

# Finance

The Finance Department is comprised of the following divisions: Administration, Accounting & Purchasing, Budget, City Clerk's, Risk Management, Revenue, and Utility Billing & Meter Reading.

The Department's primary functions include financial operations and reporting, purchasing, sales tax licensing, sales, use, and retail fee collection, meter reading and customer service and billing operations, accounts payable, financial policy and procedure development, risk management, internal and performance auditing, lease and debt financing, long-range financial planning, capital improvements planning, budgeting, government and enterprise accounting, rate and fee setting, records retention, Council minutes and agenda coordination, liquor licensing and elections.

The Department produces the Comprehensive Annual Financial Report (CAFR), the Annual Budget, long-range financial plans, monthly financial reports, and quarterly summary reports. The CAFR is the official statement of the City's financial position containing detailed accounting of revenues, expenditures, and financial condition. The Department coordinates the development of the Capital Program, 10-Year Financial Master Plan and an annual budget.

## Finance Department Structure

### General Fund Activities

<i>Dept</i>	<i>Description</i>	<i>Division</i>	<i>Description</i>	<i>Program(s)</i>	<i>Description</i>
15	Finance	120	Administration - Finance	0000	General Operations
				0000	General Operations
		122	City Clerk	0005	Food Tax Rebate
				0006	Document Management
				0007	Recording
				0000	General Operations
				0010	Accounting
				0011	Purchasing
		125	Accounting & Purchasing	0000	General Operations
				0010	Accounting
		130	Budget	0000	General Operations
				0000	General Operations
		135	Revenue	0000	General Operations
				0012	Fee Collections

### Risk and Insurance Fund Activities

<i>Dept</i>	<i>Description</i>	<i>Division</i>	<i>Description</i>	<i>Program(s)</i>	<i>Description</i>
15	Finance	140	Risk Management	0000	General Operations
				0100	Environmental- Permits
				0101	Environmental - Remediation
				0110	Safety Recognition
				0111	Hearing Conservation
				0112	CPR/AED
				0113	Auto physical damage
				0114	Property damage
		141	Environmental	0100	Environmental- Permits
				0101	Environmental - Remediation
		142	Workers' Comp	0000	General Operations
				0113	Auto physical damage
		143	Property, Casualty/Liability	0114	Property damage
				0000	General Operations
		144	Safety	0110	Safety Recognition
				0111	Hearing Conservation
				0112	CPR/AED
				0112	CPR/AED

### Enterprise Fund Activities

<i>Dept</i>	<i>Description</i>	<i>Division</i>	<i>Description</i>	<i>Program(s)</i>	<i>Description</i>
45	Business Fin.	303	Utility Billing	0000	General Operations
				2900	Administration
				2903	Distribution
				2913	UB - Billing
				2914	UB - Customer Service
				2915	UB - Meter Reading
				2915	UB - Meter Reading

