

FINANCE

MISSION

Achieve excellence in financial management by maintaining the highest standards in budgeting, auditing, payroll, treasury, accounting, accounts receivable, contracts, grants management, technology, capital planning and purchasing.

2006/07 DEPARTMENT GOALS

Achieve the Government Finance Officers Association Distinguished Budget Preparation Award and the California Society of Municipal Finance Officers awards for operating budget, capital budget, public communications, and innovation in budgeting

Promote transparency in financial information by making financial reports including budget, investments, and debt policies available on the City's website

Develop and implement a financial dashboard for the City Manager and Department Heads providing real-time variance reports and other tools for decision making

Develop and make available on the City's website a Five Year City-wide Capital Improvement Plan which would enable better capital investment decisions, increased management accountability and significantly improve staff utilization time and cost savings

Achieve the Government Finance Officers Association excellence award for the 2006 Comprehensive Annual Financial Report

Implement a new financial infrastructure enterprise system to enhance financial reporting

Achieve improved credit ratings with Standard & Poor's and Moody's rating agencies

Develop prudent budgetary management strategies for improved fiscal planning based on multi-year revenue forecasting

FINANCE DEPARTMENT

ACCOMPLISHMENTS 2005-2006:

Implemented reorganization, accountability and work improvement plan necessary for the restoration of the City's credit ratings.

Completed and issued audited financial statements for 2004 and completed the 2005 Comprehensive Annual Financial Report (CAFR).

Improved timeliness of City vendor payments by streamlining work flow and internal control standards.

Provided accurate financial & budget reporting information within a specific time frame.

Conducted an in-depth City-wide training program in governmental accounting.

Established weekly finance division staff meetings enhancing interdepartmental relationships.

Safeguarded the City's assets by maintaining strong internal controls by the daily review of all purchase orders above \$1000 and personal action forms by the Finance Director.

Managed the City's investments prudently and ensured compliance with Government Codes and the City's Investment Policy while improving the return on invested funds.

Upgraded the City's computerized budget system to provide budget summaries by department, fund and fund type improving timeliness and accuracy in financial reporting.

Hosted trainings from the Government Finance Officers Association for City Management on performance based budgeting.

Revised budget document into a more user-friendly format.

Developed prudent budgetary management strategies for improved fiscal planning based on multi-year forecasting models.

In conjunction with the City Manager and Human Resources Department developed a performance based budget system.

Established an annualized review process for updating debt and investment policies to ensure capital market and governmental accounting practices are current and in compliance with governmental accounting and investment standards.

Financed the unfunded liability for the City's pension fund realizing cost savings and long term financial stability within the fund.

Refunded Limited Obligation Improvement Bonds Series 2000 resulting in property tax savings for parcel owners.

Implemented new checks & balances during payroll processing to reduce payroll errors.

Implemented electronic funds transfer processing for payment of employee benefits, withholdings, and retirement funds.

Implemented direct deposit of medical reimbursement payments for retirees.

Implemented paperless CalPERS reporting.

Implemented a collection of business license tax on rental property programs; generating approximately \$640,000 in new revenue.	
Collaborated with Department Heads on determining capital needs for the development of a Five Year Capital Improvement Plan.	
Provided in-house training to accounting staff regarding proper financial reporting and updated Government Accounting Standards Board (GASB) pronouncements.	
Implemented a positive pay system.	
Re-established a centralized Purchasing Department.	
Ensured that all City contracts over \$10,000 have City Council approval, with signed Scopes of Work, Staff Reports, Proof of Insurance and a City staff contact.	
Ensured correct coding of 1099s in the purchase order system and proper reporting as required for IRS compliance.	
Ensured payment of business license fees in a timely manner while implementing more effective methods to ensure licensing of Richmond businesses.	
Established a policy of paying invoices within 15 business days of receipt in the Finance Department.	
Processed all invoices, bills and orders upon stamped approval of the department director or the designated management official in accordance with the Official Certification Policy.	
OBJECTIVES 2005-2006:	STATUS
Administrative Division	
Implement GASB pronouncement for the recognition of pension and other post-employment benefits.	In-Progress
Build a Finance Management Team.	Accomplished
Provide quality direct services to the City Manager, City Council and to the public.	Accomplished
Develop financial information, audit completion and budget information within a reasonable time frame.	Accomplished
Develop an in-depth training plan for all City finance personnel.	Accomplished
Provide team building training throughout the Finance Department.	In-Progress
Safeguard the City's assets by maintaining strong internal controls.	Accomplished
Identify cost reductions and efficiencies while maintaining current levels of service.	In-Progress

