

FINANCIAL ADMINISTRATION

Mission Statement

To effectively manage the fiscal and administrative affairs of the City in a legal, professional, ethical and responsible manner and to provide accurate, timely, practical and appropriate financial and operating information to all interested stakeholders.

Description of Operations

The Financial Administration Department manages many of the general day to day administrative functions of the City such as budgeting, investments, cash management, revenue collection, debt administration, purchasing, duplicating, mailroom, financial reporting, accounts payable, fixed assets and payroll. The department provides timely, practical and appropriate financial information and administrative analysis to City management in order to promote informed decisions regarding the efficient and effective use of the City's resources.

Department Expenditures by Cost Center

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
037611 ADMINISTRATION	762,239	672,129	407,737	0	407,737
037613 PURCHASING	218,262	269,612	435,778	0	435,778
037617 MAIL/COURIER SERVICE	142,317	170,455	164,693	0	164,693
037618 DUPLICATING SERVICES			139,076	0	139,076
037663 BUDGET	154,447	178,908	219,754	0	219,754
037664 TREASURY OPERATIONS	172,531		0	0	0
037666 FINANCIAL RECORDS/REPORTING	269,178	260,324	237,387	0	237,387
037667 ACCOUNTS PAYABLE	90,939	90,934	98,744	0	98,744
037669 PAYROLL	136,207	145,571	156,136	0	156,136
Totals	\$1,946,120	\$1,787,933	\$1,859,305	\$0	\$1,859,305

Department Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	1,595,546	1,705,752	1,711,343	0	1,711,343
Non Personal Expenditures	297,067	274,398	338,530	0	338,530
Capital Expenditures	53,507	26,050	18,700	0	18,700
Transfer Expenditures	0	-218,267	-209,268	0	-209,268
Totals	\$1,946,120	\$1,787,933	\$1,859,305	\$0	\$1,859,305

Personnel Summary

Actual Positions	22.12	20.00	0.00	20.00
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FINANCIAL ADMINISTRATION

Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
OTHER TAXES	9,750,101	9,964,750	9,889,900	0	9,889,900
LICENSES & PERMITS	5,578,298	6,095,500	5,765,630	0	5,765,630
INTERGOVERNMENTAL	6,074,747	6,313,000	6,167,850	0	6,167,850
CHARGES FOR SERVICES	6,448	5,800	3,000	0	3,000
OTHER MISCELLANEOUS REVENUES	6,088	750	30,000	0	30,000
INTRAGOVERNMENTAL SERVICES	4	0	149,996	0	149,996
Totals	\$21,415,686	\$22,379,800	\$22,006,376	\$0	\$22,006,376

FINANCIAL ADMINISTRATION ADMINISTRATION

Mission Statement

To provide policy direction, guidance and assistance to the operating programs within the Department of Financial Administration and to advise the City on administrative matters including the budget, purchasing and the financial condition of all City operations.

Description of Operations

The Administration Program provides administrative and financial policy direction, guidance and assistance to the operating programs in the Department of Financial Administration in addition to a wide variety of information to citizens, the City Commission, the City Manager, the City Auditor and Clerk, City departments and other governmental agencies. The Administration Program advises the City administration on the budget and financial condition of all City operations and provides strategy to guide the operational and financial operations of the City. Administration staff conduct special analyses and projects that ensure the administrative and financial integrity of the City by providing the highest standards in services through the development of sound planning, policies, practices and procedures. The result ensures a clear division of duties and necessary internal controls over the City's cash and investments, revenues, expenditures, purchasing, fixed assets, accounts receivable, accounts payable, accounting and payroll.

The office provides analysis, research and fiscal planning regarding the City's debt structure and enhancement of non-tax revenue sources. This includes the calculation and preparation of financial data for bond issues and the preparation of the annual continuing disclosure reports required by various bond covenants. The office also pursues enhanced methods of collecting and reporting financial data and investigates ways to provide meaningful information to citizens of the City, the City Commission, the City Manager, the City Auditor and Clerk and City staff. Revenue forecasting requires an accurate estimate of City taxable property values in order to estimate future revenues due from ad valorem taxes, special assessment districts and the Community Redevelopment Areas. Technological advances in information processing are employed to assist in the enhancement of revenue and in implementing operating efficiencies. The staff also prepare daily cash receipts for all monies received by the Department of Financial Administration and prepare, invoice and collect all billings of City owned lease properties, agreements and pre-annexation contracts. Additional activities include assisting in the preparation of the City's Comprehensive Annual Financial Report (CAFR).

