



AUDIT, FINANCE & ENTERPRISE COMMITTEE

September 10, 2012

The Audit, Finance & Enterprise Committee of the City of Mesa met in the lower level meeting room of the Council Chambers, 57 East 1st Street, on September 10, 2012 at 3:30 p.m.

COMMITTEE PRESENT

Alex Finter, Chairperson
Dina Higgins
Scott Somers

COMMITTEE ABSENT

Christopher Brady, Ex Officio

STAFF PRESENT

Alfred Smith
Alex Deshuk

1. Items from citizens present.

There were no items from citizens present.

2-a. Hear a presentation and discuss the annual report of identity theft incidents that have been documented during the period of May 2011 through May 2012 as required under the Business Services Department Identity Theft Prevention Program.

Business Services Director Ed Quedens provided brief background information relative to the Identity Theft Prevention Program that was adopted in May of 2009. He advised that the Federal government, under the Fair and Accurate Credit Transaction Act of 2003 (FACTA), requires the City to establish a program that detects, prevents and mitigates identity theft. Mr. Quedens also noted that FACTA requires that staff prepare an annual report, which is then presented to the governing body or a committee of the governing body. **(See Attachment 1)**

Mr. Quedens stated that staff has been trained to identify approximately 20 different "red flags" that could indicate potential identity theft activity. He briefly reviewed some of the examples of possible identity theft as follows:

- Consumer fraud alert (credit freeze)
- Documents that appear to be altered or forged
- Photograph/physical description on identification (ID) do not match
- Inconsistent information
- Lack of ID
- Customer reports that they have not received a utility bill

Mr. Quedens indicated that the City's Identity Theft policy identifies certain "red flags" of potential identity theft and the manner in which staff should respond to those issues. He reviewed some of the response and mitigation procedures of the Red Flag policy as follows:

- Customer is asked to correct information with the credit agency
- Customer is asked to return with a valid ID
- Customer is advised to file a police report if someone is using their identity
- Customer is advised to file an Affidavit of Identity Theft with the Federal Trade Commission (FTC)

Mr. Quedens reported that out of the approximate 300,000 customer interactions that took place this year there were only two possible identity thefts to report. He said that one incident involved a new citizen whose social security number had not been entered into the credit reporting system. He noted that the customer was asked to return with identification and the issue with the City was resolved.

Responding to a question from Committeewoman Higgins, Mr. Quedens explained that the customer was a new citizen and had documentation however, the person did not have any credit history and a Social Security number did not appear in the credit reports.

Mr. Quedens advised that the second incident involved a customer who had a business partner that was using his personal information. He stated that staff worked to resolve the City's issue with the customer and advised the person to report the identity theft to the Police Department and the FTC.

Mr. Quedens reported that staff conducts a preliminary validation to verify the identity of each customer. He reiterated that out of all of the customer interactions that had taken place in the past year only two incidents rose to a level that required them to be included in the annual report.

In response to a question from Chairperson Finter, Mr. Quedens advised that the number of incidents reported had declined from last year.

Chairman Finter thanked Mr. Quedens and staff for their efforts.

2-b. Hear a presentation and discuss the following audits:

1. RICO Funds

City Auditor Jennifer Ruttman reported that an audit of the Police Department's use of Racketeer Influenced and Corrupt Organizations Act (RICO) funds has been conducted. She said that the purpose of the audit was to ensure that adequate controls were in place and that funds were being administered in compliance with Federal guidelines. **(See Attachment 2)**

Ms. Ruttman reported that the Police Department is in compliance and demonstrated a high level of efficiency in the administration of the RICO funds. She introduced Economic Crime Investigator Krisa York who manages and oversees the RICO funds for the Police Department.

In response to a question from Chairman Finter, Ms. York explained that managing the RICO funds was a complex process and that keeping the program running like a “well-oiled machine” was a team effort that involved the Mesa Police Department’s (MPD) Fiscal Unit, the Asset Forfeiture Unit and the County Attorney’s office.

Chairman Finter thanked Ms. York and staff for their efforts.

Ms. Ruttman said that the Police Department was asked to revise their strategy so that RICO funds are spent at the same rate in which they are received. She advised that at this time a large portion of the funds have been committed and would be included in the Police Department’s Capital Improvement Plan (CIP).

Responding to a question from Chairman Finter, Ms. Ruttman explained that RICO funds should be used as they are received however, under some circumstances funds could be held back for a couple of years so that they could be used for a large CIP project. She also noted that the Police Department has been extremely responsible and conservative in their use of the RICO funds, and therefore, it is not surprising that they accumulated such a large balance.

Chairman Finter thanked Ms. Ruttman for the report.

2. Custodial Services follow-up review

Ms. Ruttman advised that the purpose of the Custodial Services follow-up review was to determine if the Parks, Recreation and Commercial Facilities Department (PRCF) and the City Manager’s office had effectively implemented the remaining action plans from the May 2011 follow-up review. She reported that the City Manager’s office and the Human Resources Department developed new policies and procedures that address the background checks for City contractors. **(See Attachment 3)**

Director of Parks, Recreation and Commercial Facilities Marc Heirshberg stated that staff completed the first process of ensuring that all employees received badges and completed background checks however, a reconciliation process was not conducted after employees no longer worked for the contractor.

Mr. Heirshberg reported that that badges for employees who are no longer in the system have either been collected or deactivated. He said that going forward City staff, the contractor and Municipal Security would routinely review the employees in the system to ensure that the reconciliation process has been completed.

In response to a question from Chairman Finter, Mr. Heirshberg explained that the employees referenced in the review worked for a custodial company called Dust Busters who were contracted with to clean at Hohokam Stadium. He briefly described the hiring process and said that after Dust Busters selects their employees the City conducts a second E-Verify and background check through fingerprinting. Mr. Heirshberg stated that the City would be notified of any issues and a hiring decision would be made based on the information received in the background check.

Ms. Ruttman advised that a follow-up review would be conducted in approximately nine months in order to verify that the action plans that have been implemented are working effectively.

Chairman Finter thanked Mr. Heirshberg for his efforts.

3. Stimulus Grants follow-up review

Ms. Ruttman provided brief background information regarding the audit of the City's Grant Management Processes associated with the American Recovery and Reinvestment Act of 2009 (ARRA) "Stimulus Program" grants. **(See Attachment 4)** She said that the purpose of this review was to determine if the City had successfully implemented the Action Plan developed by the City Manager's Office in response to the December 2010 audit.

