

# *FINANCIAL MANAGEMENT*

*The mission of the Long Beach Financial Management Department is to manage and protect the City's financial assets while providing excellent service to the City's residents, operating departments and businesses.*

## Service Delivery Environment

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This budget chapter reflects key elements of the Financial Management Department's Full Strategic Business Plan, which was developed as part of Focus On Results (FOR) Long Beach, the City's commitment to performance management.

As part of this full strategic planning process, the Department identified, with input from community stakeholders and employees, significant issues to be confronted over the next two to five-years. Strategic objectives have also been developed as part of this effort to help guide the Department in addressing these issues. The Department of Financial Management also developed its program structure and a full family of program performance measures, including outcome, efficiency, demand and output measures. The program structure and performance measures serve as the basis for the City's performance-based program budget and will add clarity to the City's budget by aligning department program information (purpose statement and listing of services), budget allocations and performance information, all at the program level.

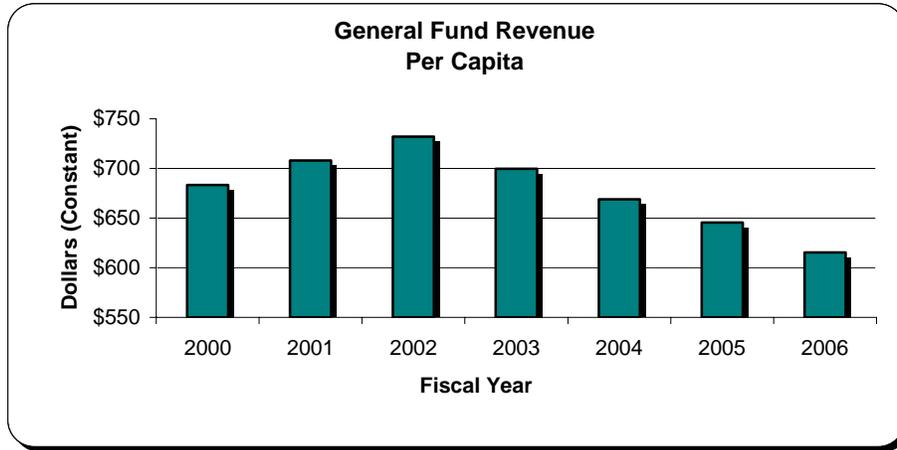
Please note that while the Department of Financial Management has completed the full plan, a number of the key performance measures are new to the Department and will take time to fully develop and collect the performance information. Therefore, some performance measures are presented at this time without the corresponding performance information. As the Department is able to work toward full implementation, existing measures may be changed and/or new ones may be added.

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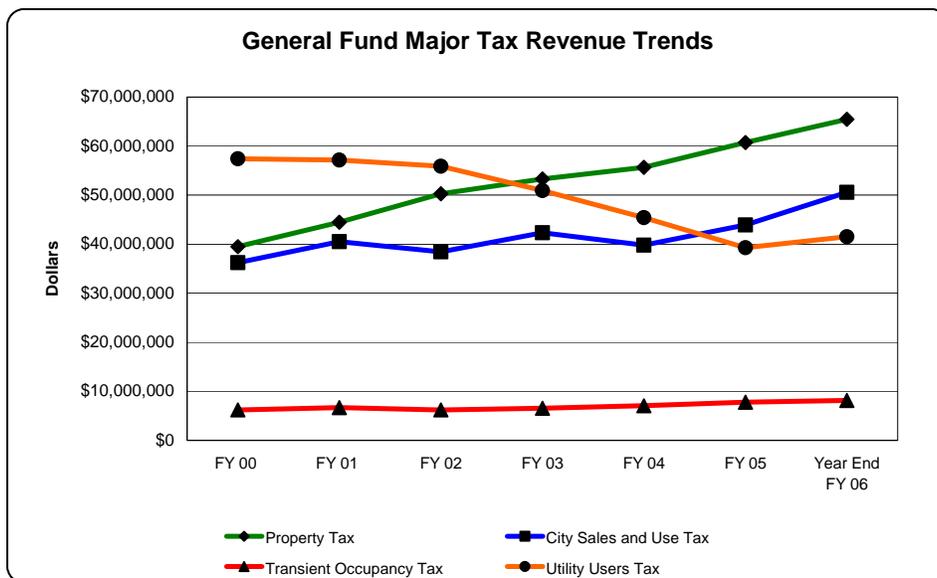
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## Service Delivery Environment

The impacts of Proposition 13, which capped property tax growth at 2 percent annually plus assessment adjustments to market value upon sale, the loss of half of the City's Utility Users Tax, and other recent economic performance such as the after-effects of the September 11, 2001 attacks on the City's convention business, have created an environment in which tax revenue and other resources to support General Fund services have been difficult to project and generally have not kept pace with the rate of population growth and inflation. Since 2000, Long Beach has experienced a 6.2 percent increase in population and, after adjusting for inflation, per capita revenue has decreased nearly 10 percent.

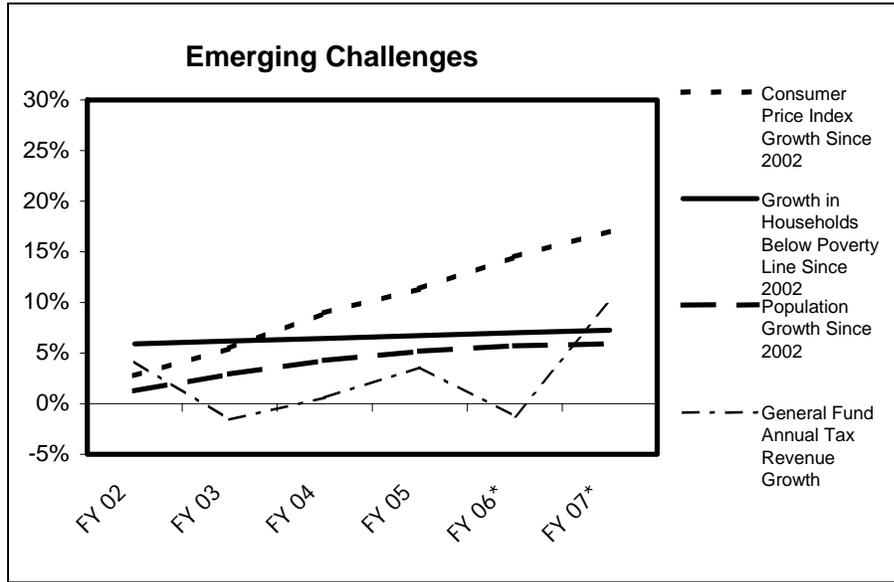


Over the past several years, the largest contributing factor to this real-dollar decline is the loss of revenue from the Utilities Users Tax (UUT). In 2000, voters reduced the UUT from 10 percent to 5 percent over a 5-year period. The chart below breaks out four of the City's top General Fund revenue sources: Property Tax, UUT, Sales Tax and Transient Occupancy Tax (TOT) and illustrates that revenue received from the UUT is now less than the revenue received from Property Tax. An analysis of tax revenue without the UUT indicates a growing tax base since FY 00. The final reduction in the UUT occurred in FY 05; therefore, projected tax revenue has begun to stabilize and increase slightly.



