

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

This budget chapter reflects key elements of the Financial Management Department's Strategic Business Plan, which was developed as part of the City's commitment to performance management.

As part of this 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.

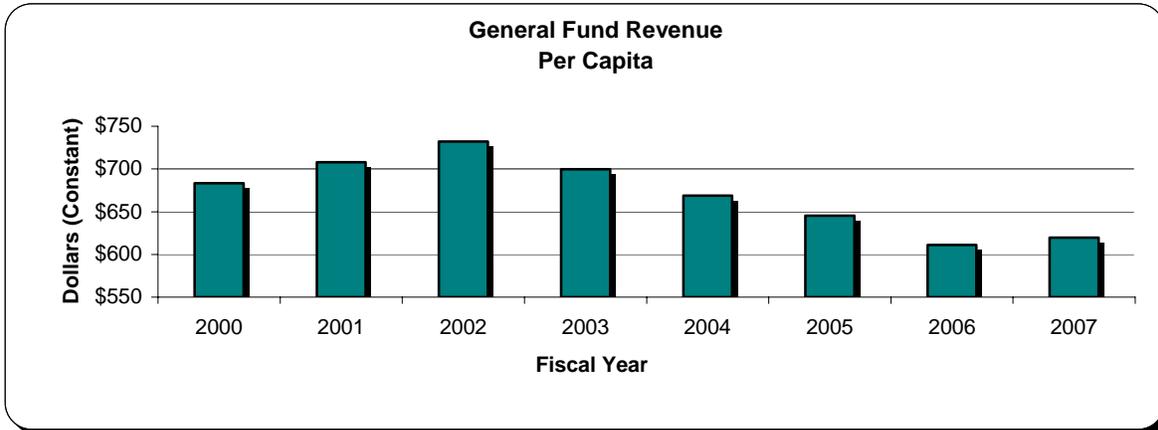
Although the Department of Financial Management has completed its Strategic Business Plan, a number of the key performance measures are still relatively new to the Department and will require additional time for the performance information to be fully developed and collected. Therefore, some performance measures may be presented at this time without all corresponding performance information. As the Department is able to work toward full implementation, existing measures may be changed or modified and/or new ones may be added.

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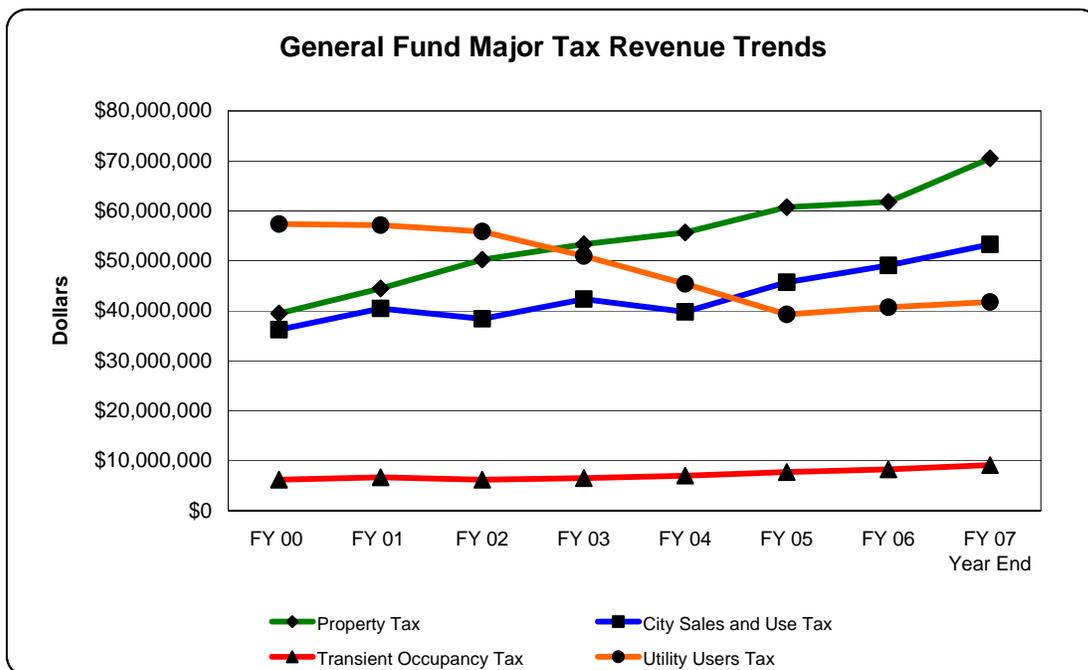
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Service Delivery Environment

The ongoing 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 (UUT), and the heightened level of post 9-11 security requirements, 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 cost to provide services. 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.