Ms. Ruttman reported that the City Manager's Office hired a new Grants Administrator and expanded the scope of the Grants Administrator's job duties to include more global responsibilities. She said that this position would ensure grant oversight and monitoring as well as provide interdepartmental coordination.

Ms. Ruttman also advised that the recently implemented Grant Lifecycle module within the CityEdge program will provide the ability to track the expenses and revenues of each grant. She introduced Grants Coordinator Sharon Skinner who discussed the Grant Lifecycle portion of CityEdge. She noted that the program will have robust reporting capabilities that will allow staff to manage grant activities more effectively.

Responding to a series of questions from Committeewoman Higgins, Ms. Skinner advised that she would be providing the oversight, training and support for the new Grant Lifecycle program. She explained that departments were currently in the process of entering their grants into the system and although this is a time consuming process, once they were in place monitoring the expenditures will be simplified.

Ms. Skinner stated that the Finance Department assisted in the development of reports that will be used to oversee and manage the grants. She indicated that each department would be required to manage their own programmatic reporting (percentage of construction completed; hours spent on certain activities). She said that at this time the ultimate goal was to have all of the grants processed through the new system.

Manager of Technology and Innovation Alex Deshuk stated that with the new Grant Lifecycle module in CityEdge grant funds would no longer be combined with CIP and the General Fund.

Responding to a question from Chairperson Finter, Mr. Deshuk explained that the new CityEdge system has only been online for a few weeks however, it was anticipated that the City would eventually see some cost savings as a result of the new system.

Chairman Finter thanked staff for their efforts.

2-c. Hear a presentation and discuss the Information Technology Roadmap update for FY 12/13.

Chief Information Officer Diane Gardner briefly reviewed the Information Technology (IT) Roadmap update for FY 2012/13 **(See Attachment 5)**. She explained that the Roadmap identifies the planned replacement activities that will need to be completed in order to maintain the City's infrastructure and mobile services. She said that this document would be utilized by staff to identify the interdependencies, timing and funding sources for the forecasted replacements.

Chairman Finter commented that some of the “big ticket” items were overwhelming and that having a plan in place that addressed the necessary application upgrades and changes in technology was reassuring. He encouraged staff to continue to look for opportunities to save the City money.

Committeewoman Higgins commented that regular updates provide an opportunity for the City to review the planned replacements publicly and avoid the “sticker shock” associated with some of the replacement projects.

Chairman Finter stated that it was apparent that the City needed to upgrade its technology and improve its sales tax reporting methods however, there were concerns as to how the City would cover the cost of those upgrades.

Ms. Gardner advised that the City needed to be aware and plan for when expensive systems such as the Police Department’s Computer Aided Dispatch (CAD) system would need to be replaced.

Mr. Deshuk advised that the Business Services Department was currently working on some of the initiatives that are not yet included on the Roadmap, such as the replacement of the sales tax system. He noted that additional programs would be phased in with the CityEdge system over the course of the next year.

Chairman Finter commented that during this economic recovery period the Roadmap will aid the City in determining what projects will need to be completed.

Chairman Finter thanked staff for the presentation.

3. Adjournment.

Without objection, the Audit, Finance & Enterprise Committee meeting adjourned at 3:57 p.m.

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Audit, Finance & Enterprise Committee meeting of the City of Mesa, Arizona, held on the 10th day of September 2012. I further certify that the meeting was duly called and held and that a quorum was present.

LINDA CROCKER, CITY CLERK

bdw
(attachments 5)



Committee Report

Date: September 10, 2012
To: Audit, Finance and Enterprise Committee
Through: Alex Deshuk, Manager of Technology and Innovation
From: Edward Quedens, MPA, CPM, CPPO, Business Services Director
Priscilla Bertling, Customer Information and Billing Administrator
Subject: Identity Theft Prevention Program Annual Report

Purpose and Recommendation

Staff is submitting an annual report to the committee of identity theft incidents that have been documented during the period of May, 2011 through May, 2012 as required under the Business Services Department Identity Theft Prevention Program.

Two incidents related to identity theft were reported during the reporting period. Both were resolved in accordance with policy.

Background/Discussion

In May of 2009, the Council approved the City's Identity Theft Prevention Program (program). This program is required by the Federal government under the Fair and Accurate Credit Transaction Act of 2003 (FACTA). FACTA applies to financial institutions and creditors which the Federal Trade Commission has determined includes utility providers.

FACTA requires the City to establish a program that detects, prevents and mitigates identity theft by incorporating a list of possible risks (Red Flags) and a response to each risk. As required by FACTA, the program includes a requirement that an annual report be prepared and presented to the governing body or a committee of the governing body.

Two incidents related to identity theft were reported during the reporting period. Both were resolved in accordance with policy.

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

INTRODUCTION:

In accordance with regulations established under the Fair and Accurate Credit Transaction Act of 2003 (FACTA), the City of Mesa has developed an Identity Theft Prevention Program “Program” containing policies and procedures designed to detect, prevent and mitigate theft of personal information in connection with opening or maintaining any covered account.

The Red Flag Identity Theft Prevention Program is another step in the direction of providing service for our customers. Protecting a customer’s personal identity information is our lawful responsibility.

PURPOSE:

The goal of these policies is to prevent identity theft. City of Mesa recognizes the responsibility to safeguard personal customer information within the workplace. The purpose of these policies is to create an Identity Theft Prevention Program utilizing guides set forth in the FACT Act (2003).

LEGISLATION:

The FACT Act (2003) was passed to set standards for guarding customer information. On November 1, 2007, the RED FLAGS were added to hold businesses liable for the prevention, detection, and mitigation of identity theft.

Why Utilities?

- Because utilities maintain on-going customer accounts primarily for personal, family or household purposes.
- The accounts are designed to accept multiple payment types.

Are We Responsible to Our Customers?

In a word, YES. The utility is responsible for developing an **Identity Theft Prevention** program that protects customer’s personal information. The FACT Act outlines the requirement to:

- DETECT
- PREVENT
- MITIGATE

Utilities suffer significant losses from customers who use stolen identities for service and then walk away from large bills. Careful validation of identity in the process of opening an account and the use of red flags (such as alerts) has already been demonstrated to minimize losses. Proper screening of new and existing accounts not only protects secure information, but helps keep utility costs and write off down.

IDENTITY THEFT PREVENTION PROGRAM INCIDENT REPORT

The purpose of this report is to promote continued evaluation of effectiveness of current policies and procedures in compliance with the Fair and Accurate Credit Transaction Act. This document will be used to drive recommendations for changes to the program due to evolving risk and methods of theft.

There have been no formal Notice of Identity Theft reports submitted to the Program Coordinator or the Privacy Officer from May 2011 to May 2012. However, a list of possible Red Flag incidents, have been documented.

