

# Finance Department

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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 Materials 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

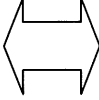
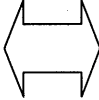
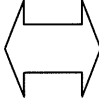
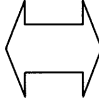


#### Treasury Management

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		Key Operational Services
<p><b>Disbursements:</b> <i>Facilitate timely and accurate payment of the City's financial obligations</i></p>		<ul style="list-style-type: none"> <li>• Accounts Payable</li> <li>• Payroll</li> </ul>
<p><b>Financial Reporting:</b> <i>Provide accurate and meaningful reporting on the City's financial condition</i></p>		<ul style="list-style-type: none"> <li>• General Accounting and Analysis</li> <li>• Special Accounting</li> </ul>
<p><b>Purchasing and Materials 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></p>		<ul style="list-style-type: none"> <li>• Procurement</li> <li>• Central Services (records management, recycle, surplus disposition and mail processing)</li> <li>• Risk Management (insurance)</li> </ul>
<p><b>Revenue Management:</b> <i>Bill and collect the City's resources to enhance the City's financial condition</i></p>		<ul style="list-style-type: none"> <li>• Accounts Receivable Collections</li> <li>• Business Tax Compliance</li> <li>• Integrated Billing System</li> <li>• Revenue Compliance and Monitoring</li> </ul>
<p><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></p>		<ul style="list-style-type: none"> <li>• Debt Management</li> <li>• Investment Management</li> <li>• Cash Management/Payment Processing</li> </ul>
<p><b>Strategic Support:</b> <i>Analytical Support, Budget/Fiscal Management, Human Resources Management, Contract Administration, and Administrative Support</i></p>		<ul style="list-style-type: none"> <li>• Analytical Support</li> <li>• Budget/Fiscal Management</li> <li>• Contract Administration</li> <li>• Website Services</li> <li>• Administrative Support</li> </ul>

# Finance Department

## Department Budget Summary

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### Expected 2012-2013 Service Delivery

- Ensure that the City's financial resources are protected and available to address the short and long-term needs of the community; accurate and timely payments to City employees and vendors; and efficient business systems and processes for timely billing and collection efforts.
- Ensure prudent utilization 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.
- Manage enterprise systems including the Financial Management System (FMS), the Integrated Billing System (IBS), and the Oracle PeopleSoft HR Payroll System, and upgrade the current cashiering system for additional efficiencies and streamlining in depositing and posting revenues.
- 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.

### 2012-2013 Budget Actions

- Restoration of a portion of the Accounting Management capacity will positively impact the City's overall ability to provide city-wide technical accounting services and improve internal controls.
- The continuation and addition of dedicated Procurement staff will support critical procurements and contracting activity for the Water Pollution Control Plant and Watershed Protection Program.
- The City's Central Warehouse will be eliminated with the full implementation of a vendor-direct service delivery model and expanded use of city-wide Purchase Orders and Procurement Cards ("P-Card"); however, the purchase and sale of postage and fire hydrants will remain centralized. This transition will result in the closure of the Stores Fund in 2012-2013.
- The funding realignment of a Senior Account Clerk will centralize Subrogation Recovery, the process by which the City seeks reimbursement for the cost of repairs resulting from damages to City property caused by another party. The decentralization of these duties to departments in 2010-2011 has led to a significant decrease in subrogation recovery reimbursements to the City.
- Implementation of the Marijuana Business Tax (MBT) Program is estimated to generate \$3.6 million of Business Tax revenue for the City. Two dedicated staff will ensure fiscal compliance with the MBT code, monitor tax remittances, identify non-remitters, assess penalties and interest, conduct site visits, and generate management reports (statistics) regarding the MBT.