The Administration Program provides managerial and administrative support to all of the operating programs in the Department of Financial Administration.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To accurately report the financial condition of the City, to establish and maintain prudent fiscal policies and practices and to exercise leadership among all Department of Financial Administration staff.

Task

To maintain and manage an effective computerized financial management system (FMS).

To maintain daily, monthly and annual financial reports on demand.

To provide accurate revenue and expenditure forecasts on a timely basis.

To monitor and accurately forecast financial trends.

To identify and pursue new and alternative sources of revenue.

To promote and encourage pursuit of annual GFOA certificates.

FINANCIAL ADMINISTRATION ADMINISTRATION

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Invoices billed and collected	Number	2,575	1,720	1,800	1,900
Continuing disclosure reports issued	Number	12	12	16	18
Special assessment district parcels	Number	346	79	79	79
Effectiveness Measure					
GFOA award - Budget	Yes/No	Yes	Yes	Yes	Yes
Budget/actual revenue forecast	Percent	109.0	102.4	100.0	100.0
G.O. Bond rating - Moody's	Rating	AA3	Aa3	Aa3	Aa3
G.O. Bond rating - Standard & Poor's	Rating	AA	AA	AA	AA
G.O. Bond rating - Fitch	Rating	AA	AA	AA	AA
GFOA award - Financial Reporting	Yes/No	Yes	Yes	Yes	Yes
Efficiency Measure					
City FTE per Finance Admin FTE	Number	193.1	176.6	200.8	200.8

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	619,844	605,878	377,609	0	377,609
Non Personal Expenditures	129,302	60,651	25,828	0	25,828
Capital Expenditures	13,093	5,600	4,300	0	4,300
Totals	\$762,239	\$672,129	\$407,737	\$0	\$407,737

Personnel Summary

Actual Positions	4.45	3.30	0.00	3.30
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Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
CHARGES FOR SERVICES	58	300	0	0	0
OTHER MISCELLANEOUS REVENUES	737	750	0	0	0
INTRAGOVERNMENTAL SERVICES	2	0	0	0	0
Totals	\$797	\$1,050	\$0	\$0	\$0

FINANCIAL ADMINISTRATION

PURCHASING

Mission Statement

To provide for fair and equitable treatment of all parties involved in purchasing activity by the City, to maximize the purchasing value of public funds and to provide safeguards for maintaining a procurement system of high quality and integrity.

Description of Operations

The Purchasing Program is responsible for the management of all procurement of goods and services obtained by the City, including construction and professional services. The program is also responsible for ensuring that the procurement methods utilized by the City provide for fair and equitable competition and comply with all Federal, State and local regulations. Major functions of the program include the review and approval of all purchase orders, the preparation of bid specifications, competitive sealed bidding, the development of Requests for Proposal (RFP), contract administration, development of E-procurement, and the disposal of obsolete and surplus material. The program implemented and manages a procurement card program for the purchase of goods and services for city agencies.

The program actively pursues environmentally preferable products and strives to achieve established green standards.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

Develop a cohesive partnership with the supplier community that focuses on a solid, stable and long term source of supply while increasing the effectiveness and efficiency of the Purchasing Program's performance.

Task

Review the cities' procurement processes and procedures to achieve further efficiencies.

Increase participation with Cooperative Purchasing bids to ensure best pricing for the City.

Enhance and update electronic capability for procurement opportunities and status reporting for internal and external users.

Enhance and update purchasing manual for internal customers.

Provide professional level training for procurement staff to increase effectiveness and maintain certifications.

To increase responsiveness to the needs of internal departments through strategic planning meetings.

Dispose of the City's surplus assets in the most effective manner.

Oversee and administer the City's leaseholds and contracts to ensure compliance with requirements.

Review all travel requests for compliance with City administrative regulations.

PRIORITY - Citizen Engagement

Strategy

Create a professional and respectful environment for vendors that do business with the City.

Task

Implement and administer uniform procedures in accordance with Federal, State, local and National Institute of Governmental Purchasing and Uniform Commercial Code regulations and standards.

Provide how-to business seminars for consultants, contractors, suppliers and vendors to simplify process.

Encourage minority business enterprise bidders to participate in City procurement opportunities.

Maintain an up-to-date web page with all procurement opportunities.

