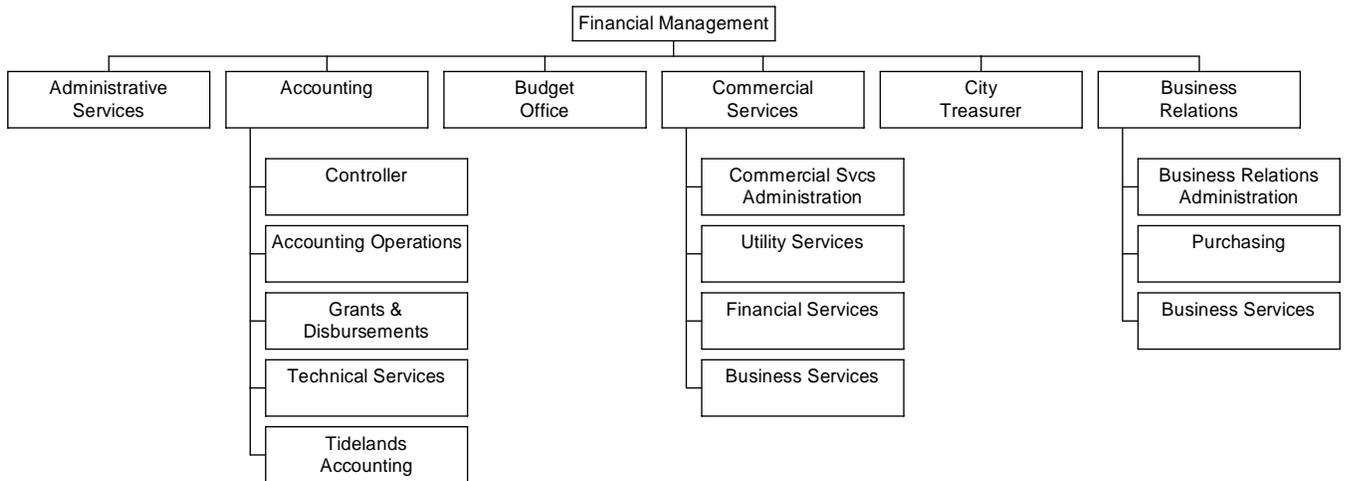


Financial Management



John Gross, Director of Financial Management

Lou Palmer, Manager, Budget and Performance Management Bureau

Stephen Hannah, City Controller

David Nakamoto, City Treasurer

Pamela Horgan, Manager, Commercial Services Bureau

Erik Sund, Manager, Business Relations Bureau/Purchasing Agent

Department Overview

Mission:

To manage and protect the City's financial assets while providing excellent service to the City's residents, operating departments and businesses

Core Services:

- Promote decision-making based on excellent and relevant financial information
- Promote long-term fiscal strength and sustainability
- Improve financial accountability and performance
- Controls that help ensure compliance with laws and regulations regarding budgeting, financial reporting, and expenditure of funds
- Monitor outstanding debt obligations and issue debt in accordance with policy and good financial practices
- Provide excellent support and self-service options to all customers
- Help to create and maintain a "friendly to business" approach

FY 12 Focus:

The Department of Financial Management will focus on core services during FY 12. These include true and accurate financial reporting, managing the current year budget, developing a financial plan and budget for FY 13 and the future, managing cash and debt, collecting revenue, and licensing businesses. The Department is continuing to review its own operations to discover more efficiencies and focus more on its core services.

Department Performance Measures

Key Measure	FY 10 Actual	FY 11 Target	FY 11 Year End	FY 12 Projection
Total Purchasing dollars spent with local businesses	\$2,477,754	\$3,000,000	\$2,800,000	\$3,000,000

The Purchasing Division places numerous bids throughout the year for Citywide services. These dollars represent bids that are only placed by the Purchasing Division and does not include bids by other departments.

Key Measure	FY 10 Actual	FY 11 Target	FY 11 Year End	FY 12 Projection
Parking Citation Collection Rate	86%	90%	97%	88%

The Parking Citation collection rate is achieved as a result of coordinating with the various agencies to accelerate the processing of citations from the point of issuance to notification and application of payments. Further, multiple citations that remain unpaid will be forwarded to City Departments to achieve ultimate collection results with the use of license plate recognition technology and other effective tools and practices. Finally, a third party collection agency services are utilized to pursue receipt of the very difficult to collect citations.

