

Finance Department

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To manage, protect and report on the City of San José's financial resources to enhance the City's financial condition for residents, businesses, and investors

City Service Area

Strategic Support

Core Services

Disbursements

Facilitate timely and accurate payment of the City's financial obligations

Financial Reporting

Provide accurate and meaningful reporting on the City's financial condition

Purchasing and Risk Management

Purchase and provide quality products and services in a cost-effective manner and ensure insurance coverage for the City's assets

Revenue Management

Bill and collect the City's resources to enhance the City's financial condition

Treasury Management

Provide cost-effective financing, investment, and cash collection of the City's resources to maintain and enhance the City's financial condition

Strategic Support: Analytical Support, Budget/Fiscal Management, Human Resources Management, Contract Administration, and Administrative Support

Finance Department

Service Delivery Framework

Core Service		Program
<p>Disbursements: <i>Facilitate timely and accurate payment of the City's financial obligations</i></p>	↔	<ul style="list-style-type: none"> • Accounts Payable • Payroll
<p>Financial Reporting: <i>Provide accurate and meaningful reporting on the City's financial condition</i></p>	↔	<ul style="list-style-type: none"> • General Accounting • Special Accounting
<p>Purchasing and Risk Management: <i>Purchase and provide quality products and services in a cost-effective manner and ensure insurance coverage for the City's assets</i></p>	↔	<ul style="list-style-type: none"> • Purchasing • Risk Management
<p>Revenue Management: <i>Bill and collect the City's resources to enhance the City's financial condition</i></p>	↔	<ul style="list-style-type: none"> • Accounts Receivable • Business Tax • Revenue Audit and Compliance • Utility Billing System
<p>Treasury Management: <i>Provide cost-effective financing, investment, and cash collection of the City's resources to maintain and enhance the City's financial condition</i></p>	↔	<ul style="list-style-type: none"> • Banking Management • Cashiering and Payment Processing • Debt Management • Investment Management
<p>Strategic Support: <i>Analytical Support, Budget/Fiscal Management, Human Resources Management, Contract Administration, and Administrative Support</i></p>	↔	<ul style="list-style-type: none"> • Finance Management and Administration • Finance Successor Agency to the Redevelopment Agency Administration

Finance Department

Department Budget Summary

Expected 2017-2018 Service Delivery

- Ensure that the City's financial resources are protected and available to address the short-term and long-term needs of the community; accurate and timely payments to City employees and vendors; accurate and timely financial reports; and efficient business systems and processes for timely billing and collection efforts.
- Ensure prudent use of public funds through competitive processes and cooperative purchasing with other government agencies.
- Maintain favorable bond ratings to ensure lowest cost of capital; provide financial modeling and analysis to meet the increasingly complex needs of the City; and ensure effective management of the City's investment portfolio.
- Maintain adequate insurance coverage by monitoring the insurance market and assessing the City's risk exposure to ensure the lowest cost and best coverage economically possible.
- Manage all financial aspects of the Successor Agency to the Redevelopment Agency of the City of San José including accounting, debt management, cash management, financial reporting, and accounts payable/receivable.

2017-2018 Key Budget Actions

- Adds 1.0 Senior Accountant position dedicated to the PeopleSoft payroll, time and labor, and absence management modules of the recently implemented Human Resources/Payroll/Budget Systems Upgrade project. This position will provide continuous support and testing of the system to ensure data integrity.
- Adds one-time funding for a consultant to assist the Finance Department in updating the City's current disaster cost recovery manual to ensure consistency with federal legislation and that all FEMA requirements and guidelines are included so that all reimbursable costs can be recovered.
- Adds 1.0 temporary Deputy Director in the Finance Department's Purchasing Division for three months for succession planning.
- Adds ongoing funding of \$60,000 for the acquisition and implementation of Request for Proposal (RFP) software to streamline the City's purchasing process for contractual services in response to audit recommendations.
- Reorganizes the Finance Department's staffing, adding 1.0 Program Manager I, 2.0 Supervising Accountants, 1.0 Senior Analyst, and 1.0 Accounting Technician positions and deleting 1.0 Division Manager, 1.0 Principal Accountant, 2.0 Senior Accountants, and 1.0 Senior Account Clerk positions to fill voids in work load, target more appropriate classifications for the level of work required, correct potential management oversight deficiencies, as well as address high turnover.

