new organizational structure into IT's way of doing business to improve customer service and satisfaction.
- ★ Begin web site redesign analysis to enable better transparency, communication, and customer service through the City's web presence.
- ★ Deliver social media policy that guides the use and distribution of City information on social media websites.
- ★ Consider application for grant funding for the round 2 of the Broadband Stimulus Package.

The Information Technology (IT) Department is comprised of the divisions of Administration, Geographic Information Services, Programming and Networks, and Support Services. IT is responsible for organization-wide strategic and operational technical planning, providing customer service to City staff and citizens to enable efficient use of technical resources, and to lead the effort of using the organization's technical resources, both equipment and personnel, in the most effective manner possible. IT provides a technology training lab that is equipped and ready to provide training opportunities for City staff and City partners, such as Loveland's Business Development Center.

2009 OVERVIEW

2009 continued to experience significant change within IT and the technologies IT supports. New systems, new network connections, and added services drove activities throughout the department. Continuing the implementation of next generation of software from Innoprise and other new products geared toward replacing legacy applications required extensive planning and effort. Those activities were balanced with ensuring existing city-wide and department-specific applications and systems were available and used effectively throughout the year.



Annual Budget

IT Combined

'08 Actual	\$3,149,323
'09 Adopted Budget	\$3,375,100
'09 Revised Budget	\$3,395,550
'09 Actual	\$3,172,777
% of '09 Actual /Revised	93.4%

IT Admin (1601)

'08 Actual	\$188,476
'09 Adopted Budget	\$207,200
'09 Revised Budget	\$206,090
'09 Actual	\$177,372
% of '09 Actual /Revised	86.1%

Focus Areas	Outcome	Performance Measures	2007	2008	2009
Public Outreach	Public has access to information to better understand how IT goals, objectives, and services help departments deliver services.	# of hits on the page with the report.	NA	483	366
Fiscal Responsibility	Implement proven and cost effective technical solutions to service delivery challenges.	Determine anticipated ROI on at least 50% of project requests.	50%	67%	67%
		% of hardware replaced based on established life cycle.	100%	100%	100%
	Provide technical solutions to enable open and accessible government.	# of processes to support Citizen interactive involvement.	8	12	12
Operational Efficiency	Work plans executed effectively.	90% of internal work plans are achieved as scheduled and within budget.	90%	91%	92%
		90% of external work plans are achieved as scheduled and within budget.	90%	71%	80%
	Information is available for effective decision making and public communication.	# of unscheduled downtime occurrences.	3	9	3
		Avg. time of downtime instances.	4 hours	1 hour	1 hour
		80% of performance metrics are easily accessible by departments for their purposes.	50%	NA	NA
	Well trained staff.	% of supervisors that believe their staff has effectively incorporated IT training into job duties for better productivity.	NA	NA	NA
Sustainable Results	Plan for technology needs for today and tomorrow.	% variation of planned versus performed IT activities.	5%	NA	NA
		% of unplanned expenses.	0%	0%	0%
Superior Customer Service	Maintain strong partnerships with customer departments.	% of projects with scope exceeded original project definition, smaller the better.	92%	60%	50%
		% of departmental meetings held on time on a scheduled basis.	50%	100%	100%
		% of project deliverables on time and within budget.	90%	NA	NA
		90% or higher heat ticket follow up resulting in satisfied or better satisfaction.	50%	98%	98%
		Overall customer satisfaction survey results in 85% or higher satisfied or better response.	NA	NA	100%

Geographical Information Systems

The Geographic Information Services Division (GIS) is responsible for the maintenance of the City's centralized land-based information and geographic information services. With this information, the Division provides mapping and data products for many areas within the City. The Division also creates custom computer programs for use by City staff to assist in analyzing geographic information and other land-related data. The Division coordinates the City's field asset management program, assists with the support of computers and related technical issues for the Department, and maintains some data fields in the land-based applications on the City's mainframe computer. Addressing for property within the City is done in the Division.