Date: May 31, 2012

Prepared by: Priscilla Bertling FACTA Privacy Officer
(Employee designated to track and record information)

Committee Members: Priscilla Bertling (Privacy Officer)

Teresa Simpson (Program Coordinator)

Ed Quedens

Tim Meyer

IDENTITY THEFT PREVENTION PROGRAM INCIDENT REPORT

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Date	Scope	Employee	Employee Trained	Describe Incident or "Significant Event"	Management Response	Mitigation
07/05/11		JAC	YES	Customer in office stating that the original SSN that she gave when she established services is not a valid SSN. She is now a citizen and has a valid SSN. Ran positive ID for new SSN and it came back no credit history. Original SSN on account came back with her info.	Advised customer we could not positively ID her with the new SSN. Advised we would use Driver's License number on account until we receive further confirmation of SSN. Customer stated that she has a letter from Social Security Administration that was sent with her card and she will bring that in.	Account noted and updated account with Driver's License number for future verification. SSN was later confirmed and added to account.
08/25/11		DM	YES	Customer called to advise that someone (her business partner) turned on services in her name without authorization. She said the woman has all her personal information etc.	Advised dispute is between her and her business partner. Advised of options to file police report and FTC Identity Theft Affidavit. Also advised customer to come into office with Driver's License and we could remove SSN from account.	Customer came in to office with Driver's License. Removed SSN from account and added license number for future verification purposes. Customer stated she will file police report and FTC report. These documents were never provided to COM by the customer.

IDENTITY THEFT PREVENTION PROGRAM INCIDENT REPORT

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Describe current strengths of Utility Identity Theft Program.

The Red Flags Procedures were updated this year to no longer accept Consular ID's.

With the upgrade to the CIS 4.1 Banner system, all Social Security numbers, bank account numbers, and credit card numbers are masked for protection.

A procedure change was requested and made with our shredding service provider. Shredding is now done on-site while a City employee oversees the destruction of documents.

Describe areas for Improvement.

Goal for Improvement	Steps Needed	Person(s) Responsible	Date

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

WHAT IS A RED FLAG?

- **Red Flag – A pattern, particular specific activity that indicates the possible risk of identity theft.**

A **RED FLAG** triggers the need to investigate, gather facts and mitigate.

Examples of Possible identity Theft:

- **Consumer Fraud Alert** – Information returned by a consumer reporting agency (ex. Equifax) that there is a fraud alert associated with that customer.
- **Active Duty Alert** - Information returned by a consumer reporting agency (ex. Equifax) that the customer is on active duty in the military.
- **Death Master File** – Information returned by a consumer reporting agency (ex. Equifax) that the customer is deceased.
- **Any account that would adversely affect a consumers credit standing should be considered at risk of identity theft and thus subject to a red flag.**
- **An address discrepancy reported by a consumer reporting agency** – The address returned by Equifax, does not match the address(s) provided by the customer.
- **Customer informs utility about attempted or actual identity theft.**
- **A company's knowledge of a security breach within its own confines or that of an affiliate with which the company has shared data.**
- **Attempts to open new accounts with altered documents** – Customer's lease agreement, rental receipt, social security card or driver's license has been altered.
- **Suspicious actions by employees** – Making account changes/adjustments to personal or relatives accounts.

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

IDENTITY THEFT vs. IDENTITY FRAUD

Identity fraud - Occurs when someone gives you fictitious information such as:

- A social security number that has never been issued
- An address that does not exist
- The name of a person that does not exist

In this case the utility has the option to respectfully request additional information before beginning services. A potential victim has not been established.

Identity theft - Occurs when someone gives you fraudulent information such as:

- Social security number that belongs to another individual
- Social security number listed on death file
- Name and address belong to someone else

In this case, the suspicion of a potential victim has been established.

Identity theft is a much more serious problem. Identity theft is when someone gathers personal information and assumes a new identity as their own. This can include getting seemingly authentic forms of identification using real or fake “breeder” documents (a breeder document is a document used to establish identity for other forms of ID; for example, presenting a birth certificate to the department of motor vehicles to get a driver’s license). With their new identification in hand, criminals perpetrating an actual identity theft can then open new accounts, apply for loans or mortgages, and generally cause big problems for victim.

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

CITY OF MESA POLICY AND PROCEDURE

VALIDATING NEW ACCOUNT HOLDERS IDENTITY

A) Telephone or Online Request

1. When opening a new account in the Customer Service Call Center, either via telephone, or online request, the following information is required to be validated through a Positive ID check with the Consumer Reporting Agency (CRA):
 - a. Name
 - b. Social Security Number
 - c. Former Address or Date of Birth
2. Identity validation items will be documented in the Customer Information System database notes (**ex: JANE DOE CLD, POS ID SSN & DOB or JOHN DOE CLD, POS ID SSN & FRMR ADD**).
3. All paper documents with customer proprietary information (full name, address, SSN or DOB) will be shredded at end of shift. If there is a business need to retain these documents, all documents will be kept in locked file cabinets during non-business hours.

B) Business Office or Fax Request

1. When opening a new account in the Call Center, the Business Offices or via fax request, **one** of the following documents is required for identity validation:
 - a. Unexpired Driver's license with photograph issued by any state or country or photo ID issued by any state (includes Canada)
 - b. Unexpired Passport issued by any country
 - c. U.S. Military ID
 - d. Mexican Consulate Card, Temporary Work Authorization ID or U.S. Residency ID
 - e. Native American Tribal document
2. Identity validation items will be documented in the Customer Information System database notes (**ex: JANE DOE POS ID AZ DL or JOHN DOE POS ID CANADIAN PASSPORT**).
3. All paper documents with customer proprietary information (full name, address, SSN or DOB) will be shredded at end of shift. If there is a business need to retain these documents, all documents will be kept in locked file cabinets during non-business hours or scanned into the Customer Information System.

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

SECURITY BREACH:

We will do the following in the event of a security breach that involves personally identifiable information:

1. Notify direct supervisor and Program Coordinator (Teresa Simpson).
2. Program Coordinator will review the situation and notify the Privacy Officer and IT (if applicable) and secure the information (limit the scope of the breach).
3. Customers affected by the breach will be contacted either by phone or mail within 3 business days.

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

CONSUMER REPORTING AGENCY (CRA) POLICY:

Upon written request, we will furnish a confirmed address to the Consumer Reporting Agency (CRA) under the following conditions:

1. We have reasonable belief that our customer of record is the same person that the Consumer Reporting Agency is requesting information on;
2. The consumer under review is a current customer with an active account;
3. Request involves a customer opening a new account;

Confirmation of address will be provided by the utility to CRA within 2 business days (excluding weekends and holidays).