Operating Funds Managed

- | | |
|---|---|
| <input type="checkbox"/> Cash Reserve Fund | <input type="checkbox"/> Convention Center Facilities District Revenue Fund |
| <input type="checkbox"/> City Hall Debt Service Fund | <input type="checkbox"/> Emergency Reserve Fund |
| <input type="checkbox"/> Community Facilities Revenue Fund | <input type="checkbox"/> Gift Trust Fund |
| <input type="checkbox"/> Convention and Cultural Affairs Fund | |

Finance Department

Department Budget Summary

	2015-2016 ¹ Actual	2016-2017 ¹ Adopted	2017-2018 ¹ Forecast	2017-2018 Adopted	2017-2018 Adopted FTE
Dollars by Program					
Disbursements					
Accounts Payable	n/a	n/a	n/a	\$ 878,148	6.10
Payroll	n/a	n/a	n/a	1,300,593	9.40
Sub-Total	n/a	n/a	n/a	\$ 2,178,741	15.50
Financial Reporting					
General Accounting	n/a	n/a	n/a	\$ 2,094,547	11.89
Special Accounting	n/a	n/a	n/a	214,208	1.54
Sub-Total	n/a	n/a	n/a	\$ 2,308,755	13.43
Purchasing and Risk Management					
Purchasing	n/a	n/a	n/a	\$ 2,439,843	15.06
Risk Management	n/a	n/a	n/a	1,094,963	2.00
Sub-Total	n/a	n/a	n/a	\$ 3,534,806	17.06
Revenue Management					
Accounts Receivable	n/a	n/a	n/a	\$ 1,498,057	10.60
Business Tax	n/a	n/a	n/a	1,571,572	8.60
Revenue Audit and Compliance	n/a	n/a	n/a	2,216,288	11.85
Utility Billing System	n/a	n/a	n/a	1,206,523	7.33
Sub-Total	n/a	n/a	n/a	\$ 6,492,440	38.38
Treasury Management					
Banking Management	n/a	n/a	n/a	\$ 2,036,582	
Cashiering and Payment Processing	n/a	n/a	n/a	1,511,369	11.10
Debt Management	n/a	n/a	n/a	174,232,683	6.09
Investment Management	n/a	n/a	n/a	1,080,199	6.83
Sub-Total	n/a	n/a	n/a	\$ 178,860,833	24.02
Strategic Support					
Finance Management and Administration	n/a	n/a	n/a	\$ 1,818,744	7.11
Finance Successor Agency to the Redevelopment Agency Administration	n/a	n/a	n/a	263,371	2.50
Sub-Total	n/a	n/a	n/a	\$ 2,082,115	9.61

Finance Department

Department Budget Summary

	2015-2016 ¹ Actual	2016-2017 ¹ Adopted	2017-2018 ¹ Forecast	2017-2018 Adopted	2017-2018 Adopted FTE
Dollars by Program					
Strategic Support - Other ²					
Finance Other Departmental - City-Wide	n/a	n/a	n/a	\$ 7,152,000	
Finance Other Operational - Administration	n/a	n/a	n/a	3,292,241	
Finance Funds Debt/ Financing Costs	n/a	n/a	n/a	51,780,000	
Sub-Total	n/a	n/a	n/a	\$ 62,224,241	0.00
Total	n/a	n/a	n/a	\$ 257,681,931	118.00

¹ Some data for the 2015-2016 Actual, 2016-2017 Adopted, and 2017-2018 Forecast columns are not available. With the change to a program-based budgeting model in 2017-2018, historical budget data by the new programs and core services is not available for prior periods. Beginning with the 2018-2019 Proposed Budget, data by program and core service will be provided for all budget periods.