Key Measure	FY 10 Actual	FY 11 Target	FY 11 Year End	FY 12 Projection
Ambulance Billing Collection Rate	68%	80%	80%	80%

The Commercial Services Bureau projects an average ambulance bill collection rate of 80 percent, net of Medicare/Medi-Cal discounts.

Key Measure	FY 10 Actual	FY 11 Target	FY 11 Year End	FY 12 Projection
Percentage of Federal Single Audit findings corrected within two fiscal years	75%	75%	75%	80%

Single audit findings continue to be a major challenge for the City. The Accounting Program continues to take a proactive approach to resolving single audit findings. It leverages the expertise of the City's external auditor to provide access to training and specialized guidance to each grant program throughout the year.

FY 11 Accomplishments

Accounting Bureau

- Completed FY 10 Comprehensive Annual Financial Report (CAFR) with an unqualified opinion.
- Received the Government Finance Officers' Association's Certificate of Achievement for Excellence in Financial Reporting for the City's FY 10 CAFR.
- Received unqualified opinions in all audited grants in the Federal Single Audit.
- Successfully monitored capital improvement projects for maximum funding from external sources.
- Implemented new program for the scanning of accounts payable documents.

Budget & Performance Management Bureau

- Delivered a structurally balanced General Fund budget for the fifth consecutive year, continuing to strive for the key objective of ensuring the fiscal sustainability of the City.
- Developed and launched the City's User Fee and Charges Website making the City one of only two major California cities to offer an interactive website for fees and charges to its residents.
- Centralized the City Impact Fee Program reporting to improve transparency and reduce the City's administrative costs.
- Initiated discussions to develop a purchasing company to increase City revenues.
- Identified and supported the development of local sales offices to increase sales tax revenues.

Commercial Services Bureau

- Consolidated all ambulance billing services back "in house" that increased revenue collections while providing a positive impact on our customers because City staff provided more services than the private contractor.
- Filed 568 Small Claims Court actions in FY 11. The majority of the cases were delinquent utility bills, business licenses and ambulance transports.
- Temporary Parking Permits are now available on-line to the residences within the various Preferential Parking Districts.
- Extensive modifications in the daily operations have resulted in the ability to import parking citations, obtain registered owner information and generate notifications within 2 business days.

Treasury Bureau

- Investment Portfolio Performance: The pooled investment portfolio of the City had a weighted average portfolio balance of approximately \$1.7 billion. FY 11 closed with a weighted average return of 0.52% or \$10.1 million in total earnings, consistently exceeding all benchmark targets throughout the fiscal year.
- Investment Portfolio Custodian Conversion: The City contracts for custodial services for its investment pool. Transferred custody of the City's pooled investment to Wells Fargo from Bank of New York. Estimated savings of approximately \$35,000 a year.
- Financings: Completed eight capital leases and bond financings totaling \$171.5 million to finance the acquisition of phone systems and computers; capital projects including the Airport Terminal and Redevelopment; and refinance bond outstanding Bonds to reduce interest expense.

FY 11 Accomplishments

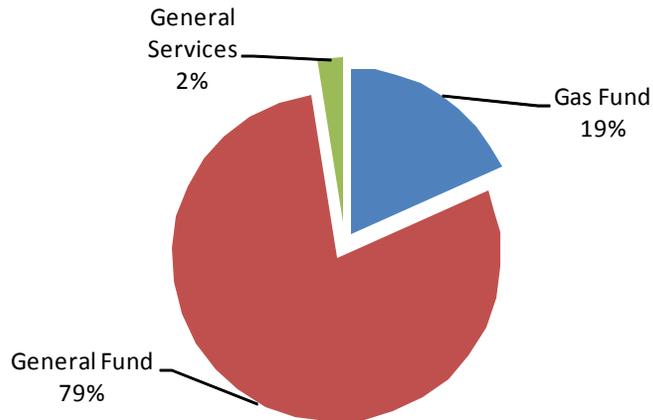
- **Master Debt Database:** The Master Debt Database consolidated several independently maintained data sources for reporting consistency efficiency. The Debt Database tracks all outstanding debt, encompassing the many unique characteristics and requirements of each issue.
- **Enhanced Financial Reporting:** Surpassed debt covenant reporting requirements through the publication of the consolidated annual disclosure report. Enhanced and expanded daily cash flow reporting automating the incorporation of investment and debt cash flows.