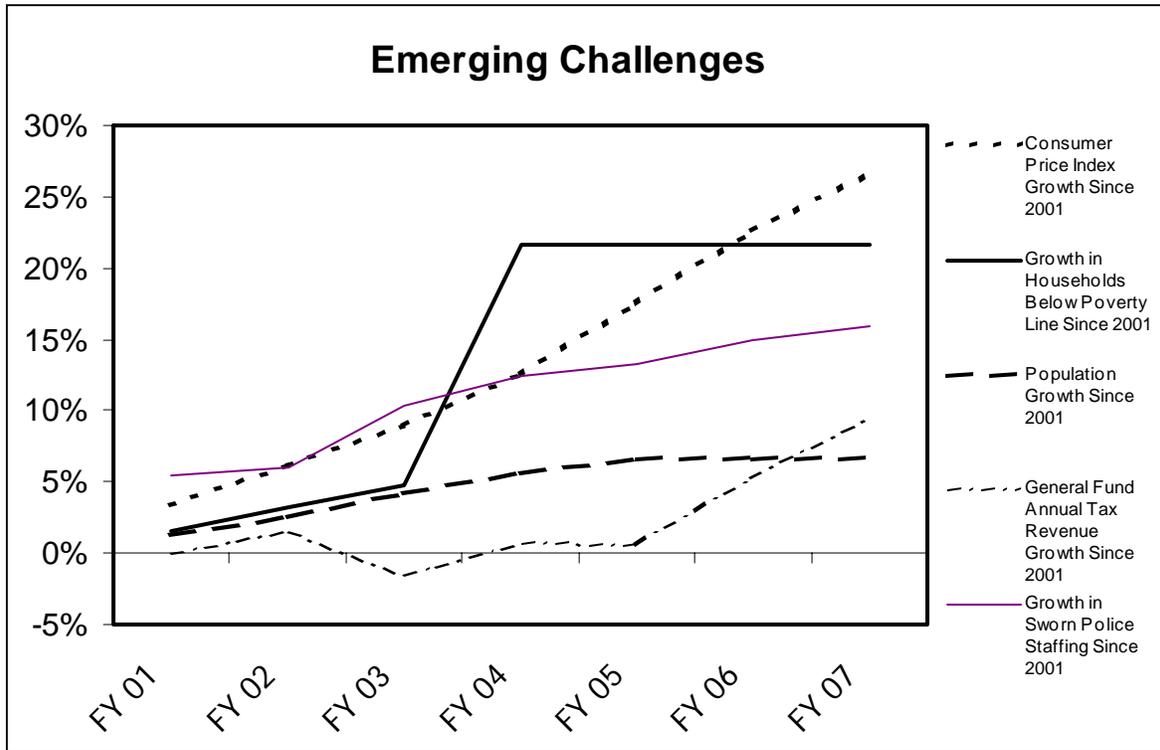


Over the past several years, the largest contributing factor to this real-dollar decline is the loss of revenue from the UUT. In 2000, voters reduced the UUT from 10 percent to 5 percent over a 5-year period. The chart below breaks out four of the City's top General Fund revenue sources: Property Tax, 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 over the past two years.



Service Delivery Environment

Other persistent and emerging service delivery challenges include the increasing population density in particular areas of the City and continued high levels of poverty in specific districts. 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. In contrast, there are also sections of the City, which have statistically high-income levels and property values. The priorities of residents in these areas are understandably divergent from the concerns of those in impacted neighborhoods, which presents yet another fiscal challenge to City officials.



Significant Issues

- 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 percent), 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 implementation of Performance-based program budgeting, 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

- 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 08, 40% of all customer service transactions are handled through self-service options; and,
 - By FY 10, 50% of all customer service transactions are handled through self-service options.
- By FY 08, 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 08, 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 08, 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 07 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 08, 70% of departments will be using performance management to deliver services.

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

- By FY 08, 100% of job classifications, by division, will have a training plan in place.
- By FY 08, 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 08, 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 08, 15% of eligible local businesses will be registered to receive bid notifications from the City.
- By FY 08, 20% of registered local businesses will participate in a bid response.

Focus Area: Business and Economic Assistance; Youth: No

Strategic Objectives

- By FY 08, 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 08 Budget by Line of Business

Line of Business	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Fiscal Planning and Oversight					
Expenditures	6,654,287	7,564,336	6,993,316	92%	8,110,267
Revenues	2,793,389	2,493,534	2,567,779	103%	2,297,426
FTEs	54.00	59.00	59.00	100%	60.99
Financial Services					
Expenditures	12,025,025	12,559,914	12,421,071	99%	13,246,237
Revenues	19,800,093	20,698,174	20,142,540	97%	21,476,800
FTEs	92.46	93.46	93.46	100%	99.56
Administration					
Expenditures	170,464	1,171	(58)	-5%	2,081
Revenues	-	-	-	0%	-
FTEs	7.00	7.00	7.00	100%	5.00
Department TOTAL					
TOTAL Expenditures	18,849,776	20,125,421	19,414,330	96%	21,358,586
TOTAL Revenues	22,593,481	23,191,708	22,710,320	98%	23,774,226
TOTAL FTEs	153.46	159.46	159.46	100%	165.55

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 08 Budget by Fund

Fund	Expenditures	Revenues	Net Fund Support
General	9,725,076	18,355,297	(8,630,221)
Gas	7,917,295	5,003,957	2,913,338
General Services	500,374	414,972	85,402
Insurance	252,468	-	252,468
Employee Benefits	1,714,486	-	1,714,486
RDA - Poly High	18,506	-	18,506
RDA - West Beach	18,414	-	18,414
RDA - West Long Beach Industrial	76,523	-	76,523
RDA - Downtown Redevelopment	89,121	-	89,121
RDA - Project Income	51,056	-	51,056
RDA - Los Altos	34,761	-	34,761
RDA - Central Long Beach	89,499	-	89,499
RDA - North Long Beach	125,210	-	125,210
Health	13,263	-	13,263
Housing Development	88,197	-	88,197
Community Development Grants	388,588	-	388,588
Tidelands Operations	142,393	-	142,393
Marina	63,673	-	63,673
Rainbow Area Harbor Fund	49,681	-	49,681
Total	21,358,586	23,774,226	(2,415,640)