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

COM Policy and Procedure

Policy: The City of Mesa complies with the FACT Act by implementing a Red Flags Policy: The following procedures represent our response to identified red flags, and include:

FLAG	UTILITY RESPONSE	MITIGATION
ALERTS, NOTIFICATIONS OR WARNINGS FROM CONSUMER REPORTING AGENCIES		
Consumer Report (Equifax) indicates Fraud Alert or Active Duty Alert.	<p>Go back to the source of information (ex. Equifax) and confirm.</p> <p>Fraud Alert—Contact customer at number provided on Fraud Alert and confirm.</p> <p>Active Duty Alert-If the customer is in the office ask them to provide a DD Form 214 or have them call the Consumer Report Agency to release Active Duty Alert.</p>	If Alerts cannot be confirmed, Hold Service and refer customer to the appropriate Consumer Reporting Agency (ex. Equifax).
Credit freeze.	Create Note on Account.	<p>Hold Service and refer customer to Consumer Reporting Agency.</p> <p>I'm sorry, there's a problem with the Consumer Reporting Agency. Here is a number to contact them. Once you get this cleared up, we will be happy to help you with your service."</p>
Notice of address discrepancy from Credit Reporting Agency.	Research and document.	
Unusual patterns in activity.	Research and document.	

CITY OF MESA IDENTITY THEFT PREVENTION PROGRAM

COM Policy and Procedure cont.:

FLAG	UTILITY RESPONSE	MITIGATION
PRESENTATION OF SUSPICIOUS DOCUMENTS		
Identification documents appear altered or forged.	<p>Copy document Presented.</p> <p>Hold Service until valid ID or accurate documents are provided.</p> <p>“I’m sorry; this DL or SS card needs to be updated. As soon as you can get this updated I will be happy to help you.”</p>	<p>Report the incident to your Supervisor.</p> <p>Enter a note on the Premises.</p>
Photo/physical description does not match applicant.	<p>Ask for additional identification with a picture.</p> <p>If can’t present, refer to the appropriate agency to obtain updated ID (ex. DMV).</p> <p>“I’m sorry; this DL or ID needs to be updated. As soon as you can get this updated I will be happy to help you.”</p>	<p>If unable to confirm identity, Hold Service until valid ID or documents are provided.</p> <p>Enter a note on the Premises.</p>
Other information on Identification is inconsistent with the information given by the applicant.	<p>If calling, send in to business office with positive ID.</p> <p>Ask for an update. Give information sheet listing Addresses and phone numbers for applicable Agency.</p> <p>“I’m sorry; this DL or ID needs to be updated. As soon as you can get this updated I will be happy to help you.”</p>	<p>If unable to confirm identity, Hold Service.</p> <p>Enter a note on the Premises.</p>

CITY OF MESA IDENTITY THEFT PREVENTION PROGRAM

COM Policy and Procedure cont.:

FLAG	UTILITY RESPONSE	MITIGATION
PRESENTATION OF SUSPICIOUS DOCUMENTS		
Information on utility account is inconsistent with information provided.	Hold Service , look for Inconsistency.	Enter a note on the Premises.
Lease Agreement looks altered or forged or destroyed and reassembled.	Hold Service. Ask customer to provide new lease agreement and Landlord/Leasing agent name and phone number.	Enter a note on the Premises.

CITY OF MESA
IDENTITY THEFT PREVENTION PROGRAM

COM Policy and Procedure cont.:

FLAG	UTILITY RESPONSE	MITIGATION
SUSPICIOUS PERSONAL IDENTIFYING INFORMATION		
<p>Identification is inconsistent with external source such as:</p> <p>Address given vs. Address on Consumer Report , or Social Security number not issued.</p> <p>Social security number on Death Master file.</p> <p>Inconsistent information, such as lack of correlation between date of birth and social security number.</p>	<p>Send in to business office with positive ID, if calling or requesting on-line.</p> <p>If in Business Office Hold Service.</p> <p>Advise the customer to contact the applicable agency.</p> <p>-Equifax: 800-525-6285</p> <p>-Social Security Administration: 800-269-0271.</p>	<p>Enter a note on the Premises.</p>
<p>Identification is known to be associated with fraudulent activity:</p> <p>The address is fictitious, a prison or a mail drop on application.</p> <p>The phone number is invalid or associated with a pager or answering service.</p> <p>The social security number is the same as that submitted by other persons opening an account.</p> <p>The address is the same address as that submitted by other persons opening an account.</p>	<p>New Sign: Hold Service.</p> <p>Research to resolution or denial of service.</p> <p>Research to resolution or denial of service.</p> <p>Verify 3 pieces of information before proceeding with adding new Premises to account.</p> <p>Research to resolution or denial of service.</p>	<p>Identity is different than what is currently in CIS, confirm correct number and confer with Supervisor if necessary.</p>

CITY OF MESA IDENTITY THEFT PREVENTION PROGRAM

COM Policy and Procedure cont.:

FLAG	UTILITY RESPONSE	MITIGATION
SUSPICIOUS PERSONAL IDENTIFYING INFORMATION		
Applicant fails to provide all personal ID requested.	Hold Service for required information/documents.	
Personal ID is inconsistent with utility records.	Verify 2 times with customer. If still inconsistent, Hold Service.	
Change of billing address is followed by request for adding additional properties to the account (or shortly following the notification of a change in address, the utility receives a request for the addition of authorized users on the account).	Research to resolution or denial of request.	
Payments are made in a manner associated with fraud. For example, deposit or initial payment is made and no payments are made thereafter.	Be aware of credit card over payments and then a request for a refund. Payment is issued back to credit card instead of a refund check.	Follow established Credit procedures for customer refunds.
Existing account with a stable history shows irregularities	Investigate, monitor account for evidence of identity theft.	Report evidence of identity theft to your Supervisor.
Mail sent to customer is repeatedly returned.	Contact the customer.	Follow established procedures for Returned Mail.
Customer notifies utility that they are not receiving their bill.	Validate customer's identity, confirm mailing address on account.	Enter a note on the Premises.

