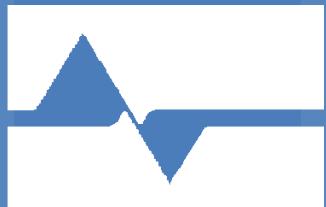


# *Administrative Services*

## ANNUAL REPORT '08



CITY OF LOVELAND

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## *Administrative Services*

### *Finance*

*Accounting &  
Purchasing*

*Administration*

*Budget*

*City Clerk*

*Revenue & Debt  
Management*

*Risk Management*

*Utility Billing &  
Meter Reading*

### *Information Technology*

*Administration  
Geographical  
Information Services*

*Programming &  
Networks*

*Support Services*

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
Finance	\$5,928,046	\$6,118,740	\$6,493,980	\$6,253,089	96.3%
IT	\$3,068,227	\$3,679,790	\$3,892,560	\$3,332,498	85.6%
City Clerk	\$273,001	\$362,830	\$375,470	\$311,861	83.1%

# Letter From Our Leader

Administrative Services in 2008 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 has been agreed upon within the team.

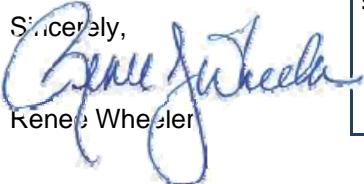
We have spent a considerable amount of time establishing and refining fundamental systems, policies, and procedures to enable more adaptability for an organization responding to considerable growth in demands over the last five to eight years. The amount of change that is required is substantial and 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.

## Deliver superior service through positive partnerships for sustainable results

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 2008 and a preview of goals for 2009.

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 2009.

Sincerely,  
  
Renee Wheeler

Focus Area	Descriptive Statements	Value Statement
Public Outreach	Our policies, procedures, reports, goals, strategies, and outcomes/results are available in an easy to understand format that are convenient to customers.	Be inclusive and transparent
Fiscal Responsibility	<p>Develop and maintain systems that protect the integrity of assets and information managed by employees of high moral character.</p> <p>Develop, maintain, and implement effective policies and procedures that maximize available resources for service delivery and asset maintenance within the long term planning horizon (minimum of 10 yrs).</p> <p>Develop and maintain a balanced/funded 10 year financial plan that delivers on the vision and principle statements in the comprehensive master plan.</p> <p>Leverage outside contributions</p>	<p>Financial planning that is based on conservatism.</p> <p>Responsible stewardship and accountability for all resources.</p>
Operational Efficiency	<p>Maximize productivity through technology.</p> <p>Streamline systems and procedures.</p> <p>Get rid of unnecessary red tape and keep people informed.</p> <p>Create proactive decision-making environment.</p> <p>Encourage development of staff and customers.</p>	<p>Leadership direction should be based on expected outcomes.</p> <p>Well trained staff</p> <p>Encourage and embrace innovation.</p>
Sustainable Results	<p>Present information for decision making in the 10 year planning horizon.</p> <p>Set policy that delivers guidance for equity and consistency. It should allow for operational flexibility to respond to changing conditions and extraordinary opportunities or challenges. It should be scalable, results oriented, customer oriented, and measurable.</p> <p>Create a safe business environment of credibility and trust for true innovation.</p>	<p>Comprehensive and accessible documentation</p> <p>Always consider the forward impact.</p>
Superior Customer Service	<p>Deliver accurate, timely, convenient service that is communicated in lay person's terms and that is easily accessible.</p> <p>Communicate to manage expectations with all partners (customer, co-workers, representatives from outside agencies, etc.) for every project.</p>	<p>Anticipate customer needs.</p> <p>While the customer is not always right, they are always treated with the greatest respect.</p> <p>Approach customers with what we CAN do. Don't promise what you can't deliver and deliver on what you promise.</p>

Dawn  
Wirth  
  
Bonnie  
Steele

# Admin & Auditing

Bus. Svc. Co.  
962-2396  
  
Int. Auditor  
962-2313

## DIVISION INFORMATION

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.

## 2008 Accomplishments

Website Conversion	Multiple Regulation Implemented
Capitalization Increase	New Budget Book Design
UB Remodel	Implemented Employee Recognition Program

## 2008 OVERVIEW

2008 was a very productive year for implementing new programs. The most notable program was the Administrative Services Employee Recognition Program. This program was developed by a committee from each division. The program was fully implemented in August of 2008. There were four measurable categories developed in the program: Moderate Nominations, Substantial Nominations, Peer-to-Peer Nominations, and Self Nominations. Another major project for this division was the overhaul of the regulations. Admin and Internal Audit divisions worked together to review, renumber, revise and reformat all the regulations for the City of Loveland. A website was created for better accessibility for employees. Below is a list of all other projects completed, both big and small.

## 2008 PROJECTS & ACCOMPLISHMENTS

- Hosted Mayor's Top Teen Award Celebration
- Completed Utility Billing Remodel
- Completed new design and publishing of Budget and Capital Program
- Converted Finance and Budget websites to SharePoint from FrontPage
- Completed Get Connected project with all divisions
- Completed Finance office reconfiguration
- Implemented employee recognition program (IDEA Program) and created new associated website. Program resulted in 36 awards for approximately 80 Administrative Services employees in its first year (Moderate Nominations = 14, Substantial Nominations = 4, Peer-to-Peer Nominations = 17, Self Nominations = 1)
- Updated Logic Model
- Redesigned Business Bitz Newsletter to feature more information requested by City employees.
- Assisted with process to begin timesheet and Utility Billing service applications scanning
- Implemented Cash Handling, Direct Deposit, Exception Only Reporting, Petty Cash regulations and procedures
- Created new regulation framework and consolidated regulations on a new website for better access
- Increased capitalization threshold from \$2,500 to \$5,000
- Completed internal audits, purchasing card, cash handling, petty cash, and building permits.
- Completed publications for Comprehensive Annual Financial Report, Administrative Services Annual Report, 2009

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
Admin (1501)	\$448,622	\$580,590	\$556,350	\$527,845	94.9%

Budget and Capital Program.

- Completed audit for Colorado Association of Municipal Utilities (CAMU) and Engaging Loveland.
- Completed Loveland Urban Renewal Authority (LURA) report which includes the audit of Centerra with the Master Financing Agreement.
- Completed and distributed monthly minutes and agendas for Citizens' Finance Advisory Commission and Communication and Technology Commission.
- Completed the coordination of the external audit.

*2009 Goals*

Enhance Web Access to Information	Evaluate Policies
Select External Auditor	Streamline Processes
Report Financial Performance	Test For Accountability

**2009 GOALS & PROJECTS**

- Set methodology for keeping City regulations current
- External auditor request for proposal (RFP)
- Streamline Finance processes
- Complete all annual, quarterly, and monthly reports
- Audit petty cash, purchasing cards, and policy compliance

**FOCUS AREA RESULTS**

FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
PUBLIC OUTREACH	Information on financial position is understandable and accessible.	# of webpage requests.	NA	NA	172,511
		% of respondents that feel they understand report & where to find it.	NA	NA	NA
	Information transparency.	% of minutes approved without corrections.	NA	NA	84.2%
		% of minutes submitted within 7 days of next meeting.	NA	NA	NA
FISCAL RESPONSIBILITY	Ensure integrity of financial processes and systems to protect City assets, including City employees.	% of positive p-card audit results/findings.	NA	94%	90%
		% of positive cash audit results/findings.	NA	46%	45%
		Cash audits over/(short).	NA	(\$11.00)	\$137.00
OPERATIONAL EFFICIENCY	Well trained staff	Avg. hrs/employee in training.	NA	NA	NA
	Enhance customer document retrieval independence.	% of divisions 100% scanned.	14.2%	28.6%	57.4%
		# of documents scanned.	58,868	22,957	59,086
SUSTAINABLE RESULTS	Employee satisfaction with work space.	Storage vs. service delivery square footage.	NA	NA	NA
	Accurate, current, accessible employee regulations.	Avg. # of years since regulations were reviewed.	NA	NA	10
		# of regulations.	NA	NA	46
	Employee retention and morale.	% of staff that felt the events were valuable.	NA	NA	80%
SUPERIOR CUSTOMER SERVICE	Audit findings deemed accurate and fair, recommendations deemed reasonable.	% of respondents rate findings & recommendations as reasonable.	NA	NA	NA
		# of reports completed within 10 working days of audit completion.	NA	NA	28.5
	Interactive business online.	# of webpages & files maintained.	NA	NA	461
		Avg. # of requests per webpage.	NA	NA	345.7

DeeAnn  
Hanson

Becky  
Masters

# Accounting & Purchasing

Acct. III  
962-2617

Acct. III  
962-2316

## **DIVISION INFORMATION**

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 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.

## **2008 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 Accounting and Purchasing 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 twenty 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 was in the work plan for 2008. The loss of the new Accounting and Purchasing Manager delayed that effort to 2009. 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.

## **2008 PROJECTS & ACCOMPLISHMENTS**

- Process efficiencies
  - Standardized timesheets
  - Scanned 2008 timesheets
  - Scanned 2008 AP files
  - Automated payroll vendor payment posting
  - Changed bank codes and cash accounts to streamline bank reconciliation procedure
  - Implemented ACH payments – this cut down the number of wires which is less expensive
  - Cross trained Payroll and AP
  - Exempt time reporting
  - SID billing is now on Accounts Receivable system
- Improved data reliability
  - Successful bi-weekly payroll conversion
  - Resolved many of the stale dated checks
- Collaboration for cost savings
  - Cooperative purchasing with other organizations saving the City several thousand dollars: snow blower with the State of Minnesota; buses with Colorado Springs, CO; tractor with Multiple Assembly of Procurement Officials (MAPO); radios with State of Colorado.
  - Coordinated purchasing of services of tree trimming services, Library book purchases, Facilities rugs and rags, and tax envelopes operational process savings and well as Purchase savings of \$3,000-\$4,000 annually.
  - Complied with significant reporting requirements associated with grant funding to leverage local funding (transit system, airport, highways, intersections and signals, police equipment, etc.)