## Service Delivery Environment

Other persistent and emerging service delivery challenges include the increasing population density in particular areas of the City and rising levels of poverty throughout the community. Almost one in every four individuals in Long Beach lives at or below the poverty line, underscoring the critical need for investments in neighborhoods, infrastructure, education and better paying jobs.



\* Estimated

## Significant Issues

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- Due to the current fiscal and legal constraints, and changing operational requirements, the Department has difficulty recruiting, training and retaining a skilled workforce (average vacancy rate is 15%), which negatively impacts its ability to meet increasingly sophisticated customer expectations and to protect the City's assets.
- Reliance on 20-year-old mainframe financial systems limits the availability of quality financial reports demanded by the City Manager's Office, Mayor, City Council, City Departments and the community within timeframes necessary for them to make informed decisions.
- Outdated technology and non-integrated systems impact the Department's ability to efficiently and effectively process, analyze and report critical information to meet customer expectations and legal mandates.
- Pressure to provide unfunded services, combined with competing citywide priorities and practices, will continue to put core community services and long-term fiscal sustainability at risk by overextending finite resources.
- With full implementation of FOR Long Beach, the organization must effectively integrate, manage and report financial and performance information for elected officials, City management, City staff and the community needed to promote accountability and ensure government services are aligned with community priorities.
- Advances in customer service business practices have created the expectation that the Department will provide multiple modes of access (24 hour/7 day, internet-based, self-service, etc.) and immediate information (business license information, utility bill information, business resources and procurement, etc.).
- The Department continues to support City departments with improved revenue monitoring and collection processes and establish consistent cost accounting in support of fee/rate setting methodologies. The Department shall provide the financial expertise and training to ensure City departments have adequate financial controls to protect City assets.

## Strategic Objectives

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- Through technological improvements and outreach, utility customers will be able to initiate services, establish or terminate services, complete service requests, and pay bills on-line, by phone, or through the use of kiosks, as measured by:
  - By FY 2007, 40% of all customer service transactions are handled through self-service options; and,
  - By FY 2010, 50% of all customer service transactions are handled through self-service options.
- By FY 2008, at least 96% of utility customer survey respondents will report satisfaction with the Department's billing and payment services.

**Focus Area: Utilities; Youth: No**

- By FY 2008, the Department will upgrade business license systems so:
  - 95% of all business licenses and permits will be issued/renewed within 48 hours of application.
  - 40% of customers will apply for and receive new or renewed business licenses and permits through self-service options. (The system for accomplishing this is not yet built and this measure/target will be determined after system completion.)
- By FY 2007, the business licensee application process satisfaction rate will be at least 95%.

**Focus Area: Business and Economic Assistance; Youth: No**

- Beginning with the Proposed FY 2007 General Fund Budget, the structural deficit will be eliminated (as measured by the percentage of recurring expenses supported by recurring revenue).

**Focus Area: Leadership, Management and Support; Youth: No**

- Through the citywide implementation and integration of FOR Long Beach, the department will promote accountability and ensure government services are aligned with community priorities, such that:
  - By the beginning of FY 2008, 70% of departments will be using performance management to deliver services.

**Focus Area: Leadership, Management and Support; Youth: No**

- By FY 2007, 100% of job classifications, by division, will have a training plan in place.
- By FY 2008, 100% of employees will have individualized training plans integrated into their performance evaluations, and will receive training according to these plans and annual performance evaluations.
- By the end of FY 2008, ensure that 100% of Department position recommendations will be in alignment with the completed salary survey (one-third each year).

**Focus Area: Leadership, Management and Support; Youth: No**

- By FY 2007, 15% of eligible local businesses will be registered to receive bid notifications from the City.
- By FY 2008, 20% of registered local businesses will participate in a bid response.

**Focus Area: Business and Economic Assistance; Youth: No**

## Strategic Objectives

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- By FY 2007, the Department will develop an annual survey of departments to identify their specific needs and create a formal plan to align services to those needs. This objective will address training to departments as well as increasing Financial Management's role as "consultant."  
**Focus Area: Leadership, Management and Support; Youth: No**

## Summary by Line of Business and Fund

### FY 07 Budget by Line of Business

Line of Business	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
<b>Fiscal Planning and Oversight</b>					
Expenditures	5,884,338	6,994,145	6,654,287	95%	7,377,565
Revenues	2,418,509	2,664,886	2,791,189	105%	2,343,534
FTEs	54.80	54.00	54.00	100%	59.00
<b>Financial Services</b>					
Expenditures	11,631,150	11,926,062	12,025,025	101%	12,356,553
Revenues	22,813,084	19,680,488	19,800,093	101%	20,528,174
FTEs	92.86	92.46	92.46	100%	93.46
<b>Administration</b>					
Expenditures	11,305	5,761	170,464	2959%	-
Revenues	20	15	-	0%	-
FTEs	7.00	7.00	7.00	100%	7.00
<b>Department TOTAL</b>					
<b>TOTAL Expenditures</b>	<b>17,526,793</b>	<b>18,925,968</b>	<b>18,849,776</b>	<b>100%</b>	<b>19,734,118</b>
<b>TOTAL Revenues</b>	<b>25,231,614</b>	<b>22,345,389</b>	<b>22,591,281</b>	<b>101%</b>	<b>22,871,708</b>
<b>TOTAL FTEs</b>	<b>154.66</b>	<b>153.46</b>	<b>153.46</b>	<b>100%</b>	<b>159.46</b>

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level.

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

### FY 07 Budget by Fund

Fund	Expenditures	Revenues	Net Fund Support
General	8,854,081	17,480,953	(8,626,872)
Internal Service	2,172,952	461,080	1,711,872
Redevelopment Agency	369,470	-	369,470
Special Revenue	455,513	-	455,513
Tidelands	246,166	-	246,166
Gas	7,635,937	4,929,675	2,706,262
<b>Total</b>	<b>19,734,118</b>	<b>22,871,708</b>	<b>(3,137,590)</b>

## Fiscal Planning and Oversight Line of Business

Program	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
<b>Performance Management and Budget</b>					
Expenditures	920,456	949,880	1,070,679	113%	1,138,166
Revenues	-	-	-	-	-
FTEs	8.00	8.00	8.00	138%	11.00
<b>Accounting</b>					
Expenditures	3,469,700	4,073,888	3,697,782	91%	4,563,808
Revenues	610,621	652,100	686,983	0%	652,100
FTEs	36.00	36.00	36.00	106%	38.00
<b>Treasury</b>					
Expenditures	1,195,010	1,515,736	1,553,529	102%	1,183,445
Revenues	1,461,945	1,551,706	1,643,294	0%	1,230,354
FTEs	8.80	8.00	8.00	100%	8.00
<b>Financial Systems</b>					
Expenditures	299,171	454,642	332,297	73%	492,145
Revenues	345,944	461,080	460,912	0%	461,080
FTEs	2.00	2.00	2.00	100%	2.00
<b>Line of Business TOTALS</b>					
<b>TOTAL Expenditures</b>	<b>5,884,338</b>	<b>6,994,145</b>	<b>6,654,287</b>	<b>95%</b>	<b>7,377,565</b>
<b>TOTAL Revenues</b>	<b>2,418,509</b>	<b>2,664,886</b>	<b>2,791,189</b>	<b>105%</b>	<b>2,343,534</b>
<b>TOTAL FTEs</b>	<b>54.80</b>	<b>54.00</b>	<b>54.00</b>	<b>100%</b>	<b>59.00</b>

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level.

