

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, 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 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
037611 Administration	407,532	387,011	403,162	0	403,162
037613 Purchasing	542,316	489,042	545,111	0	545,111
037618 Duplicating Services	129,641	136,881	0	0	0
037663 Budget	206,429	214,305	226,246	0	226,246
037664 Treasury Operations	2,161		0	0	0
037666 Financial Records and Reporting	232,760	228,801	231,100	0	231,100
037667 Accounts Payable	108,854	91,267	93,358	0	93,358
037669 Payroll	179,655	151,918	153,515	0	153,515
Totals	\$1,809,348	\$1,699,225	\$1,652,492	\$0	\$1,652,492

Department Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	1,431,296	1,404,540	1,430,964	0	1,430,964
Operating Expenditures	306,440	288,585	213,503	0	213,503
Capital Expenditures	71,612	6,100	8,025	0	8,025
Totals	\$1,809,348	\$1,699,225	\$1,652,492	\$0	\$1,652,492

Personnel Summary

Actual Positions	19.00	17.50	0.00	17.50
------------------	-------	-------	------	-------

Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Other Taxes	9,644,962	9,785,720	9,709,108	0	9,709,108
Licenses & Permits	5,319,627	5,591,950	5,118,000	0	5,118,000
Intergovernmental	4,884,650	4,677,953	4,742,558	0	4,742,558
Charges for Services	6,754	2,400	3,400	0	3,400
Other Miscellaneous Revenues	17,875	15,000	15,000	0	15,000
Intragovernmental Services	109,416	120,000	0	0	0
Totals	\$19,983,284	\$20,193,023	\$19,588,066	\$0	\$19,588,066

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 - ECONOMIC DEVELOPMENT AND RECOVERY

Strategy

To support new growth, sustain existing enterprises, and prepare the City for economic recovery.

Objective

- Assist in providing the Commission with a Staff analysis of different options for successful development of the retail space component of the Palm Avenue mixed use project.
- Assist in exploring the possibility of preparing a referendum with Sarasota County allowing for an acceptable level of Ad Valorem Tax Exemption for new and expanding businesses that meet an established set of criteria.

PRIORITY - TRANSPORTATION AND MOBILITY

Strategy

To improve all modes of City wide mobility, including pedestrian, bicycle, vehicular and shared public transit.

Objective

- Provide support in a review of alternative transportation fee structures to replace or refine current transportation impact fees as part of the scope of the Citywide Mobility Plan.

Financial Administration Administration

PRIORITY - BUDGET AND FINANCE

Strategy

To balance the City's budget with consideration given to citizen satisfaction, City adopted priorities and organizational health.

Objective

- Assist in determining the most effective organizational structure for the Van Wezel. All forms of organizational structure will be evaluated, including a separate 501c(3), merging with the Van Wezel Foundation, a county wide entertainment authority, private/public partnership, private management or status quo.
- Support the consideration of the adoption of an expansive 'Rate Philosophy' that provides comprehensive direction for departmental efforts to balance budgets with regards to charging for 'personal services', increasing user fees, etc.
- Support the review of the Florida Power and Light franchise agreement to maximize revenues and identify opportunities for strategic revisions.
- Provide assistance in revising compensation and benefit structures to emphasize current compensation rather than benefits and deferred compensation. Support the design and implementation of a competitive, sustainable compensation plan which reduces long term compensation liabilities. Assist in addressing OPEB and Pensions through a series of Commission workshops.

PRIORITY - ENVIRONMENTAL SUSTAINABILITY

Strategy

To improve the Community understanding and implementation of sustainability measures be they natural, social or economic resources.

Objective

- Provide support in exploring the possibility of partnering with FPL and/or County on a high-visibility renewable energy project.

PRIORITY - OPERATIONAL FOCUS

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.

Objective

- 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 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Invoices billed and collected	Number	1,600	1,420	1,375	1,375
Continuing disclosure reports issued	Number	12	11	11	12
Special assessment district parcels	Number	79	79	79	79
Effectiveness Measure					
GFOA Budget award ~ consecutive yrs	Number	18	19	20	21
Budget/actual revenue forecast	Percent	96.5%	96.7%	98.0%	98.0%
G.O. Bond rating - Moody's	Rating	Aa3	Aa3	Aa3	Aa3
G.O. Bond rating - Standard & Poor's	Rating	n/r	n/r	n/r	n/r
G.O. Bond rating - Fitch	Rating	AA	AA	AA	AA
GFOA Financial Reporting award~consecutive yrs	Number	28	29	30	31

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	306,107	365,942	373,779	0	373,779
Operating Expenditures	79,116	19,269	26,958	0	26,958
Capital Expenditures	22,309	1,800	2,425	0	2,425
Totals	\$407,532	\$387,011	\$403,162	\$0	\$403,162

Personnel Summary

Actual Positions	3.30	3.30	0.00	3.30
------------------	------	------	------	------

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, oversight of all City owned real estate, 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.