Budget Division	
Develop a computerized budget system to generate City departments' monthly, quarterly and year-end financial reports submitted to the City Council and Finance Committee.	Accomplished
Continue to monitor City's expenditures and revenues.	In-Progress
Develop programs and services that are consistent with policies and plans.	Accomplished
Develop budget management strategies and a budget consistent with approaches to achieve goals.	Accomplished
Develop processes for preparing and adopting an efficient budget document.	Accomplished
Provide in-house training to City staff.	Accomplished
Manage the budget process and make changes to the City's budget practices.	Accomplished
In conjunction with Human Resources staff maintain efficient position control practices.	Accomplished
General Ledger Division	
Complete the Comprehensive Annual Financial Report for the current fiscal year by March 2006.	Accomplished
Complete the delinquent Comprehensive Annual Financial Report for the fiscal year ending 2004.	Accomplished
Provide in-house training to accounting staff regarding proper financial reporting and updated GASB pronouncements.	Accomplished
Simplify Chart of Accounts as recommended by auditors.	Accomplished
Reduce Cash and Investment Accounts on the General Ledger.	Accomplished
Implement a Uniform System Journal Entry Control voucher.	Accomplished
Reduce excess funds control accounts.	Accomplished
Continue to provide adequate accounting and internal controls.	In-Progress
Provide financial planning services to various departments.	In-Progress
Complete the development of the Fixed Asset Accounting System in SAP.	In-Progress
Treasury Division	
Implement a positive pay system.	Accomplished
Manage the City's investments prudently and to ensure compliance with the government Code and the City's Investment Policy.	Accomplished
Set up a Sweep Account with Mechanics Bank that automatically transfers unused funds to a 4.5% interest bearing account with the objective of generating additional interest income.	Accomplished
Improve timeliness of daily cash transactions recording with the objective of providing accurate and timely cash balances.	Accomplished
Include Treasury Program reports and information on the City's web site with the objective of providing the public with up to date information regarding the City's outstanding bond issues and investment activities.	Accomplished

Submit monthly investment reports to the City Council within 30 days of month-end.	Accomplished
Update the City's Debt Policy for review/approval by the City Council.	Accomplished
Update the City's Swap Policy for review/approval by the City Council.	Accomplished
Implement the computerized Debt Management module to track outstanding debt and enhance reporting capabilities.	Accomplished
Purchasing Division	
Recruit and hire a Senior Buyer and two Buyer II's.	Accomplished
Implement adequate purchasing procedures that encourage competition and include interested vendors for the purchase of supplies, equipment and services.	In-Progress
Ensure that all City contracts over \$10,000 have City Council approval, with signed Scope of Work, Staff Report, Proof of Insurance and a City staff contact.	Accomplished
Ensure correct coding of 1099s in the purchase order system and proper reporting as required for IRS compliance.	In-Progress
Ensure that a formal advertising/bid procedure is in place.	In-Progress
Revenue and Collections Division	
Implement procedures and letters for collection of specific types of businesses without a business license.	In-Progress
Use information from the Franchise Tax Board to increase business license and related revenues.	In-Progress
Implement a 1% interest charge on past due invoices.	In-Progress
Improve in-house collection procedures.	In-Progress
Ensure payment of business license fees in a timely manner.	Accomplished
Implement more effective methods to ensure licensing of Richmond businesses.	Accomplished
Accounts Payable Division	
Streamline the payment process for utilities, office supplies, service contacts, etc.	In-Progress
Establish a policy of paying invoices within 15 business days of receipt in the finance department.	Accomplished
Eliminate the excess use of the green stamp process and ensure that all payments are put through the proper purchasing policies and procedures.	In-Progress
Implement a process which would ensure that invoices are not paid more than once.	In-Progress
Process all invoices, bills and orders upon stamped approval of the Department Director or the designated management official in accordance with the certifying official policy.	Accomplished
Ensure that all applicable 1099s are distributed and reported to the IRS.	Accomplished