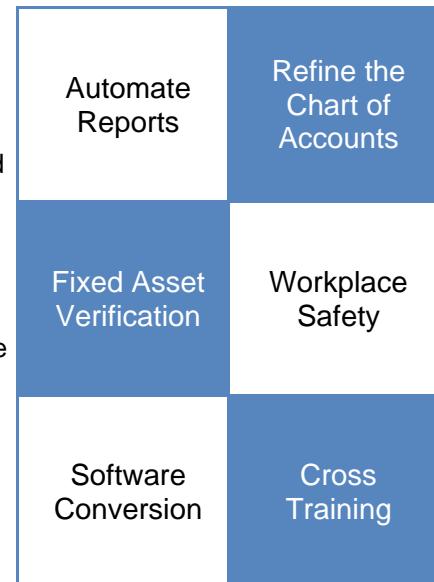
## *2008 Accomplishments*

Process Efficiencies	Improved Data Reliability
Collaboration For Cost Savings	Converted Wires to ACH payments

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
Accounting (1571)	\$508,728	\$586,880	\$589,890	\$594,136	100.7%
Purchasing (1575)	\$63,398	\$79,210	\$79,210	\$65,249	82.4%

## 2009 GOALS & PROJECTS

- Continue to build credibility by making accurate and timely financial information easily accessible and understandable.
- Maintain transaction accountability and reliability.
- Maximize the use of technology to improve productivity and provide information readily usable for customer departments (raw data to analysis and interpretation).
- 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.



## FOCUS AREA RESULTS

FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
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 correcting journal entries	NA	11%	16%
		# of Payroll transactions	NA		
		# of AP checks issued	NA	14,341	12,786
		Average time reconciling item remains on the cash reconciliations	NA	3 mos.	5 mos.
		# of journal entries	NA	947	732
OPERATIONAL EFFICIENCY	Consistency between Finance divisions		NA	NA	NA
	Reduce internal manual reporting with implementation of new accounting software	# of wires	NA	206	49
	Electronic media for more efficient accessibility and retrieval	Productivity hours saved for Finance and customer departments.	NA	NA	NA
		% of AP records scanned.	0%	0%	99%
		% of timesheets scanned.	0%	0%	100%
		% of wire/check transactions reduced.	0%	0%	83%
SUSTAINABLE RESULTS	Improve policy compliance		Securing contracts/agreements for better awareness of requirements		
	Policy adaptability while maintaining accounting data integrity		Bi-weekly Payroll Conversion		
	Implement financial services software system that is adaptable and scalable		System not converted		
SUPERIOR CUSTOMER SERVICE	Customer Partnership		Doubled the number of meetings with Transportation Capital Projects Coordinator.		
	Regular and timely communication				

John  
Hartman

# Budget

Budget  
Officer  
962-2329

## **DIVISION INFORMATION**

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.

## **2008 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 2008 Budget. The City has received this award every year since 1985.

The Annual Budget document was expanded this year to include a separate volume for the Capital Program. The new document 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 to ensure that short-term decision do not impact the long-term sustainability of services provided by the City. The financial modeling will become increasingly important as we move through the changing fiscal environment we are currently facing.

The Division forecast 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. The forecasts exceeded expectation in relation to accuracy in 2008.

## **2008 PROJECTS & ACCOMPLISHMENTS**

- Development of the Capital Program book
  - Provides for improved capital planning
  - Will aid in improved tracking of capital project financial performance
  - Aims to improve the transparency of decision making and priority setting for the funding of capital projects.
- Redesign of the Budget Book to a Department focus from a Fund focus
  - Increase the usability of the book for departments
  - Increase the emphasis on the level of services provided
- Approval of a new Administrative Regulation on Budget Administration
  - Improve budget management and monitoring during the year
  - Increase the transparency of decision making
  - Increase the use of the budget as a planning and management tool
- Forecasts performance in 2008 was within the goal range
  - Provides management with reliable information for good decision making and planning

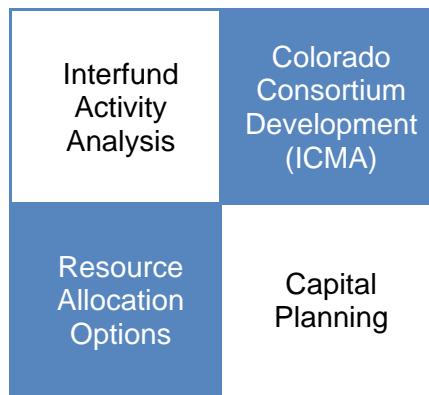
## *2008 Accomplishments*

User Friendly Budget Format	ICMA Performance Measurement
Distinguished Budget Presentation Award	Accurate Quarterly Forecasting

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
Budget (1503)	\$187,174	\$205,250	\$205,250	\$207,655	101.1%

- 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
- Development of core Performance Measures in one-half of the service areas included in the ICMA and Colorado Consortium performance reporting programs
  - Simplifies data collection for services areas
  - Provides information for service areas to learn from other jurisdictions
- Received the GFOA Distinguished Budget Presentation Award

## 2009 Goals



### 2009 GOALS & PROJECTS

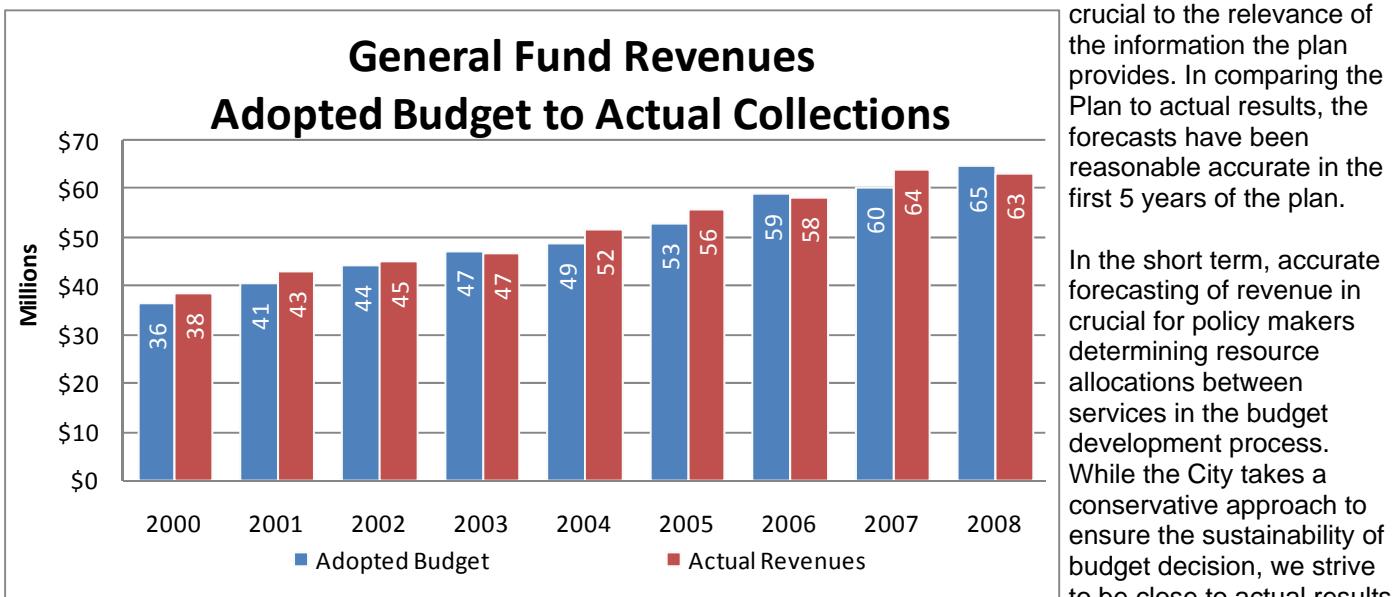
- Analyze interdepartmental transfers and associated costs
- Integrate performance measures into the department logic models
- Complete and begin data collection on the core measures determined by the Colorado Consortium
- Improve the Capital Project reporting process

Financial Plan Performance Report					
Percentage Variance of Plan Forecast to Actual Experience -Average of All Plans					
Negative value indicates Plan forecast was less than actual					
	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5
Property Tax	-2.9%	-2.5%	-3.2%	-2.7%	-1.2%
Sales Tax	0.6%	2.9%	-2.3%	-4.9%	-3.3%
Use Tax	-9.2%	-4.4%	-2.9%	-1.1%	-0.3%
Other Revenues	-11.7%	-21.3%	-19.5%	-24.1%	-29.9%
<b>Total Revenue</b>	<b>-3.2%</b>	<b>-6.9%</b>	<b>-8.4%</b>	<b>-11.0%</b>	<b>-12.1%</b>
<b>Total Expenses</b>	<b>-3.3%</b>	<b>-4.5%</b>	<b>-3.5%</b>	<b>-8.8%</b>	<b>-13.5%</b>

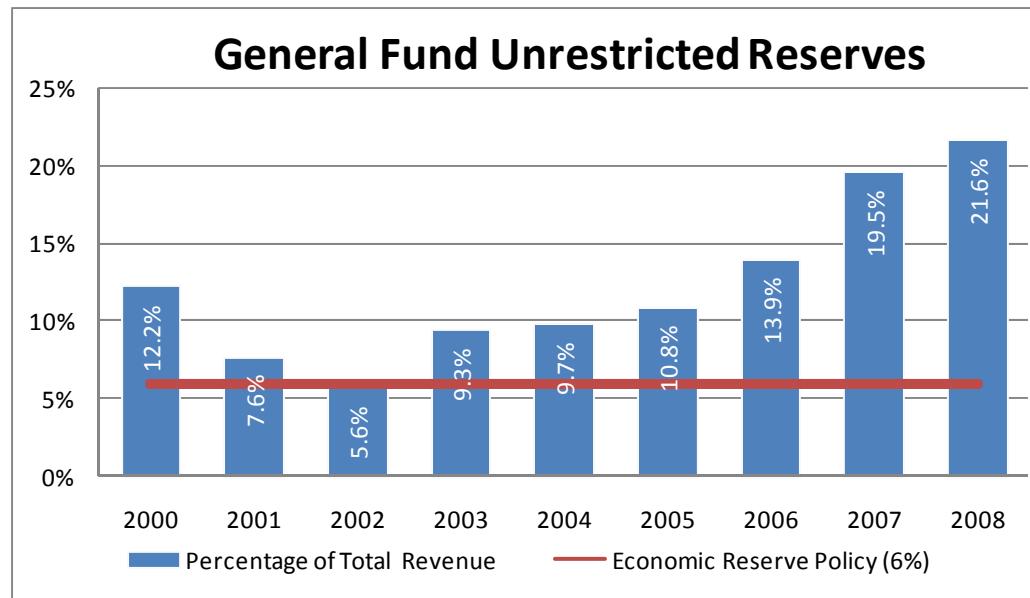
Other revenues will vary based on State and Federal Grants that were not anticipated and miscellaneous revenues such as insurance proceeds that are not forecast.