Promote the use of Demandstar and coordinate procedures for electronic bid notification and solicitation.

PRIORITY - Affordable Housing

Strategy

Assist the Community Housing Trust in their effort to expand affordable housing initiatives.

FINANCIAL ADMINISTRATION PURCHASING

Task

Review, monitor and update the City's listing of vacant properties to identify potential sites for affordable housing.

PRIORITY - Newtown

Strategy

Assist in the economic revitalization in Newtown.

Task

Review land foreclosure opportunities for purchase in the Newtown area.

Work with developers to initiate commercial opportunities that compliment the Newtown Master Plan.

Initiate effective strategies that involve real estate transactions including public private partnerships, land assemblages, requests for proposals and successful lease negotiations.

PRIORITY - Traffic/Transportation

Strategy

Alleviate traffic congestion in the downtown core area.

Task

Re-negotiate parking agreements for the Orange Avenue lots.

Review all parking agreements for marketability requirements.

Negotiate temporary parking for the Opera project and the City lot on East Avenue.

PRIORITY - Sustainability/Green Initiatives

Strategy

Promote "green" initiatives for a responsible City.

Task

Incorporate environmentally preferable purchasing measures and procedures into City purchasing policies.

Incorporate LEED-EB (Leadership in Energy and Environmental Design for Existing Buildings) guidelines in City bids and RFP specifications.

Purchase commodities and services that promote sustainability and energy efficiency.

Monitor and report on environmental status of contaminated City property and cooperate with the Florida Department of Environmental Protection (FDEP) to mitigate.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Purchase orders processed	Number	7,373	7,373	7,200	7,400
Consultant bids/RFP's	Number	31	31	31	32
Equip/supply bids	Number	23	23	23	24
Construction/service bids	Number	31	31	31	30
Contracts administered, incl piggy-backs	Number	120	120	120	123
P-Card transactions processed	Number	n/a	n/a	1,000	1,500
Travel requests processed	Number	1,000	1,000	500	500
Property leases managed	Number	63	63	64	66
Property appraisals conducted	Number	8	10	11	10
Effectiveness Measure					
Responses to bids/RFP's	Number	1,623	1,623	1,650	1,700
PO's processed w/in 48 hours	Percent	98%	98%	98%	98%

FINANCIAL ADMINISTRATION PURCHASING

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	182,447	237,267	387,584	0	387,584
Non Personal Expenditures	31,555	31,345	46,194	0	46,194
Capital Expenditures	4,260	1,000	2,000	0	2,000
Totals	\$218,262	\$269,612	\$435,778	\$0	\$435,778

Personnel Summary

Actual Positions	6.25	6.00	0.00	6.00
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Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
CHARGES FOR SERVICES	1,292	500	500	0	500
OTHER MISCELLANEOUS REVENUES	0	0	30,000	0	30,000
INTRAGOVERNMENTAL SERVICES	2	0	0	0	0
Totals	\$1,294	\$500	\$30,500	\$0	\$30,500

FINANCIAL ADMINISTRATION

MAIL/COURIER SERVICE

Mission Statement

To provide efficient postage, interagency mail and courier services to City departments.

Description of Operations

The Mail/Courier Program provides scheduled mail and courier service for all City departments and special deliveries on an as needed basis.

The central mail/postage service is located in City Hall where metering and stuffing machines are utilized to prepare mail to be transported to the U.S. Postal Service. Dropoffs and pickups from the U.S. Post Office are accomplished twice daily. Services provided include bulk mailing rates, postage metering, envelope stuffing, etc. Some of the repetitive mailings accomplished in the central mail room are:

- Van Wezel brochures mailed periodically
- Neighborhood fliers
- Community news letters
- Public service notices
- Occupational license renewals
- Zoning Changes notices
- Legal notices

An interagency mail/courier route is run throughout the City twice each day, at 7:00 a.m. and 11:00 a.m. Each run includes approximately 18 vehicle stops and includes walking drops/pickups in City Hall, the Annex and the Federal Building. Courier services are performed in conjunction with the two mail runs when convenient but are also available on an as-needed basis.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To provide cost effective, timely and courteous mail and courier service to all City agencies.

Task

Reduce postage cost through the City's contracted bulk mail service.

Collect and deliver mail to all City departments and the U.S. Post Office at least twice daily.

Provide courier service to City departments in the City Hall/Annex, the Federal Building and other City facilities.