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 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 newsletters
- Public service notices
- Occupational license renewals
- Zoning Changes notices
- Legal notices

Inter-office mail will be sorted and placed into departmental mail boxes on a daily basis.

CITYWIDE PRIORITIES

PRIORITY - ECONOMIC DEVELOPMENT AND RECOVERY

Strategy

To support new growth, sustain existing enterprises, and prepare the City for economic recovery.

Objective

- Issue an RFP for the sale of the City's remaining Palm Avenue parcel. Sale might be subject to the condition that buyer builds a mid to high-end market hotel.

PRIORITY - OPERATIONAL FOCUS

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.

Financial Administration

Purchasing

Objective

- 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 - OPERATIONAL FOCUS

Strategy

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

Objective

- 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 - OPERATIONAL FOCUS

Strategy

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

Objective

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

PRIORITY - OPERATIONAL FOCUS

Strategy

Assist in the economic revitalization in Newtown.

Objective

- 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 - OPERATIONAL FOCUS

Strategy

Alleviate traffic congestion in the downtown core area.

Objective

- Work with Parking Division on purchasing parking meters and pay stations.
- Assist Planning and Parking Division with parking garages.

Financial Administration

Purchasing

PRIORITY - OPERATIONAL FOCUS

Strategy

Provide opportunities for local vendors to do business with the City.

Objective

- Track progress of the local preference ordinance.
- Encourage businesses to establish offices in the City limits.

PRIORITY - OPERATIONAL FOCUS

Strategy

Promote "green" initiatives for a responsible City.

Objective

- 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 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Purchase orders processed	Number	5,396	4,738	4,500	4,600
Invitation to Bids/Request for Quotes	Number	14	46	45	48
Request for Proposals	Number	10	28	30	31
Contracts administered, incl piggy-backs	Number	129	230	230	235
P-Card transactions processed	Number	800	950	1,500	2,000
Travel requests processed	Number	800	676	700	750
Property leases managed	Number	63	53	60	60
Property appraisals conducted	Number	7	6	8	8
Effectiveness Measure					
PO's processed w/in 48 hours	Percent	97%	97%	97%	97%

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	435,712	365,228	417,924	0	417,924
Operating Expenditures	93,357	121,814	125,187	0	125,187
Capital Expenditures	13,247	2,000	2,000	0	2,000
Totals	\$542,316	\$489,042	\$545,111	\$0	\$545,111

Personnel Summary

Actual Positions	6.00	5.50	0.00	5.50
------------------	------	------	------	------

Financial Administration

Purchasing

Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Charges for Services	1,826	500	1,500	0	1,500
Other Miscellaneous Revenues	14,939	15,000	15,000	0	15,000
Totals	\$16,765	\$15,500	\$16,500	\$0	\$16,500

Financial Administration

Duplicating Services

Description of Operations

This cost center has been transferred to the Office of the City Auditor and Clerk.

CITYWIDE PRIORITIES

PRIORITY - OPERATIONAL FOCUS

Strategy

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

Objective

- 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 - OPERATIONAL FOCUS

Strategy

To promote current environmental goals regarding conservation of resources.

Objective

- 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.

PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Black and white copies produced	Number	1,024,168	616,000	610,000	n/a
Color copies produced	Number	53,190	53,100	53,000	n/a
Copies produced on satellite copiers	Number	1,131,743	1,093,000	500,000	n/a

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	52,047	50,581	0	0	0
Operating Expenditures	76,944	86,300	0	0	0
Capital Expenditures	650	0	0	0	0
Totals	\$129,641	\$136,881	\$0	\$0	\$0

Personnel Summary

Actual Positions	1.00	0.00	0.00	0.00
------------------	------	------	------	------

Financial Administration Duplicating Services

Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Intragovernmental Services	109,416	120,000	0	0	0
Totals	\$109,416	\$120,000	\$0	\$0	\$0

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 the operating budget, which includes salaries, operating expenses and capital. The Capital Improvement Plan (CIP), which includes significant multi-year capital expenditures of design, maintenance and construction projects, is reviewed for consistency with the Operating Budget.

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. The CIP is evaluated 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 resolutions is developed as necessary to establish appropriations, millage rates and supplemental budget issues.

CITYWIDE PRIORITIES

PRIORITY - BUDGET AND FINANCE

Strategy

To balance the City's budget with consideration given to citizen satisfaction, City adopted priorities and organizational health.

Objective

- Determine feasibility of developing and presenting to the City Commission a number of service matrix decision packages which target service outcomes and their costs.

PRIORITY - OPERATIONAL FOCUS

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.

Financial Administration Budget

Objective

- To refine the annual carryforward process to minimize carryforward levels.
- To continue to include performance measures in City department budget requests in FY 2011.
- To prepare the City's FY 2011 annual financial plan and submit to GFOA by October 31, 2010.
- To estimate projected/actual expenditure variance within 2% in FY 2011.
- To provide the proposed FY 2011 City operating budget on the City web site by July 31, 2010.
- To provide the adopted FY 2011 City operating budget on the City web site by October 31, 2010.

PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
Effectiveness Measure					
GFOA mandatory categories met	Number	14	14	14	14
City depts budgeted with perf measures	Number	34	31	31	30
City depts budgeted with perf measures	Percent	82.4%	87.1%	87.1%	86.7%
GFOA mandatory categories met	Percent	100%	100%	100%	100%

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	173,078	189,297	199,782	0	199,782
Operating Expenditures	18,351	24,458	25,464	0	25,464
Capital Expenditures	15,000	550	1,000	0	1,000
Totals	\$206,429	\$214,305	\$226,246	\$0	\$226,246

Personnel Summary

Actual Positions	1.90	1.90	0.00	1.90
------------------	------	------	------	------

Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Charges for Services	48	0	0	0	0
Totals	\$48	\$0	\$0	\$0	\$0

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 - OPERATIONAL FOCUS

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.

Objective

- 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 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Investment reports issued	Number	5	5	5	5
Average funds invested ~ millions	Dollars	\$201.4	\$232.5	\$231.0	\$231.0
Cash reports processed	Number	912	895	645	640
Arbitrage reports filed	Number	4	2	4	2
Effectiveness Measure					
Annual rate of return	Percent	3.46%	2.18%	2.5%	3.0%
Annual rate of return vs. benchmark	Percent	113.8%	1,468.0%	110.0%	105.0%
Investment report issued following end of quarter ~ days	Number	47	59	45	45

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	165,726	189,198	192,552	0	192,552
Operating Expenditures	10,596	14,597	14,208	0	14,208
Capital Expenditures	0	0	0	0	0
Transfer Expenditures	-174,161	-203,795	-206,760	0	-206,760
Totals	\$2,161	\$0	\$0	\$0	\$0

Personnel Summary

Actual Positions	1.80	1.80	0.00	1.80
------------------	------	------	------	------

Financial Administration

Financial Records and 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 Chief Financial Officer 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 - OPERATIONAL FOCUS

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.

Objective

- 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 2008	FY 2009	FY 2010	FY 2011
Output Measure					
General ledger transactions processed	Number	421,809	421,809	359,775	400,000
Effectiveness Measure					
Unqualified opinion received	Yes/No	Yes	Yes	Yes	Yes
GFOA Financial Reporting award~consecutive yrs	Number	28	28	29	30
Month closed by the fifth business day	Percent	83%	83%	75%	83%
Financials closed by the 10th business day	Percent	100%	100%	92%	100%

Financial Administration Financial Records and Reporting

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	222,772	209,531	211,830	0	211,830
Operating Expenditures	6,726	18,620	17,770	0	17,770
Capital Expenditures	3,262	650	1,500	0	1,500
Totals	\$232,760	\$228,801	\$231,100	\$0	\$231,100

Personnel Summary

Actual Positions	2.30	2.30	0.00	2.30
------------------	------	------	------	------

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 - OPERATIONAL FOCUS

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).

Objective

- 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 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Invoices processed	Number	30,862	30,571	31,000	31,000
Payment checks issued	Number	15,476	12,673	11,500	11,500
ACH payments processed	Number	195	1,610	3,000	4,000
Effectiveness Measure					
Invoices paid within 30 days	Percent	99%	99%	99%	99%
Efficiency Measure					
Invoices processed per FTE	Number	28,056	27,792	28,182	28,000

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	90,885	84,452	86,543	0	86,543
Operating Expenditures	5,257	6,265	6,265	0	6,265
Capital Expenditures	12,712	550	550	0	550
Totals	\$108,854	\$91,267	\$93,358	\$0	\$93,358

Personnel Summary

Actual Positions	1.10	1.10	0.00	1.10
------------------	------	------	------	------

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 bi-weekly payroll for approximately 725 employees accurately and in accordance with legal requirements. This involves the review and calculation of the bi-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 - OPERATIONAL FOCUS

Strategy

To process the bi-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.

Objective

- 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 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Employees paid	Number	765	725	725	725
Effectiveness Measure					
Participation in direct deposit program	Percent	92%	92%	92%	93%
Efficiency Measure					
City employees paid per Payroll FTE	Number	479	453	453	450

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	148,534	139,509	141,106	0	141,106
Operating Expenditures	26,689	11,859	11,859	0	11,859
Capital Expenditures	4,432	550	550	0	550
Totals	\$179,655	\$151,918	\$153,515	\$0	\$153,515

Personnel Summary

Actual Positions	1.60	1.60	0.00	1.60
------------------	------	------	------	------

Financial Administration

Payroll

Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Charges for Services	2,536	1,900	1,900	0	1,900
Totals	\$2,536	\$1,900	\$1,900	\$0	\$1,900