Fiscal Planning and Oversight Line of Business

Program	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Budget and Performance Management					
Expenditures	1,070,679	1,141,080	1,296,646	114%	1,623,667
Revenues	-	-	-	-	-
FTEs	8.00	11.01	11.01	100%	13.00
Accounting					
Expenditures	3,697,782	4,592,235	4,165,921	91%	4,808,370
Revenues	689,183	652,100	742,263	114%	652,100
FTEs	36.00	37.99	37.99	100%	37.99
Treasury					
Expenditures	1,553,529	1,336,938	1,187,696	89%	1,177,856
Revenues	1,643,294	1,380,354	1,361,382	99%	1,230,354
FTEs	8.00	8.00	8.00	100%	8.00
Financial Systems					
Expenditures	332,297	494,082	343,054	69%	500,374
Revenues	460,912	461,080	464,134	101%	414,972
FTEs	2.00	2.00	2.00	100%	2.00
Line of Business TOTALS					
TOTAL Expenditures	6,654,287	7,564,336	6,993,316	92%	8,110,267
TOTAL Revenues	2,793,389	2,493,534	2,567,779	103%	2,297,426
TOTAL FTEs	54.00	59.00	59.00	100%	60.99

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*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 07 Key Accomplishments:

- Delivered the first structurally balanced General Fund budget in over two decades.
- To enhance transparency, created the first ever citywide Master Fee and Charges schedule.
- The Performance Management Division delivered twelve new monthly and four quarterly performance reports to the City Manager and City Council respectively. These operational performance reports highlight key services delivered to the community which helps departments tell their stories and better manage their organizations.
- Completed FY 06 Comprehensive Annual Financial Report with an unqualified opinion in coordination with the new City Auditor.
- The Accounting Bureau was a key player in the health optimization study for Citywide health insurance issues.
- Presented the GASB 45 actuarial draft, which requires accounting for other post-employment benefits, to the Budget Oversight Committee.
- The Department is working with Community Development on the planned consolidation of the Long Beach Workforce Investment Act (WIA) program with South Bay WIA.

Fiscal Planning and Oversight Line of Business

- The Department supported the Health Department by providing financial guidance to expedite grant billings to alleviate cash flow issues.
- Issued \$93 million in bonds in support of infrastructure development (open Space and Douglas Park CFD 2007-2), and cash flow matching (TRAN).
- Developed a financing plan to secure a thirty-year supply of natural gas for the City at advantageous pricing.
- Completed a comprehensive review of the 457 Deferred Compensation Plan, and successfully administered an RFP for an enhanced suite of services and stronger performing investments at a lower cost to participants.

Budget and Performance Management 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 08 Funding Sources: General Fund 73% and Employee Benefits Fund 27%

Performance Management and Budget	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	1,070,679	1,141,080	1,296,646	114%	1,623,667
Revenues	-	-	-	-	-
FTEs	8.00	11.01	11.01	100%	13.00

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Key Performance Measures	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
Percentage of recurring expenses supported by recurring revenue in General and related funds (balanced budget)	98%	100%	94%	94%	100%
Number of City Council/Budget Oversight Committee requests responded to	38	41	77	188%	41
Number of City Council/Budget Oversight Committee requests submitted	(a)	41	79	193%	41
Number of training sessions offered*	18	36	51	142%	50
Number of participants in training sessions offered*	301	456	697	153%	1,000

Note: The first measurement for FY 07 Year End is General Fund only.

*Measurements related to Performance Management activities

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

Results Narrative:

The Program adopted a \$1.6 million budget for FY 08. With these resources, the Program will maintain the City Council’s goal of adopting a structurally balanced, budget, provide over 65 community budget presentations to ensure transparency in the budget process and respond to all City Council/Budget Oversight Committee requests to ensure policy makers have the information they need to make informed decisions. The program will also conduct approximately 50 performance management employee-training sessions with 1,000 participants in order to further institutionalize results-based management citywide. The program’s budget increase in FY 08 is a result of the creation of a Revenue Management Division to manage the citywide master fee schedule, department cost allocation plans and the implementation of an aggressive sales tax administration program, which is expected to generate \$500,000 in new revenue during its first year. The Budget and Performance Management Program contributes directly to the City Council priorities to adopt an annual budget that is structurally balanced and to expand the community’s involvement in the workings of Long Beach government.

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 08 Funding Sources: General Fund 43%, Employee Benefits Fund 26%, Redevelopment Funds 10%, Community Development Grants Fund 8%, Tidelands Funds 5%, Insurance Fund 5%, Housing Development Fund and Health Fund 2%

Accounting	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
Expenditures	3,697,782	4,592,235	4,165,921	91%	4,808,370
Revenues	689,183	652,100	742,263	114%	652,100
FTEs	36.00	37.99	37.99	100%	37.99

*Unaudited

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Key Performance Measures	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
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	1,717,600	1,771,886	103%	1,718,459
Number of Vendor Payments	100,965	100,965	103,504	103%	101,015
Cost per Financial Transaction Posted*	0.44	\$0.50	\$0.44	88%	\$0.44

*Estimate for FY 07 Year End dollar amounts for audit adjustments and cost per financial transaction.