² Fund Balance, Transfers, and Reserves for funds managed by the Finance Department have been excluded from this display. This information can be found in the Source and Use Statements elsewhere in this document.

Finance Department

Department Budget Summary

	2015-2016 ¹ Actual 1	2016-2017 ¹ Adopted 2	2017-2018 ¹ Forecast 3	2017-2018 Adopted 4
Dollars by Core Service				
Disbursements	n/a	n/a	n/a	\$ 2,178,741
Financial Reporting	n/a	n/a	n/a	2,308,755
Purchasing and Risk Management	n/a	n/a	n/a	3,534,806
Revenue Management	n/a	n/a	n/a	6,492,440
Treasury Management	n/a	n/a	n/a	178,860,833
Strategic Support	n/a	n/a	n/a	2,082,115
Strategic Support - Other	n/a	n/a	n/a	62,224,241
Total	n/a	n/a	n/a	\$ 257,681,931
Dollars by Category				
Personal Services and Non-Personal/Equipment				
Salaries/Benefits	\$ 15,291,439	\$ 16,337,086	\$ 16,620,770	\$ 16,631,171
Overtime	71,480	48,615	48,615	48,615
Subtotal Personal Services	<u>\$ 15,362,919</u>	<u>\$ 16,385,701</u>	<u>\$ 16,669,385</u>	<u>\$ 16,679,786</u>
Non-Personal/Equipment	<u>1,455,711</u>	<u>2,265,193</u>	<u>1,232,865</u>	<u>1,822,864</u>
Total Personal Services & Non-Personal/Equipment	\$ 16,818,630	\$ 18,650,894	\$ 17,902,250	\$ 18,502,650
Other Costs²				
Finance Funds Debt/ Financing Costs	n/a	n/a	n/a	\$ 224,720,000
Finance Other Departmental - City-Wide				10,967,040
Other	n/a	n/a	n/a	3,492,241
Total Other Costs	n/a	n/a	n/a	\$ 239,179,281
Total	n/a	n/a	n/a	\$ 257,681,931
Dollars by Fund				
General Fund	n/a	n/a	n/a	\$ 198,765,684
City Hall Debt Service Fund	n/a	n/a	n/a	26,225,000
Community Facilities Rev Fnd	n/a	n/a	n/a	9,159,170
Conv Cntr Fac Dist Rev Fund	n/a	n/a	n/a	14,382,000
Emergency Reserve Fund	n/a	n/a	n/a	200,000
Ice Centre Revenue Fund	n/a	n/a	n/a	4,481,071
Integrated Waste Mgmt	n/a	n/a	n/a	1,071,725
Low/Mod Income Hsg Asset	n/a	n/a	n/a	103,219
Municipal Golf Course Fund	n/a	n/a	n/a	2,018,000
PW Program Support	n/a	n/a	n/a	56,156
Sewer Svc & Use Charge	n/a	n/a	n/a	585,238
SJ/SC Treatment Plant Oper	n/a	n/a	n/a	349,566
Storm Sewer Operating	n/a	n/a	n/a	29,915

Finance Department

Department Budget Summary

	2015-2016 ¹ Actual 1	2016-2017 ¹ Adopted 2	2017-2018 ¹ Forecast 3	2017-2018 Adopted 4
Dollars by Fund (Cont'd.)				
Water Utility	n/a	n/a	n/a	\$ 229,435
Capital Funds	n/a	n/a	n/a	25,752
Total	n/a	n/a	n/a	\$ 257,681,931
Authorized Positions by Core Service				
Disbursements	n/a	n/a	n/a	15.50
Financial Reporting	n/a	n/a	n/a	13.43
Purchasing and Risk Management	n/a	n/a	n/a	17.06
Revenue Management	n/a	n/a	n/a	38.38
Treasury Management	n/a	n/a	n/a	24.02
Strategic Support	n/a	n/a	n/a	9.61
Total	n/a	n/a	n/a	118.00

¹ Some data for the 2015-2016 Actual, 2016-2017 Adopted, and 2017-2018 Forecast columns are not available. With the change to a program-based budgeting model in 2017-2018, historical budget data by the new programs and core services is not available for prior periods. Beginning with the 2018-2019 Proposed Budget, data by program and core service will be provided for all budget periods.