### Operating Funds Managed

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

# Finance Department

## Department Budget Summary

	2010-2011 Actual 1	2011-2012 Adopted 2	2012-2013 Forecast 3	2012-2013 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Disbursements	\$ 1,747,422	\$ 1,660,822	\$ 1,725,135	\$ 1,719,927	3.6%
Financial Reporting	1,490,210	1,747,492	1,779,114	1,655,558	(5.3%)
Purchasing and Materials Management	2,048,891	2,106,905	2,039,932	2,041,002	(3.1%)
Revenue Management	4,459,577	5,322,107	4,683,293	4,890,018	(8.1%)
Treasury Management	3,351,162	3,660,204	3,749,701	3,738,746	2.1%
Strategic Support	1,027,471	1,037,449	1,168,420	1,168,420	12.6%
<b>Total</b>	<b>\$ 14,124,733</b>	<b>\$ 15,534,979</b>	<b>\$ 15,145,595</b>	<b>\$ 15,213,671</b>	<b>(2.1%)</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 13,040,487	\$ 14,179,523	\$ 13,899,641	\$ 14,012,456	(1.2%)
Overtime	17,039	52,856	52,856	48,615	(8.0%)
Subtotal	\$ 13,057,526	\$ 14,232,379	\$ 13,952,497	\$ 14,061,071	(1.2%)
Non-Personal/Equipment					
Total	\$ 1,067,207	1,302,600	1,193,098	1,152,600	(11.5%)
<b>Total</b>	<b>\$ 14,124,733</b>	<b>\$ 15,534,979</b>	<b>\$ 15,145,595</b>	<b>\$ 15,213,671</b>	<b>(2.1%)</b>
<b>Dollars by Fund</b>					
General Fund	\$ 10,964,592	\$ 12,180,755	\$ 11,943,956	\$ 12,275,583	0.8%
Affordable Hsg Investment Fd	0	0	215,174	166,998	N/A
Comm Dev Block Grant	218,679	186,764	186,821	0	(100.0%)
Integrated Waste Mgmt	1,393,163	1,594,691	1,377,918	1,382,813	(13.3%)
Low/Mod Income Hsg	158,698	215,001	0	0	(100.0%)
PW Program Support	21,987	65,957	66,647	66,647	1.0%
Sewer Svc & Use Charge	441,517	476,736	478,729	480,811	0.9%
SJ/SC Treatment Plant Oper	165,070	250,432	263,779	425,050	69.7%
Stores	596,781	290,949	225,975	0	(100.0%)
Storm Sewer Operating	35,449	40,190	38,587	44,838	11.6%
Water Utility	128,797	233,504	229,768	252,690	8.2%
Capital Funds	0	0	118,241	118,241	N/A
<b>Total</b>	<b>\$ 14,124,733</b>	<b>\$ 15,534,979</b>	<b>\$ 15,145,595</b>	<b>\$ 15,213,671</b>	<b>(2.1%)</b>
<b>Authorized Positions by Core Service</b>					
Disbursements	14.70	12.70	13.54	13.50	6.3%
Financial Reporting	14.26	13.26	13.04	12.08	(8.9%)
Purchasing and Materials Management	17.00	15.79	16.04	16.19	2.5%
Revenue Management	39.00	43.06	36.81	38.81	(9.9%)
Treasury Management	25.04	27.34	27.72	27.57	0.8%
Strategic Support	6.50	5.35	6.35	6.35	18.7%
<b>Total</b>	<b>116.50</b>	<b>117.50</b>	<b>113.50</b>	<b>114.50</b>	<b>(2.6%)</b>

# Finance Department

## Budget Reconciliation

(2011-2012 Adopted to 2012-2013 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2011-2012):</b>	<b>117.50</b>	<b>15,534,979</b>	<b>12,180,755</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Medical Marijuana Regulatory Program (2.0 Accountant I/II and 1.0 Investigator Collector)	(3.00)	(366,136)	(366,136)
• Water Pollution Control Plant Procurement Temporary Staffing		(128,902)	0
• Finance Department Unemployment Contribution		(117,598)	(92,271)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(3.00)</b>	<b>(612,636)</b>	<b>(458,407)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocations: - 1.0 Financial Analyst to 1.0 Senior Accountant - 1.0 Investigator Collector to 1.0 Accountant II - 1.0 Investigator Collector to 1.0 Senior Office Specialist - 1.0 Principal Account Clerk to 1.0 Administrative Assistant - 1.0 Program Manager II to 1.0 Risk Manager - 1.0 Senior Accountant to 1.0 Principal Accountant		442,804	423,658
• Medical Marijuana Regulatory Program (1.0 Accountant I/II) (not implemented)	(1.00)	(110,050)	(110,050)
• Business Tax Administrative Fees		(100,000)	(100,000)
• Right-sizing non-personal/equipment expenditures (utility funds)		(15,400)	0
• Right-sizing non-personal/equipment expenditures (Stores Fund)		(2,102)	0
• Transfer Risk Insurance Program non-personal/equipment funding from the Human Resources Department		11,000	11,000
• Changes in vehicle maintenance and operations costs		(3,000)	(3,000)
<b>Technical Adjustments Subtotal:</b>	<b>(1.00)</b>	<b>223,252</b>	<b>221,608</b>
<b>2012-2013 Forecast Base Budget:</b>	<b>113.50</b>	<b>15,145,595</b>	<b>11,943,956</b>