FINANCE DEPARTMENT PROGRAM ORGANIZATIONAL CHART

<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Administration 1000-10302 </div> <ul style="list-style-type: none"> * Coordination of Efforts * Program Oversight 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Budget Division 1000-10008 </div> <ul style="list-style-type: none"> * Annual Budget Preparation & Publishing * Monthly Reporting * Variance Analysis * User Training * Position Control * Performance Progress Reporting 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> General Ledger 1000-10011 </div> <ul style="list-style-type: none"> * General Accounting * Audit Management * Financial Guidance to Departments * State, Federal and Local Government Reporting * Financial Statements 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Treasury Division 1000-11119 </div> <ul style="list-style-type: none"> * Cash Management * Rating Agency Liaison * Debt Management * Investments * Revenue Projection * Banking * State Controller's Reports 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Payroll 1000-11120 </div> <ul style="list-style-type: none"> * Payroll Services * Tax Reporting 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Revenue Collection 1000-10014 </div> <ul style="list-style-type: none"> * Accounts Receivable * Collections * Department User Training * Business License 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Accounts Payable 1000-10016 </div> <ul style="list-style-type: none"> * Timely Invoice Payment * Monitoring Compliance With City Policies * Ensure Accurate 1099 Reporting 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Purchasing 1000-10012 </div> <ul style="list-style-type: none"> * City's Purchasing Agent * Maintain Contracts Database 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Grants Management 1000-11144 </div> <ul style="list-style-type: none"> * Monitor Compliance with Regulations * Coordinate Single Audit * Grants Clearinghouse * Grant Financial Reporting * User Training 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> Internal Audits 1000-10006 </div> <ul style="list-style-type: none"> * ERP Project Management * Coordinate Consulting Assignments * Special Projects * Performance Audits * Work Flow Studies 	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-bottom: 10px;"> CIP Administration 4051-10424 </div> <ul style="list-style-type: none"> * Capital Planning * Project Accounting * Contract Management * Vendor Invoices
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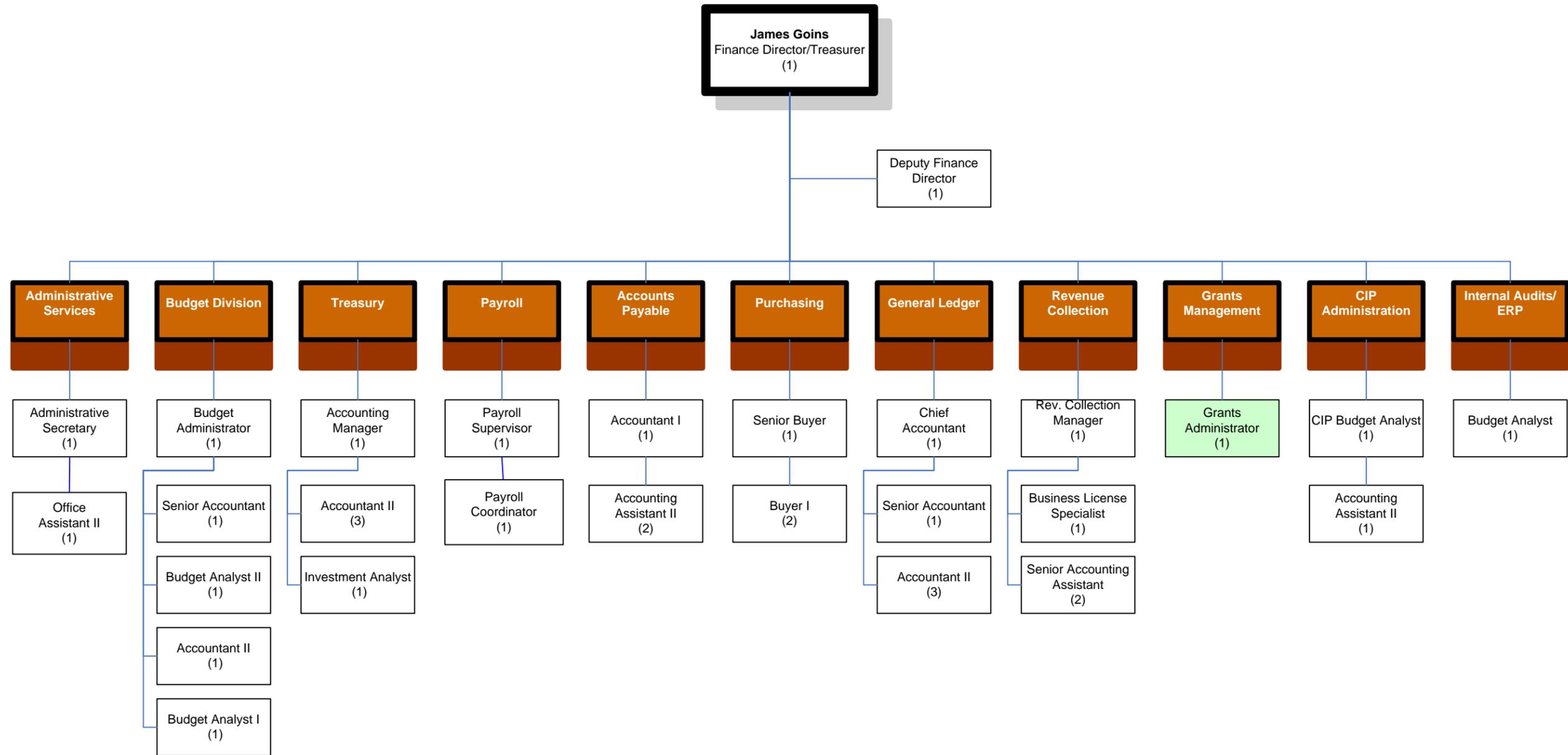