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Finance Department

Budget Reconciliation Personal Services and Non-Personal/Equipment (2016-2017 Adopted to 2017-2018 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2016-2017):	117.00	18,650,894	15,996,565
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Cash Management Technology Enhancements and Internal Financial Controls Evaluation		(377,000)	(377,000)
• General Liability Claims - Self-Insurance Actuarial Study		(80,000)	(80,000)
One-time Prior Year Expenditures Subtotal:	0.00	(457,000)	(457,000)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes and the following position reallocations: - 1.0 Administrative Assistant to 1.0 Staff Technician - 1.0 Program Manager II to 1.0 Principal Accountant - 1.0 Financial Analyst to 1.0 Senior Analyst		458,948	546,529
• Vacancy factor		(174,263)	(174,263)
• Business Tax System maintenance		36,771	36,771
• PRAG financial advisory consultant services		21,000	21,000
• Financial software upgrades and maintenance		15,900	15,900
• Reallocation of Non-Personal/Equipment funding to the Information Technology Department for Human Resources/ Payroll/Budget Systems maintenance		(600,000)	(600,000)
• Banking Services (Reallocation to City-Wide Expenses)		(49,000)	(49,000)
• Professional development program		(1,000)	(1,000)
Technical Adjustments Subtotal:	0.00	(291,644)	(204,063)
2017-2018 Forecast Base Budget:	117.00	17,902,250	15,335,502
Budget Proposals Approved			
1. Finance Department Information Systems Staffing	1.00	102,904	102,904
2. Disaster Cost Recovery Manual Update		100,000	100,000
3. Request for Proposal Software		60,000	60,000
4. Alternative Pension Reform Measure F Implementation		57,082	52,010
5. Purchasing Division Management Succession Planning		49,000	49,000
6. Finance Department Staffing Reorganization	0.00	(198,586)	(61,235)
7. Rebudget: Training Materials, General Liability Claims, and Business Tax Outreach		430,000	430,000
Total Budget Proposals Approved	1.00	600,400	732,679
2017-2018 Adopted Budget Total	118.00	18,502,650	16,068,181

Finance Department

Budget Changes By Department Personal Services and Non-Personal/Equipment

2017-2018 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p>1. Finance Department Information Systems Staffing</p> <p><i>Strategic Support CSA Disbursements Core Service Payroll Program</i></p> <p>This action adds 1.0 Senior Accountant position, effective September 2017, dedicated to the newly upgraded PeopleSoft payroll, time and labor, and absence management modules of the recently implemented Human Resources/Payroll/Budget Systems Upgrade project, and will provide continuous support and testing of the system to ensure data integrity. The Senior Accountant will create test plans, scripts, and procedures on how to approach periodic updates of the system, document any issues, and identify appropriate business solutions. This position will also be responsible for ensuring the PeopleSoft modules correctly account for FLSA changes. (Ongoing costs: \$123,485)</p>	1.00	102,904	102,904
<p>2. Disaster Cost Recovery Manual Update</p> <p><i>Strategic Support CSA Financial Reporting Core Service General Accounting Program</i></p> <p>This action adds one-time funding of \$100,000 for consulting services to update and modernize the City's disaster cost recovery manual. The Government Finance Officers Association recommends governing bodies update their disaster cost recovery manual every three years; however, the City's disaster cost recovery program has not been updated since 1999. Updates to the federal legislation as part of the Sandy Recovery Improvement Act of 2013 also must be incorporated into the City's policies and procedures. The consultant will identify procedures to be modified and ensure all FEMA requirements and guidelines are included, better positioning the City to maintain the appropriate documentation to recover all reimbursable costs. (Ongoing costs: \$0)</p>		100,000	100,000
<p>3. Request for Proposal Software</p> <p><i>Strategic Support CSA Purchasing and Risk Management Core Service Purchasing Program</i></p> <p>This action adds ongoing funding of \$60,000 for Request for Proposal (RFP) software, managed by the Finance Department's Purchasing Division. Once acquired, Purchasing staff will create and maintain templates in this tool to guide departments in creating a successful RFP. An audit of the City's current procurement process was conducted and recommendations were made to evaluate the current procurement resources. This RFP software will offer departments a step-by-step guide of what information is needed and will streamline the City's current process. Funding for the first year will allow the City to procure the software, and the ongoing funding will pay for subscription and maintenance costs. (Ongoing costs: \$60,000)</p>		60,000	60,000