\* Unaudited

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**Purpose Statement:** To provide performance management, budget, accounting, treasury, and financial systems services to the community, Mayor, City Council, and City departments so they have information, tools and resources necessary to safely and effectively manage the City's financial assets and operations.

### **FY 06 Key Accomplishments:**

- Received the California Society of Municipal Finance Officers (CSMFO) Certificate of Award for Outstanding Financial Reporting.
- Developed City's first-ever Performance-Based Program Budget.
- Developed the first Police Department Cost Allocation Plan to bill internal and external users of Public Safety services for the actual fees of services rendered by the Police Department.
- Implemented the Governmental Accounting Standards Board (GASB) 40 requirement, providing greater detail regarding the City's investment portfolio and holdings in its annual financial statements.
- Instituted the Airport's Commercial Paper Financing Program of \$15 million.
- Instituted the Gas Utility Commercial Paper Financing Program of \$35 million.
- Issued the 2005 Limited Obligation Revenue Bond Refunding (District No. 90-3), saving \$3 million.
- Issued the Temple and Willow Facility Bond Refunding, saving \$0.3 million.
- Completed City's first-ever Comprehensive Fee Study.

## Performance Management and Budget Program

**Focus Area:** Leadership, Management and Support    **Line of Business:** Fiscal Planning and Oversight

**Program Purpose Statement:** To provide performance planning, budgeting, reporting and management oversight, coordination and support services to the community, City Manager, Mayor, City Council, and City departments so they can make better informed results-oriented decisions, which create a balanced budget, while providing for effective services that are in alignment with community priorities.

**Key Services Provided:** Proposed and Adopted Budgets; Financial Strategic Plan; City Council/Budget Oversight Committee Support; Budgetary Liaison to Departments; Monthly, Quarterly and Annual Budget Performance Reports; Monitoring Adherence to City Council Financial Policies; Strategic Business Plans; Community Priority Assessments; BeachView Trainings on Performance Measure Definition, Collection and Reporting; FOR Long Beach Program Consultations, and Trainings; Performance Reviews and Performance-based Budget Assessments; Community Outreach and Communications

**FY 07 Funding Sources:** General Fund 79% and Employee Benefits Fund 21%

Performance Management and Budget	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	920,456	949,880	1,070,679	113%	1,138,166
Revenues	-	-	-	-	-
FTEs	8.00	8.00	8.00	138%	11.00

\* Unaudited

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Key Performance Measures	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
% of General Fund Recurring Expenses Supported by Recurring Revenue (Balanced Budget)	(a)	98%	(a)	(a)	100%
Number of Budget Presentations Made	(a)	40	53	133%	40
# of City Council/BOC Requests Responded To	26	9	38	422%	30
Cost per Response Provided to City Council/BOC	(a)	(a)	(a)	(a)	(a)
Number of Employees Supported by Performance Management Office	4,782	4,798	4,798	100%	4,913
Number of Employees	5,614	5,614	5,641	100%	5,776
Average Cost per Employee Supported with Performance Management Services	(a)	(a)	(a)	(a)	\$67.89

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

### Results Narrative:

The Performance Management and Budget Program reflects the consolidation of performance management support for multiple departments. Combining the FOR Long Beach and budget activities will help to integrate performance management (and performance-based program budgeting) into daily operations of the City. The Performance Management Office will be created utilizing existing resources within the Department. While maintaining a structurally balanced budget, the Budget Office will enhance the quality of revenue information available to the City's management team as a result of the reorganization, and will continue to promote transparency in the City's financial planning and execution through aggressive outreach and reporting during FY 07.

## Accounting Program

**Focus Area:** Leadership, Management and Support    **Line of Business:** Fiscal Planning and Oversight

**Program Purpose Statement:** To provide transaction processing, financial information and consulting services to City departments and regulatory and funding agencies so they can complete accurate financial transactions, and obtain timely and accurate financial information.

**Key Services Provided:** Citywide Annual and Quarterly Financial Reports, Audit Adjustments and Responses, Vendor Payments, Employee Payroll/Paychecks, Vendor and Payroll Tax Filings, Citywide Document Reviews and Approvals, Account Code Updates, Daily and Monthly System Reconciliations and Error Corrections, Monthly and Year-End Internal Financial System Reports, Accounting Consultations, Financial Policies and Procedures, Grant and Capital Project Reports and Reimbursement Requests/Invoices, Bank Reconciliations, Retirement and Pension Plan Analyses and Recommendations, Loan Monitoring Services, Community Development and Redevelopment Agency Accounting Services.

**FY 07 Funding Sources:** General Fund 45%, Employee Benefits Fund 27%, Redevelopment Funds 8%, Community Development Grants Fund 8%, Tidelands Funds 3%, Insurance Fund 5%, Housing Development Fund and Health Fund 2%

Accounting	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	3,469,700	4,073,888	3,697,782	91%	4,563,808
Revenues	610,621	652,100	686,983	0%	652,100
FTEs	36.00	36.00	36.00	106%	38.00

\* Unaudited

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Key Performance Measures	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
Dollar Amount of Audit Adjustments as a Percentage of Total Dollars Reported	4%	5%	5%	100%	5%
Number of Financial Transactions Posted	1,667,561	1,667,561	1,667,222	100%	1,717,600
Number of Vendor Payments	(a)	(a)	(a)	(a)	(a)
Cost per Financial Transaction Posted	\$0.44	\$0.44	\$0.44	100%	\$0.50

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

### Results Narrative:

Key service objectives for FY 07 include:

- **Succession Planning:** Ensuring compliance with Generally Accepted Accounting Principals (GAAP), Governmental Accounting Standards Board (GASB) pronouncements and governmental auditing standards continues to be the Accounting Bureau's main focus. Creating an effective succession plan is crucial to this effort as senior accounting staff transition their duties to other personnel before retirement. Maintaining the stability of core functions: processing employee paychecks, paying vendors, coordinating financial audits, preparing financial statements and participating in citywide optimization efforts will require succession planning efforts that ensure a well-trained and highly-skilled staff.
- **Financial Compliance:** New governmental accounting standards, such as GASB 42, 43, 44, 45 (Other Post Employment Benefits), 46 and 47 create additional financial reporting and/or accounting requirements. The addition of a Senior Accountant to manage the Redevelopment Agency's accounting processes and improve loan tracking and monitoring will improve compliance with existing requirements and with implementation of the RDA's Independent Study.
- **Capital and Grants Accounting:** Managing the increasingly complex financial environment of grants and capital projects accounting will remain a major focus in the upcoming year.