Finance Department Summary							
	'10 Actual	'11 Adopted Budget	'11 Revised Budget as of June	'12 Budget	'12 Budget / '11 Adopted % Change	'11 FTE	'12 FTE
<b>General Fund</b>							
ADMINISTRATION	301,504	353,120	346,880	282,210	(20.1%)	2.75	1.90
ACCTG & PURCHASING	765,310	807,810	832,580	817,170	1.2%	10.00	9.85
BUDGET	133,950	148,000	150,190	222,980	50.7%	1.00	2.00
CITY CLERK	492,843	468,390	534,750	507,000	8.2%	4.00	3.75
REVENUE	469,522	590,820	598,740	584,330	(1.1%)	5.00	5.00
<b>Total General Fund</b>	<b>\$2,163,129</b>	<b>\$2,368,140</b>	<b>\$2,463,140</b>	<b>\$2,413,690</b>	<b>1.9%</b>	<b>22.75</b>	<b>22.50</b>
<b>Internal Service Fund</b>							
RISK & INSURANCE	<b>\$1,940,040</b>	<b>\$2,177,690</b>	<b>\$2,771,810</b>	<b>\$2,210,880</b>	<b>1.5%</b>	<b>4.00</b>	<b>4.00</b>
<b>Enterprise Fund</b>							
METER READING	544,077	610,500	610,500	779,200	27.6%	8.52	8.52
UTILITY BILLING	1,307,707	746,290	746,290	645,340	(13.5%)	7.00	7.00
CUSTOMER SERVICE	-	638,630	638,630	597,840	(6.4%)	9.38	9.38
<b>Total Enterprise Fund</b>	<b>\$1,851,784</b>	<b>\$1,995,420</b>	<b>\$1,995,420</b>	<b>\$2,022,380</b>	<b>1.4%</b>	<b>24.90</b>	<b>24.90</b>
<b>Total Expense</b>	<b>\$5,954,953</b>	<b>\$6,541,250</b>	<b>\$7,230,370</b>	<b>\$6,646,950</b>	<b>1.6%</b>	<b>51.65</b>	<b>51.40</b>
<b>REVENUE</b>							
<b>General Fund</b>							
CHARGES FOR SERVICE	281,080	240,800	240,800	194,000	(19.4%)		
OPERATING TRANSFERS	478,980	478,980	478,980	486,650	1.6%		
TAXES	783,440	200,000	200,000	309,800	54.9%		
OTHER	444	-	-	-	-		
GENERAL FUND SUBSIDY	619,185	1,448,360	1,543,360	1,423,240	(1.7%)		
<b>Total General Fund</b>	<b>\$2,163,129</b>	<b>\$2,368,140</b>	<b>\$2,463,140</b>	<b>\$2,413,690</b>	<b>1.9%</b>		
<b>Internal Service Fund</b>							
CHARGES FOR SERVICE	2,166,740	2,157,570	2,157,570	2,026,310	(6.1%)		
INTEREST	37,867	57,740	57,740	59,230	2.6%		
TRANSFERS	379,630	100,000	274,740	-	(100.0%)		
OTHER	42,168	-	-	-	-		
<b>Total Int Svc Fund</b>	<b>\$2,626,405</b>	<b>\$2,315,310</b>	<b>\$2,490,050</b>	<b>\$2,085,540</b>	<b>(9.9%)</b>		
<b>Total Revenue</b>	<b>\$4,789,534</b>	<b>\$4,683,450</b>	<b>\$4,953,190</b>	<b>\$4,484,230</b>	<b>(4.3%)</b>		
<b>EXPENSE BY CATEGORY</b>							
PERSONNEL SERVICES	3,464,486	3,672,910	3,711,810	3,686,900	0.4%		
SUPPLIES	35,469	55,670	76,170	82,350	47.9%		
PURCHASED SERVICES	2,447,741	2,799,670	3,319,390	2,872,700	2.6%		
CAPITAL	7,257	13,000	13,000	5,000	(61.5%)		
TRANSFERS	-	-	110,000	-	-		
<b>Total Expense</b>	<b>\$5,954,953</b>	<b>\$6,541,250</b>	<b>\$7,230,370</b>	<b>\$6,646,950</b>	<b>1.6%</b>		

## Administration

The Finance Administration Division coordinates the financial support services provided by the Finance Department, and develops financial planning tools to guide resource allocation decisions.

Outcome	Performance Measure	2010 Actual	2011 Revised	2012 Projected
<b>Public Outreach (GP 17 &amp; 18)</b>				
Information transparency.	% of reports posted on the website the same day they are released.	99%	99%	99%
	% policies and procedures posted within one day of approval.	100%	100%	100%
<b>Fiscal Responsibility (GP 15)</b>				
Ensure integrity of financial processes and systems to protect City assets, including City employees.	% of positive compliance audit results / findings.	86%	90%	95%
<b>Operational Efficiency (GP 11f &amp; 17)</b>				
Reduce document production costs.	Cost to produce CAFR per book.	\$40.00	\$29.64	\$30.00
	Cost to produce Budget per book.	\$62.85	\$60.18	\$70.00
<b>Sustainable Results (GP 15)</b>				
Accurate, current, accessible employee policies and regulations.	% of employee respondents that indicate information easy to find.	100%	100%	100%
<b>Superior Customer Service (GP 16 &amp; 18)</b>				
Compliance Audit findings deemed accurate and fair, recommendations deemed reasonable.	% of respondents rate findings and recommendations as reasonable.	100%	100%	100%

ACTIVITY	DEPARTMENT
Administration	Finance

EXPENSE BY DIVISION/Program	'10 Actual	'11 Adopted Budget	'11 Revised Budget as of June	'12 Budget
<b>General Fund</b>				
ADMINISTRATION	\$301,504	\$353,120	\$346,880	\$282,210
<b>REVENUE</b>				
OPERATING TRANSFERS	121,630	121,630	121,630	126,730
GENERAL FUND SUBSIDY	179,874	231,490	225,250	155,480
<b>Total Revenue</b>	<b>\$301,504</b>	<b>\$353,120</b>	<b>\$346,880</b>	<b>\$282,210</b>
<b>EXPENSE BY CATEGORY</b>				
PERSONNEL SERVICES	275,316	300,680	299,940	229,050
SUPPLIES	1,864	8,150	8,150	8,150
PURCHASED SERVICES	17,067	44,290	38,790	45,010
CAPITAL	7,257	-	-	-
<b>Total Expense</b>	<b>\$301,504</b>	<b>\$353,120</b>	<b>\$346,880</b>	<b>\$282,210</b>
<b>FTE</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>1.90</b>