Finance Department

Budget Changes By Department Personal Services and Non-Personal/Equipment

2017-2018 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
4. Alternative Pension Reform Measure F Implementation		57,082	52,010

Strategic Support CSA

Core Service: Department-Wide

Program: Department-Wide

This action increases the Personal Services appropriation in various funds to account for additional retirement costs associated with the implementation of the Alternative Pension Reform Framework Settlement Agreement and the corresponding ballot measure, also known as Measure F, which was approved by the voters in November 2016. In 2015, the City entered into Alternative Pension Reform Framework Agreements with the eleven (11) bargaining units that represent City employees. The changes impact Tier 2 employees in the Federated City Employees' Retirement System and the Police and Fire Department Retirement Plan. As part of these Agreements, the City and the bargaining units agreed to enhance the Tier 2 pension benefits so that Tier 2 would be comparable to the CalPERS benefits at surrounding agencies. These revised pension benefits will assist with the recruitment and retention of City employees by making the City more competitive with other public agencies. The revised pension benefit structures have resulted in increased pension contribution rate costs for the City and employees. In addition, the revised pension contribution rates contain the unfunded liability associated with enhancing the Tier 2 benefit retroactively as each current employee's Tier 2 pension will be changed to the new formula retroactive to their date of hire. This cost is split on a 50/50 basis between the City and the Tier 2 employees. The Boards for the Federated City Employees Retirement System and the Police and Fire Department Retirement Plan approved the revised pension contribution rates factoring in Measure F on May 18, 2017 and June 1, 2017. (Ongoing costs: \$57,082)

5. Purchasing Division Management Succession Planning		49,000	49,000
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Strategic Support CSA

Purchasing and Risk Management Core Service

Purchasing Program

This action adds a temporary Deputy Director position for three months to help oversee the Finance Department's Purchasing Division and document procedures to allow for succession planning in this division. This position is responsible for the oversight of the City's procurement process for supplies, materials, equipment, information technology, and non-professional services. (Ongoing costs: \$0)

Finance Department

Budget Changes By Department Personal Services and Non-Personal/Equipment







2017-2018 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
6. Finance Department Staffing Reorganization <i>Strategic Support CSA</i> <i>Financial Reporting Core Service</i> <i>Treasury Management Core Service</i> <i>Revenue Management Core Service</i> <i>Purchasing and Risk Management Core Service</i> <i>Strategic Support Core Service</i> <i>General Accounting, Special Accounting, Investment Management, Accounts Receivable, Revenue Audit and Compliance, Utility Billing System, Purchasing, and Finance Management and Administration Programs</i>	0.00	(198,586)	(61,235)
<p>As described in Manager's Budget Addendum #17, Finance Department Reorganization Proposal, that was incorporated into the Mayor's June Budget Message for Fiscal Year 2017-2018, as approved by City Council, this action deletes 1.0 Division Manager, 1.0 Principal Accountant, 2.0 Senior Accountants, and 1.0 Senior Account Clerk positions; adds 1.0 Program Manager I, 2.0 Supervising Accountants, 1.0 Senior Analyst, and 1.0 Accounting Technician positions; and shifts funding between several positions. This action will also create the Administration, Banking and Revenue Management Division and replace the Treasury and Revenue Management Division within the Department. This reorganization will fill voids in work load, target more appropriate classifications for the levels of work required, correct potential management oversight deficiencies, as well as address high turnover. (Ongoing savings: \$198,586)</p>			
7. Rebudget: Training Materials, General Liability Claims, and Business Tax Outreach <i>Strategic Support CSA</i> <i>Revenue Management Core Service</i> <i>Purchasing and Risk Management Core Service</i> <i>Strategic Support Core Service</i> <i>Business Tax, Risk Management, and Finance Management and Administration Programs</i>		430,000	430,000
<p>This action rebudgets unexpended 2016-2017 non-personal/equipment funding for consultant services for the evaluation of the City's general liability program, the development of training materials, and for activities related to Business Tax outreach. Due to staffing constraints and multiple system implementations currently undertaken by the Finance Department, these projects have been delayed to 2017-2018. In 2015-2016, one-time funding of \$200,000 was provided to develop policies, procedures, and training materials for financial functions. One-time funding of \$80,000 was provided to the Department in 2016-2017 for consulting services to evaluate the City's general liability program. Additionally, one-time funding of \$150,000 was allocated to the Finance Department in 2016-2017 to provide educational outreach to new business tax rates. (Ongoing costs: \$0)</p>			
2017-2018 Adopted Budget Changes Total	1.00	600,400	732,679