## Treasury Program

**Focus Area:** Leadership, Management and Support    **Line of Business:** Fiscal Planning and Oversight

**Program Purpose Statement:** To provide cash, investment, revenue and debt management services to City departments, City employees, the City Manager and City Council that provide safety, liquidity, adequate yield and reasonable debt financing.

**Key Services Provided:** Debt Financings and Debt Obligations, Portfolio Investments, Policies and Procedures, Compliance/Disclosure Reports, Management Reports, Assessment District Administrative Services, Defined Contribution and Deferred Compensation Retirement Plans, Revenue Analysis, Cash Management Services (Bank Contracts, ATM, Armored Car, Merchant Cards, Vault Service, Check Stock)

**FY 07 Funding Source:** General Fund 100%

Treasury	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	1,195,010	1,515,736	1,553,529	102%	1,183,445
Revenues	1,461,945	1,551,706	1,643,294	0%	1,230,354
FTEs	8.80	8.00	8.00	100%	8.00

\* Unaudited

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Key Performance Measures	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
Standard and Poor's Investment Portfolio Rating	AAA	AAA	AAA	N/A	AAA
Total Dollars Invested	\$1.3 billion	\$1.2 billion	\$1.4 billion	100%	\$1.3 billion
Dollars Expected to Require Re-investment	\$564 million	\$590 million	\$590 million	100%	\$590 million
Amount of Outstanding Debt Issuances Managed	\$2.0 billion	\$2.1 billion	\$2.2 billion	100%	\$2.1 billion
Investment Administrative Costs as a Percentage of the Investment Pool	0.03%	0.03%	0.05%	167%	0.03%

### Results Narrative:

Key service objectives for FY 07 includes:

Cashiering: Assist Financial Management's Commercial Services Bureau with the upgrade of the City's central cashiering system.

Debt Policy: Review and update the City's Debt Policy. The City's Debt Policy was last reviewed in 1999. The current review will be completed in FY 07 and will include specific areas such as swap use guidelines and conduit debt management. The goal is to outline consistent standards for the appropriate use, issuance, management and monitoring of swap instruments and conduit debt.

Deferred Compensation Changes: Review and evaluate the City's 457 Deferred Compensation Plan and where appropriate, and restructure the Plan to enhance efficiency and value. To fulfill the administrator's fiduciary duty a regular review of the Plan, industry trends and industry innovations are required.

## Financial Systems Program

**Focus Area:** Leadership, Management and Support    **Line of Business:** Fiscal Planning and Oversight

**Program Purpose Statement:** To provide system administration, reporting, training and technical consultation services to City employees so they can have timely access, process financial transactions, and obtain/view reports without interruption.

**Key Services Provided:** Advanced Technical Consultations, Vendor and Committee Technical Liaison, Financial Systems Enhancements, Upgrades and Status Tracking/Reports, Financial System Interface, Integration Projects, User Access and Workflow Authorizations, Standard and Custom Reports, Help Desk Responses and Training Classes

**FY 07 Funding Source:** General Services Fund 100%

Financial Systems	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	299,171	454,642	332,297	73%	492,145
Revenues	345,944	461,080	460,912	0%	461,080
FTEs	2.00	2.00	2.00	100%	2.00

\* Unaudited

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Key Performance Measures	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
Percentage of Transactions Processed without System Interruptions	(a)	(a)	99%	(a)	99%
Number of Users Served/Supported	1,044	1,050	1,052	100%	1,050
Number of Reports/Databases Updated or Created	76	88	89	101%	90
Cost per System User Served/Supported	\$287	\$432	\$316	\$1	\$477

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

### Results Narrative:

Providing excellent customer service in the delivery of accounting, budgeting, procurement, fixed assets and financial reporting remains the focus of the Financial Systems Program. Efficient vendor contracting with the software developer has facilitated timely installation of system upgrades, development of software enhancements and implementation of data realignment to support the City's Focus on Results performance measurement initiative. The vendor has recently announced their intent to use Microsoft Dynamics ERP software as the framework for their next generation of financial software products. Their successful development of a Microsoft-based software upgrade for the City's current financial systems would represent a significant benefit to the City. However, the vendor has also recently experienced a high turnover of senior management and staff, which may negatively impact both their research and design efforts and their ability to provide on-going software support in FY 07.

Financial Systems Program staff will also assist Financial Management's Commercial Services Bureau with the upgrade of the City's central cashiering system.

## Financial Services Line of Business

Program	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
<b>Purchasing</b>					
Expenditures	704,691	809,860	767,616	95%	828,529
Revenues	88,967	67,489	69,030	0%	67,489
FTEs	8.00	8.00	8.00	100%	8.00
<b>Utility Customer Support</b>					
Expenditures	7,792,509	7,616,381	7,898,871	104%	7,635,937
Revenues	8,773,904	5,010,472	5,076,077	101%	4,945,675
FTEs	53.64	53.24	53.24	100%	53.49
<b>General Billing and Collections</b>					
Expenditures	1,922,204	2,151,272	2,119,358	99%	2,250,458
Revenues	3,798,403	4,152,377	4,042,203	97%	3,953,742
FTEs	19.20	19.20	19.20	99%	18.95
<b>Business Licensing and Permits</b>					
Expenditures	1,211,746	1,348,549	1,239,180	92%	1,641,629
Revenues	10,151,811	10,450,150	10,612,783	102%	11,561,268
FTEs	12.02	12.02	12.02	100%	13.02
<b>Line of Business TOTALS</b>					
<b>TOTAL Expenditures</b>	<b>11,631,150</b>	<b>11,926,062</b>	<b>12,025,025</b>	<b>101%</b>	<b>12,356,553</b>
<b>TOTAL Revenues</b>	<b>22,813,084</b>	<b>19,680,488</b>	<b>19,800,093</b>	<b>101%</b>	<b>20,528,174</b>
<b>TOTAL FTEs</b>	<b>92.86</b>	<b>92.46</b>	<b>92.46</b>	<b>100%</b>	<b>93.46</b>

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

**Purpose Statement:** To provide purchasing, business licensing and permitting, utility customer service, and general billing and collection services to City departments, businesses and residents so they can effectively conduct business with the City.