Business Relations Bureau

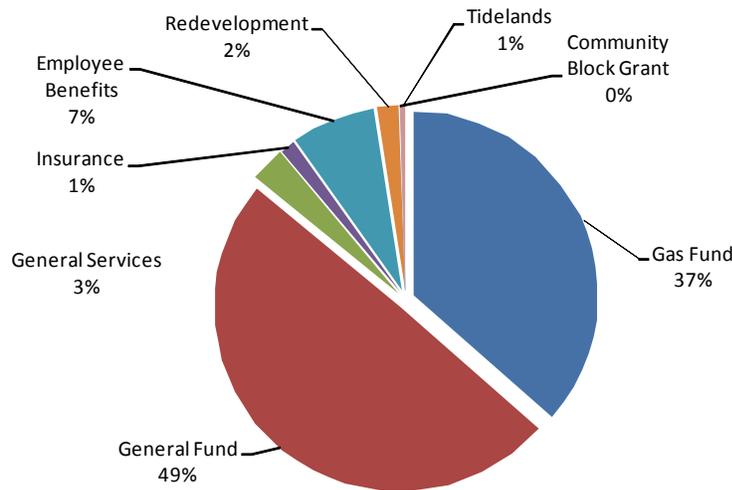
- There are 11,157 businesses registered in the City's Online Bidder's database BidsOnLine, which is a 13.5 percent increase from the previous year.
- Issued 3,626 new Business Licenses and 20 Entertainment Permits.
- Continued the implementation of the Small Business Enterprise Program; since the program's inception in FY10 the City certified an additional 15 percent; there are 1,588 City of Long Beach certified Small Business Enterprises.
- Oversaw the City's first project specific Project Labor Agreement (PLA) that was approved for the Phase I Terminal Improvements at the Long Beach Airport.
- Continued monitoring and compliance for projects that are subject to the Department of Housing and Urban Development (HUD) Section 3 policy.
- Implemented the new Occasional Event Permitting program and issued 113 Occasional Event Permits.
- Ongoing compliance and monitoring of the newly implemented Medical Marijuana Ordinance.

FY 12 Budget

FY 12 Revenues by Fund



FY 12 Expenditures by Fund



Fund Impact

Fund	Revenues	Expenditures	Fund Impact
General Fund	20,121,878	10,167,889	9,953,989
Gas Fund	4,690,297	7,524,906	(2,834,609)
General Services	611,738	603,900	7,837
Insurance	-	286,402	(286,402)
Employee Benefits	-	1,510,487	(1,510,487)
Redevelopment	-	407,234	(407,234)
Health	-	8,838	(8,838)
Housing Development	-	88,714	(88,714)
Community Development Block Grants	-	493,918	(493,918)
Housing Authority	-	3,965	(3,965)
Tidelands	-	373,982	(373,982)
Debt Service Fund	-	72,262	(72,262)
Total	25,423,912	21,542,498	3,881,415

Summary of Adopted Changes

GENERAL FUND	Impact on Deficit	Positions
Debt services correction for annual Carnival Cruises' administrative fee to reflect negotiated contract change.	\$45,000	
Eliminate a Customer Services Supervisor II position and an Accounting Clerk position. Existing staff will take on additional duties.	(155,888)	(2.00)
Reduce budgeted expenditures for materials, supplies and contractual services, and adjust revenues.	(111,029)	
Consolidate debt accounting within the debt management function to more efficiently manage the City's debt portfolio, aligning the function with the cost of service delivery.	(101,000)	
Transfer a portion of an Accounting Officer and Accountant II costs to the General Services Fund to accurately reflect the workload.	(125,208)	(1.00)
Shift an Administrative Analyst III position to Commercial Services administration to better reflect work duties. The administrative portion of the Bureau's costs are allocated out through the Commercial Services MOU.	(117,714)	
Transfer costs associated with an Accountant III position to the Water Fund, Refuse Fund, and Gas and Oil as part of the required support for the Customer Information System (CIS) project. The position will direct charge the CIS project for time spent supporting the project.	(56,323)	
Eliminate two vacant positions to remove negative savings amounts input in prior years' budgets in lieu of specific reductions.	(0)	(2.00)
Convert a vacant Business License Inspector I position into non-career hours in the Business Licensing Division in order to account for the elimination of the FY 12 Vehicle License Fee.	(45,603)	
Subtotal: General Fund	\$(667,765)	(5.00)