CITY OF MESA IDENTITY THEFT PREVENTION PROGRAM

COM Policy and Procedure cont.:

FLAG	UTILITY RESPONSE	MITIGATION
SUSPICIOUS PERSONAL IDENTIFYING INFORMATION		
<p>The utility is notified of unauthorized charges or transactions in connection with a customer's account.</p>	<p>Investigate and inform customer of steps to report Identity Theft.</p> <p>Customer completes FTC Affidavit on the web or through FTC ID Theft Hotline: 1-877-438-4338 & files a police report.</p> <p>Customer gives copies of FTC Affidavit and Police Report to COM. COM fills out Notice of Identity theft form. Forward form, FTC Affidavit, and police report to the Program Coordinator, Teresa Simpson via Interoffice mail.</p>	<p>Program Coordinator and Privacy Officer will determine actions steps and turn off account if applicable.</p>

CITY OF MESA IDENTITY THEFT PREVENTION PROGRAM

COM Policy and Procedure cont.:

FLAG	UTILITY RESPONSE	MITIGATION
NOTICE OF THEFT		
<p>Utility is notified by law officials or others, that a fraudulent account has been opened for a person engaged in identity theft.</p>	<p>Forward information to Supervisor and Program Coordinator via e-mail. Follow all Directions from the law enforcement officials.</p> <p>Contact customer name on the account. Inform customer of steps to report Identity Theft:</p> <p>Customer completes FTC Affidavit on the web or through FTC ID Theft Hotline: 1-877-438-4338 & files a Police Report.</p> <p>Customer gives copies of FTC Affidavit and Police Report to COM. COM fills out Notice of Identity theft form. CSR signs form and obtains customer signature. Copy form for customer. Forward form to the Program Coordinator, Teresa Simpson via Interoffice mail.</p>	

REMEMBER: It is not our job to accuse, only to report. Always be kind and respectful.

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

HANDLING REPORTS OF SUSPECTED IDENTITY THEFT POLICY:

1. If a customer reports identity theft to us, we shall instruct the customer to notify us formally in writing by completing the Federal Trade Commission (FTC) Affidavit and filing a police report.
2. Once the customer has completed those tasks, the customer shall submit a copy of the FTC Affidavit, police report, and a copy of their customer identification to us.
3. We shall record receipt of those documents on the Notice of Identity Theft form and provide a copy of the completed form to the customer.
4. Interoffice mail the Notice of Identity form along with the FTC Affidavit and police report to Teresa Simpson, Program Coordinator.
5. Upon receipt of the FTC Affidavit, police report, and Notice of Identity Theft form, the Program Coordinator will notify the Privacy Officer and determine and instruct as to account status action steps and forward fraudulent account information to the identification theft officer with the applicable law enforcement agency (City of Mesa, Maricopa County Sherriff or Pinal County Sherriff).

MULTIPLE RED FLAGS:

In the event that an account has multiple Red Flags for identity theft, the following flow of communication shall take place in order to prevent and mitigate loss by the City:

1. Employee who identifies the multiple Red Flags on an account shall notify their immediate supervisor of the situation
2. Supervisor shall research to confirm that multiple Red Flags have been raised for the situation
3. Once confirmed, Supervisor to communicate the situation to the Program Coordinator via **E-MAIL**.
4. The Program Coordinator will review, provide guidance of next steps for the account and log the details in the Identity Theft protection Plan log.

RECORDS DISPOSAL:

1. Any printed or handwritten material which contains customer information (name, address, SSN, date of birth, former addresses, credit card number, bank routing number or account number) will be cross-shredded no later than the end of the work shift.
2. In the event that documents with this information must be retained past a normal work day, the documents must be locked in a filing cabinet for overnight storage.

CITY OF MESA
IDENTITY THEFT PREVENTION PROGRAM

NOTICE OF IDENTITY THEFT

Party Submitting the Information (Consumer)

Name: _____

Address: _____

Phone: _____

Details of alleged ID theft: _____

Customer Signature: _____

Date and Time of Receipt: _____

Verification of Consumer Identity: _____

Documents Received: FTC Affidavit Police Report

I acknowledge receipt of this notice. The information has been reported as resulting from identity theft.

Employee Signature: _____

For Office Use Only:

_____ Account activity has been blocked

_____ Account activity has not been blocked for the following reason(s): _____

Reviewed by: _____

Date: _____

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

ADDENDUM

To place a Fraud Alert on your Equifax credit file:

Online: <https://www.alerts.equifax.com/AutoFraudOnline/jsp/fraudAlert.jsp> to place an Initial 90 Day Fraud Alert or Active Duty Alert

Telephone: 1-800-525-6285

Write to: Equifax Information Services LLC
P.O. Box 105069
Atlanta, GA 30348-5069

How can I remove a fraud alert from my file?

A written request is required to remove a fraud alert from your file. You may write to Customer Service at the following address:

*Equifax Information Services LLC
PO Box 105069
Atlanta, GA 30348-5069*

Please be sure to include your name, social security number, current and previous addresses, date of birth, and telephone number.

Important Contact Information for Victims of Identity Theft

There are a number of helpful services to help you respond if you have been a victim of identity theft. Below is a list of resources that we have compiled on your behalf.

Federal Trade Commission's Identity Theft Hotline

1-877/ID-THEFT 1-877-438-4338

Equifax fraud division

***800-525-6285
P.O. Box 740250
Atlanta, GA 30374
www.fraudalerts.equifax.com***

Experian fraud division

***888-397-3742
P.O. Box 1017
Allen, TX 75013***

Trans Union fraud division

***800-680-7289
P.O. Box 6790
Fullerton, CA 92634***

CITY OF MESA

IDENTITY THEFT PREVENTION PROGRAM

Social Security Administration Contact Information

How Do I Contact the Fraud Hotline?

Internet: https://www.socialsecurity.gov/oig/public_fraud_reporting/form.htm

Social Security Fraud Hotline

U.S. Mail: P.O. Box 17768
Baltimore, Maryland 21235

FAX: 410-597-0118

Telephone: 1-800-269-0271 from 10:00 a.m. to 4:00 p.m. Eastern Standard Time

TTY: 1-866-501-2101 for the deaf or hard of hearing.

Read More About Identity Theft?

If you want to know more about identity theft and credit fraud, the following Web sites are excellent sources of information and additional contact information.