Note for 2010 reporting: IT underwent a restructuring in January, 2010. The GIS is now part of a new division called the Application Services Division. GIS work group reporting for 2010 will now be part of the new Application Services Division report. Also, the responsibility for addressing properties has been moved to the Planning Division within the Development Services.

2009 OVERVIEW

2009 saw the continued expansion of GIS capabilities within the City especially within the areas of web-based applications and the use of the City's field asset management and work order system. In particular, a "re-write" of the GIS website now allows Internet users to more easily identify features in and around the Loveland area. The new design also facilitates the expansion of GIS web-based tools into new areas. For example, there is now an internal (Intranet) version of the web-based applications that has additional functionality that staff can use such as looking up "Address File" information found in the Building Division records and looking up Conceptual Review Team documentation by simply clicking on a map. There was also an application developed to identify liquor license locations for the City Clerk's Office and the Police Department. The identification of historic buildings was added as a layer for citizens on the Internet and for use by staff.

The expanded use of the Cityworks software (field asset management and work order system) continued in 2009. The implementation within Traffic Operations was completed as was the traffic sign inventory project that is now tracked in Cityworks. The Transit group was added as users of the system and right-of-way permits are now being handled as part of Cityworks.

As in years past, GIS reviewed and updated a number of GIS layers. In particular, staff worked with Larimer County's GIS group in a cooperative effort to review and update land parcels in the "downtown" area of Loveland. This area contained the most discrepancies in terms of parcel shape and location. The effort this year saw staff locating block corners on the ground and supplying their locations to Larimer County. The County then reviewed all subdivisions and land deeds to verify the shape and location of these parcels. The City's system is largely based on these parcel locations and this project provided a more accurate

2009 Accomplishments

- ★ The traffic sign inventory project is completed. 20,558 signs are now in the database.
- ★ Police Department's "Call for Service" web application rewritten. Faster web response and same look and feel as other similar pages.
- ★ Addendum to internal Property Info application to include "Addressing" documents—added GIS tools for looking up information related to development review located in the City's document imaging system.
- ★ Reviewed and published new Stormwater Field Book—16 copies each/386 pages.
- ★ Started interagency GIS parcel rectification project with Larimer County—3,461 parcels modified.
- ★ Asset Management, Service Requests and Work Order software implementation—expanded into 3 new work areas within Public Works.
- ★ Developed QA methodology for GIS data—higher quality data now available for staff and Internet users.
- ★ Clean up of address locations to be relative to building footprints—3,900 address locations adjusted.
- ★ Overhaul and enhance core GIS layers—4 layers improved to increase usability.
- ★ GIS Special Projects—121 completed with an approval rating of 97.4% (customer responses with "satisfied" or "very satisfied" ratings).
- ★ 18 GIS and work order training classes.

Annual Budget

GIS (1604)

'08 Actual	\$415,710
'09 Adopted Budget	\$507,220
'09 Revised Budget	\$507,220
'09 Actual	\$478,560
% of '09 Actual /Revised	94.4%

2010 Goals

Organizational Projects

- ★ Continue Innoprise implementations in the Development Review Process and begin projects for Utility Billing and Finance.
- ★ Continue P&R's Cemetery GIS Project and Tree Inventory Collection Project and possible Cityworks implementation.
- ★ Develop a ditch maintenance agreement

tracking application on the intranet server for City Attorney's Office.

- ★ Addendum to internal Property Info application to include "Planning Reference" documents.
- ★ Possibly continue commercial sign inventory project with the Planning Division.

Operational Projects

- ★ Identify and develop working relationships between GIS and Business Analyst staff under the new Application Services.
- ★ Begin Water & Power document imaging.
- ★ LETA has contracted out for new high resolution aerial photography for the county area. The GIS group will be contact point and trainers for use of this data within the City.
- ★ The subdivision, annexation and city limits layers will be updated to reflect changes in parcel configuration identified during the continuation of the cooperative inter-agency project with Larimer County.
- ★ Development of pilot program to accept citizen requests for service using the Internet. This will be prototyped in Public Works and, if successful, will be brought forward for consideration for use throughout the organization.

base for the layers dependent upon parcel locations.