EMPLOYEE BENEFITS FUND	Impact on Fund	Positions
Reduce budgeted expenditures for materials, supplies and contractual services.	\$(41,028)	
Subtotal: Employee Benefits Fund	\$(41,028)	(0.00)

Administration Bureau

Key Services: General management of the Department, develop recommended financial policies for the City, Human Resources, Training, Risk Management, Employee Safety, Workers' Compensation, Budget Monitoring, Personnel, Public Communications, and Records Management

FY 12 Funding Source: General Fund 100%

Administration	Actual FY 10	Adjusted* FY 11	Estimated* FY 11	Adopted** FY 12
Revenues	-	-	-	-
Expenditures	39	(809)	37,546	396
FTEs	5.00	4.00	4.00	4.00

*Numbers as published in the FY 12 Proposed Budget released August 2, 2011

**Amounts exclude all-years carryover

Narrative:

The Department of Financial Management will continue to manage and protect the City's financial assets while providing excellent service to the City residents, departments, and businesses. The Administration Bureau will maintain the Department's excellence in supporting budget preparation, personnel, wellness and safety programs and special projects for a Department with a budget of \$21.5 million and approximately 127 employees. The Administration Program is integral to the efficient and effective operation of the Department.

Accounting Bureau

Key Services: Comprehensive Annual Financial Report, Federal Single Audit, 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 Reconciliation and Error Corrections, Monthly and Year-End Internal Financial System Reports, Accounting Consultations, Financial Polices and Procedures, Grant and Capital Project Reports and Reimbursement Requests/Invoices, Bank Reconciliation, Retirement and Pension Plan Analyses and Recommendations, Community Development/Redevelopment Agency Accounting Services; Tidelands Accounting and Financial Reporting, and Fixed Asset Management. 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 12 Funding Sources: General Fund 33%, Employee Benefits Fund 23%, General Services Fund 12%, Development Grants Fund 10%, Redevelopment Funds 8%, Insurance Fund 6%, Housing Development Fund 2%, Tidelands Operations Fund 3%, Health Fund, Marina Fund and Rainbow Harbor Area Fund 3%

Accounting	Actual FY 10	Adjusted* FY 11	Estimated* FY 11	Adopted** FY 12
Revenues	1,034,585	1,017,248	1,017,248	1,214,014
Expenditures	4,593,026	4,964,660	5,268,918	4,949,040
FTEs	39.00	36.00	36.00	35.00

*Numbers as published in the FY 12 Proposed Budget released August 2, 2011

**Amounts exclude all-years carryover

Narrative:

The City Controller's Office/Accounting Program continues to provide service levels to the City's 21 distinct departments and its subsidiaries (e.g. Aquarium of the Pacific) across 39 separate funds. The accounting program continues to realign its service cost structure to ensure the most efficient use of the programs resources. This realignment includes the reallocation of staff priorities and the implementation of several cost reduction initiatives. The Accounting Program's main focus is to (a) ensure compliance with statutes, regulations, Generally Accepted Accounting Principles, Governmental Accounting Standards Board (GASB) pronouncements and governmental auditing standards and (b) provide guidance and support to departments citywide. The receipt of the GFOA Certificate for Excellence in Financial Reporting for four consecutive years demonstrates the Accounting Program personnel's dedication, competence and determination to continue performing at the highest levels despite declining resources.

