

# Finance Department

Julia H. Cooper, Director

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**T**o 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

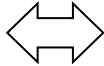
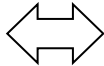
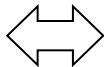
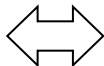
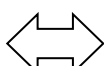

#### **Treasury Management**

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

# Finance Department

## Department Budget Summary

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### 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.
- Eliminates the transfer to the General Fund from the Community Facilities Revenue Fund in the amount of \$32,960 for insurance expenses for the Hayes Mansion property. This also realigns portions of two Finance positions that support Hayes Mansion activities to other departmental work. This is contingent upon the sale of the Hayes Mansion, anticipated in June 2017.

### 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 Actual 1	2016-2017 Adopted 2	2017-2018 Forecast 3	2017-2018 Proposed 4
<b>Dollars by Core Service</b>				
Disbursements	n/a	n/a	n/a	\$ 2,169,850
Financial Reporting	n/a	n/a	n/a	2,247,610
Purchasing and Risk Management	n/a	n/a	n/a	3,312,621
Revenue Management	n/a	n/a	n/a	6,985,163
Treasury Management	n/a	n/a	n/a	18,847,854
Strategic Support	n/a	n/a	n/a	2,276,848
Strategic Support - Other	n/a	n/a	n/a	59,089,612
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 94,929,558</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	\$ 15,291,439	\$ 16,337,086	\$ 16,620,769	\$ 16,772,674
Overtime	71,480	48,615	48,615	48,615
Subtotal Personal Services	<u>\$ 15,362,919</u>	<u>\$ 16,385,701</u>	<u>\$ 16,669,384</u>	<u>\$ 16,821,289</u>
Non-Personal/Equipment	1,455,711	2,265,193	1,232,865	1,392,864
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$ 16,818,630</b>	<b>\$ 18,650,894</b>	<b>\$ 17,902,249</b>	<b>\$ 18,214,153</b>
<b>Other Costs *</b>				
Finance Funds Debt/ Financing Costs	n/a	n/a	n/a	\$ 64,144,000
Finance Other Departmental - City-Wide				9,934,040
Other	n/a	n/a	n/a	2,637,365
<b>Total Other Costs</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 76,715,405</b>
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 94,929,558</b>
<b>Dollars by Fund</b>				
City Hall Debt Service Fund	n/a	n/a	n/a	\$ 26,225,000
Community Facilities Rev Fnd	n/a	n/a	n/a	51,294
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
General Fund	n/a	n/a	n/a	47,023,314
Ice Centre Revenue Fund	n/a	n/a	n/a	4,481,071
Integrated Waste Mgmt	n/a	n/a	n/a	1,101,269
Low/Mod Income Hsg Asset	n/a	n/a	n/a	103,219
PW Program Support	n/a	n/a	n/a	56,156
Sewer Svc & Use Charge	n/a	n/a	n/a	630,176
SJ/SC Treatment Plant Oper	n/a	n/a	n/a	348,235
Storm Sewer Operating	n/a	n/a	n/a	36,056

# Finance Department

## Department Budget Summary

	2015-2016 Actual 1	2016-2017 Adopted 2	2017-2018 Forecast 3	2017-2018 Proposed 4
<b>Dollars by Fund</b>				
Water Utility	n/a	n/a	n/a	266,016
Capital Funds	n/a	n/a	n/a	25,752
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 94,929,558</b>
<b>Authorized Positions by Core Service</b>				
Disbursements	n/a	n/a	n/a	16.00
Financial Reporting	n/a	n/a	n/a	14.00
Purchasing and Risk Management	n/a	n/a	n/a	17.00
Revenue Management	n/a	n/a	n/a	42.00
Treasury Management	n/a	n/a	n/a	20.00
Strategic Support	n/a	n/a	n/a	9.00
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>118.00</b>