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**CHANGES COMPARED TO PRIOR YEAR ADOPTED**

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- (72,300) Decrease in personnel services due to reallocation of 0.85 of an FTE to the Accounting and Purchasing Division.
- (9,900) Decrease in personnel services for temporary salaries reallocated to the Accounting and Purchasing Division.
- (4,070) Decrease in personnel services for insurance benefits based on employee plan selection.
- 3,690 Increase in personnel services for allocated unemployment costs.
- (500) Decrease in personnel services for workers' compensation due to the allocation of the City's cost based on the Division's experience rating and forecasted liability costs.
- 720 Increase in purchased services for general liability costs based on the Division's historical experience and forecasted liability costs.

3,210 Core Changes

3,210 Personnel Services

- Funded Supplements

- There are no funded supplements in this division.

(1,660) Financial Sustainability Reductions

- (1,660) Reduction in budgeted FICA amount as part of the employee suggestion program.

**(80,810) Total Change**

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**OTHER INFORMATION**

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- Unfunded Supplements

- There are no unfunded supplements in this division.

- Equipment Replacement

- No equipment is scheduled for replacement in this division.

- Capital Projects

- There are no capital projects associated with this division.

## Accounting & Purchasing

Accounting is responsible for the disbursement of City funds and for providing accurate, timely and informative financial information to a variety of users. This Division prepares the Comprehensive Annual Financial Report (CAFR) and has been awarded the "Certificate of Achievement for Excellence in Financial Reporting" by the Government Finance Officers Association every year since 1980.

Purchasing uses professional, effective, efficient, and flexible practices to manage the City's procurement of goods and services and ensure compliance with City and state laws.

Outcome	Performance Measure	2010 Actual	2011 Revised	2012 Projected
<b>Public Outreach (GP 17 &amp; 18)</b>				
Winning GFOA award for Outstanding CAFR Report.	Received GFOA Award.	Yes	Yes	Yes
<b>Fiscal Responsibility (GP 15)</b>				
Ensure that financial transactions are accurately recorded and reported.	# of adjusting journal entries.	279	159	140
	Average length of time reconciling item remain on the cash reconciliations.	1 month	1 month	1 month
	Reduce adjustment entries (AJE) by 10%.	No	Yes	Yes
Increase department utilization of bidding process to maximize savings.	Total % of savings.	10%	7%	7%
<b>Operational Efficiency (11f &amp; 17)</b>				
Reduce internal manual reporting by implementing new accounting software.	Productivity hours saved for Finance and customer departments.	0%	10%	25%
Electronic media for more efficient accessibility and retrieval.	% of total accounts payable records scanned.	99%	100%	100%
	% of total timesheets scanned.	94%	100%	100%
	% of physical checks reduced to EFT/wires.	21%	35%	35%

ACTIVITY	DEPARTMENT
Accounting & Purchasing	Finance

EXPENSE BY DIVISION/Program	'10 Actual	'11 Adopted Budget	'11 Revised Budget as of June	'12 Budget
<b>General Fund</b>				
GENERAL OPERATIONS	275	-	-	-
ACCOUNTING	682,427	731,890	754,250	746,655
PURCHASING	82,608	75,920	78,330	70,515
<b>Total Expense</b>	<b>\$765,310</b>	<b>\$807,810</b>	<b>\$832,580</b>	<b>\$817,170</b>

<b>REVENUE</b>				
OPERATING TRANSFERS	305,830	305,830	305,830	306,430
GENERAL FUND SUBSIDY	459,480	501,980	526,750	510,740
<b>Total Revenue</b>	<b>\$765,310</b>	<b>\$807,810</b>	<b>\$832,580</b>	<b>\$817,170</b>

<b>EXPENSE BY CATEGORY</b>				
PERSONNEL SERVICES	676,184	696,900	713,450	702,290
SUPPLIES	9,557	8,900	8,900	8,900
PURCHASED SERVICES	79,569	102,010	110,230	105,980
<b>Total Expense</b>	<b>\$765,310</b>	<b>\$807,810</b>	<b>\$832,580</b>	<b>\$817,170</b>
<b>FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.85</b>