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

Results Narrative:

The Accounting Program adopted a budget of \$4.8 million. These resources will allow staff to continue existing service levels to City departments. In FY 08, a projected 1.7 million financial transactions will post at a cost of \$0.44 per transaction, with audit adjustments targeted at 5 percent or less of total dollars reported. Ensuring compliance with Generally Accepted Accounting Principals, Governmental Accounting Standards Board (GASB) and governmental auditing standards continues to be the Accounting Program's main focus. This focus, along with the need to maintain the stability of core functions, requires well-trained and highly skilled staff, which will remain a challenge with retirements and turnover. New governmental accounting standards such as GASB 42 through 50 create additional financial reporting and accounting requirements. GASB 45 (Other Post Employment Benefits) will be implemented in FY 08, requiring the City to report the unfunded liability for its OPEBs in its financial statements. The reclassification of an Accounting Clerk III to a Senior Accountant will improve compliance with various grants and assist with the planned consolidation of the Long Beach Workforce Investment Area (WIA) program with the South Bay WIA. As the development of a ten-year infrastructure plan to rebuild the City's streets and sidewalks will be a major priority of the City Council in FY 08, managing the complex financial environment of capital projects accounting and debt issuances 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 08 Funding Source: General Fund 100%

Treasury	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	1,553,529	1,336,938	1,187,696	89%	1,177,856
Revenues	1,643,294	1,380,354	1,361,382	99%	1,230,354
FTEs	8.00	8.00	8.00	100%	8.00

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Key Performance Measures	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
Standard and Poor's Investment Portfolio Rating	AAA	AAA	AAA	N/A	AAA
Total Dollars Invested	\$1.4 billion	\$1.3 billion	\$1.6 billion	120%	\$1.5 billion
Dollars Expected to Require Re-investment	\$1.2 billion	\$590 million	\$2.6 billion	440%	\$1.9 billion
Amount of Outstanding Debt Issuances Managed	\$2.2 billion	\$2.1 billion	\$2.2 billion	100%	\$2.2 billion
Investment Administrative Costs as a Percentage of the Investment Pool	0.048%	0.030%	0.040%	133%	0.040%

Results Narrative:

The Treasury Program adopted a budget of \$1.2 million in FY 08 as a continuation of FY 07 funding levels. These resources will allow for the effective management of an estimated \$1.6 billion in investments as well as \$2.2 billion in outstanding debt issuances. In support of infrastructure development and liquidity timing, the City issued over \$93 million dollars in bonds in FY 07 and is developing a financing plan to secure a thirty year supply of natural gas for the City at advantageous pricing.

The City's Debt Policy, which was last updated in 1999, is currently being reviewed. The new update will be completed in FY 08 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. The City's 457 Deferred Compensation Plan is also being evaluated and, where appropriate, will be restructured to enhance efficiency and value. A regular review of the Plan, industry trends and industry innovations is required in order to fulfill the administrator's fiduciary duty. The current review will be completed in FY 08.

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 08 Funding Source: General Services Fund 100%

Financial Systems	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	332,297	494,082	343,054	69%	500,374
Revenues	460,912	461,080	464,134	101%	414,972
FTEs	2.00	2.00	2.00	100%	2.00

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Key Performance Measures	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
Number of Users Served/Supported	1,052	1,050	1,058	101%	1,055
Number of Reports/Databases Updated or Created	89	90	102	113%	105
Cost per System User Served/Supported	\$316	\$477	\$427	90%	\$469
Number of System/Access Profiles	51	51	52	102%	52
Number of Training Classes Provided	70	72	80	111%	80
Percentage of Customers who Report they are Satisfied with Financial Systems Support	(a)	(a)	(a)	(a)	(a)

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

Results Narrative:

The Financial Systems Program adopted a budget of \$500,374 for FY 08, a slight increase from the FY 07 funding levels. These resources will enable the Program to support the City's accounting, purchasing, budgeting and fixed assets systems and their over 1,000 users Citywide. These mainframe-based applications have become increasingly outdated and challenging to support. Additional training classes have been provided in FY 07 as a result of the systems' old-fashioned, non-web user interface coupled with high user turnover. Also, systems' architecture does not readily support current standards used for data access in querying, financial reporting or interfacing with external systems. As a result, significant program staff time is spent developing customized solutions on a case-by-case basis. However, careful use of resources and efficient contracting for technical support has achieved significant savings over budget for FY 06 and FY 07. Therefore, as a result of accrued fund balance, the Financial Systems Program is proposing to reduce their charges to Departments by 10 percent for FY 08.

Financial Services Line of Business

Program	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Purchasing					
Expenditures	767,616	833,395	783,374	94%	847,471
Revenues	69,030	67,489	40,687	60%	67,489
FTEs	8.00	8.00	8.00	100%	8.00
Utility Customer Support					
Expenditures	7,898,871	7,814,986	7,807,229	100%	7,917,295
Revenues	5,076,077	5,115,675	5,219,250	102%	5,019,957
FTEs	53.24	53.49	53.49	100%	53.15
General Billing and Collections					
Expenditures	2,119,358	2,074,088	2,323,110	112%	2,572,517
Revenues	4,042,203	3,953,742	3,919,300	99%	4,520,464
FTEs	19.20	18.95	18.95	100%	22.17
Business Licensing and Permits					
Expenditures	1,239,180	1,837,445	1,507,358	82%	1,908,954
Revenues	10,612,783	11,561,268	10,963,304	95%	11,868,890
FTEs	12.02	13.02	13.02	100%	16.25
Line of Business TOTALS					
TOTAL Expenditures	12,025,025	12,559,914	12,421,071	99%	13,246,237
TOTAL Revenues	19,800,093	20,698,174	20,142,540	97%	21,476,800
TOTAL FTEs	92.46	93.46	93.46	100%	99.56