### FY 06 Key Accomplishments:

- Conducted an Ambulance Billing Optimization Study, which concluded that the City operated within industry standards and recommended purchase of a specialized medical billing software system to be implemented in FY 07. It is estimated that the recommendation will recover \$194,000 in additional revenue per year.
- Staff has continued to improve proficiency in discovering unlicensed businesses, increasing the number of business licenses by over 1,000 to approximately 33,500 over FY 05.
- One-third of the hotels were audited in FY 06 for Transient Occupancy Tax (TOT) compliance and an additional \$205,000 in under reported tax has been claimed.
- The Citywide Fee Study was completed and \$1.5 million in estimated fee revenue was adopted. In FY 07, potential fee increases will result in a total of \$2 million in increased annual revenue from the Citywide Fee Study.
- An estimated 190,000 customers began using automated systems in FY 06.
- In FY 06, a 60 percent increase in use of the City's automatic checking account debit program for utilities was realized.
- The 2nd Annual Business Opportunities Open House was hosted with over 500 business representatives in attendance.
- A Local Business Liaison from Community Development has joined the Purchasing Division and is successfully reaching out to local businesses for contracting opportunities.

# Purchasing Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Financial Services

**Program Purpose Statement:** To provide invoicing, customer contact, payment processing and debt recovery services to residents and visitors so they can have accurate information and convenient payment options for City services.

**Key Services Provided:** Bid Documents, Vendor Contract Awards, Diversity Outreach Presentations/Events, Local Business Preference Outreach Information, Internal and External Purchasing-Related Training Workshops, Purchasing Cards (Credit Cards)

**FY 07 Funding Source:** General Fund 100%

Purchasing	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	704,691	809,860	767,616	95%	828,529
Revenues	88,967	67,489	69,030	0%	67,489
FTEs	8.00	8.00	8.00	100%	8.00

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

Key Performance Measures	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
Percentage of Annual Cost Savings Realized through Combined Purchases within the Competitive Bid Process	(a)	10%	(a)	(a)	10%
Number of Bids, RFP's and RFQ's Distributed by the Purchasing Program*	92	200	228	114%	200
Number of Local Vendors Registered	487	600	674	112%	200
Percentage of Local Businesses Eligible for Registration	(a)	(a)	(a)	(a)	(a)
Number of Local Businesses Notified of a Contract Opportunity by their Selected Product/Service Category	2,123	2,500	4,338	174%	4,000

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

Note: FY 05 measures do not include number of RFPs and RFQs.

## Results Narrative:

The Purchasing Program utilizes a bid management system to track Long Beach Business Enterprise (LBBE), local certified Small Business Enterprise (SBE), Minority-owned Business Enterprise (MBE) and Women-owned Business Enterprise (WBE) outreach/notification for City contracting opportunities. Additionally, a new Local Business Liaison is assigned to contact all local businesses to encourage participation. Both the Purchasing Agent and Local Business Liaison participate in outreach events sponsored by various local, MBE, WBE, SBE and LBBE organizations.

Substantial efforts will also be made to assist the Community Development Department to aggressively implement HUD Section 3 purchasing requirements benefiting low-income businesses and workers.

Consolidating Citywide purchases through a competitive bid process provides the opportunity to gain the highest possible quantity discount. Various methods are used to calculate this savings including a random audit, comparisons between highest and lowest bidder, standardized quantity breakdowns imposed by various industries, and comparison through participation in a purchasing consortium agreement. The Purchasing Division monitors smaller department purchases to encourage purchase consolidations. Additionally, the City reserves the right to seek multiple awards when it is in the City's best interest. This also allows the City some flexibility with local, MBE, WBE and SBE awards.

## Utility Customer Support Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Financial Services

**Program Purpose Statement:** Provide utility account establishment, customer contacts, billing, payment processing, and collection services to utility users in the Long Beach area so they can receive timely and accurate bills and customer service.

**Key Services Provided:** In-Person, Telephone, Internet and 24-Hour Automated Customer Service, Processes Applications (Service Establishment and Termination Orders), Bill Reviews, Consolidated Monthly Bills, Processes Payments, High Bill Reviews, Billing Inquiries Responses, Meter Readings, Payment Options, Debt Recovery Collections, New Meter Installation Application and Fees

**FY 07 Funding Source:** Gas Fund 100%

Utility Customer Support	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	7,792,509	7,616,381	7,898,871	104%	7,635,937
Revenues	8,773,904	5,010,472	5,076,077	101%	4,945,675
FTEs	53.64	53.24	53.24	100%	53.49

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

Key Performance Measures	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
Utility Bill Collection Rate	99.5%	99.5%	99.5%	100.0%	99.5%
Number of Customer Inquiry Responses Completed	437,000	410,000	552,380	135%	500,000
Number of Utility Accounts Managed Annually	176,315	177,000	177,218	100%	177,303
Cost per Account Bill Produced Annually	\$2.06	\$1.85	\$1.87	101%	\$1.87
Cost per Dollar Amount Billed Annually	\$0.04	\$0.04	\$0.04	100%	\$0.04

### Results Narrative:

Customer contact increased 17 percent in FY 06 due to higher natural gas prices and the success of 24-hour automated service for customers. With the higher customer contact due to increased natural gas prices, the Call Center expanded hours from the traditional 7:30 a.m. to 4:30 p.m. schedule to 7:30 a.m. to 6:00 p.m. The success of this program has encouraged its continuance. The expansion in hours was done without increasing costs by adjusting staff work hours. 150,000 customers used 24-hour customer self-service options in FY 05, while approximately 190,000 customers accessed phone and web automated services to meet their needs in FY 06.

The Utility Customer Support operation bills and processes payments for \$200 million of utility and Utility Users Tax revenue with a noteworthy collection rate of 99.5 percent.

Bi-monthly Meter Reading, which saved the City \$1 million annually, has been in place for over a year. This successful optimization effort has resulted in the reduction in the cost of producing 2.2 million bills annually from \$2.06 to \$1.72.

The cost per dollar billed of \$.04 shows the cost effective nature of the Utility Customer Support Program. This amount includes all the costs for customer service, billing, payment processing and collection activity for gas, water, refuse and gas field services appointments.

## General Billing and Collections Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Financial Services

**Program Purpose Statement:** To provide invoicing, customer contact, payment processing and debt recovery services to residents and visitors so they can have accurate information and convenient payment options for City services.

**Key Services Provided:** Accounts Receivable Billings and Collections (Medical/Ambulance Bills, Property Damage, False Alarms, Marina Slip Rentals, NSF, Third Party Claims), Process Payments and Deposits, Remote Pay Locations, Debt Recovery Services (Small Claims Actions, Skip Tracing, Collection Payment Plans), Customer Inquiry Responses, Parking Violation Notifications, Coordinate Citation Disputes and Administrative Hearings

**FY 07 Funding Source:** General Fund 100%

General Billing and Collections	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	1,922,204	2,151,272	2,119,358	99%	2,250,458
Revenues	3,798,403	4,152,377	4,042,203	97%	3,953,742
FTEs	19.20	19.20	19.20	100%	18.95

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

Key Performance Measure	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
Ambulance Bill Collection Rate	57%	57%	61%	107%	63%
Parking Citation Collection Rate	82%	80%	82%	103%	80%
Number of Parking Citations Processed	387,151	(a)	407,285	(a)	420,000
Cost per Parking Citation Processed	\$2.52	(a)	(a)	(a)	\$2.81

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

### Results Narrative:

The Ambulance Billing Optimization Study recommended the purchase a specialized medical billing software system to replace a 25-year old mainframe system. In FY 07, the City will acquire a state of the art emergency medical system to bill ambulance transports that will keep the City abreast of the ever changing billing standards and complex regulations established by State and Federal programs such as Medicare and Medi-Cal. With the acquisition, staff expects improved collection of ambulance revenues.