# Finance Department

## Budget Reconciliation

(2011-2012 Adopted to 2012-2013 Adopted)

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	Positions	All Funds (\$)	General Fund (\$)
<hr/> <b>Budget Proposals Approved</b> <hr/>			
1. Vendor-Direct Purchasing Model Implementation	(2.50)	(268,118)	(20,618)
2. Special Accounting Services Reorganization	(2.00)	(243,421)	(8,424)
3. Environmental Services Procurement Staffing	2.00	208,376	0
4. Medical Marijuana Program	2.00	206,725	206,725
5. Accounting Division Staffing	1.00	114,657	114,657
6. Insurance Subrogation Staffing	0.50	49,857	39,287
<b>Total Budget Proposals Approved</b>	<b>1.00</b>	<b>68,076</b>	<b>331,627</b>
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<b>2012-2013 Adopted Budget Total</b>	<b>114.50</b>	<b>15,213,671</b>	<b>12,275,583</b>

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# Finance Department

## Budget Changes By Department

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Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Vendor-Direct Purchasing Model Implementation	(2.50)	(268,118)	(20,618)

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**Strategic Support CSA**

*Purchasing and Materials Management*

This action fully transitions departments to a vendor-direct purchasing model and eliminates the City's Central Warehouse, although staff will continue to operate the warehouse-receiving function for large deliveries that require the Central Service Yard loading dock. As a result, this action eliminates 1.0 Senior Warehouse Worker position, 1.0 Warehouse Worker II position, 0.5 Senior Account Clerk position and related overtime and non-personal/equipment funding. Activity levels in the City's Central Warehouse have declined significantly over the past several years with the City's transition to a vendor-direct purchasing model. With full implementation, departments will be required to order items utilizing the vendor-direct programs that have already been established, purchase all supplies at retail stores using a City P-Card or submit a purchase requisition to the Purchasing Division to place orders on purchase orders. Postage and fire hydrants will remain centralized. A corresponding City-Wide Expenses allocation and revenue estimate for the purchase and sale of fire hydrants is included elsewhere in this document. This transition will result in the closure of the Stores Fund with the remaining ending fund balance, estimated to be \$200,000, transferred from the Stores Fund to the General Fund in 2012-2013. (Ongoing savings: \$268,856)

**Performance Results:**

**Cost, Customer Satisfaction** While the process for end-users to obtain warehouse items will change, minimal service level impacts to customers are anticipated and lower purchasing costs should be realized.

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2. Special Accounting Services Reorganization	(2.00)	(243,421)	(8,424)
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**Strategic Support CSA**

*Financial Reporting*

This action eliminates 1.0 Accounting Technician position and 1.0 Accountant I position primarily funded by the Community Development Block Grant (CDBG) Fund and the Low and Moderate Income Housing Fund as a result of a decline in federal grant entitlement funding for the CDBG program. Remaining accounting work related to the CDBG Fund and other Housing funds will be absorbed by existing Housing Department staff. (Ongoing savings: \$243,404)

**Performance Results:**

No significant change to current service levels are expected as a result of this action.

# Finance Department

## Budget Changes By Department

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Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. Environmental Services Procurement Staffing	2.00	208,376	0

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**Strategic Support CSA**

*Purchasing and Materials Management*

One-time funding in the San José/Santa Clara Treatment Plant Operating Fund was approved in the 2010-2011 and 2011-2012 Adopted Operating Budgets for a temporary Senior Analyst to facilitate the procurement of materials and services for Water Pollution Control Plant (WPCP) operations and maintenance. This action provides ongoing funding for 1.0 Senior Analyst position and 1.0 Buyer II position to support critical procurement and contracting activity for both the WPCP operations and Watershed Protection Program. The demand for procurement services continues to increase due to aging WPCP infrastructure, Plant Master Plan requirements, and ongoing watershed protection needs. (Ongoing costs: \$231,829)

**Performance Results:**

**Customer Satisfaction, Cycle Time** These resources are essential to meet increasing service level demands for the tactical and strategic purchasing requirements of the WPCP, Plant Master Plan and Watershed Protection Program.