Finance Department 2007 Organizational Chart

Existing FTE* = 39.1, Proposed FTE* = 35

Legend:

- Existing Pos.
- Main Program
- Proposed Pos.
- Sub-Program



Department
Overview

FINANCE DEPARTMENT	MULTI-YEAR		COMPARATIVE	POSITION	LISTING
	Actual 2003/2004	Actual 2004/2005		Adopted Budget 2005/2006	Proposed Budget 2006/2007
Staff summary					
Accountant I/II	10.0	9.0		9.0	8.0
Accounting Assistant II	3.0	4.0		3.0	3.0
Accounting Manager		1.0		2.0	1.0
Administrative Secretary	1.0	1.0		1.0	1.0
Administrative Aide	2.0				
Assistant City Engineer				0.1	
Assistant City Manager/PS Dir (50%)		0.5			
Audit Assistant II				1.0	
Auditor I/II				2.0	
Budget Administrator				1.0	1.0
Budget Analyst I/II				3.0	3.0
Business License Specialist	1.0	1.0		1.0	1.0
Buyer I/II				2.0	2.0
Capital Project Budget Analyst		1.0		1.0	1.0
Chief Accountant	1.0				1.0
Deputy Director of Fin. & Budget	1.0	1.0		1.0	1.0
Finance Director	1.0			1.0	1.0
Finance Services Administrator	1.0	1.0			
Grants Administrator					1.0
Internal Auditor				1.0	
Investment Analyst					1.0
Office Assistant II	1.0	1.0		1.0	1.0
Payroll Coordinator	2.0	2.0		1.0	1.0
Payroll Supervisor				1.0	1.0
Procurement Analyst	1.0				
Purchasing Manager	1.0				
Revenue Collection Manager	1.0	1.0		1.0	1.0
Senior Accountant	4.0	2.0		2.0	2.0
Senior Accounting Assistant	2.0	2.0		2.0	2.0
Senior Budget Analyst				1.0	
Senior Buyer				1.0	1.0
TOTAL Full-time Equivalents (FTEs)	33.0	27.5		39.1	35.0

FINANCE DEPARTMENT	DEPARTMENT		FINANCIAL SUMMARY	
	FUNDING SOURCE/S	Actual 2003/2004	Actual 2004/2005	Adopted Budget 2005/2006
General Fund	\$ 3,304,644	\$ 3,436,891	\$ 5,179,532	\$ 6,086,346
Capital Improvement Fund	\$ 301,535	\$ 346,145	\$ 304,747	\$ 227,486
TOTAL FUNDING	\$ 3,606,179	\$ 3,783,037	\$ 5,484,279	\$ 6,313,832

EXPENDITURES	Actual 2003/2004	Actual 2004/2005	Adopted Budget 2005/2006	Proposed Budget 2006/2007
Personnel Services	\$ 2,884,106	\$ 2,498,036	\$ 3,925,320	\$ 3,842,571
Contractual Services	\$ 600,545	\$ 540,311	\$ 625,000	\$ 1,407,715
Other Operating Expenses	\$ 120,886	\$ 178,634	\$ 415,862	\$ 576,518
Capital Outlay			\$ 15,000	
Allocated Costs	\$ 642	\$ 566,056	\$ 503,097	\$ 487,028
TOTAL EXPENDITURES	\$ 3,606,179	\$ 3,783,037	\$ 5,484,279	\$ 6,313,832
TOTAL BUDGET	\$ 3,606,179	\$ 3,783,037	\$ 5,484,279	\$ 6,313,832

Estimated Budget by Program	Proposed Budget 2006/2007
Administration	\$ 3,018,411
Budget Division	\$ 559,878
General Accounting	\$ 560,418
Internal Audits	\$ 124,562
Purchasing	\$ 278,223
Revenue Collection	\$ 373,166
Accounts Payable	\$ 244,724
Capital Project Adm	\$ 227,486
Treasury Division	\$ 596,242
Payroll Division	\$ 189,590
Grants Management	\$ 141,132
TOTAL BUDGET	\$ 6,313,832