### FOCUS AREA RESULTS

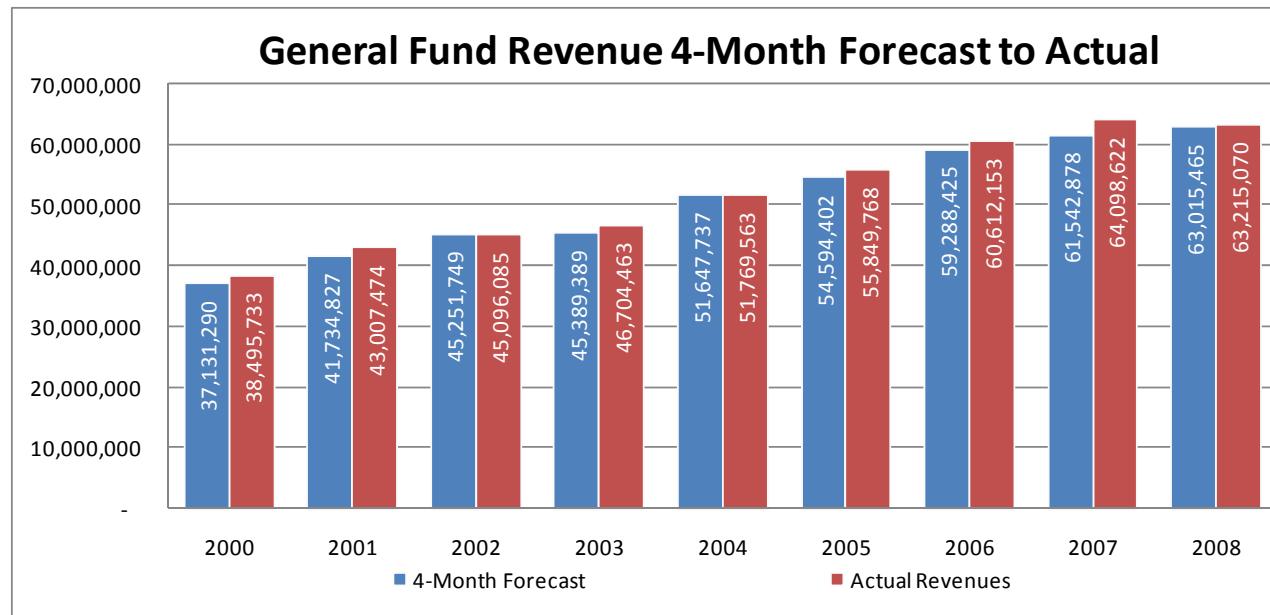
Forecasting is becoming an increasingly important aspect of the Budget Division workload. For several years a Financial Plan has been used to for operational and financial planning. Confidence in the reliability of the numbers is crucial to the relevance of the information the plan provides. In comparing the Plan to actual results, the forecasts have been reasonable accurate in the first 5 years of the plan.



to increase the confidence level. The forecast goal for the adopted budget is to be within 5% of actual revenues and expenses.



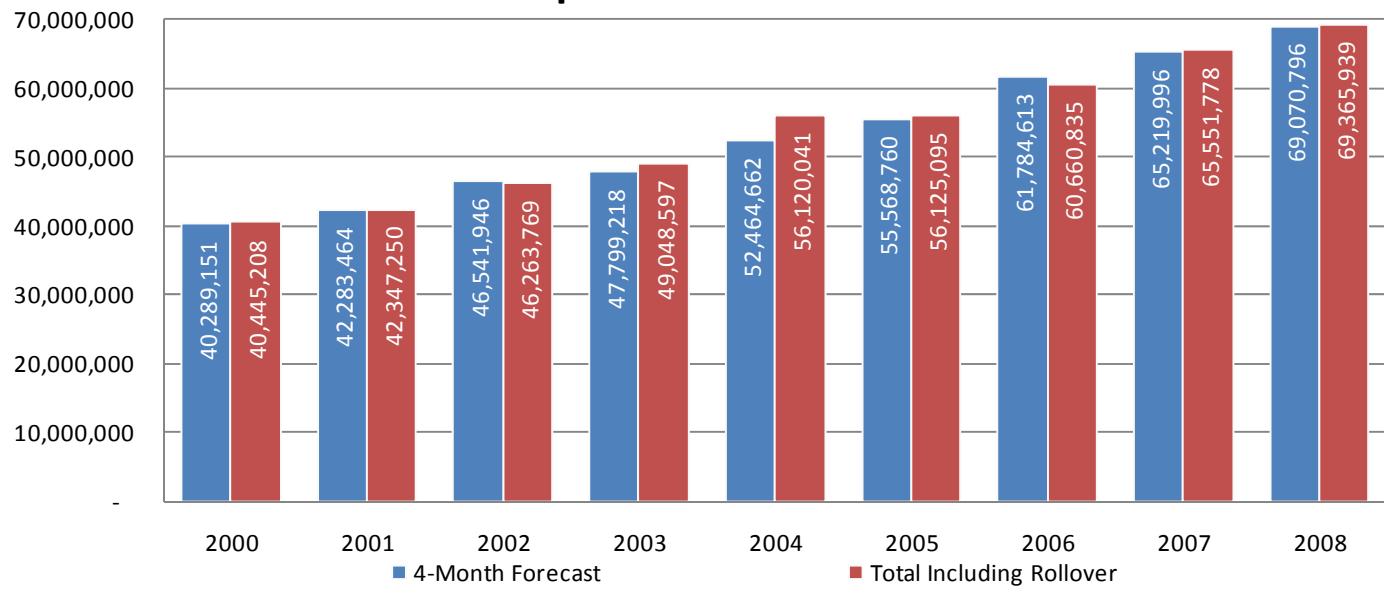
Actual expenses may exceed the Adopted Budget due to capital projects budgeted in prior years and reappropriated to complete the project, grants or other one-time revenue received during the year that could not have been anticipated in the budget adoption process, or operational adjustments done after 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 (CFAC) recommendation to keep at least 6% of the revenue collected for the General Fund has been met or exceeded since 2000.

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

## General Fund Expenditures 4-Month Forecast to Actual



FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
PUBLIC OUTREACH	City priorities communicated to the public.	Adopted budget revenue within 5% of actual.	100.1	96.0%	102.5%
		Adopted budget expense within 5% of actual.	101.9	99.5%	94.4%
FISCAL RESPONSIBILITY	Council and public have confidence in budget projections.	Unrestricted reserves at least 6% of fund revenue	13.4%	18.7%	21.6%
	Program and service growth within available resources.	Revenue forecasts for current year expenses on 4-month data within 5% of actual expenses	101.1%	96.0%	99.7%
		Expenditure forecasts for current year expenses on 4-month data within 5% of actual expenses	101.9%	99.5%	99.6
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	NA	8.6%	NA

Terry  
Andrews

# City Clerk's

City Clerk  
962-2322

## DIVISION INFORMATION

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.

## 2008 Accomplishments

Agenda Management	Updated Food & Utility Sales Tax Rebate Program
Document Management	Liquor License
Cost Savings	Customer Service

## 2008 OVERVIEW

In 2008 the City Clerk's Office worked to meet five goals:

- Public Outreach: With a focus on public access to policies and procedures in the City Clerk's Office.
- Fiscal Responsibility: Evidenced by operating within the 2008 budget framework.
- Operational Efficiency: Emphasizing the liquor license processes.
- Sustainable Results: Was primarily centered on document management; Hummingbird licenses; coordinating with other department to implement procedure manuals; and proper retention and destruction of City records.
- Superior Customer Service: To determine tangible, measurable goals within the Clerk's Office and to implement surveys to measure customer service outcomes.

## 2008 PROJECTS & ACCOMPLISHMENTS

- Agenda Management: Update process; reduction in cost for packet procedure; Hire new employee; training; create communication notices; restructure agenda for more efficient and accurate City Council meetings.
- Update Food & Utility Sales Tax Rebate Program: Update and consolidate Resolution for Council approval; Clarify criteria for applicants to be more equitable; convert physical transfer of documents to County to electronic transfer of data; perform superior customer service in a tough economic circumstance.
- Document Management: Work with Human Resources to set up scanning capabilities; conduct Document Destruction Fair shredding 15k lbs of obsolete records; received approval of destroying paper documents with a ten year or less shelf life that have been scanned; met with individual departments to assist in updating files, Hummingbird license and retention schedule adherence.
- Liquor License: Updated policies procedures and consolidation ordinance; Cross training to Liquor License to serve in monthly Liquor License meeting; Created Local application; Implemented consent agenda; Implemented Special event permit processes.
- Cost Savings: Council Packets production reduced by half; Increase in Annexation fees of \$1,500 to cover actual costs; Reallocation of unused Hummingbird license; reduction in Judges review time.
- Customer Service: Work with committee to define "Superior" Customer Service **Stellar Tangible Accurate Responsive**, survey, telephone protocol; I.D. specific Customer Service Goals for the City Clerk's Office; Implement Liquor License customer service survey & process; Notice of pending City Council agenda items and subsequent submittal dates; Reduced Liquor License applicants time before the Authority.

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
City Clerk (1811)	\$273,001	\$362,830	\$375,470	\$311,861	83.1%

## 2009 GOALS & PROJECTS

- Public Outreach:** Accessible policies and procedures for internal and external customers; Administrating Campaign Finance for Elections.
- Fiscal Responsibility:** Monitoring the Food Sales Tax & Utility Rebate Program and City Clerk's Office budget and monitoring program costs.
- Operational Efficiency:** Standardization of accurate and efficient agenda and document management for boards and commissions; Standardization of handling paper and e-documents.
- Sustainable Results:** Litigation hold procedures; City e-mail policy; maintain safe work environment.
- Superior Customer Service:** Capture and implement policies and procedures that sustain superior customer service.

## FOCUS AREA RESULTS

Overall in 2008, the City Clerk's Office had a very successful year. In addition to meeting most of the goals set out in 2008, the City Clerk's Office took over the City Council agenda management process. The Development Services Department donated a position to perform the agenda management duties, which has allowed the process to focus more on the details. This should result in more effective and accurate meetings. Document Management continues to be a huge focus, maintaining the goal "To create a Standard Document Management Policy Program for the City of Loveland which addresses best practices, legal requirements, and innovative technology, that is easy to implement and update, signed by the City Manager and supported by all levels of City staff.", with products like a citywide policy and individual procedure manuals, and activities such as redistribution of Licenses to access scanned documents, training to access the State Retention Schedule and the Document destruction fair taking center stage. 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. The City Clerk's Office must communicate a non-biased, accurately informed and caring team to the public. 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.