Parking citations, issued by six City departments and Long Beach City College, are centrally processed within the General Billing and Collections Program. For FY 06, 400,000 parking citations were issued and processed, accounting for over \$12 million in General Fund revenue.

## Business Licensing and Permits Program

**Focus Area:** Business and Economic Assistance

**Line of Business:**

Financial Services

**Program Purpose Statement:** To provide application processing, information, registration and enforcement services to Long Beach businesses and residents so they can receive timely uninterrupted approval to operate in the City.

**Key Services Provided:** Transient Occupancy Tax Collections, Business Licenses and Permits, Alarm Permits, Entertainment Permits, Garage Sale Permits, Compliance Investigations and Audits, Business Information Reports, Customer Inquiry and Complaint Responses, Business District Assessments, Administrative Hearings (Permits, Licenses)

**FY 07 Funding Source:** General Fund 100%

Business Licensing and Permits	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	1,211,746	1,348,549	1,239,180	92%	1,641,629
Revenues	10,151,811	10,450,150	10,612,783	102%	11,561,268
FTEs	12.02	12.02	12.02	100%	13.02

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

Key Performance Measures	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
Dollar Amount of Transient Occupancy Tax Collected	\$15.4 million	(a)	\$15.4 million	(a)	\$17.0 million
Number of Business Licenses and Permits Processed	(a)	48,000	53,410	111%	50,000
Number of Active Business Licenses and Permits	32,504	(a)	33,504	(a)	34,500
Increase in Active Business Licenses and Permits	1,591	(a)	986	(a)	1,000
Cost per Business License and Permit Processed	(a)	(a)	(a)	(a)	\$26.51

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

**Results Narrative:** An excess of 53,000 business licenses, business permits, alarm permits, garage sale permits and special event booth permits were initially issued or renewed during FY 06, accounting for \$10.5 million in Business License revenue and \$15.8 million in Transient Occupancy Tax (TOT) revenue. Staff has continued to improve proficiency in discovering unlicensed businesses, increasing the number of business licenses by over 1,000 to approximately 33,500. The Department has successfully completed the first year of a test program that searched Franchise Tax Board (State Income Tax) and State Board of Equalization (Sales Tax) records for Long Beach businesses operating without a City business license. Also, one-third of the hotels were audited this year for TOT compliance and \$205,000 of under reported tax was discovered.

During FY 07 and FY 08, the City will be transitioning to the Hansen Permitting and Licensing System. This system will process bills and schedule events for building permits, business licenses and permits, fire permits, health permits, police permits, special events permits and code enforcement actions. These functions will be keyed to the site address, enabling quick access to Citywide payment, permit and enforcement status. The Hansen System will facilitate process improvements, streamlining the permitting process, by reducing paper processing and storage, automating many manual processes, improving interdepartmental communications and coordination, affording a consolidated bill, providing real-time communications between field staff and rapidly responding to queries and report requests.

## Administration Line of Business

Program	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
<b>Administration</b>					
Expenditures	11,305	5,761	170,464	2959%	-
Revenues	20	15	-	0%	-
FTEs	7.00	7.00	7.00	100%	7.00
<b>Line of Business TOTAL</b>					
<b>TOTAL Expenditures</b>	<b>11,305</b>	<b>5,761</b>	<b>170,464</b>	<b>2959%</b>	<b>-</b>
<b>TOTAL Revenues</b>	<b>20</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>100%</b>	<b>7.00</b>

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

**Purpose Statement:** The purpose of the Administration Line of Business is to provide central administrative support, coordination, and direction for the entire Department.

### FY 06 Key Accomplishments:

- The Department continued its lead support and coordination of the Workers' Compensation Business Process Improvement project, now nearing its third anniversary.
- Coordinated the Department's FOR Long Beach Business Plan development and implementation.

## Administration Program

**Focus Area:** Leadership, Management and Support

**Line of Business:**

Administration

**Program Purpose Statement:** To provide central administrative support, coordination and direction for the entire Department.

**Key Services Provided:** Human Resources, Training, Risk Management, Employee Safety, Workers' Compensation, Budget and Accounting, Procurement, Billing and Collections, Contract Management, Public Information and Communications, Records Management and Executive Leadership

**FY 07 Funding Source:** General Fund 100%

Administration	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	11,305	5,761	170,464	2959%	-
Revenues	20	15	-	0%	-
FTEs	7.00	7.00	7.00	100%	7.00

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

Key Performance Measures	Actual FY 05	Budget FY 06	Year End FY 06	Percent of Budget	Adopted FY 07
June Expenditure ETC as % of Year End Actual	101%	100%	100%	100%	100%
June Revenue ETC as % of Year End Actual	98%	100%	98%	100%	100%
Department Vacancy Rate	16.0%	14.4%	13.0%	90%	11.7%
Overtime as % of Total Salaries	1.6%	1.2%	2.1%	173%	1.1%
# of Workers' Comp. Claims Involving Lost Time	1	0	12	(a)	(a)
# of Lost Work Hours (expressed in full time equivalents) from Workers' Comp. During Fiscal Year	0.02	0	0.39	(a)	(a)
Average reporting lag time (in days) for Workers' Comp. claims during fiscal year	(a)	1 day	(a)	(a)	1 day

(a) Tracking systems are being developed to capture this data going forward and/or data not available.

### Results Narrative:

- The Administration Program continues to move forward in its efforts to implement Safety and Workers' Compensation Program improvements, control operating expenses, maximize operational efficiency and facilitate the implementation of the program-based performance budget within the Department and throughout the City.
- The Administration Program supports the proposal of shifting an Administrative Analyst from the Administration Program to the Performance Management and Budget Program to provide essential support of FOR Long Beach beginning in FY 07.
- By FY 07, the Business Relations Manager will assist in developing an annual survey of departments to identify their specific needs and create a formal plan to align services to those needs. This objective will address training to departments as well as increasing Financial Management's role as "consultant."
- Assist with the coordination and implementation of recommendations resulting from a comprehensive review of business licensing and permitting conducted in FY 06.

## Citywide Financing Line of Business

Program	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
<b>Citywide Financing</b>					
Expenditures	286,148,487	322,841,375	316,991,161	98%	325,248,572
Revenues	550,994,782	605,111,130	593,572,419	98%	648,403,693
FTEs	-	-	-	-	-
<b>Line of Business TOTAL</b>					
<b>TOTAL Expenditures</b>	<b>286,148,487</b>	<b>322,841,375</b>	<b>316,991,161</b>	<b>98%</b>	<b>325,248,572</b>
<b>TOTAL Revenues</b>	<b>550,994,782</b>	<b>605,111,130</b>	<b>593,572,419</b>	<b>98%</b>	<b>648,403,693</b>
<b>TOTAL FTEs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Note: Historical Expenditure and FTE information have been recast from the Bureau level to the Program level

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

**Purpose Statement:** To provide non-operating departmental financial processing services to departments, joint powers authorities, assessment districts, and current and former City employees so they can receive timely and accurate payments.