Budget Management Bureau

Key Services: Citywide Financial Policies, Budget Instructions, Financial Strategic Plan, Master Fee and Charges Schedule and Department Cost Allocation Plans, Proposed/Adopted Budgets, Revenue Enhancement and Cost Recovery, Personnel and Operational Performance Analyses, responses to City Council/Budget Oversight Committee requests, Performance Management Trainings, Community Outreach and Presentations.

FY 12 Funding Sources: General Fund 74%, Employee Benefits Fund 21%, Tidelands Operations Fund 5%

Budget Management	Actual FY 10	Adjusted* FY 11	Estimated* FY 11	Adopted** FY 12
Revenues	-	-	-	-
Expenditures	1,556,740	1,876,423	1,682,208	1,771,870
FTEs	12.00	12.00	12.00	12.00

*Numbers as published in the FY 12 Proposed Budget released August 2, 2011

**Amounts exclude all-years carryover

Narrative:

There are no significant changes in resources to this Bureau and no substantial change expected in the performance of key measures. A structural balance in the General Fund, a key performance objective for this program, is proposed for the fifth consecutive fiscal year, requiring \$18.6 million in General Fund savings. The Bureau includes a full menu of services citywide, including the two budget processing databases, the Budget Expense and Revenue (BEAR) Tracker and the Fee Revenue Entry Database (FRED) to facilitate interdepartmental communication and enhance transparency with the community. Offering community budget presentations to ensure direct transparency in the budget process as well as provide increased information to both the City Council and the Budget Oversight Committee will be a major goal of the Bureau.

Additionally, the Budget Management Bureau tracks and forecasts the City's key revenue streams. Revenue staff continues to explore opportunities to increase revenue for the City, including full implementation of current taxes, cost recovery through fees, department cost allocation plans, nexus studies and sales tax and other revenue-sharing agreements with the private sector.

Commercial Services Bureau

Key Services: Billing and Collections Services (Utility Bills, Ambulance Transport Bills, Property Damage, False Alarms, Marina Slip Rentals, NSF, Third Party Claims, City Prosecutor’s Fees, and Police Booking Fees), Billing Inquiry Resolutions, Meter Reading Service, Debt Recovery Services (Small Claims Actions, Skip Tracing, Payment Plans, Collection Agency), Parking Violation Notifications, Coordinate Citation Disputes and Administrative Hearings, Provide Payment Processing Services and Deposits, Provide Multiple Payment Options (In-person, Internet and Remote Pay Stations), Provide In-Person, Telephone, Internet and 24-Hour Automated Customer Service.

FY 12 Funding Sources: Gas Fund 67%, General Fund 32%, Debt Service Fund 1%

Commercial Services	Actual FY 10	Adjusted* FY 11	Estimated* FY 11	Adopted** FY 12
Revenues	9,374,685	10,041,516	9,802,189	10,044,150
Expenditures	9,857,198	10,626,257	10,402,393	11,209,889
FTEs	68.03	51.59	51.59	49.59

*Numbers as published in the FY 12 Proposed Budget released August 2, 2011

**Amounts exclude all-years carryover

Narrative:

The Commercial Services Bureau provides a full range of customer and financial services including billing, payment processing, collections, and internal controls and audit support services for the City.

During the current year, the suite of services provided to the Fire Department have been expanded to include both the Advanced Life Support (ALS) and Basic Life Support (BLS) ambulance transports. This initiative results in a “one-step” convenient location that will improve the efficiency of billing activities and achieve optimal revenue recovery for the City.

The Utility Customer Support program generates over \$225 million in billing every year. Included in this total are \$7.6 million in Utility Users Tax and \$3.1 million in late charges, which are both General Fund revenues. The cost is \$.01 per dollar amount billed and includes all costs associated with direct customer contact by in-person, payment processing, billing, meter reading, and in-house collection activity.

The discrepancy between revenues and expenditures is attributed to the fact that all utility related expenditures are passed through to the Gas Fund and the revenue represent the amounts reimbursed to the Gas Fund from the Water and Public Works Departments.