## 2009 Goals

Campaign Finance	Monitoring Program Costs
Boards and Commissions Agenda Management	Litigation Hold and E-mail Policy
Customer Service Procedure & Policy	Safety Program

FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
PUBLIC OUTREACH	Accessible policies and procedures.	% of timelines met to achieve public accessibility to policies and procedures.	NA	NA	100%
FISCAL RESPONSIBILITY	Efficient use of resources in the CCO.	Meet or below budget projection.	*96% below budget	*89% below budget	*80% below budget
OPERATIONAL EFFICIENCY	Efficient operations in functions of City Clerk's Office.	80% liquor license applicant's rate process 4-5 on survey.	NA	NA	**100%
SUSTAINABLE RESULTS	Efficient operations in functions of City Clerk's Office.	# of requests met within 72 hrs.	NA	NA	***100%
		# of departments with trained staff using the Retention Schedule.	NA	60%	100%
SUPERIOR CUSTOMER SERVICE	Customer Service Expectation – above average excellent	% of respondents that indicate satisfied or extremely satisfied.	NA	NA	NA

\*The City Clerk's Office budgets funds annually for the possibility of a special election.  
 \*\*Survey was completed late last year and the results were conducted on 6 surveys with a 100% response according to the performance measure.  
 \*\*\*State statute allows for a seven day response to requests that are large, vague i.e. "any and all documents".

#### **DIVISION INFORMATION**

The Information Technology (IT) Department is comprised of the divisions of Administration, Geographic Information Services, Programming and Networks, and Support Services. IT's 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.

#### **2008 OVERVIEW**

2008 presented opportunities for a lot of 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 took lot of 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.

#### *2008 Accomplishments*

Studied WiFi	Selected Software Platform
Analyze VOIP	Resource Planning for Interactive Web

#### **2008 PROJECTS & ACCOMPLISHMENTS**

- Acting with the Communication Technology Commission, made a decision not to pursue citywide WiFi.
  - Saved dollars that might have been spent on consultants and an implementation that would have eventually failed.
- Submitted 2009 supplemental budget request for new web software and webmaster position.
  - Planned for leveraging web technology for interactive government and citizen communication.
- Selected Innoprise Software platform for city line of business applications, submitted 5 year plan, demonstrating cost savings and received Council approval.
  - Implementation will result in more effective software tools for the city with cost savings over time.
- Made decision to defer moving phone system to a Voice Over IP (VoIP) solution.
  - Developed plan for funding an implementation 2-3 years down the road to provide a better return on investment.

#### **2009 GOALS & PROJECTS**

- Revise 5-year software and maintenance budget aligned with implementation of new systems and software.

#### *2009 Goals*

Revise Software Budget	Revise Maintenance Budget
------------------------	---------------------------

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
IT (Combined)	\$3,068,227	\$3,679,790	\$3,892,560	\$3,332,498	85.6%
IT Admin (1601)	\$180,570	\$197,570	\$198,610	\$192,045	96.7%

## FOCUS AREA RESULTS

FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
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	NA	483
FISCAL RESPONSIBILITY	Implement proven and cost effective technical solutions to service delivery challenges.	Determine anticipated ROI on at least 50% of project requests.	NA	50%	67%
		% of hardware replaced based on established life cycle.	NA	100%	100%
	Provide technical solutions to enable open and accessible government.	# of processes to support Citizen interactive involvement.	NA	8	12
OPERATIONAL EFFICIENCY	Work plans executed effectively.	90% of internal work plans are achieved as scheduled and within budget.	NA	90%	91%
		90% of external work plans are achieved as scheduled and within budget.	NA	90%	71%
	Information is available for effective decision making and public communication.	# of unscheduled downtime occurrences.	NA	3	9
		Average time of downtime instances.	NA	4 hours	1 hour
		80% of performance metrics are easily accessible by departments for their purposes.	NA	50%	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.	NA	5%	NA
		% of unplanned expenses.	NA	0%	0%
SUPERIOR CUSTOMER SERVICE	Maintain strong partnerships with customer departments.	% of projects with scope exceeded original project definition, smaller the better.	NA	92%	60%
		% of departmental meetings held on time on a scheduled basis.	NA	50%	100%
		% of project deliverables on time and within budget.	NA	90%	NA
		90% or higher heat ticket follow up resulting in satisfied or better satisfaction.	NA	50%	98%
		Overall customer satisfaction survey results in 85% or higher satisfied or better response.	NA	NA	NA

## DIVISION INFORMATION

The Geographic Information Services Division is responsible for the maintenance of the City's centralized land-based information and geographic information services. With this information, the Division provides City 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 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.

## 2008 OVERVIEW

2008 saw the expansion of GIS usage within the City organization. Most notable was the work being done to coordinate and implement an asset management / service request / work order system across the organization in order to track City infrastructure and to coordinate responses to citizen service requests. A component of the implementation has been data acquisition mainly comprised of using GPS equipment in the field to collect asset information. In 2008, the GIS Division managed GPS projects or worked with other City departments with their own GPS projects to collect over 11,000 locations in the field along with relevant attributes at each location site. Additionally, a re-write of the GIS website now allows Internet users to more easily identify features in and around the Loveland area. The "over-haul" of 12 GIS layers helps make the City's data more accurate and standardized for users. The GIS training program expanded this year with offering of intermediate level training classes. The GIS Division held GIS Day Open House and saw around 100 attendees.

## 2008 PROJECTS & ACCOMPLISHMENTS

- Over 12,000 traffic sign data collected for Public Works project.
- Asset Management, Service Requests and Work Order software implementation.
- Assisted other departments with over 11,000 GPS points located.
- Re-wrote GIS Website—new online GIS/ Mapping system to replace 10 year old technology.
- Scanned, reprojection and loaded 1990 and 1996 aerial photography into GIS.
- Overhaul of Core GIS Layers—more historical information available for staff.
- Enterprise Licensing Agreement with ESRI, Inc.—saved \$52,000.
- GIS Special Projects—119 completed.
- GIS Training Classes—9 held.
- GIS Day 2008—over 100 attended.

## 2009 GOALS & PROJECTS

Early indications are that 2009 will be an increasingly busy year for the GIS Division.

## 2008 Accomplishments

Multiple Software Installations	Over 11,000 GPS Points Located
Overhaul of Core GIS Layers	Enterprise Licensing Agreement with ESRI, Inc.

2007	2008	STATISTIC
392	401	Miles of Roads Tracked for E-911 and Engineering
21,298	22,292	Acres Mapped City Limits
67,398	67,903	Land Parcels Tracked
409	342	New parcels processed for tracking/City limits (includes re-platted lots)
136	130	Special projects completed for depts. without GIS capabilities
1,520	1,740**	Manholes
2,916	3,328**	Catch Basins
620,657	670,890**	Linear Feet of Pipe
405	405	Stormwater map pages maintained
5 classes	9 classes	Intro to GIS, Int. GIS & class for PW Engineering
158,577	137,461*	Find Address Page Hit Count
17,937	16,328*	What's This Page Hit Count
14,896	12,308*	City Facilities Page Hit Count
9,661	10,022**	Property Reports Generated
309,357	286,588	GIS Pages viewed
847	783	Average Pages/Day
1,706	1,741	Police Calls reports generated

\*In November, the new GIS website came online. Site combined Find Address, What's This and City Facilities along with Parks and Golf Course pages into one page and has received 18,565 visits since its rollout. Assuming the same type of inquires are made on the new system, 2008 numbers have been prorated and added to the number of the old system to account for the hits on the new site. The Jan. to Nov. numbers for the old site are FindAddress = 122,097 hits, What's This = 14,503 hits, and City Facilities had 10,933 hits. Values in the table above have the prorated values added in.  
\*\*Combined total of old Report.asp (9,012 hits) and new Report.aspx (1,010 hits) pages.

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
GIS (1604)	\$333,465	\$828,020	\$829,620	\$550,590	66.4%

Asset collection and project management is expected to expand with other departments gearing up for data collection projects that will be managed or supported by the GIS Division. The GIS Division is expanding its training curriculum to accommodate interest in GIS technology and to assist with learning the new GIS website. Work will also continue on overhauling older datasets and there will be a large project dedicated to reviewing and cleaning up over 15 years worth of GIS projects currently stored on the City's computer network.

#### Organizational Projects:

- P&R Department's Cemetery GIS Project and Tree Inventory Collection Project and possible Cityworks implementation.
- Continue Public Works Departments' traffic sign collection project
- Potential projects include: a commercial sign and vacant building inventory for the Development Services Department and the development of custom GIS-based webpages for the Public Works Department.

#### Operational Projects:

- Rework RoadSegment layer to match with Larimer Emergency Telephone Authority's database within county areas adjacent to the City and develop routines to keep up to date.
- Expand FacilitySite and FacilitySitePoint layers to include Larimer County and State locations where citizens can obtain services.
- Analyze content and cleanup 15 years worth of projects on the J and K drives.
- Scanning documents in flat files in FAB basement
- 100' Scale aerial photos—1,977
- 100' Scale hand-drawn town maps
- 50' Scale hand-drawn town maps
- Clean up addresses locations to be on top of building footprints.
- Crime Mapping—webpage re-write.
- Emergency Management—Mobile data research and implementation.
- Develop QA Statement methodology for GIS data.

#### *2009 Goals*

Expand FacilitySite and FacilitySite-Point Layers	Rework Layers To Match County Emergency Authority
Crime Mapping	Multiple Projects For Other Depts.

#### FOCUS AREA RESULTS

FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
FISCAL RESPONSIBILITY	Implement proven and cost effective technical solutions to service delivery challenges.	Determine anticipated ROI on at least 50% of project requests.	NA	NA	100%
	Provide technical solutions to enable open and accessible government.	# of processes to support Citizen interactive involvement.	NA	NA	3
OPERATIONAL EFFICIENCY	Work plans executed effectively.	90% of internal work plans achieved as scheduled and within budget.	NA	NA	92%
		90% of external work plans achieved as scheduled and within budget.	NA	NA	100%
	Information is available for effective decision making and public communication.	# of unscheduled downtime occurrences.	NA	NA	6
		Avg. downtime instances.	NA	NA	1 hr
SUSTAINABLE RESULTS	Plan for technology needs for today and tomorrow.	% variation of planned versus performed IT activities.	NA	NA	0%
		% of unplanned expenses.	NA	NA	0%
SUPERIOR CUSTOMER SERVICE	Maintain strong partnerships with customer departments.	% of projects with scope exceeded original project definition, smaller the better.	NA	NA	0%
		% of dept. meetings held on time on a scheduled basis.	NA	NA	100%
		% of project deliverables on time and within budget.	NA	NA	100%

## **DIVISION INFORMATION**

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 and Recreation, Public Works, and the Utility functions of the City.