- US Government's Web site for identity theft: <http://www.consumer.gov/idtheft/>
- US Government: Know Fraud Program: <http://www.consumer.gov/knowfraud/index.html>
- US Government: Identity theft clearinghouse: <http://www.consumer.gov/sentinel/idthchart.htm>
- FTC consumer complaint form [https://rn.ftc.gov/dod/widtpubl\\$.startup?Z_ORG_CODE=PU03](https://rn.ftc.gov/dod/widtpubl$.startup?Z_ORG_CODE=PU03)
- US Department of Justice: <http://www.usdoj.gov/criminal/fraud/idtheft.html>
- Social Security Administration/Office of the Inspector General fraud Web site: <http://www.ssa.gov/oig/hotline/>
- US Secret Service: What to do if you're a victim of identity theft: <http://www.treas.gov/usss/index.htm?faq.htm&1>



20 E Main St Suite 820
PO Box 1466
Mesa, Arizona 85211-1466

Date: August 29, 2012
To: Audit, Finance & Enterprise Committee
From: Jennifer Ruttman, City Auditor
Subject: Audit of RICO Funds
cc: John Pombier, Deputy City Manager

Attached is the final report on our audit of the Mesa Police Department's RICO funds. This report will be presented at the next scheduled meeting of the Audit, Finance and Enterprise Committee. If you have any questions, please feel free to contact me at x3767.

AUDIT REPORT

CITY AUDITOR

Report Date:	July 19, 2012
Department:	Mesa Police Department (MPD)
Subject:	Audit of the Use of RICO Funds
Lead Auditor:	Tami Steadman, Sr. Internal Auditor

OBJECTIVES

The purpose of this audit was to verify compliance with statutory and other requirements relating to the Racketeer Influenced and Corrupt Organizations Act (RICO Act), and to determine whether adequate controls are in place to help ensure future compliance.

SCOPE & METHODOLOGY

To accomplish our objectives, we reviewed RICO related policies, procedures and financial activity for fiscal years 2010/2011 and 2011/2012. This included interviews with various staff members as well as reviews of documents on file in the MPD Fiscal and Asset Forfeiture Units, deposit slips, invoices, City and County balance reports, and County, State and Federal comprehensive activity reports.

BACKGROUND

The RICO Act was designed to “take the profit out of crime” by empowering law enforcement agencies to seize assets that were used in (or resulted from) criminal racketeering enterprises, and to use those assets for law enforcement activities. When MPD participates in a task force that results in Federal or State prosecution and seizing of assets, they often receive a share of those assets proportionate to their level of involvement in the case. They also obtain RICO funds when eligible assets are seized in an MPD case. When assets are seized in an MPD investigation, they are processed by the Asset Forfeiture Unit and awarded to MPD by the courts.

Various State and Federal laws govern how RICO funds must be managed, and how they may be used. Arizona Revised Statutes (ARS) require that all RICO monies be deposited into the Maricopa County Attorney's Anti-racketeering Revolving Fund and maintained for each local agency in separate Federal and State accounts. The County Attorney (or the Attorney General, if applicable) retains 20% of these funds for their role in prosecuting the cases, obtaining the Orders of Forfeiture, and administering the funds. The funds accrue interest and are held on Mesa's behalf until they are expended for allowable purposes.

To help agencies comply with applicable Federal laws, detailed guidelines are provided in the US Department of Justice Guide to Equitable Sharing for State and Local Law Enforcement Agencies (the Guide). The Guide explains the various permissible and impermissible uses of

RICO funds; and also explains the many requirements related to accounting and reporting, including maintenance of separate accounts; allocation and tracking of interest; establishment of internal procedures for revenue management and expenditure authorization; recordkeeping; and specific reporting formats and frequencies.

One of the general rules listed in The Guide states: *"Shared monies should not be retained unnecessarily—Shared monies normally should be expended for their designated use or other permissible law enforcement purpose as they are received. Shared monies may be retained in a holding account for up to three years to satisfy future needs or retained longer for major long-term expenditures such as capital improvements."* While this is not a definitive statutory requirement, it is the practice that is recommended by the US Department of Justice.

OBSERVATIONS

Exemplary Performance of Staff Managing RICO Funds

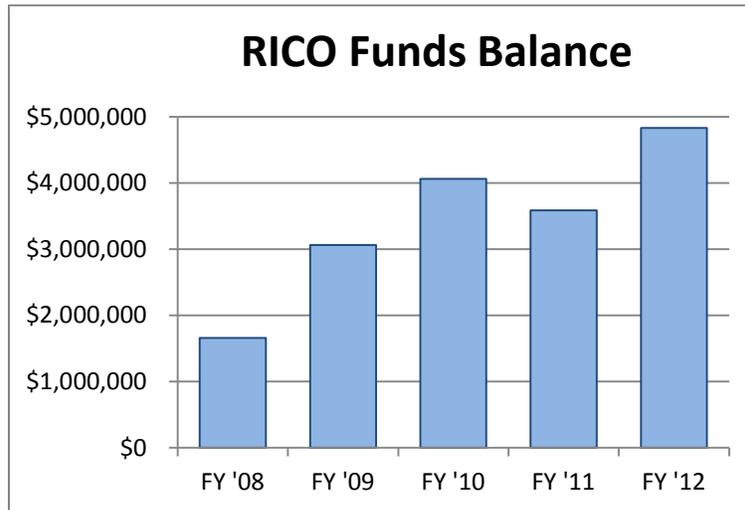
During the audit, we noted that the employees of the Fiscal and Asset Forfeiture Units demonstrated an extraordinary level of commitment to excellence and cooperation, as evidenced by accurate, thorough and timely reporting; meticulous record-keeping; and well documented successful forfeiture efforts. Since RICO funds are held by another agency, rather than controlled exclusively by Mesa, accurate tracking of all funds awarded, received and expended requires continuous diligence on the part of the Police Economic Crimes Investigator (PECI) in MPD's Fiscal Unit. In addition, when the assets are seized in a Mesa case, the PECI and various members of the Asset Forfeiture Unit work very effectively together. The level of effort, attention to detail, organization and cooperation we witnessed between and within these two units was exemplary.

Furthermore, although MPD is required to file quarterly reports with the County Attorney's Office listing all sources and expenditures of RICO funds; the PECI has developed and implemented an additional control in which she performs a detailed reconciliation of these reports to the County's records. This reconciliation ensures that no errors or fraudulent disbursements can occur without detection. In fact, while other Arizona agencies' RICO funds have experienced instances of errors, abuse, and even fraud in recent years, MPD's thorough reconciliations and other internal controls have been directly responsible for preventing any such losses of MPD's funds.