Program
Overview

**Finance
Administration**

PROGRAM FINANCIAL SUMMARY		
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007
General Fund	\$ 1,467,617	\$ 3,018,412
TOTAL FUNDING	\$ 1,467,617	\$ 3,018,412

EXPENDITURES	Adopted Budget 2005/2006	Proposed Budget 2006/2007
Personnel Services	\$ 463,224	\$ 571,566
Contractual Services	\$ 310,000	\$ 1,395,450
Other Operating Expenses	\$ 202,527	\$ 564,368
Capital Outlay	\$ 15,000	
Allocated Costs	\$ 476,866	\$ 487,028
TOTAL EXPENDITURES	\$ 1,467,617	\$ 3,018,412
TOTAL BUDGET	\$ 1,467,617	\$ 3,018,412

Program
Overview

Budget Division

PROGRAM FINANCIAL SUMMARY		
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007
General Fund	\$ 666,021	\$ 559,878
TOTAL FUNDING	\$ 666,021	\$ 559,878

	Adopted Budget 2005/2006	Proposed Budget 2006/2007
EXPENDITURES		
Personnel Services	\$ 534,719	\$ 559,878
Contractual Services	\$ 55,000	
Other Operating Expenses	\$ 74,500	
Capital Outlay		
Allocated Costs	\$ 1,802	
EXPENDITURES	\$ 666,021	\$ 559,878
TOTAL BUDGET	\$ 666,021	\$ 559,878

Finance

Budget

Service Level

Prepare budget and oversee City's financial activities

Service Level
Enhancement

Publish and submit 2006-2007 Adopted Budget document to Government Finance Officers Association (GFOA) to be evaluated for the Distinguished Budget Presentation Award

Performance
Measure

Was the 2006-2007 Adopted Budget document published and submitted to the GFOA?
Did the City receive the Distinguished Budget Presentation Award?

Service Level
Enhancement

Publish and submit 2006-2007 Adopted Budget to California Society of Municipal Finance Officers (CSMFO) to be evaluated for the award program in the categories of operating budget, capital budget, public communications, and innovation in budgeting

Performance
Measure

Was the 2006-2007 Adopted Budget document published and submitted to the CSMFO?
What awards did the City's budget receive?

Service Level
Enhancement

In collaboration with the City Manager's Office, present a balanced 2007-2008 Proposed Budget for Council review by May 15, 2007

Performance
Measure

Was a balanced 2007-08 Proposed Budget created and presented to Council by May 15, 2007?

Finance **Budget (Con't)**

Service Level
Enhancement

Complete monthly budget/actual reports by the 15th day of the following month

Performance
Measure

Were monthly budget/actual reports completed by the 15th day of the following month?

Service Level
Enhancement

Create semi-annual City-wide progress reports on departmental program service level measures

Performance
Measure

Were all departmental program service level measures incorporated into semi-annual City-wide progress reports?

Service Level
Enhancement

Upload all published budget documents onto the City's web page within 10 days of distribution

Performance
Measure

Number of published budget documents
Number of published budget documents uploaded to the City's web page
Number of published budget documents uploaded to the City's web page within 10 days of distribution

General Accounting

PROGRAM FINANCIAL SUMMARY		
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007
General Fund	\$ 1,439,896	\$ 560,418
TOTAL FUNDING	\$ 1,439,896	\$ 560,418

EXPENDITURES	Adopted Budget 2005/2006	Proposed Budget 2006/2007
Personnel Services	\$ 1,319,775	\$ 560,418
Contractual Services	\$ 75,000	
Other Operating Expenses	\$ 40,500	
Capital Outlay		
Allocated Costs	\$ 4,621	
TOTAL EXPENDITURES	\$ 1,439,896	\$ 560,418
TOTAL BUDGET	\$ 1,439,896	\$ 560,418

Finance

General Accounting

Service Level

Prepare for annual audits to ensure prudent management of public funds and professional standards are practiced

Service Level
Enhancement

Submit FY 2005/2006 audit to Government Finance Officers Association (GFOA) for review by January 31, 2007

Performance
Measure

Was the FY 2005/06 audit submitted to the GFOA for review by January 31, 2007?

Service Level
Enhancement

Submit FY 2005/2006 audit to California Society of Municipal Finance Officers (CSMFO) for review by January 31, 2007

Performance
Measure

Was the FY 2005/06 audit submitted to the CSMFO for review by January 31, 2007?

Service Level
Enhancement

Prepare a desk manual detailing steps on how to close books at year-end by December 31, 2006

Performance
Measure

Was a desk manual prepared by December 31, 2006?