## **2008 OVERVIEW**

2008 has been a year of business as usual and lots of it for the Systems and Network group. In addition to normal system monitoring, management, maintenance, and upgrades, a number of new systems came on line and an additional City site was added to the network. While continuing to support 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.

## **2008 PROJECTS & ACCOMPLISHMENTS**

### Software Upgrades:

- Deployed Microsoft Office 2007 and conducted city-wide training: City staff can take advantage of new features and enhanced usability
- New World Systems and JWalk GUI 2 version PTF upgrades: Stability and usability updates for Fire Dept.
- Sybatech Code Pal Inspection 4 version and patch upgrades: Stability for Fire Dept.
- Telestaff Express upgrade: Bug fixes for Fire staffing application
- Origin GIS & ArcGIS 9.2 Service Pack 4: Stability, functionality, and bug fixes for GIS users
- Police Software Upgrades: Upgraded police applications including Computer Aided Dispatch, Automated Field Reporting, ProQA, AQUA, and Visinet Mobile for functionality and stability improvements
- ArcGIS SP5: Stability, functionality, and bug fixes for GIS users
- Rectrac: Vendor supportability and application enhancements
- Golftrac: Vendor supportability and application enhancements
- Added functionality to Class Management System: IT and HR can better manage training for city staff
- Worked with WaveCrest to enhance CyBlock Internet monitoring software: Performance and stability enhancements on monitoring system
- Developed "Get Connected" Internet application and performed staff training: Better citizen interaction within city website
- Implemented numerous SharePoint tools and increased intranet functionality: Give users better tools to collaborate
- Deployed Symantec Endpoint Protection: Provided better protection against attacks and viruses for city networks and computers
- Fire Records Management System Project: Select and implement new system for Fire records greatly increasing functionality and allowing for move away from legacy systems

### Hardware Upgrades:

- Rectrac Server Replaced: Performance, supportability, and stability
- Implemented Laptops for Code Enforcement Officers: Leverage Innoprise software for efficiency of Code Enforcement Officers in field
- ASVIRT Virtual Server: Virtualized server project will better utilize hardware resources by running multiple systems on individual pieces of hardware.

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
Programming & Networks (1602)	\$1,205,046	\$1,113,150	\$1,244,700	\$1,294,124	96.7%

- Exchange Server (EXSC): New server increased reliability and performance as well as supported upgrade to Exchange Server 2007

#### Infrastructure Upgrades:

- Deployed Virtual Server 2005 on 2008 Server and moved several hardware platforms to virtual instances: Virtualized server project will better utilize hardware resources by running multiple systems on individual pieces of hardware.
- Deployed System Center Virtual Machine Manager: VMM will let us maximize our investment in virtualization technology and increase the efficiency with which we manage virtual systems.
- Implemented Microsoft Data Protection Manager for select servers: Provide better backup performance for file servers, SQL, and email servers
- Assisted with migrating W&P and Finance Intranet site to SharePoint: Intranet sites are deployed on consistent, manageable platform
- Deployed Microsoft Exchange Server 2007: Increases in functionality, supportability, and performance
- Tested functionality of System Center Operations Manager, and deployed alternative, Power Admin Server Monitor
- Deployed cost effective tool for managing servers. PA Server Monitor will replace Rippletech for monitoring and alerting on all City servers, saving money while improving manageability.
- Network extended to Hydroelectric facility: Plant staff have access to city network services
- Golf Course network links upgraded to point to point T1s: Reliability and performance improvements.
- Upgraded VPN Server hardware and software: Allow robust support for mobile and home workers including patrol cars
- Deployed new HEAT helpdesk software and revamped data collection: More efficient usage by IT staff and better data collection and reporting

#### *2008 Accomplishments*

Software Upgrades	Hardware Upgrades
Infrastructure Upgrades	Document Management
Support for other City Initiatives	Enhanced CyBlock Internet Monitoring Software

#### Document Management Projects:

- Parks & Recreation Central Files: Gives Parks and Recreation staff improved capabilities for searching and accessing documents.
- Building Master Plans: Provide electronic access to master plans for building staff and other reviewing agencies
- HR Document Scanning Project : Enforce proper document retention and save physical storage space for personnel files
- Other Miscellaneous Scanning Projects
  - Finance Timesheets
  - Building Contractor License
  - Parks & Recreation Central Files
  - Utility Billing Service Application
- Accounts Payable scanning started up in January : Save physical storage space and provide efficient access to AP documents

#### Support for other City Initiatives:

- Drake Canyon Fire Department: Drake is setup for Telestaff and CAD access leveraging those technology investments
- Implemented Bi-weekly payroll – 1st check went out on 1/15/08: Technology supported transition to new pay frequency
- Helped HR & Police transition the printing of police badges from the police department to HR: Technology supported new process
- Setup EFT payments for vendors: Improved processes for vendors who were being paid by wire transfers.
- DVR maintenance and upgrades: Supported digital video recorders installed for security and police video surveillance
- Police Personnel Training Records: Moved records from legacy systems into document management system so old systems can be retired while maintaining records accessibility
- Innoprise Sales Tax: Functionality improvements and standardized platforms
- New Meter reading system for Electric Division.: More reliable and supportable solution for meter readers
- Bill Pay credit card with Innoprise/THE: Integrated online credit card payment module for better citizen interaction via the web.
- Assisted in defining and developing the Fee Master group: Ensures fee information flows from Project Managers

to those responsible for implementing new fees

- CASS certification for UB addressing: Certification of our address database lets the city obtain the best possible postal rates
- LockBox Software for Utility Billing: Automated process for handling payments from online bank services

## *2009 Goals*

### **2009 GOALS & PROJECTS**

2009 already looks like a busy year with many operational and organizational projects on the launch pad. The Programming group will continue with the deployment of new line of business applications replacing legacy software. The Network and Systems group will be focusing on data storage and retrieval with implementation of a new SAN and programs for shoring up policies for electronic document and email retention. Finally we hope to track and improve on some key metrics for an IT service organization, mean time to repair, and first fix rate.

#### Organizational Projects:

- Courts Digital Audio Recording System.
- Police Evidence Storage and management System
- Innoprise Building Permits
- Innoprise Financials Software
- Innoprise CIS (Utility Billing)
- Innoprise Workorders for Facilities Maintenance
- ETI Fire Records Management

Courts Digital Audio Recording System.	Innoprise Conversion
ETI Fire Records Management	Virtualization Of Qualified Servers
Tiered Storage Options	Email Retention

#### Operational Projects:

- Deploy Redundant MD3000 iSCSI storage to Civic Center and Service Center
- Develop and execute new strategy for managing users documents and settings
- Develop and execute digital photo storage and management strategy
- Investigate and possibly deploy low cost web platform options for replacing FrontPage
- Continued virtualization of qualified servers
- Enhance reliability and resiliency of redirected Window folders
- Migrate from Desktop Standards to new Windows Group Policy settings
- Implement dedicated iSCSI SAN between Civic Center and Service Center
- Scheduled Server Updates
- Investigate email retention / e-discovery / archiving solutions
- Investigate tiered storage options and analyze value/ ROI

## FOCUS AREA RESULTS

FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
FISCAL RESPONSIBILITY	Implement proven and cost effective technical solutions to service delivery challenges.	Determine anticipated ROI on at least 50% of project requests.	NA	50%	50%
		% of hardware replaced based on established life cycle.	NA	100%	100%
OPERATIONAL EFFICIENCY	Work plans executed effectively.	90% of internal work plans are achieved as scheduled and within budget.	NA	90%	90%
		90% of external work plans are achieved as scheduled and within budget.	NA	90.0%	62.5%
	Information is available for effective decision making and public communication.	# of unscheduled downtime occurrences.	NA	3	3
		Average time of downtime instances.	NA	4 hours	1
SUSTAINABLE RESULTS	Plan for technology needs for today and tomorrow.	% variation of planned versus performed IT activities.	NA	5%	NA
		% of unplanned expenses.	NA	0%	0%
SUPERIOR CUSTOMER SERVICE	Maintain strong partnerships with customer departments.	% of projects with scope exceeded original project definition, smaller the better.	NA	92.19%	75.00%
		% of departmental meetings held on time on a scheduled basis.	NA	50%	100%
		% of project deliverables on time and within budget.	NA	90%	NA
		Overall customer satisfaction survey results in 85% or higher satisfied or better response.	NA	NA	NA

Dale  
Geyer

# Support Services

Support  
Manager  
962-2332

## **DIVISION INFORMATION**

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.

## **2008 OVERVIEW**

We are the support arm of IT and as such what we do stays fairly consistent year to year. In 2008 the Computer Support Technicians replaced 125 PCs. They also inherited the responsibility of updating all the Police Patrol Laptops. We evaluated the possibility of upgrading our Switches to Voice over IP (VoIP). We ended up implementing inbound and outbound caller-ID on all available switches. 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.

## **2008 PROJECTS & ACCOMPLISHMENTS**

Here are the accomplishments for Support Services (in no particular order):

- Installing 166 replacement PCs by May 28th.
- Assisting Facilities with the paint and carpet project. There were at least 29 separate PC move events.
- Taking over and refining the Laptop Update process for the Police Department
- Working with Verizon and the Network Administrators to figure out the cause of the Verizon disconnects in the Police Laptops. (This is ongoing, but so far, Verizon has identified 2 issues, one with a tower and one with the Verizon V740 Wireless card used in the toughbooks)
- Researching, purchasing and installing the flat panel display and wall mount for the Chilson lobby.
- Getting the wireless camera video capture software set up for the Police Department so that they can record the footage being captured by cameras which are placed around the city in high crime areas.
- Researching and ultimately deciding to not replace our existing Phone Switches with VoIP.
- Implementation of flash drive imaging of computers. Decreased Imaging time by 5-7 minutes per computer.
- New process in place for installation tracking through SharePoint
  - Better tracking of who installed what computer and when
  - Installation totals for each CST, and group CST installations
  - Checkpoints for entire installation process for each computer
- New computer request form
  - Designed for the intranet to increase options and flexibility of form
  - Incorporates all suggestions for improved request form
- PC Asset Label printing brought in-house
  - Reduced yearly cost of computer labels
  - Now being utilized by GIS as well

## *2008 Accomplishments*

Replaced 166 PCs	Wireless Camera Video Capture Software
New Computer Request Form	PC Asset Label Printing
Installation Tracking Process	Flash Drive Imaging

## **2009 GOALS & PROJECTS**

Most of our goals center on doing what we do best - Support. We have one operational project and that is our PC Replacement effort. What follows is a list of what we do on a regular basis.