Parking Citations manages citation-processing, supports parking regulations, preferential parking permit programs and administers record keeping and collection of parking fines. The Parking Citation collection rate for FY 11 was 97 percent with an estimated 316,000 processed citations. The Parking Citation Section foresees a reduction in the number of citations written in FY 12. The reductions have a corresponding effect on the reduction of citations issued by the various issuing agencies. With significant modifications in the approach to bill, monitor and collect citations, the Program will achieve the projected collection rate.

City Treasurer Bureau

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

FY 12 Funding Source: General Fund 100%

City Treasurer	Actual FY 10	Adjusted* FY 11	Estimated* FY 11	Adopted** FY 12
Revenues	1,285,083	1,278,223	1,303,075	1,349,223
Expenditures	1,264,516	1,196,106	1,247,331	1,390,063
FTEs	8.00	7.50	7.50	7.50

*Numbers as published in the FY 12 Proposed Budget released August 2, 2011

**Amounts exclude all-years carryover

Narrative:

The budget continues the current level of service delivery. These resources will allow for the effective management of an estimated \$1.6 billion investment portfolio as well as managing outstanding City debt obligations currently totaling almost \$2.3 billion in compliance with bond covenants and optimal financing options.

The Treasury Bureau is responsible for managing the City's investments, cash and debt management ensuring compliance with internal and external polices and regulations. The City of Long Beach received affirmation of an "AA-" issuer credit rating with a stable outlook from Standard & Poor's rating agency, while many states, counties, and cities have received downgrades due to the recession. Additional duties include providing optimal solutions to ensure safety and liquidity in support of the City's cash requirements for its operations as well as potential emergency situations and assistance in financing instruments for infrastructure, Harbor, Airport, Water, Sewer and Marina capital programs and capital leasing. The Treasury Program also provides administration services to two assessment districts, a utility district, seven community facility districts, and ten improvement area districts throughout the City.

Business Relations Bureau

Key Services: Bid documents, Request for Proposals, Vendor Contract Awards, Diversity Outreach, Local Business Preference Outreach Information, Internal and External Purchasing Training Workshops, Long Beach Proposition “L” (outsourcing) Contracting Cost Savings Analyses, Purchasing Cards (Credit Cards), HUD Section 3 Monitoring, Equal Benefits Ordinance, Business License Tax Collections, Transient Occupancy Tax Collections, Business Licenses and Permits, Medical Marijuana Collective 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), Project Labor Agreement Implementation and Compliance

FY 12 Funding Source: General Fund 100%

Business Relations	Actual FY 10	Adjusted* FY 11	Estimated* FY 11	Adopted** FY 12
Revenues	12,043,180	12,985,063	12,760,517	12,816,526
Expenditures	3,201,410	2,198,085	2,127,967	2,221,240
FTEs	27.53	20.00	20.00	18.50

*Numbers as published in the FY 12 Proposed Budget released August 2, 2011

**Amounts exclude all-years carryover

Narrative:

The budget will allow operations to utilize and possibly upgrade the existing electronic bidders database that is available to vendors via the City’s website. The bidders management system increases the number of available bidders, creating competition for the City’s businesses and resulting in better pricing of goods and services. The system will continue to use the component that allows for certification of Small Business Enterprises (SBE), Very Small Business Enterprises (VSBE), and Long Beach Small Business Enterprises (LSBE). The Bureau will also continue the Equal Benefits Ordinance which requires contractors on City contracts to provide employee benefits to their employees with domestic partners, equivalent to those provided to their employees with spouses. In addition, the bureau will continue to be responsible for the ten percent local preference program, which goal is to stimulate local job growth, increase sales tax revenue, and keep revenue in the City. Purchasing will continue to increase local outreach by retaining a dedicated staff position who is devoted to contacting Long Beach businesses for every applicable Purchasing bid. The number of local registered vendors has increased from 1,188 to 1,296.

Purchasing also conducted a number of competitive bids for significant citywide services during FY 11: temporary staffing services, office supplies, and the replacement of two aging Police helicopters, which will consequently result in net savings or reduced cost overhead.

The Bureau will also continue to provide on-going contract compliance for HUD Section 3 related construction contracts. In addition, staff will oversee and monitor compliance with the City’s first project specific project labor agreement (PLA), which was implemented on the Phase I Improvements to the Terminal Area at the Long Beach Airport project. With the implementation of the PLA, staff anticipates an increase in SBE participation and local hires.