### **FY 06 Key Accomplishments:**

- City began facilitating the self-assessment by the Long Beach Tourism Business Improvement Area, a consortium of major City hotels, of a 3 percent Transient Occupancy Tax designed to fund promotions programs.
- Debt service payments in the General Fund continue to be well below the City Council's Financial Policy level of 10 percent.

# Citywide Financing Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Citywide Financing

**Program Description:** To provide non-operating departmental financial processing services to departments, joint powers authorities, assessment districts, and current and former City employees so they can receive timely and accurate payments.

**Key Services Provided:** Major Revenue Deposits (Property Tax, Sales Tax, Utility Users Tax, Transit Occupancy Tax, Vehicle License Fee, Other Major Revenues); Sales Tax Rebates; General Debt Service Payments; Indirect Cost Allocations; Revenue Audits; Pass Through Transactions (Joint Power Activity payments, Public Employee Retirement System (PERS) Payments, Employee Health Insurance Payments, Workers Compensation Payments, Citywide Pension Obligation Bond Payments); Police and Fire Pension Plan Receipts and Payments

Citywide Financing	Actual FY 05	Budget FY 06	Year End* FY 06	Percent of Budget	Adopted** FY 07
Expenditures	286,148,487	322,841,375	316,991,161	98%	325,248,572
Revenues	550,994,782	605,111,130	593,572,419	98%	648,403,693
FTEs	-	-	-	-	-

\*Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

**Results Narrative:**

As part of the Strategic Business Planning process, a new and separate Line of Business for the Citywide Financing Program was developed. The program is implemented jointly amongst Budget, Accounting and Treasury Program staff. Since this program provides non-operating departmental financial processing to departments Citywide, the overall totals are not included with the Department of Financial Management.

Several large one-time items have been budgeted for FY 07 that reside in the Citywide Financing Program including \$8.9 million that is expected from the sale of City Hall East, Video Choice site and the State Building parking lot. In addition, \$4.0 million estimated cost savings for employee health benefits has been captured as part of the FY 07 proposed budget and will be allocated to all departments and funds once the study is complete.

## Citywide Summary by Character of Expense

Citywide activities are included on the Financial Management Department and Citywide Activities Summary page. This summary includes Financial Management's operating budget as well as the following activities: "XC" Citywide contains certain citywide revenues, transfers and expenditures that are not linked to a specific operating department. Citywide receipt of property taxes and citywide payments for Pension Obligation Bonds are examples. "XI" contains interfund transfers for the indirect cost allocation. "XJ" Joint Powers Authority contains expenditures for City-involved joint power activities.

The second Department summary page strictly includes the Department of Financial Management's operating budget.

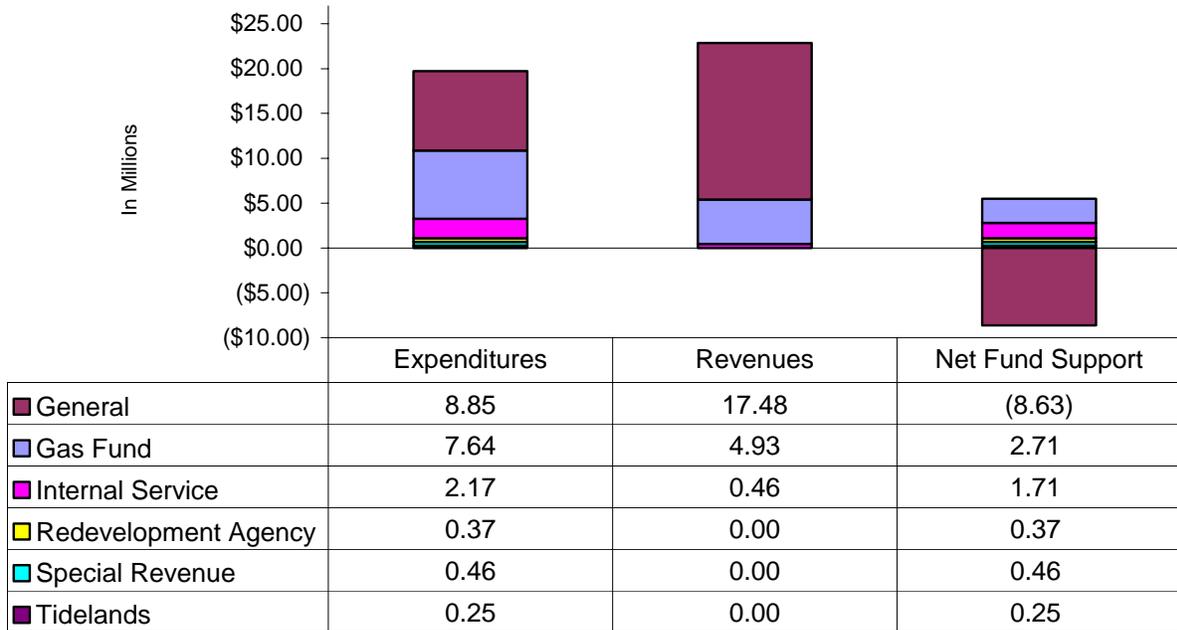
	Actual FY 05	Adopted** FY 06	Adjusted FY 06	Actual* FY 06	Adopted** FY 07
<b>Expenditures:</b>					
Salaries, Wages and Benefits	165,014,844	192,978,365	191,581,952	178,841,534	209,882,951
Materials, Supplies and Services	55,231,409	56,359,108	56,743,426	60,022,984	56,901,250
Internal Support	10,419,720	4,278,588	3,993,211	4,094,262	5,590,118
Capital Purchases	655,771	78,610	100,920	102,298	-
Debt Service	47,776,967	44,412,552	44,416,777	48,127,877	48,675,741
Transfers from Other Funds	24,576,569	22,955,231	23,455,231	23,806,494	23,955,399
Prior Year Encumbrance	-	-	-	-	-
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<b>Total Expenditures</b>	<b>303,675,280</b>	<b>321,062,453</b>	<b>320,291,517</b>	<b>314,995,447</b>	<b>345,005,459</b>
<b>Revenues:</b>					
Property Taxes	60,741,589	63,528,000	63,528,000	65,481,000	72,942,808
Other Taxes	105,437,173	109,632,053	109,632,053	110,879,495	118,598,623
Licenses and Permits	11,350,978	11,220,150	11,220,150	11,344,573	12,275,150
Fines and Forfeitures	280,488	245,000	245,000	271,198	301,118
Use of Money & Property	25,075,049	28,895,278	28,895,278	29,006,028	26,850,403
Revenue from Other Agencies	61,438,815	60,563,269	60,563,269	61,576,157	77,685,153
Charges for Services	26,909,312	29,521,000	29,521,000	29,569,055	29,547,448
Other Revenues	3,670,148	10,885,709	12,185,709	5,937,927	12,248,522
Interfund Services - Charges	189,140,366	227,985,159	227,985,159	210,353,584	246,738,103
Intrafund Services - GP Charges	15,891,612	5,955,332	5,955,332	6,018,191	5,904,441
Harbor P/R Revenue Transfers	1,416,598	1,518,688	1,518,688	1,579,905	1,499,867
Other Financing Sources	3,586,779	-	-	-	-
Operating Transfers	71,287,490	68,826,355	68,826,355	81,420,607	64,163,683
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<b>Total Revenues</b>	<b>576,226,396</b>	<b>618,775,993</b>	<b>620,075,993</b>	<b>613,437,719</b>	<b>668,755,319</b>
<b>Personnel (Full-time Equivalents)</b>	N/A	N/A	N/A	N/A	N/A