Finance

General Accounting (Con't)

Service Level

Continuously review and improve efficiency of financial operations and reporting

Service Level
Enhancement

Review and update Administrative Manual's fixed asset policies by December 31, 2006

Performance
Measure

Were the fixed asset policies in the Administrative Manual reviewed and updated by December 31, 2006?

Service Level
Enhancement

Review chart of accounts to simplify the General Ledger as recommended by the City's financial audit firm by audit 2005/06 fiscal year end

Performance
Measure

Was the chart of accounts reviewed by audit 2005/06 fiscal year end?

Was the General Ledger simplification completed?

Internal Audits

PROGRAM FINANCIAL SUMMARY		
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007
General Fund	\$ 475,335	\$ 124,562
TOTAL FUNDING	\$ 475,335	\$ 124,562

	Adopted Budget 2005/2006	Proposed Budget 2006/2007
EXPENDITURES		
Personnel Services	\$ 435,835	\$ 124,562
Contractual Services	\$ 20,000	
Other Operating Expenses	\$ 9,500	
Capital Outlay	\$ 10,000	
Allocated Costs		
TOTAL EXPENDITURES	\$ 475,335	\$ 124,562
TOTAL BUDGET	\$ 475,335	\$ 124,562

Program
Overview

Purchasing

PROGRAM		FINANCIAL		SUMMARY	
FUNDING SOURCE/S		Adopted Budget 2005/2006		Proposed Budget 2006/2007	
General Fund		\$	322,352	\$	278,223
TOTAL FUNDING		\$	322,352	\$	278,223

EXPENDITURES		Adopted Budget 2005/2006		Proposed Budget 2006/2007	
Personnel Services		\$	293,752	\$	278,223
Contractual Services		\$	10,000		
Other Operating Expenses		\$	18,600		
Capital Outlay					
Allocated Costs					
TOTAL EXPENDITURES		\$	322,352	\$	278,223
TOTAL BUDGET		\$	322,352	\$	278,223

Finance

Purchasing

Service Level

Provide departmental support for purchasing to receive the best goods and services and the least cost

Service Level
Enhancement

Implement purchasing procedures that encourage competition and include interested vendors for the purchase of supplies, equipment and services by July 31, 2006

Performance
Measure

Were new purchasing procedures implemented by July 31, 2006? 2005/06 2006/07
n/a

Number of responsive vendors

Service Level
Enhancement

Implement improved vendor selection by developing tools to assure vendors are quality vendors

Performance
Measure

Were tools created and implemented to measure vendor quality? 2005/06 2006/07
n/a

Tools include:

- 1. Licensing research
- 2. Insurance compliance
- 3. Quote requests

Number of quality vendors

Finance

Purchasing (Con't)

Service Level
Enhancement

Set up list of "Emergency" vendors and develop purchasing agreements that enable quick departmental utilization and vendor response

Performance
Measure

Were "Emergency" vendor lists and purchasing agreements developed?
Number of emergency vendor agreements entered into in 2006/07

2005/06 2006/07
n/a

Service Level
Enhancement

Review and issue revised Purchasing Manual by December 31, 2006

Performance
Measure

Was the Purchasing Manual revised and issued by December 31, 2006?

Program
Overview

Revenue Collection

PROGRAM	FINANCIAL		SUMMARY
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007	
General Fund	\$ 549,594	\$ 373,166	
TOTAL FUNDING	\$ 549,594	\$ 373,166	

EXPENDITURES	Adopted Budget 2005/2006	Proposed Budget 2006/2007
Personnel Services	\$ 359,357	\$ 373,166
Contractual Services	\$ 150,000	
Other Operating Expenses	\$ 38,700	
Capital Outlay		
Allocated Costs	\$ 1,537	
TOTAL EXPENDITURES	\$ 549,594	\$ 373,166
TOTAL BUDGET	\$ 549,594	\$ 373,166

Finance Revenue Collection

Service Level

Maximize the collection of City revenue and identify new revenue sources

Service Level
Enhancement

Implement an Amnesty Program for payment of the business license tax with the possibility of collecting \$100,000

Performance
Measure

Was an Amnesty program explored?
Number of businesses eligible for amnesty
What was the amount in business license taxes that were collected in 2006/07?

2005/06 2006/07

Service Level
Enhancement

Work with Police and Attorney's departments to revise and complete False Alarm Ordinance to cover City costs

Performance
Measure

Was the False Alarm Ordinance implemented?
Amount of new revenue received

2005/06 2006/07

Service Level
Enhancement

Provide training for all departments involved in receipting cash and accounts receivable processing

Performance
Measure

How many departments require training?
How many departments received training?