Provide assistance to City departments for special mailings to the public, certified mail and bulk mailings through use of the folding machine, inserter machine and postage machine.

Utilize bulk mail carriers, where effective.

Periodically evaluate U.S. Post Office rate changes and resulting management of City resources.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Pieces of mail handled	Number	1,100,000	1,100,000	1,200,000	1,000,000
Effectiveness Measure					
Postage savings through Access Mail	Dollars	\$18,000	\$18,000	\$18,000	\$17,000
Special courier deliveries/month	Number	7	7	7	7
Number of departments receiving mail	Number	24	24	24	24

**FINANCIAL ADMINISTRATION
MAIL/COURIER SERVICE**

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	67,193	58,235	53,873	0	53,873
Non Personal Expenditures	75,124	112,220	110,820	0	110,820
Totals	\$142,317	\$170,455	\$164,693	\$0	\$164,693

Personnel Summary

Actual Positions	1.00	1.00	0.00	1.00
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FINANCIAL ADMINISTRATION

DUPLICATING SERVICES

Mission Statement

To provide City departments with in-house copy/print shop services which are reliable and convenient and deliver quality work in a timely manner.

Description of Operations

Duplicating Services is an agency of the Financial Administration Department and is located in City Hall. The agency currently provides 14 satellite copy machines in various departments throughout the City. Services include copier lease administration for all participating departments, which provides for the ordering and delivery of copy machines, management of invoices and reporting meter readings to vendors as needed. Additionally, consultation services concerning copier leases, prices and providing liaison services between vendor representatives and departments is provided to all City departments. The office reviews all lease terms prior to any City department ordering new machines in an effort to match each office with the least expensive equipment which will meet their needs.

Duplicating Services is a self sufficient activity not relying on the General Fund for its operating costs. Charge backs to departments are based on a pricing structure which is designed to result in less total cost to the departments than outsourcing would, and provide convenience. The Duplicating office utilizes the services of the Sarasota County Print Shop to provide some types of work at below retail rates which the City print shop is not equipped to handle.

The print shop is equipped with a Cannon model IR105 black and white copier/printer with capability to duplicate 105 pages per minute and is able to staple up to 100 pages with three hole punching while operating. The office also utilizes a Xerox model WC3545 color copier, which copies color at 35 pages per minute. Both machines are connected to the City computer network to allow printing from digital files. The office also can scan and digitally store black and white and color documents and create digital files for other City departments.

To contribute to environmental concerns, the paper used by the duplicating machines is 30% recycled content or better.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To provide high quality, efficient and cost effective duplicating services for the City of Sarasota.

Task

To encourage additional use of in-house duplicating services as an alternative to out-sourcing by continuing to offer quality work, lower prices and excellent customer service.

To meet the large scale duplicating needs of the City in a timely fashion.

To assist City departments in choosing wisely when leasing copy machines by helping the department consider all factors involved as well as assist in obtaining the best available equipment for their needs.

PRIORITY - Sustainability/Green Initiatives

Strategy

To promote current environmental goals regarding conservation of resources.

Task

Utilize recycled paper and recycled products whenever possible.

Increase the use of digital files to submit duplicating jobs and to assist customers in becoming familiar with using digital files.

Encourage City departments to reduce the use of personal printers and consolidate needs.

FINANCIAL ADMINISTRATION DUPLICATING SERVICES

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Black and white copies produced	Number	1,400,000	1,400,000	1,500,000	1,500,000
Color copies produced	Number	108,800	108,800	90,000	100,000
Copies produced on satellite copiers	Number	1,446,000	1,446,000	1,200,000	1,200,000

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	0	0	52,776	0	52,776
Non Personal Expenditures	0	0	86,300	0	86,300
Transfer Expenditures	0	0	0	0	0
Totals	\$0	\$0	\$139,076	\$0	\$139,076

Personnel Summary

Actual Positions	1.12	1.00	0.00	1.00
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Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
INTRAGOVERNMENTAL SERVICES	0	0	149,996	0	149,996
Totals	\$0	\$0	\$149,996	\$0	\$149,996

FINANCIAL ADMINISTRATION BUDGET

Mission Statement

To develop and manage an annual city budget process that accurately reflects the City's financial position, provides appropriate information to interested parties and supports sound financial decisions.