GIS transferred its GIS Technician to the Development Services Department as part of the IT restructuring effort in October and as a result four scanning projects weren't completed. This led to a decrease in the Operational Efficiency ratings as noted in the Focus Area Results section below. Also, the number and type of web-based GIS applications has risen along with the complexity of keeping systems running. This is reflected in the same section below with an increase in downtime incidents and their durations.

2010 GOALS & PROJECTS

As part of the new Application Services Division, the GIS group will look at ways to combine their efforts with the other part of the Application Services Division, the Business Analyst group. This will be done to eliminate any possible duplication of effort and to streamline services presented to the entire City organization.

Specific to the GIS group will be the continuation of four larger "Organizational Projects" along with the addition of a new project for identifying and tracking ditch and canal maintenance agreements. Another project of note is a project to work with the Larimer Emergency Telephone Authority (LETA) on a project to distribute high resolution aerial photography that LETA is acquiring and helping users in the City learn to use tools associated with it. As in past years, a number of GIS layers will be reviewed and updated to help keep data current for use by City staff and the public. GIS will again offer training to employees and will conduct GIS User Group meetings to share changes in technology and gather input from GIS customers.

Specific to the Business Analyst group will be the continued implementation of the Innoprise software in Building Permit and Planning work areas. In addition, implementation of the utility billing and financial modules from Innoprise will begin. The use of document imaging in the Water and Power will begin in 2010.

Focus Areas	Outcome	Performance Measures	2007	2008	2009
Fiscal Responsibility	Implement proven and cost effective technical solutions to service delivery challenges.	Determine anticipated ROI on at least 50% of project requests.	NA	100%	100%
	Provide technical solutions to enable open and accessible government.	# of processes to support Citizen interactive involvement.	NA	3	2
Operational Efficiency	Work plans executed effectively.	90% of internal work plans achieved as scheduled and within budget.	NA	92%	89%
		90% of external work plans achieved as scheduled and within budget.	NA	100%	100%
	Information is available for effective decision making and public communication.	# of unscheduled downtime occurrences.	NA	6	13
		Avg. downtime instances.	NA	1 hr	3.7 hr
Sustainable Results	Plan for technology needs for today and tomorrow.	% variation of planned vs. performed activities.	NA	0%	0%
		% of unplanned expenses.	NA	0%	0%
Superior Customer Service	Maintain strong partnerships with customer departments.	% of projects with scope exceeded original definition.	NA	0%	0%
		% of dept. meetings held on time on a scheduled basis.	NA	100%	100%
		% of project deliverables on time & within budget.	NA	100%	100%

Programming & Networks

The Programming & Networks Division provides server hardware and server, desktop, laptop, and core business application software support to City departments. The Division assists in the areas of networking, computers (servers, desktops, laptops, PDAs), e-mail, web services, security, storage, and other technology issues. The City's networking infrastructure, including the PRPA fiber backbone, is managed and maintained by this Division. Application support is provided to Utility Billing, Public Safety, Accounting, Payroll, the Public Library, Development Services, Parks & Recreation, Public Works, and the utility functions of the City.

2009 OVERVIEW

2009 has been a year of great change for the Systems and Network group. In addition to normal system monitoring, management, maintenance, and upgrades, a concentrated effort was placed on virtualization of server infrastructure to promote cost savings, manageability, and availability. While maintaining support for existing line of business applications, the Programming group has continued to work to implement the next generation of software from Innoprise and other new products geared toward replacing legacy applications.

2009 PROJECTS & ACCOMPLISHMENTS

Software Upgrades: IT performs software updates on line of business, specialized and common software applications to realize feature enhancements, maintain vendor supportability, and implement bug fixes and security updates.