Finance

Revenue Collection (Con't)

Service Level
Enhancement

Identify new business license revenue by using information from public sources, such as telephone directories, newspapers, magazines and commerce-related membership organizations

Performance
Measure

How many new business license revenue sources were identified?

How many new business license were issued from those identified?

Service Level
Enhancement

Increase business license and other revenues by using information from other government, regulatory and licensing agencies

Performance
Measure

Amount of revenues received from business licenses and other sources by using information from other government, regulatory and licensing agencies

2005/06 2006/07

Service Level
Enhancement

Implement an internet-based credit card payment process

Performance
Measure

Was an internet-based credit card payment process implemented?

Amount of revenue received through credit-card processing

Finance

Revenue Collection (Con't)

Service Level
Enhancement

Establish an internet-based business license application, clearance and payment process by working with Building Regulations, Planning, Fire and Information Technology departments

Performance
Measure

Was a license application and clearance and payment process established on the internet?
Number of business that applied for license on-line

Program
Overview

Accounts Payable

PROGRAM	FINANCIAL		SUMMARY
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007	
General Fund	\$ 258,718	\$ 244,724	
TOTAL FUNDING	\$ 258,718	\$ 244,724	

EXPENDITURES	Adopted Budget 2005/2006	Proposed Budget 2006/2007
Personnel Services	\$ 242,293	\$ 244,724
Contractual Services	\$ 5,000	
Other Operating Expenses	\$ 10,700	
Capital Outlay		
Allocated Costs	\$ 725	
TOTAL EXPENDITURES	\$ 258,718	\$ 244,724
TOTAL BUDGET	\$ 258,718	\$ 244,724

Finance

Accounts Payable

Service Level

Oversee the payments to vendors and contractors

Service Level
Enhancement

Streamline the payment process for utilities, office supplies, service contracts, etc. so that payments are made within two weeks from the time Accounts Payable receives the invoice

Performance
Measure

Was the payment process streamlined so that payments are made within two weeks from the time Accounts Payable receives the invoice

Service Level
Enhancement

Establish policies/procedures for processing accounts payable, both internal and external

Performance
Measure

What policies/procedures for processing accounts payable were established?

Program
Overview

**Capital Project
Administration
1 & 2**

PROGRAM	FINANCIAL	SUMMARY
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007
Charges for Services		\$ 227,486
TOTAL FUNDING		\$ 227,486

EXPENDITURES	Adopted Budget 2005/2006	Proposed Budget 2006/2007
Personnel Services	\$ 276,366	\$ 203,071
Contractual Services		
Other Operating Expenses	\$ 10,835	\$ 24,415
Capital Outlay		
Allocated Costs	\$ 17,546	
TOTAL EXPENDITURES	\$ 304,747	\$ 227,486
TOTAL BUDGET	\$ 304,747	\$ 227,486

Finance

Capital Project Administration

Service Level

Help prepare and monitor Five-Year Capital Improvement Plan Budget

Service Level Enhancement

Publish and post to the web site Five-Year Capital Improvement Plan by July 1, 2006

Performance Measure

Was the Five-Year Capital Improvement Plan published and posted to the web site by July 1, 2006?

Service Level Enhancement

Quarterly, beginning October 2006, post on the internet web site status reports on capital projects

Performance Measure

Number of quarterly status reports posted on the internet in 2006/07

Service Level Enhancement

Quarterly, beginning October 2006, present capital project status reports to the City Manager and City Council

Performance Measure

Number of quarterly status reports presented to the City Manager and City Council in 2006/07

Treasury Division

PROGRAM FINANCIAL SUMMARY		
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007
General Fund		\$ 596,242
TOTAL FUNDING		\$ 596,242

	Adopted Budget 2005/2006	Proposed Budget 2006/2007
EXPENDITURES		
Personnel Services		\$ 596,242
Contractual Services		
Other Operating Expenses		
Capital Outlay		
Allocated Costs		
TOTAL EXPENDITURES		\$ 596,242
TOTAL BUDGET		\$ 596,242

Finance

Treasury

Service Level

Manage the City's investments and seek financing for City capital and infrastructure needs

Service Level
Enhancement

Issue debt for the Civic Center Revitalization Project in the amount of \$78 million

Performance
Measure

Was debt in the amount of \$78 million issued for the City Center Revitalization Project?