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**CHANGES COMPARED TO PRIOR YEAR ADOPTED**

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72,300	Increase in personnel services due to reallocation of 0.85 of an FTE from the Administration Division.
3,970	Increase in personnel services for insurance benefits based on employee plan selection.
(5,020)	Decrease in personnel services for workers' compensation due to the allocation of the City's cost based on the Division's experience rating and forecasted liability costs.
(3,430)	Decrease in purchased services for general liability costs based on the Division's historical experience and forecasted liability costs.
7,400	Increase in purchased services for professional services necessary for the 2012 audit.
(12,380)	<u>Core Changes</u>
(12,380)	Personnel Services
-	<u>Funded Supplements</u>
	- There are no funded supplements in this division.
(53,480)	<u>Financial Sustainability Reductions</u>
(53,480)	Decrease in personnel services due to the reduction of 1.0 FTE as a part of the financial sustainability strategy.
<b>9,360</b>	<b>Total Change</b>

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**OTHER INFORMATION**

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16,500	<u>Unfunded Supplements</u>
16,500	Increase in purchased services for professional services for a temporary clerk.
-	<u>Equipment Replacement</u>
	- No equipment is scheduled for replacement in this division.
-	<u>Capital Projects</u>
	- There are no capital projects associated with this division.

## Budget

The Budget Division prepares and administers the City's annual operating budget and capital plan; forecasts and monitors the City's expenditures and revenues; forecasts the 5-year operating and capital plans; and provides financial data, support and analysis to other City departments. In addition, this Division participates in policy analysis and formation and ensures City compliance with federal and state legislation that affect the budget. The Division has received the "Distinguished Budget Presentation Award" from the Government Finance Officers Association every year since 1985.

Outcome	Performance Measure	2010 Actual	2011 Revised	2012 Projected
<b>Public Outreach (GP 17 &amp; 18)</b>				
City priorities communicated to the public.	Received the GFOA Distinguished Budget Presentation Award.	Yes	Yes	Yes
<b>Fiscal Responsibility (GP 15)</b>				
Council and public have confidence in budget projections.	Adopted budget revenue and expense within 5% of actual revenue and expense.	7.2% / 4.0%	5.0% / 5.0%	5.0% / 5.0%
Capital budget within available resources.	Impact fee reserves remain positive in near term.	Yes	Yes	Yes
Program and service growth within available resources.	Unrestricted reserves at least 6% of fund reserves.	20.1%	23.1%	29.2%
<b>Operational Efficiency (GP 11f &amp; 17)</b>				
Workload focus on analysis.	# of hours reinvested resulting from process efficiencies.	NA	100	100
<b>Sustainable Results (GP 15)</b>				
Current year budget problems identified early and corrective action implemented proactively.	Expenditure forecasts for current year expenses on 4-month data within 5% of actual expenses.	3%	5%	5%

ACTIVITY	DEPARTMENT
Budget	Finance

EXPENSE BY DIVISION/Program	'10 Actual	'11 Adopted Budget	'11 Revised Budget as of June	'12 Budget
<b>General Fund</b>				
BUDGET	\$133,950	\$148,000	\$150,190	\$222,980
<b>REVENUE</b>				
OPERATING TRANSFERS	51,520	51,520	51,520	53,490
GENERAL FUND SUBSIDY	82,430	96,480	98,670	169,490
<b>Total Revenue</b>	<b>\$133,950</b>	<b>\$148,000</b>	<b>\$150,190</b>	<b>\$222,980</b>
<b>EXPENSE BY CATEGORY</b>				
PERSONNEL SERVICES	102,165	135,090	137,280	212,100
SUPPLIES	360	1,200	1,200	600
PURCHASED SERVICES	31,425	11,710	11,710	10,280
<b>Total Expense</b>	<b>\$133,950</b>	<b>\$148,000</b>	<b>\$150,190</b>	<b>\$222,980</b>
<b>FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>



## **CHANGES COMPARED TO PRIOR YEAR ADOPTED**

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- (60) Decrease in personnel services for insurance benefits based on employee plan selection.
- 90 Increase in personnel services for workers' compensation due to the allocation of the City's cost based on the Division's experience rating and forecasted liability costs.
- 340 Increase in purchased services for general liability costs based on the Division's historical experience and forecasted liability costs.
  