- Replace 171 PCs and laptops by June 1st.

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
Support Services (1603)	\$1,349,146	\$1,541,050	\$1,619,630	\$1,295,739	80.0%

- The Help Desk will be the first point of contact for about 5,500 calls the IT Department receives each year.
- The Computer Support Technicians are expecting about 1,500 service calls.
- The Telecom Specialist will process about 150 Move /Add/Change requests in addition to coordinating phone service for new or reworked facilities.
- Continue scanning for projects that are in maintenance mode, like Building and Cemetery, and provide scanning services to additional work areas as the City Clerk's document management program directs us, as schedules and funding allows.
- Provide administrative support for the Card Access security system that is installed throughout the City.
- Renew the licensing agreements for much of the core software used in the City.
- Process maintenance agreements for the servers, switches and related networking equipment.
- Assist with implementation and maintenance of Blackberries by serving as the central point for device management.
- Purchase additional software and peripherals for all city departments.
- Apply monthly updates on all Public Safety toughbook laptops.
- On a daily basis handle the routine jobs of printing utility bills and other forms; rotating backup tapes.
- Run monthend for the city financial applications.
- Represent IT Department in Risk and Safety meetings.
- Participate in the IT Department's reporting of performance measures to CPM.

## 2009 Goals

Replace PCs and Laptops by June	Multiple Scanning Projects
HelpDesk As First Point Of Contact	Implement and Maintain Blackberries
Monthly Updates to ToughBooks	Purchase Software and Peripherals

## FOCUS AREA RESULTS

FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
FISCAL RESPONSIBILITY	Implement proven and cost effective technical solutions to service delivery challenges.	Determine anticipated ROI on at least 50% of project requests.	NA	NA	100%
		% of hardware replaced based on established life cycle.	NA	NA	100%
OPERATIONAL EFFICIENCY	Work plans executed effectively.	90% of internal work plans are achieved as scheduled and within budget.	NA	NA	100%
		90% of external work plans are achieved as scheduled and within budget.	NA	NA	100%
SUSTAINABLE RESULTS	Plan for technology needs for today and tomorrow.	% variation of planned versus performed IT activities.	NA	NA	0%
		% of unplanned expenses.	NA	NA	0%
SUPERIOR CUSTOMER SERVICE	Maintain strong partnerships with customer departments.	% of Departmental meetings held on time on a scheduled basis.	NA	NA	100%
		% of projects with scope exceeded original project definition, smaller the better.	NA	NA	0%

Alan  
Krcmarik

# Revenue & Debt Management

Finance  
Manager  
962-2625

## **DIVISION INFORMATION**

The Revenue Division is comprised of four main areas: Sales & Use Tax and Fee Collection, Accounts Receivable, Petty Cash and Deposits, Treasury which entails banking services, investments, and debt management.

### Sales & Use Tax and Fee Collection

In the sales tax area, we are responsible for licensing, collection and enforcing sales tax collections for each retail business located inside the City, as well as numerous out of city and state businesses. In the use tax area we are responsible for enforcing building and auto use tax collections. Currently, we have over 2,900 active accounts. In 2008, 19,152 returns were processed.

Another area of the sales and use tax is the audit enforcement. The audits for sales and use tax are performed by City of Loveland staff and an outside auditing agency, Revenue Recovery Group (RRG). In 2008, a third auditor was added to the City staff. Audits include sales tax, motor vehicle use tax, building use tax, and self audits.

The Revenue Division is also responsible for licensing, collection and enforcing the Public Improvement Fee (PIF), Lifestyle Center Retail Sales Fee (RSF), and the Centerra Retail Sales Fee (RSF) for the retail stores located in the Lifestyle Center and the Centerra Marketplace. As part of the enforcement of the fees the revenue division works with new retailers in this area to ensure that the fees and taxes are being charged, collected, and remitted correctly. At the end of 2008, we had 112 retailers in these two areas that collected \$4,334,649.

### Accounts Receivable (AR)

Current divisions utilizing the AR system are Finance, Airport and Risk Management which generated 1,400 invoices and collected \$2,152,427 in 2008.

### Petty Cash and Deposits

The Division handles petty cash requests up to \$100. The petty cash drawer was reduced by \$300 to \$2,700. The net cash shortage/overage for 2008 was \$0.41. All funds are deposited within 24 hours of receipt.

## **2008 OVERVIEW**

### Software Conversion

Division staff attended a kick off meeting on February 5 to begin the software conversion to Innoprise with a projected go live date of April 1. In June, staff began double entry into the current sales tax system and Innoprise. As of December 31, staff continues to do double entry with no go live date.

### Banking Services

Working with our primary services bank, Wells Fargo, customer service and utility billing staff, and information technology, we were able to set up credit card acceptance for utility billing payments. The project actually began in late 2007 and implementation stretched across several months. Pilot tests were completed in September and first payments to the system also occurred in September. Staff participated in a demonstration to the City Council. Based on the first few months of operation, about 400 customers per month made payments using credit cards. Also based on preliminary analysis of account costs, the City is coming out about even with respect to costs of transactions incurred and the fee revenue received from customers on the transactions.

### Investments

In 2008, the financial markets experienced the most turbulence and volatility in recent history. The stock markets' annual returns were among the worst of all time. Interest rates on fixed income securities (treasury, government

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
Sales Tax (1520)	\$438,791	\$337,890	\$369,190	\$315,071	85.3%
Fee Collection (1521)	\$74,167	\$143,380	\$143,380	\$124,574	86.9%

agency, and high grade corporate) plummeted throughout the year. Despite the adverse market conditions, the City's investment portfolio added approximated \$7.9 million of interest earning and realized gains. The City's financial advisor assisted in developing an active management strategy that provided ways to take profits at opportune times. Without the active management, investment returns would have been lower. One of the local government investment pools in which the City participated was forced to close when certain investments that it held defaulted on payments. The impact to the City was slightly less than \$8,000. Another local government investment pool in which the City participated had to restricted access to deposits for a period of time. At yearend, this pool resumed normal operations and the City did not incur losses of principal in this pool.

#### Debt Management

The City did not issue bonds or lease purchase contracts in 2008. At the end of 2007, an internal loan was set up to provide funding for acquisition of property near I-25 and Highway 402. This internal loan is being tracked through the City's accounting system to ensure that the proper amounts of interest are repaid to the funds that have advanced the proceeds for the internal loan.

Finance Department staff had increased customer interaction due to the Special Improvement District No. 1 bond issue. In 2007 assessments were placed on newly constructed condominiums; several owners were not aware of the assessments until they received the annual bills in 2008. City staff conducted special meetings with the owners to explain how special districts and corresponding assessments work. For 2008, all assessments were paid.

#### Special Projects

Finance staff supported the Downtown Loveland Team in its efforts to analyze the Downtown Urban Renewal Project's financial status and its ability to support potential borrowing or joint financing with the City's Capital Improvement Program. Finance and Planning staff met with the Larimer County Assessor staff to review the methods used for the valuation of downtown properties and corresponding property tax increment.

Based on the financing agreement reached with the Lincoln Place project, the City received payment of deferred use tax owned by the developer and the project received its first payment of property tax increment. The amount due to the project is \$917,456 over an 8—year period.

Staff also supported the Citizens' Finance Advisory Commission during 2008. The most notable projects were the review of the fiscal impact model and the economic impact model. These reviews led to an effort to develop leading indicators for the local economy and will continue into 2009.

#### **2008 PROJECTS & ACCOMPLISHMENTS**

Improve reporting and communication with customers by:

- Update GEO Codes with GIS for consistency and in HMS
- Rules and regulations added to the website
- Update website to provide additional information and more user friendly
- Scan auto use tax information from Larimer County
- Implementation of the Cash Handling Policy
- Created new sales tax return
- Average annual deficiency rate around 8%
- Completion of 72 audits resulting in \$377,167 in revenue
- Wells Fargo and US Bank updates
- Morgan Stanley investment updates
- Investment training
- Investigating taxability of sales of businesses and non-permitted items
- Staff maintained high efficiency & customer service level during 4th quarter without direct supervision

#### **2009 GOALS & PROJECTS**

- Accounts Receivable scanning, policy and streamlining
- Accounts Receivable implementation in various departments
- Sales Tax and Accounts Receivable software conversion and training
- Sales Tax Auditors cross training for better coverage

#### **FOCUS AREA RESULTS**

Audit Assessments to collection on assessments—100%

# of audit hours per auditor: Jim—264, JR—1,200, John—600

Training hours for employee: 183 hours

# of customers trained: 2007 13 seminar attendees – 2008 10 seminar attendees

#### *2008 Accomplishments*

Debit/Credit Card Utility Payments	Sales Tax Software Conversion
\$7.9 Gains and Interest On Investments	Downtown Revitalization Funding Option

#### *2009 Goals*

Accounts Receivable Division Scanning	Continue Software Conversion
Cross Training	Implement Accounts Receivable in Depts.

Bettie  
Greenberg

# Risk Management

Risk  
Manager  
962-2319

## DIVISION INFORMATION

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.