- Webtrac.
- Fire Telestaff and Webstaff applications.
- Fire Records Management System.
- Created a couple Intranet apps for IT: Virtual Machine Report, Active Directory report, IT Knowledge Base.
- Innoprise Sales Tax.
- Converted historical costs from HTE Fleet software to CCG / Faster Fleet.
- Implemented Faster Fleet eRequest and Online Service Center.
- Created UConnect interface for Innoprise Sales tax and Community Development.
- Hummingbird Document Management.
- Converted 10 years of training and personnel records from old systems into new Fire Records Management System.
- Converted Fire journal records from home grown system into new Fire RMS.
- Configured interfaces between the ETI National Fire Incident Reporting System (NFIRS) & Emergency Medical Services (EMS) applications and the Telestaff and TriTech CAD (Computer Aided Dispatch) applications.
- Implemented new Blackberry infrastructure to support Blackberry mobile devices.
- Upgraded to HEAT helpdesk software version 9.

2009 Accomplishments

- ★ Software Upgrades
- ★ Hardware Upgrades
- ★ Infrastructure Upgrades
- ★ Document Management Projects
- ★ City Initiative Support

Annual Budget

P&N (1602)

'08 Actual	\$1,263,724
'09 Adopted Budget	\$1,227,680
'09 Revised Budget	\$1,219,470
'09 Actual	\$1,165,372
% of '09 Actual /Revised	95.6%



- Upgraded Prism software deployment package version 9.0.
- Deployed MS Office 2007 to Police Department.
- Golf Fairways Software.
- Golftrac Software.
- Defined and began work on new Innoprise application for Facilities work orders.

Hardware Upgrades: IT keeps hardware platforms up to date to leverage the performance improvements, reliability, and supportability offered by newer hardware.

- Voyager Server for Colorado Bureau of Investigation Interface.
- Police CAD Server.
- Police Data Warehouse Server.
- Police interface servers.
- Numerous application, networking, and file server replacements and virtualizations.

Infrastructure Upgrades:

- Implemented LanSweeper to replace dated in house server inventory application - Efficient systems monitoring and management at very low cost.
- Migration from Virtual Server to Hyper-V and virtualized several more computers-Most advanced MS virtualization technology setting the platform for future reliability, recoverability, and cost saving infrastructure.
- Hummingbird - Faster access to documents stored in Hummingbird and reliability improvements.
- GIS Logic Server- New hardware increases the speed of GIS functions.
- License Managers-Virtualized multiple standalone PCs on server hardware to achieve cost savings and manageability improvements.
- New iSCSI dedicated network segment between Civic Center and Service Center- Isolates storage network traffic from data traffic for performance and manageability improvements.
- Implemented Terminal Services gateway and Network Access Protection - Security and end user access improvements with no additional cost to City.
- Migrated to Windows 2008 Active Directory for functionality, security and supportability improvements.
- New fiber network connection to Wastewater Treatment Plant for a much faster, stable, reliable connection to the City's network backbone.
- Migrated to Microsoft Policy Preferences from obsolete Desktop Standards tool - Supportable platform for future enhancements and upgrades.
- Implemented new profile redirection strategy - Data reliability and manageability.
- Implemented new Storage platform using Equallogic iSCSI storage arrays - Larger storage capacity with faster access and availability improvements.
- Implemented Virtual Server Cluster on Microsoft Windows

Programming & Networks

DataCenter Server platform for high availability and performance while establishing a foundation for cost savings.

Document Management Projects:

- Performed document analysis, setup scan profiles, and trained scanner to ultimately save time and money while providing better service to building community for Public Works Stormwater.
- Internal IT documentation project to organize and make technology documentation searchable - Improve efficiency and productivity of IT staff and provide operational resiliency.
- Upgraded Kofax Scanning Software.
- Implemented method for placing Fee Master Documents in Hummingbird DM system.