- (710) Core Changes
  - 1,660 Personnel Services
  - (600) Supplies
  - (1,770) Purchased Services
  
- 75,620 Funded Supplements
  - 75,620 Increase in personnel services for 1.00 FTE for a Budget Analyst.
  
- (300) Financial Sustainability Reductions
  - (300) Reduction in budgeted FICA amount as part of the employee suggestion program.
  
- 74,980 Total Change**

## **OTHER INFORMATION**

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- Unfunded Supplements
  - There are no unfunded supplements in this division.
  
- Equipment Replacement
  - No equipment is scheduled for replacement in this division.
  
- Capital Projects
  - There are no capital projects associated with this division.

# City Clerk

## The City Clerk Division:

- Maintains current files on all minutes, ordinances, resolutions, contracts, agreements, easements, titles and deeds for the City Council and management, as well as scanning public records into the imaging system for citizen and employee access. Maintains and updates Document Management and Retention Policies for the City of Loveland.
- Maintains and updates the Municipal Code.
- Administers the Food Sales Tax and Utility Rebate Program.
- Coordinates City Council Meeting Agendas.
- Conducts Municipal Elections and oversees Campaign Finance.
- Issues certain licenses and permits.
- Operates the central switchboard.
- Coordinates document recording at the County Clerk and Recorder.

## The City Clerk:

- Attends and records minutes of City Council meetings.
- Serves as Secretary to the Loveland Liquor License Authority.
- Is responsible for retaining e-mail documents sent to City Council deemed to be public record.
- Serves as the “Designated Election Official” in Municipal Elections, as resolved by City Council.
- Serves as official custodian of City records.

Outcome	Performance Measure	2010 Actual	2011 Revised	2012 Projected
<b>Public Outreach (GP 17 &amp; 18)</b>				
Accessible policies and procedures.	% of respondents that indicate high quality with the site.	80%	80%	85%
<b>Fiscal Responsibility (GP 15)</b>				
Efficient use of resources in the City Clerk's Office.	Meet or below budget projection.	Yes	Yes	Yes
<b>Operational Efficiency (GP 11f &amp; 17)</b>				
Efficient operations in functions of City Clerk's Office.	80% liquor license applicant's rate process 4-5 on survey.	90%	95%	90%
<b>Sustainable Results (GP 15)</b>				
Effective document retention.	# of requests met within 72 hrs.	100%	100%	100%
	# of departments with trained staff using the Retention Schedule.	100%	100%	100%
<b>Superior Customer Service (GP 16 &amp; 18)</b>				
Customer Service expectation equal to above average excellent.	% of respondents that indicate satisfied or extremely satisfied.	90%	90%	90%

<b>ACTIVITY</b>	<b>DEPARTMENT</b>
City Clerk	Finance

<b>EXPENSE BY DIVISION/Program</b>	<b>'10 Actual</b>	<b>'11 Adopted Budget</b>	<b>'11 Revised Budget as of June</b>	<b>'12 Budget</b>
<b>General Fund</b>				
GENERAL OPERATIONS	345,317	333,390	399,750	367,000
FOOD TAX REBATE	147,616	135,000	135,000	140,000
<b>Total Expense</b>	<b>\$492,933</b>	<b>\$468,390</b>	<b>\$534,750</b>	<b>\$507,000</b>

<b>REVENUE</b>				
GENERAL FUND SUBSIDY	\$492,933	\$468,390	\$534,750	\$507,000

<b>EXPENSE BY CATEGORY</b>				
PERSONNEL SERVICES	251,982	253,930	259,790	247,430
SUPPLIES	1,577	3,650	24,150	3,650
PURCHASED SERVICES	239,284	210,810	250,810	255,920
<b>Total Expense</b>	<b>\$492,933</b>	<b>\$468,390</b>	<b>\$534,750</b>	<b>\$507,000</b>
<b>FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>3.75</b>	<b>3.75</b>

<b>CHANGES COMPARED TO PRIOR YEAR ADOPTED</b>	
(1,980) Decrease in personnel services for insurance benefits based on employee plan selection.	
(460) Decrease in personnel services for workers' compensation due to the allocation of the City's cost based on the Division's experience rating and forecasted liability costs.	
39,900 Increase in purchased services for printing and maintenance after reallocation of council packet creation expense from the Non-Departmental Division.	
210 Increase in purchased services for general liability costs based on the Division's historical experience and forecasted liability costs.	
(2,960) <u>Core Changes</u>	
(2,960) Personnel Services	
- <u>Funded Supplements</u>	
- There are no funded supplements in this division.	
(11,100) <u>Financial Sustainability Reductions</u>	
(1,100) Reduction in budgeted FICA amount as part of the employee suggestion program.	
(10,000) Reduction in purchased services due to a reduction in the amount budgeted for the Food Sales Tax Rebate Program as part of the financial sustainability strategy.	
<b>23,610 Total Change</b>	

<b>OTHER INFORMATION</b>	
- <u>Unfunded Supplements</u>	
- There are no unfunded supplements in this division.	
- <u>Equipment Replacement</u>	
- No equipment is scheduled for replacement in this division.	
- <u>Capital Projects</u>	
- There are no capital projects associated with this division.	