Growing Balance of RICO Funds on Hand

MPD generally maintains a conservative philosophy with regard to how RICO funds are expended. This philosophy has served the Department well, by providing funds for necessary but unbudgeted equipment while avoiding extravagant or wasteful spending. However, the annual year-end balance of RICO funds held by MPD has almost tripled since 2008, growing from \$1.66 Million to \$4.83 Million. Although not strictly prohibited, maintaining a steadily

increasing balance of RICO funds for an extended time period is inconsistent with the Federal guidelines. In addition, the purpose of these funds, which is to benefit law enforcement efforts, cannot be realized if they remain unspent. The graph below shows the year-end balance of MPD's RICO funds for the last 5 fiscal years:



We discussed this with MPD management and recommended that they explore additional opportunities for the appropriate use of these funds. The Department agreed, and has recently revised their strategy for managing RICO funds to ensure future outflows keep closer pace with inflows. In addition, as of this writing, there are several appropriate expenditures in process which, when completed, will bring the fund balance down considerably.

CONCLUSION

In our opinion, the Mesa Police Department has done an excellent job of designing and following strong internal procedures, which include well developed controls to effectively safeguard RICO assets. We found that all controls necessary to mitigate the risks associated with RICO funds are in place, including written policies and procedures; segregation of duties; reconciliations; regular monitoring; layers of review and approval; management oversight; third party reconciliations; and timely reporting to regulatory agencies.

In addition, MPD complies with all statutory requirements applicable to RICO funds, including but not limited to the following:

- RICO funds are used only for permissible expenditures.
- RICO funds are deposited into the appropriate accounts at the Maricopa County Attorney's office, and interest is regularly credited to each account.
- Quarterly reports are submitted to Maricopa County.
- Annual certification reports are filed with the US Department of Justice.
- All required records and activity logs are maintained.
- Internal policies and procedures are documented and followed.



MESA POLICE DEPARTMENT
INTEROFFICE MEMO



To: Jennifer Ruttman (City Auditor)
From: Chief Frank Milstead *Fm*
Date: July 26, 2012
Subject: Audit of the Use of RICO Funds

On July 19, 2012 we received the draft report on the audit of the use of RICO funds. We agree with the comments in the report and appreciate your work during the audit. We are working on using a large amount of the funds this fiscal year due to several projects that are currently being worked through City Engineering. If you need anything else please let me know.



20 E Main St Suite 820
PO Box 1466
Mesa, Arizona 85211-1466

Date: August 29, 2012

To: Audit, Finance & Enterprise Committee

From: Jennifer Ruttman, City Auditor

Subject: Audit of Custodial Services Contracts – 2nd Follow-up Review

cc: Kari Kent, Deputy City Manager
Marc Heirshberg, Parks, Recreation and Commercial Facilities Director

Attached is the final report on the 2nd follow-up review of our 2010 Audit of Custodial Services Contracts. This report will be presented at the next scheduled meeting of the Audit, Finance and Enterprise Committee. If you have any questions, please feel free to contact me at x3767.

2nd FOLLOW-UP REVIEW

CITY AUDITOR

Report Date:	August 13, 2012
Departments:	PRCF and City Manager
Subject:	Custodial Services Contracts Audit
Lead Auditor:	Karen Newman, Sr. Internal Auditor

OBJECTIVE

The objective of this review was to determine whether Facilities Maintenance; Parks, Recreation, and Commercial Facilities (PRCF); and the City Manager's Office have effectively implemented the remaining action plans from our May 2011 Follow-up Review of the audit of the City's Custodial Services Contracts.

SCOPE & METHODOLOGY

To accomplish our objectives, we questioned City staff members and reviewed security-related policies and procedures and ID/access card listings.

BACKGROUND

On May 11, 2010, we issued a report on our audit of the City's Custodial Services Contracts. The objectives of that audit were to verify compliance with the contracts' terms; verify compliance with federal and state immigration laws and regulations; and determine whether there are opportunities for improvement in the monitoring of custodial services contracts.

The audit report included several recommendations involving background checks for custodial contractors; changes to City policies and procedures related to background checks; AZ Legal Workers Act (ALWA) compliance monitoring; and documentation and monitoring of performance-related communication with the contractor. In response to the report, the respective departments agreed with the recommendations and presented corresponding corrective action plans.

FOLLOW-UP REVIEWS and CURRENT STATUS

On May 18, 2011, a follow-up review was completed. At that time, we found that the majority of the corrective action plans had been implemented; however, two were still in progress. The two remaining action plans and the departments' responses were as follows:

PRCF DEPARTMENT

Action Plan (May 2010): Parks, Recreation and Commercial Facilities will request monthly employee lists and will work with Municipal Security to verify and reconcile the list of eligible

employees to those that have been issued access/ID cards. Any discrepancies identified will be immediately addressed with the vendor.

Response (May 2011): *"... the department believes that when a follow-up review is done in nine months your office will find that a system is in place to verify and reconcile with Municipal Security and the contractor that the appropriate eligible personnel are properly credentialed."*

Status (July 2012): PRCF has not yet implemented this recommendation.

CITY MANAGER'S OFFICE

Action Plan (May 2010): Currently the only City policy or procedure that addresses background checks for City contractors is Personnel Rule 210. The City's Contracts Administrator is currently working with the Human Resources Department to develop a new Management Policy to ensure that a consistent, citywide process (and corresponding contractual language) is developed and implemented.

Response (May 2011): *"... Due to the extent of the suggested revisions, the Policy will be revised and submitted again to the City's executive management staff for review. Ideally the Management Policy will be finalized and in place no later than mid-July 2011."*

Status (July 2012): Implemented. Management Policy 116 – Identification/Access Cards has been updated and in place since 2/20/2012.

CONCLUSION

One of the two remaining action plans has been implemented. We plan to conduct a third follow-up review in approximately 9 months, to re-assess the status of the remaining corrective action plan.

Interoffice MEMORANDUM



Date: August 21, 2012

To: Jennifer Ruttman, City Auditor

Through: Christopher J. Brady, City Manager
Kari Kent, Deputy City Manager

From: Marc Heirshberg, Parks, Recreation and Commercial Facilities Director

Subject: August 13, 2012 – 2nd Follow up Review of Custodial Services Contracts Audit

This memo is in response to the findings of your 2nd follow-up review of custodial services dated August 13, 2012. As indicated in your memo, a complete plan was not put into place to reconcile with Municipal Security those employees who have left or been dismissed from employment with the custodial services contractor. While staff did improve and implement a system to ensure all custodial contractor staff are badged and in the Municipal Security system, they unfortunately (as you indicated) did not complete the same reconciliation when employees left.

Upon receipt of your memo, Parks, Recreation and Commercial Facilities Department staff created the attached form to use for reconciliation with both Municipal Security and the contractor. Additionally, the attached form was used as a “baseline” and all staff not listed on the form were deleted from the system by Municipal Security staff.

As mentioned above, this form will be utilized and reconciled between the contractor and Municipal Security once **immediately before** the start of spring training; once **mid-season** of spring training and once at the **end** of the spring training season. During non-spring training season when the turnover of employees is much lower, the reconciliation will occur bi-monthly.