## 2008 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.

## 2008 PROJECTS & ACCOMPLISHMENTS

- Workers' Compensation Claims: Reported 112 workers compensation claims to Pinnacol. Staff contacted 64 employees with new work-related injuries and all employees losing time due to a work-related injury. Staff regularly met with the City's workers' compensation carrier (Pinnacol) and the designated workers' compensation medical providers to assist in bringing claims to conclusion. Temporary transitional duty was arranged for 7 employees.
- Property/Liability Claims: Reported 66 property/liability claims to CIRSA, the City's property/casualty insurer, including claims seeking reimbursement for City property damaged. The City received \$11,760 in reimbursements for damage to City property.
- Safety Monitoring: Reviewed 109 Workers' Comp incidents, which resulted in 3 root cause accident investigations with departments. Reviewed property/liability incidents/accidents, made recommendations as appropriate and conducted 3 accident investigations with departments. Conducted internal safety audits of 35 department/divisions and provided results to departments. The combined City score was 77%, which represents approximately a 3% decrease from 2007. Arranged and attended the loss control audit conducted by the City's property and liability insurer. The City scored 105 on this audit.
- Safety Recognition Program: The SRP completed its first full year. The City rewarded 58 employees for their safety efforts with a total of \$1,210 in gift cards. Actions for which employees were rewarded included, conducting safety meetings, employees for serving on a safety committee; passing safety quizzes; identifying and correcting minor safety hazards. Employees also were rewarded for assisting co-workers with injuries and helping citizens in very serious situations.
- Prescription Safety Glasses: The prescription safety glasses program was revised and simplified. There is now one price for all prescription safety glasses. Purchase cards can also now be used for prescription safety glasses. This information was conveyed to employees and is on Risk's intranet site.
- Cost Containment Certification: Obtained and submitted documentation for the City's safety program to the State for cost containment certification. Certification will save the City 5% on its workers' compensation premium. For required documentation, Risk worked with IT to find a method to track whether an employee has read the safety manual. The City hopes to receive certification for 2009.
- Training: Arranged or conducted citywide safety trainings for over 240 employees. Safety classes included AED/

## 2008 Accomplishments

93% of WC Claims Closed	WC Claims Amount Was Down Over 50% for 2007
21 Asbestos Surveys Conducted	Remediation of Mold at Fire Station 4
Cost Containment Certificate Received From State	Recycled 814 Pounds of Batteries—2x 2007 Amount

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
Risk (1575 & 1577)	\$2,431,831	\$2,183,510	\$2,503,510	\$2,436,282	97.3%

CPR/First Aid Certification, Safe Driving, Back Injury Prevention, and Hearing Conservation. Environmental classes were also held and included DOT Hazardous Materials Unloading and Handling, Asbestos Awareness, and Pre-construction Environmental Planning on the requirements of small to medium projects. Staff also worked with departments on specialized programs, such as safe van driving for Rec and an environmental stormwater class for Parks.

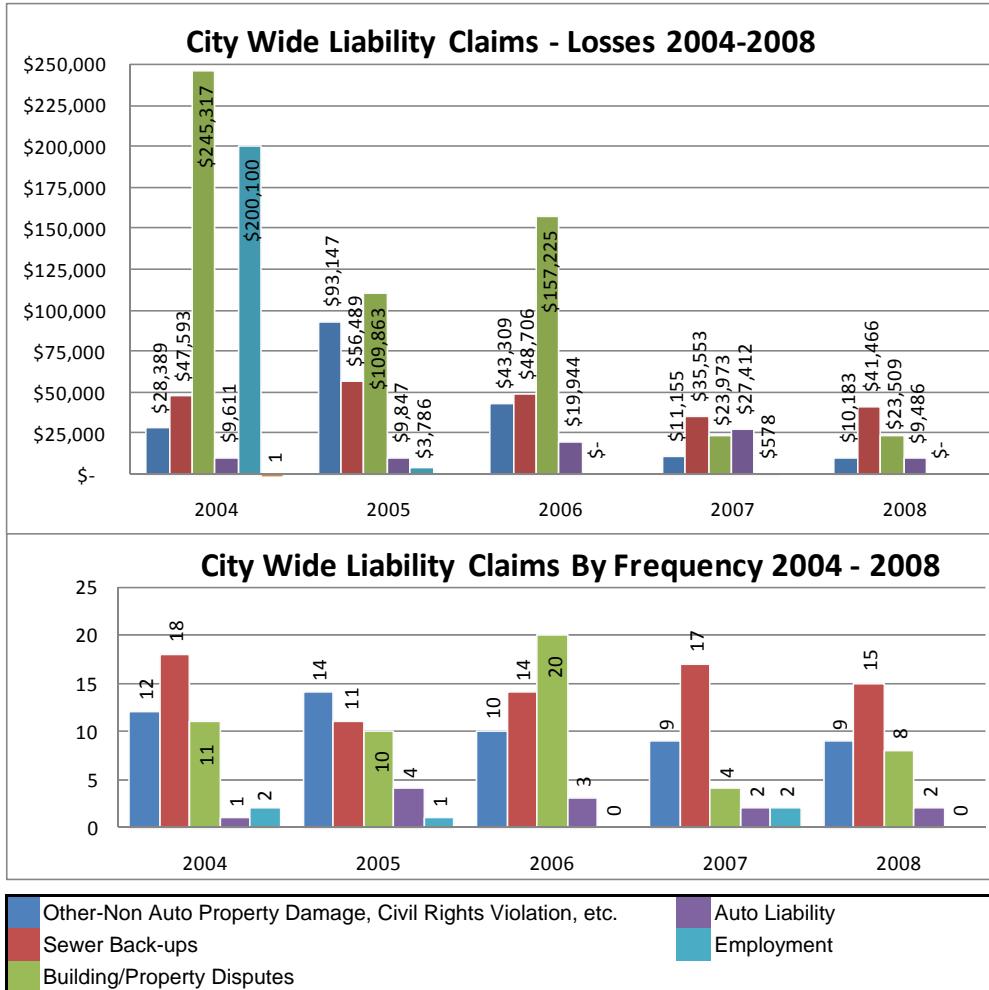
- **Environmental Site Assessments:** Staff oversaw the completion of 20 Phase I Environmental Site Assessments for the City. A form to determine whether or not a Phase I Environmental Site Assessment is required was also developed.
- **Wastes:** Collected and recycled 814 pounds of batteries, which is more than double the amount collected in 2007. Distributed additional battery collection buckets to help meet the demands of the City. Because the batteries were recycled, they are not treated as hazardous waste, which helps the City maintain its status as a small quantity generator. A citywide collection of hazardous waste was also arranged along with the proper disposal of these wastes.
- **Asbestos:** Asbestos surveys were arranged to assist Facilities Maintenance better plan repair and remodeling projects. Provided oversight for 21 asbestos surveys, abated asbestos in 7 facilities and cleaned up asbestos spills at 2 City buildings.
- **Environmental Audits:** Conducted environmental audits of 15 City buildings and/or operations; MOC, Streets, Storm Drainage, Traffic, Library, Pulliam Building, Rialto, Civic Center and Service Center Admin building. Overall compliance scores increased by approximately 3% over 2007.
- **Environmental Assistance:** Worked with Water & Power on Spill Plan Control Compliance at Woodward Governor and Medical Center of the Rockies. Oversaw 2 lead paint surveys and 3 mold surveys. Oversaw closure of wells from a remediation and investigation of solvent release at the Airport. Oversaw a mold survey and subsequent mitigation at Fire Station 4. Assisted with wetland mitigation and permitting for Fairgrounds Park. Assisted Development Services identify environmental issues associated with the Sampson Annexation and 200 SW 2nd Street. Coordinated sampling for Foote Lagoon discharge associated with annual cleaning. Assisted with implanting better overfill warning devices for tanks at the Service Center. Worked several spills and/or remediation, including the police shooting range and a utility easement. Investigated Airport solvents, disposed of waste from oil containers and assisted with a spill at Kroh Park. Oversaw the installation of monitoring wells at recycle yard.

- **Intranet Improvements:**

Added information to Risk's Intranet Site, including the addition of a section on Frequently Asked Questions. The intranet workers' compensation reporting system was rolled out to supervisors.

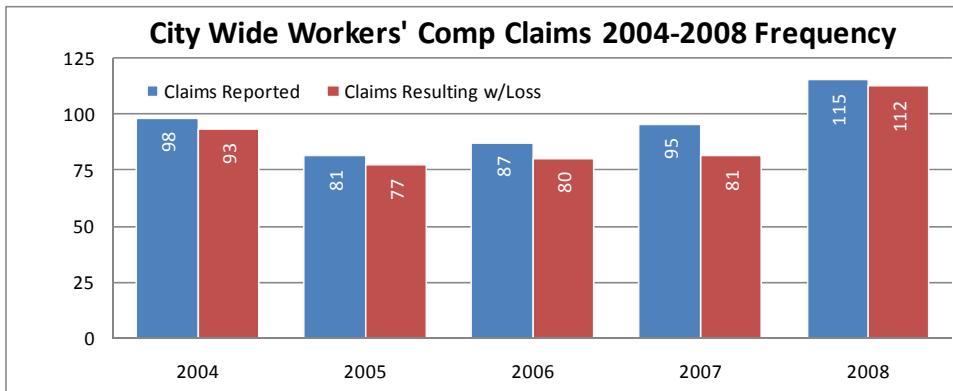
#### Liability Claims

The City had relatively few liability claims reported in 2008. Risk reported 66 property/casualty claims to the City's property/casualty insurer of which 30 resulted in losses totaling \$84,653 as of 12/31/08. For 2008, 15 auto liability claims resulted in \$41,475. In 2007, 34 claims resulted in losses of \$98,671. For 2007, 17 auto liability claims resulted in \$35,553 of losses. The frequency and severity of backing accidents were down in 2008. There was only one backing claim which resulted in a \$91 loss. The City experienced a 50% increase in sewer backup claims, however, the severity for these claims decreased by 2%.



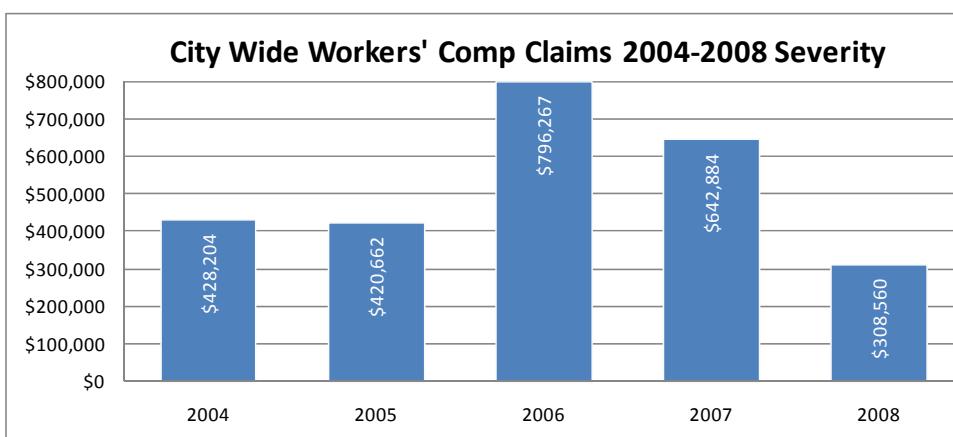
## Workers' Compensation Claims

The City saw a reduction in the severity of workers' compensation claims reported in 2008, but the number of claims per FTE was up slightly. This could have been due to more employees reporting claims, even if no treatment was sought. There were 112 claims reported in 2008. Of those claims, only 9 remained open at the end of the year. The total amount incurred as of 12/31/08, was \$301,389 for 2008 and \$623,106 for 2007 claims. Of the 112 claims in 2008, 97 (87%) were for medical treatment only. In 2007, of the 94 claims reported, 77 (82%) were medical treatment only. Police and Fire made up the majority of claims for the year.