# Revenue

The Revenue Division is comprised of five main areas: Sales & Use Tax, Centerra Fee Collection, Accounts Receivable, Petty Cash and Deposits, and Treasury, which entails banking and investments of the city's operating fund reserve balances, and coordination of borrowing money for capital projects and equipment when necessary. The Division oversees the Utility Billing and Meter Reading areas that are summarized under their own title in this book.

The Revenue Division's primary functions include sales tax licensing, collection and enforcing the City's sales tax ordinance for each retail business located inside the city of Loveland, as well as numerous businesses located outside of the city and the state that do business in the City. In the use tax area, the Division is responsible for enforcing building and auto use tax collections. Beginning January 1, 2010, the collection of the lodging tax was added. Currently, we have over 3,180 active sales tax accounts. In 2010, 21,223 sales tax and fee returns were processed.

The primary source of funding for daily governmental operations is the sales and use tax, amounting to approximately \$34 million in 2011. The Division will begin using a new software system that will centralize accounts receivable in 2012.

The Division accounts for the investment of cash reserves held in operating funds, approximately \$189.8 million as of the middle of 2011. Investment advice is provided by an external manager. Banking services are provided by two banks, one for day to day operations and the other for safekeeping and trustee services for the investment portfolio.

Outcome	Performance Measure	2010 Actual	2011 Revised	2012 Projected
<b>Public Outreach (GP 17 &amp; 18)</b>				
Citizens feel informed and that they understand City's cash and investments.	# of attendees at quarterly Sales Tax and Construction Use Tax seminars.	11	15	20
<b>Fiscal Responsibility (GP 15)</b>				
Maximize the availability of earned revenue.	# of Sales Tax Audits completed.	88	75	90
	# of Construction Use Tax Audits completed.	87	140	100
	Average # of delinquent Sales Tax accounts per month.	254	230	200
	Audit assessments to collection on assessments.	65%	85%	90%
	Annual amount of audit revenue assessed.	\$1,210,703	\$650,000	\$500,000
<b>Operational Efficiency (11f &amp; 17)</b>				
Maximize productivity through technology.	Productivity hours saved through technology innovations.	30	60	80
	# of audit hours per auditor.	1,050	1,200	1,200
Encourage development of staff and customers	Training hours for employees.	120	160	200
	# of customers trained.	20	120	120
Align expectations with deliverables.	# of projects deadline was changed.	5	4	5

ACTIVITY	DEPARTMENT
Revenue	Finance

EXPENSE BY DIVISION/Program	'10 Actual	'11 Adopted Budget	'11 Revised Budget as of June	'12 Budget
<b>General Fund</b>				
GENERAL OPERATIONS	273,539	392,360	400,280	499,400
FEE COLLECTION	195,983	198,460	198,460	84,930
<b>Total Expense</b>	<b>\$469,522</b>	<b>\$590,820</b>	<b>\$598,740</b>	<b>\$584,330</b>

<b>REVENUE</b>				
CHARGES FOR SERVICE	281,080	240,800	240,800	194,000
TAXES	783,440	200,000	200,000	309,800
OTHER	444	-	-	-
GENERAL FUND SUBSIDY	(595,442)	150,020	157,940	80,530
<b>Total Revenue</b>	<b>\$469,522</b>	<b>\$590,820</b>	<b>\$598,740</b>	<b>\$584,330</b>

<b>EXPENSE BY CATEGORY</b>				
PERSONNEL SERVICES	373,740	389,310	397,230	398,600
SUPPLIES	7,127	14,660	14,660	12,510
PURCHASED SERVICES	88,655	186,850	186,850	173,220
<b>Total Expense</b>	<b>\$469,522</b>	<b>\$590,820</b>	<b>\$598,740</b>	<b>\$584,330</b>

<b>FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
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#### CHANGES COMPARED TO PRIOR YEAR ADOPTED

- (1,030) Decrease in personnel services for insurance benefits based on employee plan selection.
- (950) Decrease in personnel services for workers' compensation due to the allocation of the City's cost based on the Division's experience rating and forecasted liability costs.