Description of Operations

The Budget Program manages the City's annual budget process through a variety of activities and functions that are consistent with established City policies and state statutes. The annual City budget is developed with significant input from the City Commission, the City Manager, the City Auditor and Clerk, the Finance Director, department directors and members of the budget staff. The Budget Program manages both the operating budget, which includes salaries, operating expenses and capital; and the Capital Improvement Plan (CIP), which includes significant multi-year capital expenditures of design, maintenance and construction projects.

A computerized budget system, managed and operated by the Finance Director and the Budget Manager, is utilized to collect, analyze, calculate and print the annual budget document. The annual budget instructions are developed and distributed and training is conducted to prepare City department staff to enter data into the windows based budget system. The annual budget calendar is established and maintained to ensure that the process is accomplished in a structured and timely manner. In addition, cost allocations are developed utilizing an automated cost allocation application.

Department budget requests are evaluated for consistency with submission requirements, reasonableness in light of financial and performance criteria and to ensure they are consistent with the City's budgeting philosophy. CIP requests are evaluated and prioritized in reference to revenue forecasts and community needs.

Finally, the budget package (operating and CIP) is presented to the City Manager and to the City Commission. Language and documentation for ordinances and resolutions is developed as necessary to establish appropriations, millage rates and supplemental budget issues.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To develop and manage an annual city budget process that accurately reflects the City's financial position, provides appropriate information to interested parties, supports sound financial decisions and meets budget standards as promoted by the Government Finance Officers Association (GFOA) and others.

Task

To refine the annual carryforward process to minimize carryforward levels.

To continue to include performance measures in City department budget requests in FY 2009.

To prepare the City's FY 2009 annual financial plan and submit to GFOA by October 31, 2008.

To estimate projected/actual expenditure variance within 2% in FY 2009.

To provide the proposed FY 2009 City operating budget on the City web site by July 31, 2008.

To provide the adopted FY 2009 City operating budget on the City web site by October 31, 2008.

FINANCIAL ADMINISTRATION BUDGET

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
GFOA mandatory categories met	Number	14	14	14	14
Effectiveness Measure					
City depts budgeted with perf measures	Number	32	33	33	33
City depts budgeted with perf measures	Percent	88.9%	89.2%	89.2%	89.2%
GFOA mandatory categories met	Percent	100%	100%	100%	100%
Efficiency Measure					
City FTE per budget program FTE	FTE	376.5	310.8	391.1	391.1

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	128,890	145,166	192,931	0	192,931
Non Personal Expenditures	22,557	27,542	23,923	0	23,923
Capital Expenditures	3,000	6,200	2,900	0	2,900
Totals	\$154,447	\$178,908	\$219,754	\$0	\$219,754

Personnel Summary

Actual Positions	1.90	1.90	0.00	1.90
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FINANCIAL ADMINISTRATION

TREASURY OPERATIONS

Mission Statement

To effectively manage the City's financial resources through the timely and accurate collection, deposit, monitoring, transferring and investment of City funds.

Description of Operations

The Treasury Operations Program manages the City's financial resources to ensure sufficient funds are available where and when they are required to pay the City's financial obligations including operating expenses, payroll and debt service. The program accomplishes this through consistent monitoring of the City's funding needs, receiving and depositing receipts in a timely manner and transferring funds among appropriate accounts to permit expenditures to be processed when necessary. Many administrative and banking activities are necessary to permit this process to proceed effectively. Electronic banking is utilized extensively to provide greater control and flexibility over the City's accounts including electronic transmission for Positive Pay (both payroll and accounts payable) as well as on-line processing of fund transfers for debt service and other recurring disbursements. In addition, it is utilized to wire funds and transmit data for deferred compensation, state mandated surcharge fees, sales and use taxes, payroll taxes and to third party administrators handling workers compensation and medical/dental insurance. The City also transmits payroll through the Automated Clearing House (ACH) process of the Federal Reserve System. Treasury functions also include managing the City's investment program, managing the City's electronic banking function, processing all fund transfers between City accounts, monitoring City debt service requirements and collecting and processing all daily deposits citywide.

The Treasury Operations Program also manages the City's investment portfolio. This activity is conducted within the strict guidelines promulgated by the City's investment policy as established by the Investment Committee, which consists of the City Manager, City Auditor and Clerk, Finance Director and the Cash and Investment Manager. This program must comply with the City's investment policy, which emphasizes safety and liquidity while maximizing the annual rate of return. The portfolio consists of U.S. Treasuries, U.S. Government agencies, Local Government Surplus Trust (LGST) Funds, Repurchase Agreements, Certificates of Deposit and approved money market accounts. With the exception of U.S. Treasuries, government agencies and LGST Funds, no portion may exceed 35% of the total portfolio. The Investment Committee reviews the portfolio performance at the conclusion of each quarter and issues an annual report.