The permitting and monitoring process for the Medical Marijuana Collective Ordinance will continue to be implemented in FY12. With current staffing levels, a Business License Inspector will continue to work Saturdays to investigate complaints on illegal yard sales and businesses. With the elimination of a Customer Service Supervisor position in the Business License section, service output levels, customer service, and resources is expected to be slightly impacted.

Citywide Summary by Category

Citywide activities are managed by the Financial Management Department. This summary includes 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 plan that provides additional revenue to the General Fund for Citywide overhead charged to non-General Fund sources. "XJ" Joint Powers Authority contains expenditures for City-involved joint power activities.

The second Financial Summary by Category page strictly includes the Department of Financial Management's operating budget.

	Actual FY 10	Adopted* FY 11	Adjusted** FY 11	Estimated** FY 11	Adopted* FY 12
Revenues:					
Property Taxes	65,734,797	74,505,413	74,505,413	73,875,798	113,617,633
Other Taxes	113,254,686	112,288,150	114,636,790	116,207,417	111,470,980
Franchise Fees					20,985,744
Licenses and Permits	909,491	225,000	225,000	-	-
Fines and Forfeitures	-	-	-	-	-
Use of Money & Property	21,876,578	19,994,831	19,994,831	19,985,974	20,403,197
Revenue from Other Agencies	75,492,081	81,136,840	81,837,114	82,282,365	26,903,455
Charges for Services	51,578,152	49,108,000	49,108,000	49,108,000	49,108,000
Other Revenues	10,433,533	4,897,859	4,897,859	5,484,859	4,829,798
Interfund Services - Charges	246,456,828	258,366,922	258,366,922	244,950,098	271,569,876
Intrafund Services - GP Charges	-	-	-	-	-
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	31,869,900	-	-	-	-
Operating Transfers	94,933,509	73,160,251	84,435,351	83,887,919	111,401,533
Total Revenues	712,539,555	673,683,266	688,007,280	675,782,430	730,290,215
Expenditures:					
Salaries, Wages and Benefits	195,993,574	217,645,454	217,538,734	195,932,839	232,641,076
Overtime	-	-	-	-	-
Materials, Supplies and Services	47,720,987	37,074,766	40,309,854	37,388,126	41,693,168
Internal Support	32,446	(192,007)	(192,007)	(192,307)	434,810
Capital Purchases	-	-	-	-	-
Debt Service	125,237,104	86,890,542	86,891,309	86,844,391	84,799,847
Transfers to Other Funds	46,910,259	9,689,401	11,711,757	9,146,556	20,288,723
Prior Year Encumbrance	-	-	-	-	-
Total Expenditures	415,894,371	351,108,157	356,259,647	329,119,605	379,857,624
Personnel (Full-time Equivalent)	N/A	N/A	N/A	N/A	N/A

* Amounts exclude all-years carryover.

** Numbers as published in the FY 12 Proposed Budget released August 2, 2011.

Financial Summary by Category

	Actual FY 10	Adopted* FY 11	Adjusted** FY 11	Estimated** FY 11	Adopted* FY 12
Revenues:					
Property Taxes	-	-	-	-	-
Other Taxes	11,685,673	12,195,700	12,195,700	12,181,350	11,995,700
Licenses and Permits	376,648	652,976	652,976	452,976	658,797
Fines and Forfeitures	(234,250)	315,662	296,830	334,165	296,830
Use of Money & Property	2,270	-	-	27,429	-
Revenue from Other Agencies	-	-	-	-	-
Charges for Services	1,172,000	1,396,321	1,396,321	1,305,252	1,467,963
Other Revenues	3,494,599	3,747,832	3,747,832	3,532,388	3,602,818
Interfund Services - Charges	5,653,607	5,508,152	5,508,152	5,560,088	5,866,383
Intrafund Services - GP Charges	1,552,130	1,489,381	1,489,381	1,489,381	1,500,563
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	-	-	-	-	-
Operating Transfers	34,858	34,858	34,858	-	34,858
Total Revenues	23,737,533	25,340,882	25,322,050	24,883,029	25,423,912
Expenditures:					
Salaries, Wages and Benefits	12,733,350	12,222,513	12,222,513	12,052,304	12,676,013
Overtime	73,485	64,813	64,813	80,377	64,813
Materials, Supplies and Services	3,288,578	4,470,858	4,480,979	4,574,278	4,270,069
Internal Support	4,452,486	4,274,306	4,274,306	4,226,213	4,447,340
Capital Purchases	7,768	-	996	1,556	-
Debt Service	144,069	60,403	60,462	97,876	84,262
Transfers to Other Funds	(226,807)	(243,345)	(243,345)	(266,239)	-
Prior Year Encumbrance	-	-	-	-	-
Total Expenditures	20,472,929	20,849,547	20,860,723	20,766,364	21,542,498
Personnel (Full-time Equivalent)	159.56	131.09	131.09	131.09	126.59