#### 10,940 Core Changes

- 15,220 Personnel Services
- (2,150) Supplies
- (2,130) Purchased Services

#### - Funded Supplements

- There are no funded supplements in this division.

#### (15,450) Financial Sustainability Reductions

- (450) Reduction in budgeted FICA amount as part of the employee suggestion program.
- (15,000) Reduction in purchased services for outside auditing as part of the financial sustainability strategy.

#### **(6,490) Total Change**

#### OTHER INFORMATION

- Unfunded Supplements
  - There are no unfunded supplements in this division.
- Equipment Replacement
  - No equipment is scheduled for replacement in this division.
- Capital Projects
  - There are no capital projects associated with this division.

# Risk Management

The Risk Management Division is responsible for protecting the operating effectiveness of the City 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.

Outcome	Performance Measure	2010 Actual	2011 Revised	2012 Projected
<b>Public Outreach (GP 17 &amp; 18)</b>				
Departments view Risk as a resource to comply with laws / regulations and reduce losses due to accidents, fines, lawsuits, etc.	# of website hits.	1,800	5,000	6,500
	% of compliance with safety audits.	88%	NA	NA
	% of compliance with environmental audits.	80%	74%	76%
<b>Fiscal Responsibility (GP 15)</b>				
To provide cost effective insurance coverage.	Cost of workers' compensation premium as a % of payroll.	0.84%	0.84%	0.87%
	Cost of liability premium as a % of payroll.	0.66%	0.71%	0.71%
	Property rate per \$100 of insured value.	0.025	0.025	0.025
Cost effective pursuit financial recoveries of available to the City.	% of environmental recoveries amount available compared to amount received.	50%	NA	NA
	% of property damage recoveries amount available compared to amount received.	55%	50%	50%
<b>Operational Efficiency (GP 11f &amp; 17)</b>				
Claims are managed efficiently.	% closed within 3 months of reporting to carrier.	85%	90%	90%
	% reported to carrier within 1 business day.	96%	96%	96%
Information is provided in a timely basis.	% of claims reported electronically.	75%	80%	82%
	95% of contract insurance certificates reviewed within 1 business day.	96%	96%	96%
	95% of environmental audits completed on time.	80%	70%	70%
<b>Sustainable Results (GP 15)</b>				
Provide a safe work environment for employees reduce damage to City property and citizens' property.	Workers' compensation experience rating.	0.90	0.87	0.90
	# of claims per FTE.	0.18	0.17	0.17
	Average cost of claims.	\$7,200	\$3,600	\$3,500
Compliance with Environmental Regulations.	% of issues resolved at follow-up.	75	75	75

ACTIVITY	DEPARTMENT
Risk Management	Finance

EXPENSE BY DIVISION/Program	'10 Actual	'11 Adopted Budget	'11 Revised Budget as of June	'12 Budget
<b>Risk &amp; Insurance Fund</b>				
RISK MANAGEMENT	1,932,729	2,164,190	2,758,310	2,187,380
SAFETY	7,311	13,500	13,500	23,500
<b>Total Expense</b>	<b>\$1,940,040</b>	<b>\$2,177,690</b>	<b>\$2,771,810</b>	<b>\$2,210,880</b>

<b>REVENUE</b>				
CHARGES FOR SERVICE	2,166,740	2,157,570	2,157,570	2,026,310
INTEREST	37,867	57,740	57,740	59,230
TRANSFERS	379,630	100,000	274,740	-
OTHER	42,168	-	-	-
<b>Total Revenue</b>	<b>\$2,626,405</b>	<b>\$2,315,310</b>	<b>\$2,490,050</b>	<b>\$2,085,540</b>

<b>EXPENSE BY CATEGORY</b>				
PERSONNEL SERVICES	329,535	337,090	344,210	339,330
SUPPLIES	2,479	4,820	4,820	4,450
PURCHASED SERVICES	1,608,026	1,835,780	2,312,780	1,867,100
TRANSFERS	-	-	110,000	-
<b>Total Expense</b>	<b>\$1,940,040</b>	<b>\$2,177,690</b>	<b>\$2,771,810</b>	<b>\$2,210,880</b>

<b>FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
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#### CHANGES COMPARED TO PRIOR YEAR ADOPTED

- (4,830) Decrease in personnel services for insurance benefits based on employee plan selection.
- 10,000 Increase in purchased services for training and certification.
- 21,130 Increase in purchased services for environmental services.