Finance Department

Performance Summary

Disbursements

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 % of disbursements paid accurately and timely	90%	93%	93%	93%
 % of reimbursements paid to employees accurately and timely	98%	100%	100%	100%
 % of payroll disbursements paid accurately and timely	96%	100%	100%	100%
 % of disbursements paid to vendors accurately and within 30 days	76%	79%	79%	79%
 Cost per payment	\$9.81	\$9.90	\$8.79	\$9.02
 Average number of days from invoice date to check issuance	27	27	27	27

Activity and Workload Highlights



	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
Total number of payments made	248,855	250,162	254,626	260,537
Vendor invoices paid	79,417	80,000	81,800	84,253

Finance Department

Performance Summary

Financial Reporting

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 % of financial reports that are produced accurately and timely	98%	98%	98%	98%
 Cost per financial report	\$582	\$577	\$601	\$601

Activity and Workload Highlights





	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
Total number of financial reports provided	3,300	3,413	3,491	3,666

Finance Department

Performance Summary

Purchasing and Risk Management

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 % of cost savings achieved through the centralized purchasing process	5%	6%	7%	6%
 Cost of purchasing services as a percentage of the total dollars procured	1.58%	1.71%	1.75%	1.80%
 % of purchase orders (POs) processed within established timeframes				
- 8 business days for POs ≤ \$10K	64%	100%	80%	80%
- 26 business days for POs > \$10K and ≤ \$100K	63%	100%	80%	80%
- 38 business days for POs > \$100K and ≤ \$250K	60%	100%	80%	80%
- 83 business days for POs > \$250K and ≤ \$1.0M	96%	100%	95%	95%
- 108 business days for POs > \$1.0M	100%	100%	85%	85%
 Percentage of contracts processed for insurance clearance within five days of receipt	81%	76%	75%	75%

Activity and Workload Highlights


	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
Total dollars procured	\$127.8M	\$127.6M	\$132.5M	\$135.9M
Total cost savings achieved through the centralized purchasing process	\$6.6M	\$8.0M	\$9.6M	\$8.0M
# of purchase orders (POs) processed within:				
- 8 business days for POs ≤ \$10K	428	458	471	458
- 26 business days for POs > \$10K and ≤ \$100K	438	486	482	486
- 38 business days for POs > \$100K and ≤ \$250K	65	71	72	71
- 83 business days for POs > \$250K and ≤ \$1.0M	48	43	53	43
- 108 business days for POs > \$1.0M	8	5	9	5
Total insurable value of the City's assets	\$3.9B	\$3.9B	\$3.9B	\$4.1B
Total number of contracts processed for insurance clearance	598	450	550	550

Finance Department

Performance Summary

Revenue Management


Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 Return on Investment: - Business Tax and Accounts Receivable	5.70	5.50 ¹	7.55 ²	5.50

¹ Lower Business Tax and Accounts Receivable collection balances due to use of staff for Business Tax and Accounts Receivable System Implementation.