The Treasury Operations Program also handles the filing of federally required arbitrage reports on the investments of all debt issues of the City. If the City earns more than allowed on its investments of a construction fund or debt service fund, the City must rebate excess earnings to the Federal Government every five years. The City's policy is to maximize earnings, and as a result, sometimes rebates are required.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To maximize investment yield while operating within investment guidelines and ensure there is sufficient funds to maintain operating and debt needs on a timely and effective basis.

Task

To maintain an overall annual investment yield equal to, or greater than, the benchmark yield for the operating portfolio as established in the investment policy.

To review and improve investment policies to ensure the safety of funds in the changing investment markets.

To collect and deposit all revenue in accordance with statutory provisions and within established time frames.

To file arbitrage reports annually and on a timely basis.

FINANCIAL ADMINISTRATION TREASURY OPERATIONS

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Investment reports issued	Number	5	5	5	5
Average funds invested ~ millions	Dollars	\$70.8	\$155.6	\$178.0	\$178.0
Cash reports processed	Number	617	868	884	900
Arbitrage reports filed	Number	2	0	7	6
Effectiveness Measure					
Annual rate of return	Percent	4.10%	4.71%	4.50%	5.00%
Annual rate of return vs. benchmark	Percent	101.3%	115.8%	110.0%	110.0%
Investment report issued following end of quarter ~ days	Number	43	65	31	31
Efficiency Measure					
City FTE per Finance Treasury FTE	Number	470.6	485.6	391.1	391.1

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	160,203	203,795	195,721	0	195,721
Non Personal Expenditures	11,864	14,472	13,547	0	13,547
Capital Expenditures	464	0	0	0	0
Transfer Expenditures	0	-218,267	-209,268	0	-209,268
Totals	\$172,531	\$0	\$0	\$0	\$0

Personnel Summary

Actual Positions	1.90	1.80	0.00	1.80
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FINANCIAL ADMINISTRATION

FINANCIAL RECORDS/REPORTING

Mission Statement

To process and report all financial transactions and provide timely and useful financial information and analyses to assist management in making informed economic decisions.

Description of Operations

The Financial Records/Reporting Program maintains the City's financial management information system in accordance with generally accepted accounting principles, federal and state reporting requirements and finance related legal and contractual provisions. This includes the recording of all financial transactions and activity, recording of journal entries and reconciliation of cash accounts. The program also prepares a variety of financial reports for management and external users. Typical reporting responsibilities involve the preparation of monthly financial status reports, the City's Comprehensive Annual Financial Report (CAFR), the annual financial report filed with the State Comptroller and other special reports.

The program is also responsible for maintaining the fixed asset management information system. This involves the costing, valuation and maintenance of property accounting records covering land, buildings, improvements and equipment. On an annual basis, a physical inventory and accountability of fixed assets is coordinated by the division.

All financial transactions are recorded and reported in accordance with generally accepted accounting principles, Governmental Accounting Standards Board (GASB) pronouncements and all applicable state and federally mandated standards.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To process, maintain, and report all financial transactions while minimizing transaction cost and maximizing internal controls and data integrity. Provide timely and useful financial information and analyses to assist management in making informed economic decisions.

Task

Receive unqualified opinion from an independent auditor within sixty-five days of the close of the fiscal year.

To secure Certificate of Achievement for the Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

To close the month-end general ledger by the fifth business day of the following month and to issue financial statements by the tenth business day of the following month.

To schedule periodic training opportunities for employees in the use of the City's financial management system (FMS).