Service Level

Ensure liquidity while maximizing revenue through investment opportunities

Service Level
Enhancement

Implement computerized cash management software to work in conjunction with the existing Investment and Debt Management applications to develop and maintain a seamless cash flow monitoring and forecasting system that will provide instant bank information retrieval, daily cash positioning, and automated cash reconciliations by September 2006

Performance
Measure

Was computerized cash management software implemented by September 2006?

Does the new software work in conjunction with existing software to help create a cash flow and monitoring system?

Finance

Treasury (Con't)

Service Level
Enhancement

Record all incoming and outgoing funds passing through the general cash account within two days

Performance
Measure

How many incoming and outgoing funds passed through the general cash account in 2006/07?

How many incoming and outgoing funds were recorded within two days?

Service Level
Enhancement

Annually, present Investment and Debt Policies to City Council, in conjunction with Annual Debt Capacity Analysis and Annual Investment Earnings Report, to demonstrate adherence to said policies

Performance
Measure

What stated policies, analysis, and reports were presented to City Council in 2006/07?

Service Level
Enhancement

Submit monthly investment reports to the City Council

Performance
Measure

How many monthly investment reports were submitted to City Council?

Program
Overview

Payroll Division

PROGRAM FINANCIAL SUMMARY		
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007
General Fund		\$ 189,590
TOTAL FUNDING		\$ 189,590

	Adopted Budget 2005/2006	Proposed Budget 2006/2007
EXPENDITURES		
Personnel Services		\$ 189,590
Contractual Services		
Other Operating Expenses		
Capital Outlay		
Allocated Costs		
TOTAL EXPENDITURES		\$ 189,590
TOTAL BUDGET		\$ 189,590

Finance

Payroll

Service Level

Ensure that City employees are paid correctly and timely

Service Level
Enhancement

Implement paperless time reporting by September 30, 2006

Performance
Measure

Was paperless time reporting implemented by September 30, 2006?

Service Level
Enhancement

Provide all payroll forms via intranet: W-4s, employee W-2s, timesheets, pay schedules, and all other necessary forms by when?

Performance
Measure

Are all payroll forms available via the intranet?

Service Level
Enhancement

Continue to submit all necessary State, Federal and local government reports within negotiated timeline

Performance
Measure

Were all government reporting requirements submitted within the negotiated timelines?

Grants Management

PROGRAM	FINANCIAL	SUMMARY
FUNDING SOURCE/S	Adopted Budget 2005/2006	Proposed Budget 2006/2007
General Fund		\$ 141,132
TOTAL FUNDING		\$ 141,132

	Adopted Budget 2005/2006	Proposed Budget 2006/2007
EXPENDITURES		
Personnel Services		\$ 141,132
Contractual Services		
Other Operating Expenses		
Capital Outlay		
Allocated Costs		
TOTAL EXPENDITURES		\$ 141,132
TOTAL BUDGET		\$ 141,132

Finance

Grants Management

Service Level

Assist with City-wide grant management to make sure obligations are met and revenues received

Service Level
Enhancement

Develop a grants management administrative policy from grant application through closeout by September 2006

Performance
Measure

Was a grants management administrative policy developed by September 2006?

Service Level
Enhancement

Compile a database of all Federal, State and other grants currently operated by the City, to include grant periods, financial and programmatic reporting deadlines by November 2006

Performance
Measure

Was a database of all government and other grants compiled by November 2006?

Number of grants currently operating in City

Number of grant recipients

Number of deadlines all grants required City to meet

Number of deadlines met

Service Level
Enhancement

Create electronic files of all City grant award documents that include all grant recipient submitted financial and programmatic reports by February 2007

Performance
Measure

Were electronic files of all City grant award documents created by February 2007?

Finance

Grants Management (Con't)

Service Level
Enhancement

Compile a database with electronic supporting documentation of all pass-through grants currently under contract by March 2007

Performance
Measure

Was a database with electronic supporting documentation of all pass-through grants compiled by March 2007?

Was a fiscal monitoring tool developed by March 2007?

Service Level
Enhancement

Work with the City Attorney's Office to develop a boiler-plate template for sub-grant agreements by June 2007

Performance
Measure

Was a boiler-plate template for sub-grant agreements developed by June 2007?

Service Level
Enhancement

Prepare a training manual and conduct training sessions to City staff--Grants 101--to include application, budgeting, record keeping, reporting, cost principles, cash flows, audit requirements, and monitoring by March 2007

Performance
Measure

Was a training manual prepared by March 2007?

Number of training sessions for City staff conducted

Number of training participants

Finance

Grants Management (Con't)

Service Level
Enhancement

Conduct internal compliance reviews of City grant programs

Performance
Measure

Number of City grant programs
Number of internal compliance reviews of City grant programs
conducted