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 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 07 Key Accomplishments:

- Implemented an on-going Customer Satisfaction Survey for utility telephone customers.
- Advertised customer self-service website using exterior of the utility billing envelope.
- Amended the City's refund process to speed refunds.
- Improved call response time by decreasing workloads and changing part-time staffing hours.
- Enhanced Customer Self-Service Program became available on the Internet.
- Launched program to provide Customer Self-Service by telephone.
- The Financial Services Division is migrating the City's main cashiering system to the latest web-based technology. This will allow us to expand the use of the cashiering system into other City functions that do not currently use the City's main cashiering system.
- In FY 07, the City acquired a state of the art emergency medical system to bill ambulance transports and to 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.

Financial Services Line of Business

- Parking Enforcement has just purchased over 80 new handheld computerized parking citation devices. The new single unit devices with built-in printer are equipped with color cameras and voice recording and playback options that may be attached to the citations for the purpose of resolving questions concerning the validity of the citation. This new technology will serve as a tool to see which vehicles have received citations in areas of interest for crime fighting and Homeland Security purposes.
- Established systems to manage the City's HUD Section 3 obligations as they apply to HUD-funded City construction projects, and to such projects subject to Section 3 by virtue of the "Pike agreement."
- For FY 07, Business License staff has been working diligently on the initial phase of the Hanson Project. The Hanson Project will allow Business License to interface with all permit driven departments within the City, verify citywide compliance and manage the issuance of a business license.
- Business License instituted a managed group inspection process that targets hidden businesses throughout the City. The initial process generated optimistic expectations of increased revenue generation for FY 07 and FY 08.

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 08 Funding Source: General Fund 100%

Purchasing	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	767,616	833,395	783,374	94%	847,471
Revenues	69,030	67,489	40,687	60%	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 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
Number of Bids, RFP's, RFI's and RFQ's Distributed by the Purchasing Program	230	200	201	101%	230
Number of Local Vendors Registered	674	200	166	83%	150
Number of Local Business Liaison Outreach Phone Calls	(a)	(a)	875	(a)	700
Number of Vendor Contracts Awarded over \$10k	(a)	(a)	1322	(a)	1,200
Number of Buyer Outreach/Training Sessions with City Departments	(a)	(a)	(a)	(a)	60

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

Results Narrative:

The Purchasing Program adopted a budget of \$847,471 for FY 08. This Program uses an Internet-based bid management system that has significantly increased the bidders pool for City purchases. The increased number of bidders creates greater competition for the City's business, resulting in better pricing of goods and services. The Program also monitors departmental purchases and will often consolidate requisitions into larger bid specifications to achieve discount pricing. Other efficiencies are achieved through the Purchasing Card program, which enables 150 cardholders to make smaller and just-in-time purchases where appropriate.

Outreach to the full spectrum of local businesses is a high priority; the City's local vendor preference program provides a 5 percent bidding advantage for City of Long Beach based businesses.

Through a proactive phone call and letter writing effort, the Program's Local Business Liaison provides assistance to local businesses to ensure they are aware of bidding opportunities with the City. The Liaison will conduct a projected 700 outreach phone calls in FY 08. The capstone of the Program's outreach effort is the annual Purchasing Open House, which has grown into a major annual event, attracting over 1,000 participants from the business community. In FY 08, the Purchasing Program will place renewed emphasis on training and outreach to City departments. This will ensure that departments comply with purchasing requirements, achieving the greatest economic benefit to the City. Buyer outreach/training sessions with City departments are projected at 60 for FY 08. The 60 training sessions include: (1) in person, one-on-one training; (2) over the phone training; (3) group training; communication through e-mail training. The Purchasing Program promotes the City Council priority to ensure Long Beach becomes more business friendly.

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 08 Funding Source: Gas Fund 96%, General Fund 4%

Utility Customer Support	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	7,898,871	7,814,986	7,807,229	100%	7,917,295
Revenues	5,076,077	5,115,675	5,219,250	102%	5,019,957
FTEs	53.24	53.49	53.49	100%	53.15

*Unaudited

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

Key Performance Measures	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
Utility Bill Collection Rate	96%	99.5%	99.9%	100%	99.5%
Number of Customer Inquiry Responses Completed	552,380	500,000	602,662	121%	605,000
Number of Utility Accounts Managed Annually	177,218	177,303	177,629	100%	176,500
Cost per Account Bill Produced Annually	\$1.87	\$1.87	\$1.89	101%	\$1.88
Cost per Dollar Amount Billed Annually	\$0.03	\$0.04	\$0.04	100%	\$0.04

Results Narrative:

The Utility Customer Support Program adopted a budget of \$7.9 million, a continuation of FY 07 funding levels. With these resources, the Program will manage 176,500 utility accounts, respond to 605,000 customer inquiries and achieve a projected utility bill collection rate of 99.5 percent at a cost of \$0.04 per dollar billed.