Support for other City Initiatives:

- Implemented Furlough Tracking system for use in 2010.
- Customer Information System /Misc. Accounts Receivable Analysis.
- Changes/Additions to City Clerks DM (Document Management System) Documents to make documents more searchable and increase value of documents in system.
- Implemented new secure file transfer to send/receive files from Wells Fargo.
- Assisted the Airport in establishing their own Card Access control - The Airport can now do security checks and issue Prox Cards to personnel who have authority to secured areas.
- Infectious Disease Control database for Human Resources for a custom database to track inoculations and disease control requirements for certain employee categories.
- Transportation Safety Administration database - The Airport uses a custom database that requires frequent changes to accommodate Federal Aviation Agency requirements.
- Provided technology planning and logistical support for moves to ensure Marianna Butte Clubhouse remained operational during building and moving phases.
- Planning and support for wired and wireless Traffic Network Upgrades to enable Traffic to continue building fiber network and take advantage of grant money for wireless communications.
- Email Subscription Project - Department can create and manage mass email publications to customers saving time and money while meeting communication requirements.
- Police Identix Fingerprinting System in a cooperative effort to share fingerprints between regional agencies.
- Police Foray - Property, evidence and digital media management system so digital evidence can be gathered and stored in one place.
- Rebuilt Police communications consoles and added additional monitors to maximize functionality and space for

2010 Goals

Organizational Projects:

- ★ Innoprise Financials, CIS (Utility Billing) Software, and Work orders for Facilities Management – Support infrastructure and communications needs.
- ★ Traffic Operations Center – Provide planning and implementation support for new TOC.
- ★ Video Surveillance – Provide planning and implementation to support video surveillance needs of multiple City departments.
- ★ Public Safety mobile communications provide solution to improve reliability of wireless communications.

Operational Projects:

- ★ Execute new strategy for managing users' documents and settings.
- ★ Develop and execute digital photo storage and management strategy.
- ★ Continued virtualization of qualified servers.
- ★ Enhance reliability and resiliency of redirected Window folders.
- ★ Implement 3rd node of DataCenter Cluster.
- ★ Begin to deploy Windows7 to desktop computers.
- ★ Upgrade E-mail Servers to Exchange 2010.
- ★ Implement Windows Server 2008 R2.
- ★ Implement File Libraries functionality with Windows7 and file share indexing
- ★ Investigate email retention / e-discovery / archiving solutions.
- ★ Integrate customer service and communication objectives into HEAT processes.



911 dispatchers.

- Implement mobile and in-office CAD for Berthoud Police who is now dispatched by the Loveland Communications Center.
- Created custom Crystal Reports 56 hour and 40 hour Fire Staff timesheets to use Telestaff data for timesheets/ payroll - Fire employees can use automated time logging that is also used for time reporting to payroll so efforts are not duplicated.
- Changed configurations of Telestaff and Fire RMS to accommodate Fire Department restructuring - Fire reorganized with no disruption to information services needs.
- Started partnership with our asset disposal vendor to include revenue sharing on resold assets - Ensure city does not waste resources.

2010 GOALS & PROJECTS

2010 presents opportunities for shoring up infrastructure and processes in a continual effort to improve products and services. The Network and Systems group will now be part of the Infrastructure Services Division. The Desktop Support Technician group and the Help Desk are also part of the new Division. The new Division will focus on the technology that makes everything in IT run. Networking equipment, desktop and server systems and storage are all part of their responsibilities in addition to the ongoing customer service commitment to break/fix and new implementation support. In addition to improving communications in the customer service realm, we will continue to track and improve on key metrics including mean time to repair and 1st fix rate.