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4. Medical Marijuana Program	2.00	206,725	206,725
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**Strategic Support CSA**

*Revenue Management*

This action continues funding for 1.0 Accountant I/II position and 1.0 Investigator Collector I position on a one-time basis through 2012-2013 to maintain oversight, coordination and continued development and implementation of the multi-departmental Medical Marijuana Program. In the 2011-2012 Adopted Operating Budget, a Medical Marijuana Program was approved to both regulate the collectives through a regulatory ordinance and to ensure collection of the Marijuana Business Tax (MBT). Due to the suspension of the Regulatory Ordinance and pending cases in the California Supreme Court, the future of the regulatory program continues to be uncertain. These positions will continue to provide fiscal audits and compliance support related to the collection of MBT. The Medical Marijuana Program will be reevaluated as part of the 2013-2014 budget as certain legal issues regarding this program continue to be unknown. (Ongoing costs: \$0)

**Performance Results:**

No significant change to current service levels is expected as a result of this action.



# Finance Department

## Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>5. Accounting Division Staffing</b>  <b><i>Strategic Support CSA</i></b> <i>Financial Reporting</i>  This action restores funding for 1.0 Senior Accountant position in the Accounting Division to ensure adequate technical accounting services are available. This position will supervise accounting and financial reporting for bond issuances and deferred compensation accounting and play a critical role in the completion of the Comprehensive Annual Financial Report. (Ongoing costs: \$126,910)	1.00	114,657	114,657
<b>6. Insurance Subrogation Staffing</b>  <b><i>Strategic Support CSA</i></b> <i>Purchasing and Materials Management</i>  This action adds 0.50 Senior Account Clerk position to support the Subrogation Recovery Program, which was decentralized to departments in 2010-2011. Subrogation is the process by which the City seeks reimbursement for the cost of repairs resulting from damages to City property caused by another party. The decentralization of these duties to departments has led to a significant decrease in subrogation recovery reimbursements to the City. This position will manage city-wide billing of subrogation assessments. (Ongoing costs: \$49,755)	0.50	49,857	39,287
<b>Performance Results:</b> <b><i>Cycle Time, Quality</i></b> Increases the capacity of the Accounting Division to provide timely financial reporting and vendor payments, in addition to improving internal controls.			
<b>Performance Results:</b> <b><i>Cost</i></b> The centralization of the Subrogation Recovery Program is anticipated to increase subrogation recovery reimbursements to the City.			
<b>2012-2013 Adopted Budget Changes Total</b>	1.00	68,076	331,627







# Finance Department

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## Performance Summary

### Disbursements

#### Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 % of disbursements paid accurately and timely	97%	90%	96%	91%
 % of reimbursements paid to employees accurately and timely	97%	92%	97%	93%
 % of payroll disbursements paid accurately and timely	95%	95%	95%	95%
 Cost per payment	\$5.96	\$6.29	\$7.31	\$7.67
 Average number of days from invoice date to check issuance	32	38	36	35
 % of disbursements paid to vendors accurately and within 30 days	69%	80%	47%	63%

*Changes to Performance Measures from 2011-2012 Adopted Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Performance Measures from 2011-2012 Adopted Budget:

- × “% of customers who rate disbursement services as good or excellent on a 5-point scale based on courteous and timely responses to requests for information” was deleted due to difficulties in collecting reliable data.

### Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
Total cost for Disbursement services	\$1.75M	\$1.66M	\$1.66M	\$1.72M
Total number of payments made	293,058	265,000	227,078	225,000
Vendor invoices paid	74,500	77,635	65,661	65,000

*Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No*



# Finance Department

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## Performance Summary

### Financial Reporting

#### Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 % of financial reports that are produced accurately and timely	89%	95%	90%	95%
 Cost per report	\$755	\$884	\$683	\$694

*Changes to Performance Measures from 2011-2012 Adopted Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Performance Measures from 2011-2012 Adopted Budget:

- × “% of customers who rate financial reports as good or excellent on a 5-point scale based on accuracy, clarity, timeliness, usefulness and availability in desired format” was deleted due to difficulties in collecting reliable data.

### Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
Total cost for Financial Reporting services	\$1.49M	\$1.75M	\$1.75M	\$1.66M
Total number of financial reports provided	1,974	1,980	2,557	2,550






*Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No*

# Finance Department

## Performance Summary

### Purchasing and Materials Management

#### Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 % of cost savings achieved through the centralized purchasing process	3%	3%	2%	3%
 Cost of purchasing services as a percentage of the total dollars procured	1.37%	1.27%	1.60%	1.65%
 % of purchase orders (POs) processed within established timeframes				
- 8 business days for POs ≤ \$10K	66%	70%	80%	83%
- 26 business days for POs > \$10K and ≤ \$100K	73%	50%	67%	77%
- 38 business days for POs > \$100K and ≤ \$250K	71%	60%	64%	80%
- 83 business days for POs > \$250K and ≤ \$1.0M	100%	60%	80%	80%
- 108 business days for POs > \$1.0M	100%	50%	100%	100%
 % of time a request for record retention item is delivered within one day	92%	95%	98%	90%
 Percentage of contracts processed for insurance clearance within five days of receipt	75%	67%	75%	75%

*Changes to Performance Measures from 2011-2012 Adopted Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Performance Measures from 2011-2012 Adopted Budget:

- × “% of customers who rate services as good or better, based on a 5-point scale based on courteous and timely responses to requests for information: Purchasing and Materials Management” was deleted due to difficulties in collecting reliable data.
- × “% of time a request for a warehouse item is furnished within one day: picked up or delivered” was deleted due to the elimination of the City’s Central Warehouse function.

# Finance Department

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## Performance Summary

### Purchasing and Materials Management

#### Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
Total cost for services				
- Purchasing Services	\$1.22M	\$1.26M	\$1.52M	\$1.74M
- Materials Management Services	\$0.83M	\$0.85M	\$0.60M	\$0.30M
Total dollars procured	\$89.1M	\$110.0M	\$95.0M	\$105.0M
Total cost savings	\$2.39M	\$3.00M	\$1.80M	\$2.5M
Total dollars recovered from surplus sales	\$205,137	\$50,000	\$50,000	\$50,000
# of purchase orders (POs) processed within:				
- 8 business days for POs ≤ \$10K	375	200	176	400
- 26 business days for POs > \$10K and ≤ \$100K	473	100	285	300
- 38 business days for POs > \$100K and ≤ \$250K	58	10	42	160
- 83 business days for POs > \$250K and ≤ \$1.0M	45	1	19	4
- 108 business days for POs > \$1.0M	1	2	6	1
# of record retention requests delivered within one day	6,736	7,800	2,551	2,350
Total insurable value of the City's assets	\$2.89B	\$2.9B	\$2.9B	\$2.9B
Total number of contracts processed for insurance clearance	1,432	1,087	1,080	1,100

*Changes to Performance Measures and Activity & Workload Highlights from 2011-2012 Adopted Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget:



- × “# of warehouse line: picked up within one day or delivered within one day” was deleted due to the elimination of the City's Central Warehouse function.

# Finance Department

## Performance Summary

### Revenue Management

#### Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 Cost of revenue collection services as a percentage of the City's total miscellaneous accounts receivable	28.61%	23.29%	26.33%	23.61%
 City's Aging Accounts Receivable Balance				
Current Receivables:				
0 - 30 days	\$2,589,234	\$3,628,009	\$2,809,660	\$2,785,000
31 - 60 days	\$564,238	\$1,378,972	\$1,986,551	\$1,444,000
61 - 90 days	\$544,376	\$2,280,642	\$885,334	\$922,000
Delinquent Receivables:				
91 - 120 days	\$349,320	\$480,610	\$781,905	\$997,000
121 - 365 days	\$2,257,117	\$1,877,910	\$2,530,682	\$2,394,000
366 - 730 days	\$2,930,494	\$4,286,764	\$3,695,615	\$3,313,000
731 - 999+ days	\$8,150,468	\$6,911,302	\$8,869,951	\$8,510,000

*Changes to Performance Measures from 2011-2012 Adopted Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Performance Measures from 2011-2012 Adopted Budget:

- × “% of customers who rate Revenue Management services as good or better, based on a 5-point scale based on courteous and timely responses to requests for information: Purchasing and Materials Management” was deleted due to difficulties in collecting reliable data.