Again, I would like to thank the City Auditor’s office for their assistance in this review and I apologize all of the follow-through recommendations were not completed more expediently.

Please don’t hesitate to contact me if you have any additional questions or concerns.



20 E Main St Suite 820
PO Box 1466
Mesa, Arizona 85211-1466

Date: August 29, 2012
To: Audit, Finance & Enterprise Committee
From: Jennifer Ruttman, City Auditor
Subject: Audit of Stimulus Grants – Follow-up Review

Attached is the final report on the follow-up review of our 2010 Audit of ARRA Stimulus Grants. This report will be presented at the next scheduled meeting of the Audit, Finance and Enterprise Committee. If you have any questions, please feel free to contact me at x3767.

FOLLOW-UP REVIEW

CITY AUDITOR

Report Date: August 29, 2012
Departments: Citywide
Subject: Stimulus Grants

OBJECTIVE

The objective of this review was to determine whether the City has successfully implemented the action plan developed by the City Manager's Office in response to our December 2010 audit of the City's grant management processes associated with the American Recovery and Reinvestment Act of 2009 (ARRA) "Stimulus Program" grants.

SCOPE & METHODOLOGY

To accomplish our objectives, we questioned City staff members and reviewed policies, procedures, and other documentation as necessary to meet the objective above.

BACKGROUND

In December 2010, we issued a report on our audit of ARRA Federal Stimulus Grants. The objective of that audit was to determine whether the City's grant management processes were adequate to ensure that all stimulus monies awarded to Mesa were received and expended in accordance with the requirements of grantors, including all tracking and reporting requirements. The report identified the following key areas of concern:

- Lack of consistent, formal processes and procedures for grants management.
- Poor inter-departmental cooperation and communication.
- Lack of necessary expertise among employees managing grants.

In January 2011, the City Manager's Office responded with a 3-part plan to address these concerns and improve overall grants management citywide. We generally follow up approximately 1 year after an audit report is issued, to verify that the agreed upon changes have been implemented. However, sometimes the planned changes are such that a longer time frame is appropriate. In this case, since many of the changes relate to the City's new financial system, we began this follow-up review approximately 16 months after the audit report was issued.

FOLLOW-UP REVIEW and CURRENT STATUS

The following are the specific efforts initiated in 2011 by the City Manager's Office, followed by our assessment of their status at the time of this review:

1. "**Grant Administration:** We are redefining the currently vacant Grant Coordinator position in the City Manager's Office to strengthen this position's oversight of grants processes across the city. The position will focus on pre-award activities including grant seeking and

application with an emphasis on ensuring departments understand their oversight and monitoring responsibilities for grants they obtain."

Status (Aug 2012): Implemented.

The job description for the Grants Coordinator position was revised in April 2011, with added emphasis on oversight and monitoring, as well as interdepartmental coordination, communication, training, and technical assistance. The position was filled in August 2011.

2. "**Grant Compliance:** *The Contract Administrator ... [will] take on additional duties as they relate to grant oversight and compliance to include:*
- o *Training coordination*
 - o *Development and implementation of control procedures*
 - o *Program audit and monitoring oversight*
 - o *Centralized tracking of grant agreements*
 - o *Facilitating interdepartmental coordination"*

Status (Aug 2012): Implemented.

The Contract Administrator has worked closely with the Grants Coordinator on these activities. Many were incorporated into the revised job description for the Grants Coordinator. Others have been incorporated into the City's business processes in conjunction with the new Advantage Grants Lifecycle Management (GLM) and Purchasing modules. The Grants Coordinator is actively involved in training staff citywide on how to effectively implement the new processes.

3. "**Grant Accounting:** *In close coordination with the Contract Administrator, the Assistant Controller will take the lead on:*
- o *Policy development*
 - o *Implementation of the Grant Life Cycle module in CityEdge*
 - o *Development and implementation of control procedures*
 - o *Assisting in training development and delivery "*

Status (Aug 2012): Implemented.

Management Policy 103, Grants Acquisition and Administration, was revised in May 2012. The new policy defines citywide expectations related to grant management, including those related to ownership, compliance and monitoring. As noted above, the Advantage GLM module has been successfully implemented and citywide training is ongoing.

CONCLUSION

The planned corrective actions have been implemented, resulting in a more comprehensive and effective grants management program, and an increased likelihood that grants awarded to Mesa will be received and expended in accordance with the requirements of grantors, including all tracking and reporting requirements.



Audit, Finance & Enterprise Committee

Date: September 10, 2012
To: Councilmember Alex Finter, Chair
Through: Alex Deshuk, Manager of Technology and Innovation
From: Diane Gardner, CIO
Subject: Information Technology Roadmap Update FY12/13

The IT Roadmap document provided is our working “visual” we use for discussions with departments and management. It is composed of planned replacement activities we must do to maintain the City’s infrastructure, forecasting needs for application upgrades, and changes in technology or newly emerging strategies such as mobile or cloud services.

The visual helps us discuss the interdependencies and timing in addition to funding sources. We begin this review again in September focusing on FY13/14 and FY14/15 as well as the 7 year forecast timeline.

Council will see the following planned roadmap purchases come before Council in the next three to six months:

- **Enterprise Monitoring software** to improve our ability to collect the data and monitor our environment and proactively fix something before YOU know it’s broken.
- **Server hardware purchases** as part of our standard replacement of aging servers in the City – the primary focus this year being the Utility SCADA systems.
- **Replacement of our Internet Access infrastructure** that City business is increasingly reliant upon. These are critical (and expensive) improvements to our security and firewalls and Internet access. It is critical that we have an available, secure and high performing Internet infrastructure as we move more services into the “cloud” and our business service delivery via the Internet increases.
- **Replacement of aging components of the Police network** that support and secure critical Police services.
- **PC Cycle replacement** – our ongoing program to replace PCs 5 years or older.
- **CIP Project management software** to improve the management and citywide oversight of our CIP investments.
- **Replacement of Parks and Arts registration systems** with improved functionality and processes.
- **Mobile Device Management** software to increase capabilities and improve our management of mobile services.
- **Renewal of our Google search capability**- which is actually hardware and software.
- An **upgrade that moves fleet management system to the web** with streamlined processes,
- And improvements in **availability and redundancy of FileNet** – our document management system serving Court to Financials to HR and becoming more critical every day to City services.

As always, I am available to discuss specifics of any items and will continue to provide updates as this is a working document that by necessity will change as technology and our strategy changes. Thank you!