The Utility Customer Support Program had a banner year in FY 07 with over 16,000 more responses to customer inquiries than expected. Customer acceptance of the City's customer self-service options has been significantly higher than previous years. Contributing to FY 07's increases has been the expansion of the Call Center hours from 4:30 p.m. to 6:00 p.m., which was achieved without occurring additional cost. This enhanced service level has allowed more than 50,000 additional customers to be served.

The collection rate for FY 07 was 99.9 percent. Of the \$213,000,000 billed, only \$528,000 was reported as uncollected. Although the number of accounts managed has been reduced, this was the result of an effort to reduce the numbers of bills produced by combining accounts that were being separately billed to the same customer. The result is expected to be \$50,000 in reduced billing costs. Postage increases resulted in a minor increase in the cost of billing an account. Increased costs for contracted meter reading services had a similar impact resulting in an overall increase of \$.01 per each account billed each month. Since the City provides all the billing and billing customer services, the cost per dollar billed has been remained very cost-effective at \$0.04.

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/or 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 08 Funding Source: General Fund 100%

General Billing and Collections	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	2,119,358	2,074,088	2,323,110	112%	2,572,517
Revenues	4,042,203	3,953,742	3,919,300	99%	4,520,464
FTEs	19.20	18.95	18.95	100%	22.17

*Unaudited

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

Key Performance Measure	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
Ambulance Bill Collection Rate - Net	61%	63%	67%	106%	63%
Parking Citation Collection Rate	82%	80%	84%	105%	83.5%
Number of Parking Citations Processed	407,285	420,000	423,238	101%	423,000
Cost per Parking Citation Processed	\$2.46	\$2.81	\$2.44	87%	\$2.95

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

Results Narrative:

The General Billing and Collections Program adopted a budget of \$2.6 million for FY 08, a slight increase over FY 07 funding levels. The Program projects an ambulance bill collection rate of 63 percent, net of Medicare/Medi-Cal discounts, and a parking citation collection rate of 83.5 percent with an estimated 423,000 citations processed at a cost of \$2.95 each. The proposed increase in expenditure reflects the cost of acquiring two Customer Service Representatives to staff new programs aimed at scofflaw retrieval, release of liability filings, vehicles without license plates and apportioned plates. The increase in personnel cost is projected to generate \$575,000 in additional revenue to the City. The total revenue expected to be generated by the General Billing and Collections Program is \$4.5 million for FY 08, an increase of over 13 percent over FY 07 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 08 Funding Source: General Fund 100%

Business Licensing and Permits	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	1,239,180	1,837,445	1,507,358	82%	1,908,954
Revenues	10,612,783	11,561,268	10,963,304	95%	11,868,890
FTEs	12.02	13.02	13.02	100%	16.25

*Unaudited

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

Key Performance Measures	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
Dollar Amount of Transient Occupancy Tax Collected	\$16 million	\$17 million	\$18.4 million	108%	\$17 million
Number of Business Licenses and Permits Processed	48,000	50,000	(a)	(a)	52,000
Number of Active Business Licenses and Permits	33,504	34,500	33,702	98%	36,500
Increase in Active Business Licenses and Permits	986	1,000	215	22%	2,000
Cost per Business License and Permit Processed	(a)	\$26.51	(a)	(a)	\$27.26

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

Results Narrative:

The Business Licensing and Permits Program adopted a budget of \$1.9 million for FY 08, a moderate net increase from the FY 07 funding level. The Proposed Budget includes the cost of adding a Customer Service Representative that will allow our inspectors to conduct increased field visits and uncover delinquent or underground businesses. The increase in personnel cost is projected to generate \$136,352 in additional revenue to the City, bringing Business Licensing and Permits Program revenue to a projected \$11.9 million.

Although the current Business Services expenditure estimate is below budget in FY 07, it is possible that unanticipated costs associated with new systems implementation could occur in FY 08. These projects will need to be closely monitored to adequately ensure cost containment and control.

Administration Line of Business

Program	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Administration					
Expenditures	170,464	1,171	(58)	-5%	2,081
Revenues	-	-	-	0%	-
FTEs	7.00	7.00	7.00	100%	5.00
Line of Business TOTAL					
TOTAL Expenditures	170,464	1,171	(58)	-5%	2,081
TOTAL Revenues	-	-	-	-	-
TOTAL FTEs	7.00	7.00	7.00	100%	5.00

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 07 Key Accomplishments:

- Maintain employee safety compliance as evidenced by an ongoing reduction in Worker's Compensation claims involving lost time.
- Continue to support the successful implementation of the Workers' Compensation Optimization process.
- Coordinated Floor Warden training to insure a fully-trained staff.

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 08 Funding Source: General Fund 100%

Administration	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	170,464	1,171	(58)	-5%	2,081
Revenues	-	-	-	-	-
FTEs	7.00	7.00	7.00	100%	5.00

*Unaudited

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

Key Performance Measures	Actual FY 06	Target FY 07	Year End FY 07	Percent of Budget	Adopted FY 08
June Expenditure ETC as % of Year End Actual	100%	100%	103%	100%	100%
June Revenue ETC as % of Year End Actual	98%	100%	101%	100%	100%
Department Vacancy Rate	13.0%	11.7%	13.0%	111%	11.7%
Overtime as % of Total Salaries	1.8%	1.1%	1.5%	139%	1.0%
# of Workers' Comp. Claims Involving Lost Time	3	2.7	1	(a)	(a)
# of Lost Work Hours (expressed in full time equivalents) from Workers' Comp. During Fiscal Year	0.39	0.4	0	(a)	(a)
Average Reporting Lag time (in days) for Workers' Comp. Claims During Fiscal Year	(a)	1 day	0.20	(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 is integral to the efficient and effective operation of the Department of Financial Management. To ensure that the core competencies of the Department are achieved at an optimal level, the Administrative function must address the operational needs and requirements of those involved in those programs with minimal distractions.