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
General ledger training courses offered	Number	9	10	12	12
General ledger transactions processed	Number	374,797	383,979	384,000	385,000
Effectiveness Measure					
Unqualified opinion received	Yes/No	Yes	Yes	Yes	Yes
GFOA Achievement Award	Yes/No	Yes	Yes	Yes	Yes
Month closed by the fifth business day	Percent	83%	83%	83%	83%
Financials closed by the 10th business day	Percent	100%	100%	100%	100%

FINANCIAL ADMINISTRATION FINANCIAL RECORDS/REPORTING

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	232,010	239,094	216,157	0	216,157
Non Personal Expenditures	9,627	10,980	14,730	0	14,730
Capital Expenditures	27,541	10,250	6,500	0	6,500
Totals	\$269,178	\$260,324	\$237,387	\$0	\$237,387

Personnel Summary

Actual Positions	2.80	2.30	0.00	2.30
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Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
OTHER MISCELLANEOUS REVENUES	3	0	0	0	0
Totals	\$3	\$0	\$0	\$0	\$0

FINANCIAL ADMINISTRATION

ACCOUNTS PAYABLE

Mission Statement

To create an efficient, cost effective payment system that is committed to continuous process improvement and customer-focused assistance in accordance with federal, state and City regulations.

Description of Operations

The Accounts Payable Program involves the payment to contractors and other vendors accurately, with all required supporting documentation and authorizations, in a timely and consistent manner, which is in accordance with City policy and procedures. This includes ensuring that planned and actual expenditures do not exceed budgeted expenditures.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To process payments to vendors in accordance with City policies and procedures and to be a reliable quality customer to vendors by ensuring payments are issued 30 days from the invoice date. Schedule periodic training opportunities for employees in the use of the City's financial management system (FMS).

Task

Review information on vendor invoices for adequate documentation and perform funds availability verification for invoices processed for compliance with adopted budget.

Provide training to City personnel on policies and procedures to avoid unnecessary payment delays.

Provide City departments with the ability to obtain accounts payable information from the financial management system (FMS).

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Invoices processed	Number	38,757	38,197	38,000	38,000
Payment checks issued	Number	20,581	19,475	15,000	12,500
Accts payable training courses offered	Number	7	8	10	10
Effectiveness Measure					
Invoices paid within 30 days	Percent	99%	99%	99%	99%
Efficiency Measure					
Invoices processed per FTE	Number	35,234	34,725	34,545	34,545

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	80,908	83,657	91,467	0	91,467
Non Personal Expenditures	7,147	5,777	5,777	0	5,777
Capital Expenditures	2,884	1,500	1,500	0	1,500
Totals	\$90,939	\$90,934	\$98,744	\$0	\$98,744

Personnel Summary

Actual Positions	1.10	1.10	0.00	1.10
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FINANCIAL ADMINISTRATION

ACCOUNTS PAYABLE

Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
CHARGES FOR SERVICES	42	0	0	0	0
Totals	\$42	\$0	\$0	\$0	\$0

FINANCIAL ADMINISTRATION

PAYROLL

Mission Statement

To timely and accurately compensate employees in accordance with City policies and federal, state and local laws, the processing of mandatory and voluntary payroll deductions and taxes and to provide meaningful and accurate reports and responses to inquires relative to payroll data.

Description of Operations

The Payroll Program is responsible for processing the City's weekly payroll for approximately 800 employees accurately and in accordance with legal requirements. This involves the input and calculation of the weekly payroll; printing of payroll checks and direct deposit statements and associated reports; archive of weekly reports on compact disks to eliminate the storage of paper-generated reports; preparation of payroll deposits and deductions for electronic fund transfers to financial institutions and the maintenance of employee records for elective deductions, IRS tax levies and child support garnishments to respective county and state agencies.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To process the weekly payroll accurately for distribution to employees and streamline the payroll function for maximum efficiency while providing pertinent and useful payroll data to departments and employees.

Task

Actively encourage employee participation in the City's payroll direct deposit program by distributing brochures from area banks and credit unions to increase awareness of the convenience of direct deposit.

Provide training to departmental payroll preparers for maximum benefit from use of automated systems and processing efficiency.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Employees paid	Number	799	820	792	790
Effectiveness Measure					
Participation in direct deposit program	Percent	88%	91%	92%	92%
Efficiency Measure					
City employees paid per Payroll FTE	Number	499	513	495	494

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personal Expenditures	124,051	132,660	143,225	0	143,225
Non Personal Expenditures	9,891	11,411	11,411	0	11,411
Capital Expenditures	2,265	1,500	1,500	0	1,500
Totals	\$136,207	\$145,571	\$156,136	\$0	\$156,136

Personnel Summary

Actual Positions	1.60	1.60	0.00	1.60
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FINANCIAL ADMINISTRATION PAYROLL

Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
CHARGES FOR SERVICES	5,056	5,000	2,500	0	2,500
Totals	\$5,056	\$5,000	\$2,500	\$0	\$2,500