\* Departmental Fund Balance, Transfers, and Reserves 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 Actual	2016-2017 Adopted	2017-2018 Forecast	2017-2018 Proposed	2017-2018 Proposed FTE
<b>Dollars by Program</b>					
<b>Disbursements</b>					
Accounts Payable	n/a	n/a	n/a	\$ 41,407	
Payroll	n/a	n/a	n/a	2,128,443	16.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 2,169,850</b>	<b>16.00</b>
<b>Financial Reporting</b>					
General Accounting	n/a	n/a	n/a	\$ 2,053,562	12.00
Special Accounting	n/a	n/a	n/a	194,048	2.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 2,247,610</b>	<b>14.00</b>
<b>Purchasing and Risk Management</b>					
Purchasing	n/a	n/a	n/a	\$ 2,298,924	15.00
Risk Management	n/a	n/a	n/a	1,013,697	2.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 3,312,621</b>	<b>17.00</b>
<b>Revenue Management</b>					
Accounts Receivable	n/a	n/a	n/a	\$ 2,521,423	14.00
Business Tax	n/a	n/a	n/a	86,771	
Revenue Audit and Compliance	n/a	n/a	n/a	2,951,085	20.00
Utility Billing System	n/a	n/a	n/a	1,425,884	8.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 6,985,163</b>	<b>42.00</b>
<b>Treasury Management</b>					
Banking Management	n/a	n/a	n/a	\$ 1,859,582	
Cashiering and Payment Processing	n/a	n/a	n/a	919,946	8.00
Debt Management	n/a	n/a	n/a	14,967,026	5.00
Investment Management	n/a	n/a	n/a	1,101,300	7.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 18,847,854</b>	<b>20.00</b>
<b>Strategic Support</b>					
Finance Successor Agency to the Redevelopment Agency Administration	n/a	n/a	n/a	\$ 261,658	3.00
Finance Management and Administration	n/a	n/a	n/a	2,015,190	6.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 2,276,848</b>	<b>9.00</b>
<b>Strategic Support - Other *</b>					
Finance Capital	n/a	n/a	n/a	-	
Finance Gifts	n/a	n/a	n/a	-	

# Finance Department

## Department Budget Summary

	2015-2016 Actual	2016-2017 Adopted	2017-2018 Forecast	2017-2018 Proposed	2017-2018 Proposed FTE
<b>Dollars by Program</b>					
<b>Strategic Support - Other * (Cont'd.)</b>					
Finance Other Departmental - Grants	n/a	n/a	n/a	-	
Finance Other Departmental - City-Wide	n/a	n/a	n/a	\$ 6,875,000	
Finance Other Operational - Administration	n/a	n/a	n/a	2,437,365	
Finance Overhead	n/a	n/a	n/a	15,247	
Finance Transfers	n/a	n/a	n/a		
Finance Funds Debt/ Financing Costs	n/a	n/a	n/a	49,762,000	
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 59,089,612</b>	<b>0.00</b>
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 94,929,558</b>	<b>118.00</b>

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# Finance Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2016-2017 Adopted to 2017-2018 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2016-2017):</b>	<b>117.00</b>	<b>18,650,894</b>	<b>15,996,565</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• 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)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(457,000)</b>	<b>(457,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• 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		458,947	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)		(49,000)	(49,000)
• Professional development program		(1,000)	(1,000)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>(291,645)</b>	<b>(204,063)</b>
<b>2017-2018 Forecast Base Budget:</b>	<b>117.00</b>	<b>17,902,249</b>	<b>15,335,502</b>
<b>Budget Proposals Recommended</b>			
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. Purchasing Division Management Succession Planning		49,000	49,000
<b>Total Budget Proposals Recommended</b>	<b>1.00</b>	<b>311,904</b>	<b>311,904</b>
<b>2017-2018 Proposed Budget Total</b>	<b>118.00</b>	<b>18,214,153</b>	<b>15,647,406</b>



# Finance Department

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

Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>1. Finance Department Information Systems Staffing</b></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: \$102,904)</p>	1.00	102,904	102,904
<p><b>2. Disaster Cost Recovery Manual Update</b></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><b>3. Request for Proposal Software</b></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**

<b>Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>4. Purchasing Division Management Succession Planning</b>		<b>49,000</b>	<b>49,000</b>
<i>Strategic Support CSA Purchasing and Risk Management Core Service Purchasing Program</i>			
<p>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)</p>			
<b>2017-2018 Proposed Budget Changes Total</b>	<b>1.0</b>	<b>311,904</b>	<b>311,904</b>

# Finance Department







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## Performance Summary

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### 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


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## Performance Summary

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### 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 <sup>1</sup>	7.55 <sup>2</sup>	5.50

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

<sup>2</sup> 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 <sup>1</sup>	2016-2017 Estimated <sup>1</sup>	2017-2018 Forecast <sup>1</sup>
 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

<sup>1</sup> 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




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## Performance Summary

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### Treasury Management

#### Performance Measures

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

<sup>1</sup> 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 Proposed	Change
Account Clerk II	2.00	2.00	-
Accountant I/II	14.00	14.00	-
Accounting Technician	9.00	9.00	-
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	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	5.00	1.00
Program Manager I	3.00	3.00	-
Program Manager II	1.00	0.00	(1.00)
Risk Manager	1.00	1.00	-
Senior Account Clerk	15.00	15.00	-
Senior Accountant	7.00	8.00	1.00
Senior Analyst	4.00	5.00	1.00
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	1.00	-
<b>Total Positions</b>	<b>117.00</b>	<b>118.00</b>	<b>1.00</b>