Administrative Program costs are distributed to other Programs within the Department of Financial Management. After reviewing past expenditure patterns, the Program proposes a cut to the materials, supplies and services budget by approximately 37 percent. This will require reductions in printing, advertising, training, office supplies, equipment and membership expenses. In addition, the Program will eliminate the Administrative Analyst position responsible for overall support of the Administrative Officer's management of Department affairs (personnel, budget, purchasing, special projects, etc.). The responsibilities associated with this position will not be lessened and therefore must be transferred to staff currently assigned to other Programs.

Citywide Financing Line of Business

Program	Actual FY 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Citywide Financing					
Expenditures	316,971,127	355,615,353	308,810,215	87%	324,069,959
Revenues	608,265,760	680,807,691	664,384,894	98%	663,592,833
FTEs	-	-	-	-	-
Line of Business TOTAL					
TOTAL Expenditures	316,971,127	355,615,353	308,810,215	87%	324,069,959
TOTAL Revenues	608,265,760	680,807,691	664,384,894	98%	663,592,833
TOTAL FTEs	-	-	-	-	-

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 07 Key Accomplishments:

- 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 06	Adjusted FY 07	Year End* FY 07	Percent of Budget	Adopted** FY 08
Expenditures	316,971,127	355,615,353	308,810,215	87%	324,069,959
Revenues	608,265,760	680,807,691	664,384,894	98%	663,592,833
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 and Program for the Citywide Financing Program was developed. The Program is implemented jointly amongst Budget, Accounting and Treasury staff. Since this Program provides non-operating financial processing Citywide that is not department-specific, the overall Program totals for expenditure and revenue are not included in the financial information for the Department of Financial Management.

A new governmental accounting standard, GASB 45, will be implemented in FY 08 requiring the City to report the unfunded liability for other post employment benefits in its financial statements. A study is currently underway to determine the City's unfunded liability as well as options for funding this liability over the long-term.

Several one-time General Fund revenue and expenditure items are typically captured in the Citywide Financing Program. For FY 08 the one-time items include \$3.7 million in anticipated savings from the Employee Healthcare Optimization, as well as revenue of \$1.4 million in reimbursements from outside agencies, \$5.3 million in transfers from other funds and \$700,000 in revenue related to the refinancing of a City bond.

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 06	Adopted* FY 07	Adjusted FY 07	Year End** FY 07	Adopted* FY 08
Expenditures:					
Salaries, Wages and Benefits	179,770,215	209,882,951	209,572,951	188,889,159	213,703,303
Materials, Supplies and Services	79,498,883	56,901,250	58,416,726	55,330,205	57,994,127
Internal Support	4,380,182	4,362,349	4,362,349	4,875,717	4,758,378
Capital Purchases	104,471	-	173,674	246,784	64,095
Debt Service	47,952,657	49,880,741	51,066,989	51,953,143	51,310,185
Transfers from Other Funds	24,114,495	23,955,399	52,148,085	26,929,537	17,598,457
Prior Year Encumbrance	-	-	-	-	-
Total Expenditures	335,820,903	344,982,690	375,740,774	328,224,545	345,428,545
Revenues:					
Property Taxes	61,823,080	72,942,808	72,942,808	70,522,336	74,873,000
Other Taxes	120,342,609	129,873,773	129,873,773	128,645,654	135,731,834
Licenses and Permits	742,664	1,301,118	1,301,118	1,083,360	1,320,718
Fines and Forfeitures	331,639	321,280	321,280	132,376	798,280
Use of Money & Property	29,827,713	27,535,773	28,441,773	37,165,792	32,082,917
Revenue from Other Agencies	66,510,139	77,684,153	77,684,153	77,535,321	80,231,494
Charges for Services	29,723,710	30,774,102	30,924,102	30,424,797	29,752,444
Other Revenues	22,768,098	13,364,066	13,364,066	10,190,883	6,339,336
Interfund Services - Charges	211,698,798	250,314,778	250,314,778	230,627,407	252,634,133
Intrafund Services - GP Charges	1,582,105	1,499,867	1,499,867	1,578,068	1,459,435
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	-	-	24,493,923	24,848,000	700,000
Operating Transfers	85,508,687	65,663,683	72,837,758	74,341,219	71,443,468
Total Revenues	630,859,242	671,275,401	703,999,399	687,095,213	687,367,059
Personnel (Full-time Equivalents)	N/A	N/A	N/A	N/A	N/A