² 2016-2017 Estimated ROI is calculated as an average of the 2014-2015 Actual ROI and the 2015-2016 Actual ROI.

Activity and Workload Highlights

	2015-2016 Actual	2016-2017 Forecast ¹	2016-2017 Estimated ¹	2017-2018 Forecast ¹
 City's Aging Accounts Receivable Balance				
Current Receivables:				
0 - 30 days	\$2,356,356	\$2,779,276	\$2,659,514	\$2,507,935
31 - 60 days	\$1,410,171	\$2,945,519	\$2,367,624	\$1,888,898
61 - 90 days	\$2,658,663	\$566,170	\$1,609,267	\$2,133,965
Delinquent Receivables:				
91 - 120 days	\$5,210,432	\$713,982	\$389,589	\$300,010
121 - 365 days	\$2,632,746	\$3,192,570	\$2,982,984	\$2,807,865
366 - 730 days	\$5,080,150	\$9,677,981	\$9,512,042	\$7,296,096
731 - 999+ days	\$16,558,576	\$14,706,008	\$15,620,555	\$16,089,566




¹ 2016-2017 Forecast has been updated to reflect Business Tax aging receivable balances that were not previously included, including the Marijuana Business Tax.

Finance Department

Performance Summary

Treasury Management

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 City's General Obligation Bond rating				
- Moody's	Aa1	Aa1	Aa1	Aa1
- Standard & Poor's	AA+	AA+	AA+	AA+
- Fitch	AA+	AA+	AA+	AA+
 Average return on investments	0.864%	.890%	1.120%	1.350%
Comparison Benchmarks				
- Local Agency Investment Fund (LAIF)	0.433%	N/A ¹	0.682%	N/A ¹
- Bank of America Merrill Lynch (BAML)	0.698%	N/A ¹	0.894%	N/A ¹
 Cost of Investment Program as a percentage of the City's total investment portfolio	0.054%	0.055%	0.048%	0.051%

¹ Numbers are not available. Bank of America Merrill Lynch (BAML) and Local Agency Investment Fund (LAIF) release these numbers on an annual and monthly basis. Due to volatility in market conditions, numbers cannot be determined.

Activity and Workload Highlights

	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
Total debt portfolio managed	\$4.446B	\$4.278B	\$4.188B	\$4.428B
Total of the City's investment portfolio	\$1.356B	\$1.350B	\$1.472B	\$1.472B

Finance Department

Departmental Position Detail

Position	2016-2017 Adopted	2017-2018 Adopted	Change
Account Clerk II	2.00	2.00	-
Accountant I/II	14.00	14.00	-
Accounting Technician	9.00	10.00	1.00
Administrative Assistant	1.00	0.00	(1.00)
Administrative Officer	1.00	1.00	-
Analyst I/II	8.00	8.00	-
Assistant Director	1.00	1.00	-
Buyer I/II	6.00	6.00	-
Debt Administrator	1.00	1.00	-
Department Information Technology Manager	1.00	1.00	-
Deputy Director	3.00	3.00	-
Director of Finance	1.00	1.00	-
Division Manager	1.00	0.00	(1.00)
Financial Analyst	5.00	4.00	(1.00)
Investigator Collector I/II	12.00	12.00	-
Investment Officer	1.00	1.00	-
Office Specialist	5.00	5.00	-
Principal Account Clerk	4.00	4.00	-
Principal Accountant	4.00	4.00	-
Program Manager I	3.00	4.00	1.00
Program Manager II	1.00	0.00	(1.00)
Risk Manager	1.00	1.00	-
Senior Account Clerk	15.00	14.00	(1.00)
Senior Accountant	7.00	6.00	(1.00)
Senior Analyst	4.00	6.00	2.00
Senior Investigator Collector	2.00	2.00	-
Senior Office Specialist	1.00	1.00	-
Staff Specialist	2.00	2.00	-
Staff Technician	0.00	1.00	1.00
Supervising Accountant	1.00	3.00	2.00
Total Positions	117.00	118.00	1.00