Focus Areas	Outcome	Performance Measures	2007	2008	2009
Fiscal Responsibility	Implement proven and cost effective technical solutions to service delivery challenges.	Determine anticipated ROI on at least 50% of project requests.	50%	50%	31%
		% of hardware replaced based on established life cycle.	100%	100%	100%
Operational Efficiency	Work plans executed effectively.	90% of internal work plans are achieved as scheduled and within budget.	90%	90%	93%
		90% of external work plans are achieved as scheduled and within budget.	90.0%	62.5%	75%
	Information is available for effective decision making & public communication.	# of unscheduled downtime occurrences.	3	3	1
		Avg. time of downtime instances.	4 hrs	1 hr	1 hr
Sustainable Results	Plan for technology needs for today and tomorrow.	% variation of planned versus performed IT activities.	5%	NA	NA
		% of unplanned expenses.	0%	0%	0%
Superior Customer Service	Maintain strong partnerships with customer departments.	% of projects with scope exceeded original project definition, smaller the better.	92.2%	75.0%	25.0%
		% of departmental meetings held on time on a scheduled basis.	50%	100%	90%
		% of project deliverables on time and within budget.	90%	NA	NA
		Overall customer satisfaction survey response rating Good or Excellent.	NA	NA	72.4%

Support Services

Support Services is responsible for providing voice telecommunications, document management, help desk, computer and peripheral hardware, and card access support for City customers. The Division supports and maintains the City's phone switches, PhoneMail, desktop and laptop computers, printers, document imaging, and card access security.

2009 OVERVIEW

We are the support arm of IT and as such what we do stays fairly consistent year to year. In 2009 the Computer Support Technicians replaced 173 personal computers (PCs). They also continued the monthly updating of all the Police Patrol Laptops. Our support of the Help Desk, Telecom, and Card Access issues were normal. The Document Management team reached a major milestone this year when they finished scanning all the historical large-format files for the Building Division.

Significant changes occurred in Support Services toward the end of the year that resulted in the elimination of IT sponsored document scanning staff and the Division manager position. The effect of these changes will be lessened by an IT restructuring in 2010. Additionally, support of card access issues was moved to the Facilities' Division in Public Works.

2009 Accomplishments

- ★ Installed 173 replacement PCs- supports the 4-year replacement cycle to insure stability of the workstation computers for customers.
- ★ Assisted Facilities with the paint and carpet project and temporary and permanent office moves, all involving both PC and telephone considerations - kept all communications live as much as possible during the move and transition processes.
- ★ Continued refinement and implementation of the Laptop Update process for the Police Department and Fire Department. Kept the Police laptops updated with the most current software fixes from Microsoft, Trittech(Computer Aided Dispatch), and Northrup-Grumman-(PD records management). Firmware (system software) updates from Panasonic were routinely installed.
- ★ Handled 5,362 Help Desk calls for service - assisted our customers to better utilize their computer software and hardware resources.

Annual Budget

Admin (1603)

'08 Actual	\$1,281,322
'09 Adopted Budget	\$1,433,000
'09 Revised Budget	\$1,478,210
'09 Actual	\$1,332,871
% of '09 Actual /Revised	90.2%

2010 Goals

- ★ The Telecom Specialist will process about 150 Move / Add / Change requests in addition to coordinating phone service for new or reworked facilities.
- ★ Will assist in the planning and implementation of telecom activities related to the Library and Chilson Center expansions and the possible Library relocation.
- ★ Will implement a solution where all main City locations will receive caller id information if they are using caller id capable phone sets.
- ★ Purchase additional software as required for all City departments.
- ★ Participate in the IT Department's reporting of performance measures to Center for Performance Management.



Focus Areas	Outcome	Performance Measures	2007	2008	2009
Fiscal Responsibility	Implement proven and cost effective technical solutions to service delivery challenges.	Determine anticipated ROI on at least 50% of project requests.	NA	100%	100%
		% of hardware replaced based on established life cycle.	NA	100%	100%
	Work plans executed effectively.	90% of internal work plans are achieved as scheduled and within budget.	NA	100%	100%
		90% of external work plans are achieved as scheduled and within budget.	NA	100%	100%
Sustainable Results	Plan for technology needs for today and tomorrow.	% variation of planned versus performed IT activities.	NA	0%	0%
		% of unplanned expenses.	NA	0%	0%
	Maintain strong partnerships with customer departments.	% of Departmental meetings held on time on a scheduled basis.	NA	100%	100%
		% of projects with scope exceeded original project definition, smaller the better.	NA	0%	0%