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

** Numbers as published in the FY 12 Proposed Budget released August 2, 2011.

Personal Services

Classification	FY 10 Adopt FTE	FY 11 Adopt FTE	FY 12 Adopt FTE	FY 11 Adopted Budget	FY 12 Adopted Budget
Director of Financial Management	1.00	1.00	1.00	176,872	187,076
Accountant III	10.00	10.00	10.00	712,806	757,457
Accounting Clerk III	9.00	8.00	6.00	352,375	267,763
Accounting Operations Officer	4.00	3.00	4.00	281,450	380,878
Accounting Technician	3.00	3.00	4.00	153,971	211,087
Administration Analyst II	2.00	2.00	2.00	152,636	157,231
Administration Analyst III	2.00	2.00	2.00	156,563	165,301
Administration Analyst III Conf	7.00	7.00	-	573,893	-
Administration Analyst IV Conf	-	-	7.00	-	606,036
Administration Services Officer	1.00	1.00	1.00	94,131	94,131
Assistant Administration Analyst I	1.00	2.00	2.00	93,839	106,412
Assistant Administration Analyst II	2.00	1.50	1.50	87,515	89,314
Assistant Director-Financial Management	-	1.00	-	152,000	-
Budget Management Officer	1.00	1.00	1.00	103,523	103,523
Business System Specialist III	2.00	1.00	1.00	78,307	65,865
Buyer I	3.00	3.00	3.00	180,371	191,993
Buyer II	2.00	2.00	2.00	156,614	146,542
City Controller	1.00	1.00	1.00	123,050	123,050
City Treasurer	1.00	1.00	1.00	135,254	135,254
Clerk III	1.00	1.00	1.00	37,584	38,715
Clerk Typist III	2.50	1.00	1.00	44,024	45,348
Customer Services Officer	1.00	-	-	-	-
Customer Services Representative II	11.76	10.76	9.76	435,680	388,434
Customer Services Representative III	50.00	32.00	31.00	1,416,377	1,408,874
Customer Services Representative II-NC	5.30	1.83	1.83	58,745	64,827
Customer Services Supervisor I	6.00	4.00	3.00	207,764	164,578
Customer Services Supervisor II	3.00	3.00	3.00	177,835	178,133
Executive Assistant	1.00	1.00	1.00	60,051	60,051
Financial Services Officer	1.00	2.00	1.00	184,869	90,214
License Inspector I	3.00	3.00	2.50	156,927	129,891
License Inspector II	1.00	1.00	1.00	55,012	56,668
Manager of Budget Management	1.00	-	1.00	-	123,000
Manager of Business Relations	1.00	1.00	1.00	120,050	120,050
Manager of Commercial Services	1.00	1.00	1.00	123,710	123,710
Payroll Specialist I	2.00	2.00	2.00	103,885	109,660
Payroll Specialist II	1.00	1.00	1.00	59,359	61,144
Payroll/Personal Assistant II	1.00	-	-	-	-
Payroll/Personal Assistant III	-	1.00	1.00	48,507	49,968
Revenue Management Officer	1.00	1.00	1.00	98,842	98,842
Secretary	3.00	3.00	3.00	133,216	146,337
Secretary-Conf	1.00	1.00	1.00	47,353	48,779
Subtotal Page 1	150.56	122.09	117.59	7,334,961	7,296,140