#### 7,550 Core Changes

- 7,670 Personnel Services
- (310) Supplies
- 190 Purchased Services

#### - Funded Supplements

- There are no funded supplements in this division.

#### (660) Financial Sustainability Reductions

- (600) Reduction in budgeted FICA amount as part of the employee suggestion program.
- (60) Reduction in food as part of the employee suggestion program.

**33,190 Total Change**

#### OTHER INFORMATION

#### - Unfunded Supplements

- There are no unfunded supplements in this division.

#### - Equipment Replacement

- No equipment is scheduled for replacement in this division.

#### - Capital Projects

- There are no capital projects associated with this division.

## Utility Billing / Meter Reading

Utility 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.

Meter Reading is responsible for reading all electric and water meters monthly, connecting and disconnecting services daily, as well as monitoring for meter divisions.

Outcome	Performance Measure	2010 Actual	2011 Revised	2012 Projected
<b>Public Outreach (GP 17 &amp; 18)</b>				
Manage the utility bill assistance program, Help-A-Neighbor-In-Distress (HAND).	Qualified applying families receive assistance.	422	440	430
<b>Fiscal Responsibility (GP 15)</b>				
Maintain timely and accurate revenue flow to utilities.	\$ billed annually. (electric, water & sewer)	\$56,659,529	\$56,219,989	\$57,063,288
	# of bills mailed annually.	420,532	426,840	433,242
	\$ collected annually. (all services billed)	\$68,706,559	\$69,737,157	\$70,783,214
<b>Operational Efficiency (GP 11f &amp; 17)</b>				
Implement cost effective solutions to save man-hour time and money.	Projects/hours.	NA	NA	NA
	% of total payments processed electronically.	16%	24%	26%
<b>Superior Customer Service (GP 16 &amp; 18)</b>				
Provide quality customer service.	Positive customer survey results.	94%	92%	92%

ACTIVITY	DEPARTMENT
Utility Billing & Meter Reading	Finance

EXPENSE BY DIVISION/Program	'10 Actual	'11 Adopted Budget	'11 Revised Budget as of June	'12 Budget
<b>Enterprise Fund</b>				
BILLING	1,307,707	746,290	746,290	779,200
CUSTOMER SERVICE	-	638,630	638,630	645,340
METER READING	544,077	610,500	610,500	597,840
<b>Total Expense</b>	<b>\$1,851,784</b>	<b>\$1,995,420</b>	<b>\$1,995,420</b>	<b>\$2,022,380</b>
<b>EXPENSE BY CATEGORY</b>				
PERSONNEL SERVICES	1,455,564	1,563,410	1,563,410	1,558,100
SUPPLIES	12,505	14,290	14,290	44,090
PURCHASED SERVICES	383,715	404,720	404,720	415,190
CAPITAL	-	13,000	13,000	5,000
<b>Total Expense</b>	<b>\$1,851,784</b>	<b>\$1,995,420</b>	<b>\$1,995,420</b>	<b>\$2,022,380</b>
<b>FTE</b>	<b>25.40</b>	<b>24.90</b>	<b>24.90</b>	<b>24.90</b>



## **CHANGES COMPARED TO PRIOR YEAR ADOPTED**

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(31,980)	Decrease in personnel services for insurance benefits based on employee plan selection.
25,540	Increase in supplies for warehouse withdrawals due to a change in accounting for already-purchased printing supplies.
(25,540)	Decrease in purchased services for printing due to a change in accounting for already-purchased printing supplies.
2,180	Increase in supplies for warehouse withdrawals for printing supplies due to an increased customer base.
12,720	Increase in purchased services for postage due to rate increases and an increased number of mailings as the customer base has grown.
22,200	Increase in purchased services for credit card processing fees.
(11,430)	Decrease in purchased services for projected costs of vehicle maintenance and fuel.
(8,000)	Decrease in capital for equipment replacement.

### **41,270    Core Changes**

26,670	Personnel Services
2080	Supplies
12,520	Purchased Services

### **-    Funded Supplements**

- There are no funded supplements in this division.

### **26,960    Total Change**

## **OTHER INFORMATION**

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### **-    Unfunded Supplements**

- There are no unfunded supplements in this division.

### **-    Equipment Replacement**

- No equipment is scheduled for replacement in this division.

### **-    Capital Projects**

- There are no capital projects associated with this division.