### Activity and Workload Highlights

	2011-2012 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
Total cost for Revenue Management services	\$4.46M	\$5.32M	\$5.32M	\$4.89M
Total balance of the City's miscellaneous accounts receivable	\$16.14M	\$19.78M	\$20.21M	\$19.83M

*Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No*





# Finance Department

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## Performance Summary

### Treasury Management

#### Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 City's General Obligation Bond rating - Moody's - Standard & Poor's - Fitch	Aa1 AAA AA+	Aaa AAA AA+	Aa1 AA+ AA+	Aaa AA+ AA+
 Average return on investments	0.845%	0.072%	0.700%	0.700%
 Cost of Debt Management services as a percentage of the City's outstanding debt portfolio	0.016%	0.020%	0.018%	0.019%
 Cost of Investment services as a percentage of the City's total investment portfolio	0.264%	0.237%	0.304%	0.296%

*Changes to Performance Measures from 2011-2012 Adopted Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Performance Measures from 2011-2012 Adopted Budget:

- × “% of customers who rate Treasury Management services as good or better, based on a 5-point scale based on courteous and timely responses to requests for information: Purchasing and Materials Management” was deleted due to difficulties in collecting reliable data.

#### Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
Total cost for Treasury Management services				
- Debt Management services	\$0.90M	\$1.06M	\$1.02M	\$1.04M
- Investment services	\$2.45M	\$2.60M	\$2.64M	\$2.70M
Total debt portfolio managed	\$5.787B	\$5.300B	\$5.793B	\$5.658B
Total of the City's investment portfolio	\$951.84M	\$1.100B	\$950.0M	\$1.000B



*Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No*

# Finance Department

## Performance Summary

### Strategic Support

#### Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 % of employees receiving 40 hours of relevant training annually	1%	1%	1%	1%
 Ratio of strategic support services cost to total department budget	6%	7%	7%	8%

*Changes to Performance Measures from 2011-2012 Adopted Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Performance Measures from 2011-2012 Adopted Budget:

- × “% of customers who rate strategic support services as good or better, based on a 5-point scale based on courteous and timely responses to requests for information: Purchasing and Materials Management” was deleted due to difficulties in collecting reliable data.

### Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
Total number of training hours provided	648	150	200	200

*Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget:

- × “Total number of employees receiving 40 hours of relevant training” was deleted as it was determined that this Activity and Workload Highlights was not meaningful or useful.



# Finance Department

## Departmental Position Detail

Position	2011-2012 Adopted	2012-2013 Adopted	Change
Account Clerk II	4.00	4.00	-
Accountant I/II	16.00	14.00	(2.00)
Accounting Technician	10.00	9.00	(1.00)
Administrative Assistant	0.00	1.00	1.00
Administrative Officer	1.00	1.00	-
Analyst II	4.00	4.00	-
Analyst II PT	0.50	0.50	-
Assistant Director	1.00	1.00	-
Buyer II	4.00	5.00	1.00
Debt Administrator	1.00	1.00	-
Director of Finance	1.00	1.00	-
Division Manager	4.00	4.00	-
Financial Analyst	8.00	7.00	(1.00)
Investigator Collector I/II	15.00	13.00	(2.00)
Investment Officer	1.00	1.00	-
Mail Processor	1.00	1.00	-
Office Specialist	4.00	4.00	-
Principal Account Clerk	5.00	4.00	(1.00)
Principal Accountant	2.00	3.00	1.00
Program Manager II	2.00	1.00	(1.00)
Risk Manager	0.00	1.00	1.00
Senior Account Clerk	16.00	16.00	-
Senior Accountant	6.00	7.00	1.00
Senior Analyst	3.00	4.00	1.00
Senior Investigator Collector	2.00	2.00	-
Senior Office Specialist	1.00	2.00	1.00
Senior Warehouse Worker	1.00	0.00	(1.00)
Staff Specialist	1.00	1.00	-
Warehouse Worker II	3.00	2.00	(1.00)
<b>Total Positions</b>	<b>117.50</b>	<b>114.50</b>	<b>(3.00)</b>

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