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

** Unaudited

Summary by Character of Expense

Adopted* FY 08 Budget by Fund



	Actual FY 06	Adopted* FY 07	Adjusted FY 07	Year End** FY 07	Adopted* FY 08
Expenditures:					
Salaries, Wages and Benefits	10,840,836	12,706,245	12,706,245	11,571,002	13,731,841
Materials, Supplies and Services	3,722,672	3,071,580	3,291,382	3,308,154	3,000,029
Internal Support	4,202,082	4,184,837	4,184,837	4,632,126	4,702,128
Capital Purchases	98,341	-	171,500	44,611	64,095
Debt Service	6,310	-	-	13,197	89,037
Transfers to Other Funds	(20,465)	(228,544)	(228,544)	(154,759)	(228,544)
Prior Year Encumbrance	-	-	-	-	-
Total Expenditures	18,849,776	19,734,118	20,125,421	19,414,331	21,358,586
Revenues:					
Property Taxes	-	-	-	-	-
Other Taxes	10,344,573	11,275,150	11,275,150	10,714,206	11,562,752
Licenses and Permits	271,198	301,118	301,118	315,521	320,718
Fines and Forfeitures	331,639	321,280	321,280	132,376	798,280
Use of Money & Property	-	1,000	1,000	-	1,000
Revenue from Other Agencies	26,755	-	-	24,583	-
Charges for Services	1,576,521	1,226,654	1,376,654	1,386,333	1,227,074
Other Revenues	2,442,500	2,342,198	2,342,198	2,293,117	2,478,198
Interfund Services - Charges	6,018,191	5,904,441	5,904,441	5,938,116	5,926,769
Intrafund Services - GP Charges	1,582,105	1,499,867	1,499,867	1,578,068	1,459,435
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	-	-	170,000	328,000	-
Operating Transfers	-	-	-	-	-
Total Revenues	22,593,481	22,871,708	23,191,708	22,710,320	23,774,226
Personnel (Full-time Equivalents)	153.46	159.46	159.46	159.46	165.55

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

** Unaudited

Personal Services

Classification	FY 06 Adopt FTE	FY 07 Adopt FTE	FY 08 Adopt FTE	FY 07 Adopted Budget	FY 08 Adopted Budget
Director of Financial Management	1.00	1.00	1.00	157,654	168,880
Accountant III	12.00	12.00	11.00	754,075	735,793
Accounting Clerk II	3.00	3.00	3.00	101,270	113,933
Accounting Clerk III	8.00	8.00	8.00	316,896	317,587
Accounting Operations Officer	3.00	3.00	3.00	258,503	281,569
Accounting Technician	3.00	3.00	3.00	137,533	142,331
Administrative Analyst II	1.00	1.00	1.00	68,633	57,638
Administrative Analyst II - Confidential	1.00	-	-	-	-
Administrative Analyst III	4.00	2.00	3.00	148,250	223,973
Administrative Analyst III - Confidential	4.00	7.00	5.00	475,311	355,791
Administrative Intern - NC/H40	-	1.00	1.00	34,501	35,443
Administrative Services Officer	-	1.00	1.00	84,495	90,511
Assistant Administrative Analyst	-	1.00	1.00	47,043	48,327
Budget Management Officer	1.00	1.00	1.00	92,181	103,523
Business Services Officer	1.00	1.00	1.00	80,033	92,538
Business System Specialist III	-	2.00	2.00	119,238	125,741
Buyer I	3.00	3.00	3.00	163,916	176,863
Buyer II	2.00	2.00	2.00	140,843	144,688
City Controller	1.00	1.00	1.00	120,050	130,053
City Treasurer	1.00	1.00	1.00	114,287	122,424
Clerk III	1.00	1.00	1.00	33,801	28,631
Clerk Typist II	1.00	1.00	1.00	36,466	30,697
Clerk Typist III	3.60	3.60	4.60	134,801	173,297
Clerk Typist III - Confidential	1.00	-	-	-	-
Community Development Analyst	-	-	1.00	-	57,649
Customer Service Representative II	14.00	12.00	12.00	411,374	409,976
Customer Service Representative II-NC	4.86	4.86	5.96	160,094	197,552
Customer Service Representative III	45.00	47.00	50.00	1,933,944	2,083,175
Customer Services Officer	1.00	1.00	1.00	80,033	85,731
Customer Services Supervisor I	6.00	6.00	6.00	305,685	319,210
Customer Services Supervisor II	3.00	3.00	3.00	164,221	165,413
Executive Assistant	1.00	1.00	1.00	52,392	56,100
Financial Services Officer	1.00	1.00	1.00	80,033	87,587
License Inspector I	3.00	3.00	3.00	141,128	144,981
License Inspector II	1.00	1.00	1.00	49,475	50,826
Manager - Administrative Services	1.00	-	-	-	-
Manager - Budget and Performance Management	-	1.00	1.00	98,445	116,527
Manager- Business Relations	-	1.00	1.00	109,184	116,957
Manager-Commercial Services	1.00	1.00	1.00	111,046	118,951
Payroll/Personnel Assistant II	1.00	1.00	1.00	39,592	43,178
Payroll Specialist I	3.00	3.00	3.00	144,784	148,736
Purchasing Agent	1.00	1.00	1.00	82,647	85,126
Revenue Management Officer	-	-	1.00	-	95,000
Subtotal Page 1	----- 142.46	----- 147.46	----- 152.56	----- 7,583,857	----- 8,082,908

Key Contacts

Lori Ann Farrell, Director of Financial Management

Claudia Santos, Acting City Controller

David Nakamoto, City Treasurer

Pamela Horgan, Commercial Services Manager

Lawrence D. Triesch, Business Relations Manager

David M. Wodynski, Budget and Performance Management Manager

John C. Zanier, Administrative Services Officer

Eric Sund, Purchasing Agent

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