\* Unaudited

\*\*Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

## Summary by Character of Expense

### Adopted\* FY 07 Budget by Fund



	Actual FY 05	Adopted* FY 06	Adjusted FY 06	Actual** FY 06	Adopted* FY 07
<b>Expenditures:</b>					
Salaries, Wages and Benefits	9,720,975	11,734,214	11,734,214	10,840,836	12,706,245
Materials, Supplies and Services	4,037,603	3,025,763	3,224,432	3,722,672	3,071,580
Internal Support	3,939,152	4,101,077	4,101,077	4,202,082	4,184,837
Capital Purchases	50,271	78,610	94,790	98,341	-
Debt Service	8,216	-	-	6,310	-
Transfers to Other Funds	(229,423)	(228,544)	(228,544)	(20,465)	(228,544)
Prior Year Encumbrance	-	-	-	-	-
<b>Total Expenditures</b>	17,526,793	18,711,119	18,925,968	18,849,776	19,734,118
<b>Revenues:</b>					
Property Taxes	-	-	-	-	-
Other Taxes	-	-	-	-	-
Licenses and Permits	9,880,036	10,220,150	10,220,150	10,344,573	11,275,150
Fines and Forfeitures	274,204	245,000	245,000	271,198	301,118
Use of Money & Property	376,123	325,000	325,000	331,639	321,280
Revenue from Other Agencies	-	1,000	1,000	-	1,000
Charges for Services	-	-	-	26,755	-
Other Revenues	1,539,829	1,748,006	1,748,006	1,576,521	1,226,654
Interfund Services - Charges	2,162,185	2,332,213	2,332,213	2,442,500	2,342,198
Intrafund Services - GP Charges	9,582,639	5,955,332	5,955,332	6,018,191	5,904,441
Harbor P/R Revenue Transfers	1,416,598	1,518,688	1,518,688	1,579,905	1,499,867
Other Financing Sources	-	-	-	-	-
Operating Transfers	-	-	-	-	-
<b>Total Revenues</b>	25,231,614	22,345,389	22,345,389	22,591,281	22,871,708
<b>Personnel (Full-time Equivalents)</b>	154.66	153.46	153.46	153.46	159.46

\* Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

## Personal Services

Classification	FY 05 Adopt FTE	FY 06 Adopt FTE	FY 07 Adopt FTE	FY 06 Adopted Budget	FY 07 Adopted Budget
Director of Financial Management	1.00	1.00	1.00	132,053	157,654
Accountant III	12.00	12.00	12.00	738,018	754,075
Accounting Clerk II	3.00	3.00	3.00	101,941	101,270
Accounting Clerk III	8.00	8.00	8.00	307,088	316,896
Accounting Operations Officer	3.00	3.00	3.00	244,935	258,503
Accounting Technician	3.00	3.00	3.00	130,573	137,533
Administrative Analyst II	1.00	1.00	1.00	65,160	68,633
Administrative Analyst II - Confidential	-	1.00	-	58,089	-
Administrative Analyst III	4.00	4.00	2.00	242,818	148,250
Administrative Analyst III - Confidential	5.00	4.00	7.00	273,238	475,311
Administrative Intern - NC/H39	0.80	-	-	-	-
Administrative Intern - NC/H40	-	-	1.00	-	34,501
Administrative Services Officer	-	-	1.00	-	84,495
Assistant Administrative Analyst	-	-	1.00	-	47,043
Budget Management Officer	1.00	1.00	1.00	80,031	92,181
Business Systems Specialist III	-	-	2.00	-	119,238
Business Services Officer	1.00	1.00	1.00	75,348	80,033
Buyer I	3.00	3.00	3.00	167,975	163,916
Buyer II	2.00	2.00	2.00	133,716	140,843
City Controller	1.00	1.00	1.00	107,000	120,050
City Treasurer	1.00	1.00	1.00	112,000	114,287
Clerk III	1.00	1.00	1.00	32,090	33,801
Clerk Typist II	1.00	1.00	1.00	34,621	36,466
Clerk Typist III	3.00	3.60	3.60	113,531	134,801
Clerk Typist III - Confidential	-	1.00	-	37,588	-
Clerk Typist IV	1.00	-	-	-	-
Customer Service Representative II	14.00	14.00	12.00	480,055	411,374
Customer Service Representative II-NC	4.86	4.86	4.86	152,556	160,094
Customer Service Representative III	45.00	45.00	47.00	1,764,190	1,933,944
Customer Services Officer	1.00	1.00	1.00	75,348	80,033
Customer Services Supervisor I	6.00	6.00	6.00	283,467	305,685
Customer Services Supervisor II	3.00	3.00	3.00	155,911	164,221
Executive Assistant	1.00	1.00	1.00	49,108	52,392
Financial Services Officer	2.00	1.00	1.00	77,281	80,033
License Inspector I	3.00	3.00	3.00	133,987	141,128
License Inspector II	1.00	1.00	1.00	46,972	49,475
Manager-Administrative Services	-	1.00	-	73,539	-
Manager - Business Relations	-	-	1.00	-	109,184
Manager-Commercial Services	1.00	1.00	1.00	104,761	111,046
Manager - Performance Management and Budget	-	-	1.00	-	98,445
Payroll/Personnel Assistant II	1.00	1.00	1.00	37,588	39,592
Payroll Specialist I	3.00	3.00	3.00	135,207	144,784
Purchasing Agent	1.00	1.00	1.00	77,970	82,647
Secretary	3.00	3.00	3.00	111,011	126,868
Secretary - Confidential	1.00	-	1.00	-	42,585
Senior Accountant	3.00	3.00	4.00	206,672	268,476
<b>Subtotal Page 1</b>	149.66	148.46	155.46	7,153,437	8,021,785



## Key Contacts

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Michael A. Killebrew, Director of Financial Management

Lori Ann Farrell, City Controller

David Nakamoto, City Treasurer

Pamela Horgan, Commercial Services Manager

Lawrence D. Triesch, Business Relations Manager

David M. Wodynski, Budget Management Officer

John C. Zanier, Administrative Services Officer

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