## 2009 GOALS & PROJECTS

- Implement and maintain Executive Safety Goals-increase safety audit compliance.
- Explore expanding post-offer physical abilities testing to help reduce workers' compensation claims and overall employment costs and implement, if feasible.
- Conduct asbestos surveys of the remaining major City facilities identified.
- Become develop paperless files to aid in efficiency.
- Develop an intranet reporting and database system for property and liability incidents and/or accidents for departments to use which collects the data.



## FOCUS AREA RESULTS

Although safety compliance scores were down, much of this was due to stricter scoring. Departments are more aware of safety and environmental issues and Risk staff sought out for assistance. The increase in workers' comp premium as a percent of payroll was caused by a new State law that mandated coverage for certain cancers for firefighters and resulted in a substantial additional premium. Property liability premium costs continued to drop due in part to a soft insurance market, but also because of the City's claims experience. The effort by staff to provide prompt service or information was evident. Electronic reporting of workers' compensation injuries was introduced to improve reporting. Claims received were reported to insurer promptly and staff worked diligently to bring claims to resolution. With environmental audits, 14 of the 15 audits conducted were completed on time. Unfortunately, the workers' comp experience modification rate increased due to the City's loss history. Additionally, the number of workers' comp claims increased, but they were less severe, thus reducing the average claim cost substantially. The average cost of property and liability claims also decreased. No follow-up environmental audits were performed in 2008 due to other environmental projects taking priority. Finally, the feedback Risk's received from its' internal customers indicated that overall customers had positive interactions with Risk staff.

## *2009 Goals*

Executive Safety Goals	Expanding Post-Offer Physical Abilities Testing
Asbestos Surveys	Paperless
Intranet Reporting	Database System

FOCUS AREAS RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
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	NA	1,984
		% of compliance with safety audits.	66%	80%	77%
		% of compliance with environmental audits.	NA	79%	82%
FISCAL RESPONSIBILITY	To provide cost effective insurance coverage.	Cost of workers' comp premium as a % of payroll.	0.975%	0.886%	0.915%
		Cost of liability premium as a % of payroll.	1.024%	1.026%	.729%
		Property rate per \$100 of insured value.	NA	0.036	.0266
	Cost effective pursuit financial recoveries of available to the City.	% of environmental recoveries amount available compared to amount received.	NA	80%	NA
OPERATIONAL EFFICIENCY	Claims are managed efficiently.	% of property damage recoveries amount available compared to amount received.	NA	48%	45%
		% closed within 3 months of reporting to carrier.	NA	85%	85%
	Information is provided in a timely basis.	% reported to carrier within 1 business day.	NA	NA	100%
		% of claims reported electronically.	NA	NA	57%
		95% of contract insurance certificates reviewed within 1 business day.	NA	NA	100%
		95% of environmental audits completed on time.	NA	NA	93%
SUSTAINABLE RESULTS	Provide a safe work environment for employees, reduce damage to City property and citizens' property.	Workers' comp experience rating.	NA	1.00	1.04
		# of workers' comp claims per FTE.	0.1215	0.1304	0.1547
		Average cost of workers' comp claims.	\$9,006	\$6,840	\$2,335
		Average cost of property & liability claims	\$3,222	\$2,666	\$2,421
	Compliance with Environmental Regulations.	% of issues resolved at follow-up.	NA	50%	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.	N/A	N/A	96%

Debbie Emery  
Sandy Ramirez  
Kent Meyer

# Utility Billing & Meter Reading

Cust. Svc. Sup. 962-2362  
Billing Sup. 962-2349  
Meter Rdg. Sup. 962-3390

## DIVISION INFORMATION

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

## 2008 OVERVIEW

2008 brought changes to the physical environment with a redesign of the office. After months of joint collaboration with the Billing Supervisor, IT and Innoprise to design a new utility account viewing and payment software (BillPay), we began accepting credit and debit card payments by phone in late September; BillPay went live to the public October 1st. A utility account service application scanning project began during the summer with the goal of streamlining retention and freeing up storage space.

In 2008, revenue billed for water, wastewater, and electric service totaled \$52,935,660 compared to \$50,882,631 in 2007. Each month, approximately 35,800 accounts were billed and an average of 33,600 payments was processed. The process for receiving utility payments from online bill payment agencies was also automated.

## 2008 PROJECTS & ACCOMPLISHMENTS

Customer Service assisted 54,121 phone customers, down 1.2%, and 13,367 walk-in customers, up 0.3%. Staff partnered with House of Neighborly Service to provide assistance through the HAND Program. 427 households were assisted in 2008 for a total of \$36,201. Community donations to the program totaled \$8,642. A downturn in the economy was most likely a factor in the increased numbers of final notices mailed and meters shut off due to non-pay. Final notices mailed to active accounts was up 4.1%, for a total of 32,281; accounts shut off for non-pay was up 4.3%, for a total of 2,653. Card acceptance gave customers another payment option, beneficial to both delinquent and non-delinquent customers. Projects completed as follows:

- Revised and implemented a new doctor's note policy.
- Participated in office redesign.
- Helped create a new utility bill viewing and payment software called BillPay.
- Began accepting credit/debit card payments by phone in late September.

Billing and Meter Reading were involved in or affected by these projects in 2008.

- BillPay Implementation—BillPay allows utility customers to view account information and pay utility bills online using a credit card. The billing area is responsible for posting and balancing credit card payments.
- Lockbox Installation—The lockbox feature is used to automate the process for utility payments received from online bill payment agencies. Prior to installing the lockbox feature, the bill payment agency submitted a check to Utility Billing for each of the individual customers who made utility payments on their website resulting in hundreds of checks each month that had to be processed

## *2008 Accomplishments*

BillPay	Lockbox Feature
Doctor's Note Policy	Office Redesign

ANNUAL BUDGET	'07 ACTUAL	'08 ADOPTED BUDGET	'08 REVISED BUDGET	'08 ACTUAL	% OF '08 ACTUAL TO '08 REVISED
UB Billing (4540)	\$628,124	\$743,610	\$743,610	\$749,870	100.8%
UB Cust Svc (4541)	\$595,749	\$659,400	\$659,400	\$625,600	94.9%
Meter Reading (4542)	\$551,463	\$599,020	\$644,020	\$606,806	94.2%

manually. The lockbox feature allows the payment information be submitted via a file versus an individual check which is then processed by the billing area.

- Meter Reading Software Implementation—The new meter reading software involved changing the process for entering meter information into inventory. New procedures were created to accommodate the changes.
- Timely and Accurate Revenue Flow to Utilities—Over 99% of utility accounts were billed accurately and on schedule. More than \$63,000,000 in revenue was collected after processing 403,585 utility payments.
- Quality Customer Service—Assisted electric metering in coding 4,000+ electric meters so they can be removed from inventory. Set up sewer surcharge fees to bill the BOD/TSS components separately in order for the Water & Power Department to track the revenue received from each component. Staff logged 158 hours of processing sales tax payments for the Revenue Division.

## 2009 Goals

Innoprise Conversion	Remittance Processors
Larimer County Addressing	Bill Payment Agencies

### 2009 GOALS & PROJECTS

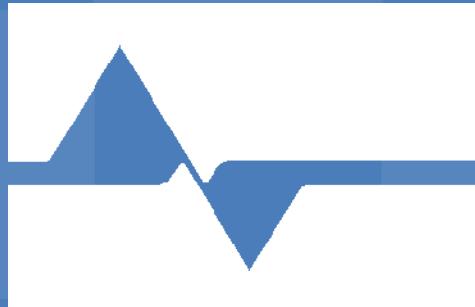
Utility Billing will start the process of converting the utility software to Innoprise during 2009. This is a major project and will consume the better part of the year. The process is in the early stages of planning so an implementation timeline has not been established.

- Innoprise Conversion—Involves establishing system software parameters, cleaning up existing data prior to converting the data over to Innoprise, testing new software procedures, comparing new software procedure outcomes to existing software outcomes, and training staff on the use of the software.
- Research Remittance Processors—Determine if it is cost effective to include the purchase of a remittance processor in the 2010 budget.
- Larimer County Addressing Project—Larimer County reassigned addresses on 200+ parcels in the county. Some of these parcels are serviced by City utilities and addresses in the utility database needs to be updated to match new addresses assigned by the County.
- Bill Payment Agencies—Convert additional bill payment agencies to submit electronic payment information.

### FOCUS AREA RESULTS

Operational efficiency was achieved through completion of the doctor's note policy that saved 2-4 hours/week of staff time. Staff works with House of Neighborly Service in a joint partnership to assist the City's utility customers who are facing a loss of service due to unpaid utility bills. Utility Billing contributes to 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 RESULTS	OUTCOME	PERFORMANCE MEASURES	2006	2007	2008
PUBLIC OUTREACH	Partner with community and House of Neighborly Service to provide utility bill assistance to customers in a financial crisis.	\$ donated by community	\$9,312	\$9,103	\$8,642
		# of households assisted	371	426	427
		\$ value of assistance given	\$30,810	\$36,573	\$36,201
	Provide timely & accurate reports/data.	Positive feedback from City Staff	NA	NA	NA
FISCAL RESPONSIBILITY	Maintain timely and accurate revenue flow to utilities.	\$ billed annually (electric, water & sewer)	NA	\$50,882,631	NA
		# of bills mailed annually	413,188	434,898	430,081
		\$ collected annually (all services billed)	\$55,519,178	\$58,378,998	\$63,343,201
		Meters Read	672,772	683,600	662,308
		Accuracy in Readings	99%	99%	99%
OPERATIONAL EFFICIENCY	Implement cost effective solutions to save time and money.	Projects/hours	NA	1/250	1/52-104
SUPERIOR CUSTOMER SERVICE	Provide quality customer service.	Positive customer survey results	92%	94%	91%



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