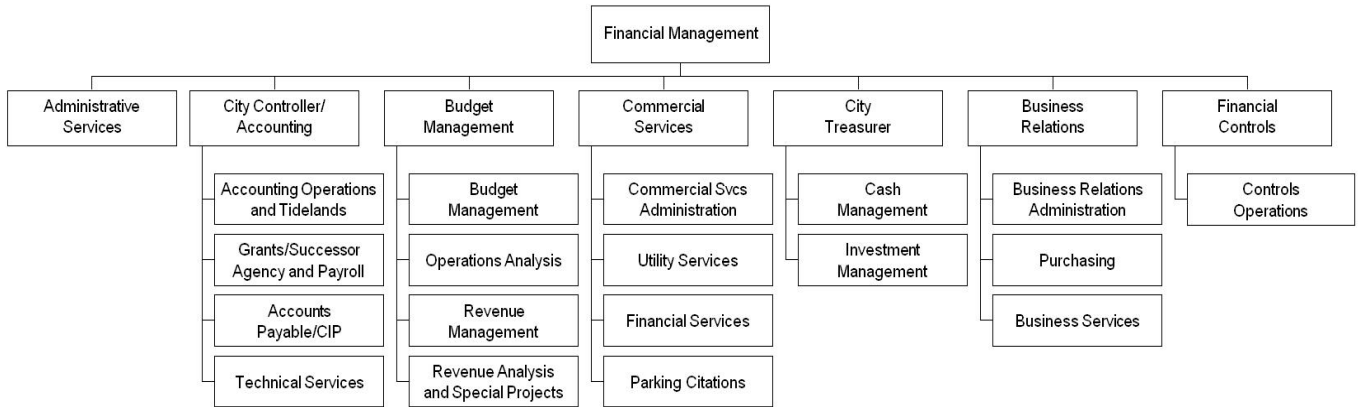


# Financial Management



John Gross, Director of Financial Management

Dennis Strachota, Manager, Budget 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

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## **Mission:**

To manage city financial operations, to provide financial policy advice and direction that keeps the City financially strong, to provide transparent financial reporting, to provide a sound budget process enabling budgetary decisions that serve the best interest of the City and to provide collection and business services in a manner that well serves City goals.

## **Core Services:**

- Accounting and Financial Reporting
- Accounts Payable
- Budget development and budget decision processes
- Debt issuance and management
- Investment of funds
- Financial controls
- Development of financial and budgetary policies
- Provision of financial advice
- Promote long-term fiscal strength and sustainability
- Purchasing management
- Business licensing
- 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 13 Focus:**

The Department of Financial Management will focus on core services during FY 13 and on the strengthening of operations to address these services and prepare the City for the continued financial stresses expected in the years ahead. The Department is continuing to review its operations to discover more efficiencies and focus more on its core services. New systems are expected to be both implemented and planned.

## Department Performance Measures

Key Measure	FY 11 Actual	FY 12 Target	FY 12 Estimate	FY 13 Projection
Total Purchasing dollars spent with local businesses	\$2,805,578	\$3,000,000	\$2,400,000	\$2,400,000

The Purchasing Division places numerous bids throughout the year for Citywide services. These dollars only represent bids that are placed by the Purchasing Division, and do not include bids by other departments. The total dollars spent with local businesses has been steadily climbing over the past few years. FY 11 was particularly high due in part to higher total dollar value of all bids for Citywide services as well as increased outreach to local businesses. The total dollar value of all bids year to date as of May has fallen in FY 12 as compared to the same point last year, which has contributed to lower local spending. The current FY 12 estimate of \$2.4 million assumes the Purchasing Division will award a large bid to a local vendor later in the year; otherwise the FY12 estimate will not be met due to overall shrinkage of City purchasing activities. Given the City's current budget considerations, the Division does not expect to see growth in dollars spent with local businesses in FY 13.

Key Measure	FY 11 Actual	FY 12 Target	FY 12 Estimate	FY 13 Projection
Percentage of ambulance fees collected within eighteen months of date of service	N/A	64%	64%	64%

Over the last eighteen months, the Commercial Services Bureau has collected an average of 64 percent of Advanced Life Support (ALS) ambulance transport fees from dates of service in early FY 11. Collection rates for ambulance bills are relatively low throughout the industry and collections are now better than when they were fully privatized. The actual final collection rate is significantly higher after action is taken that includes filing small claims court actions, filing liens, intercepting state income tax refunds, and credit reporting by the collection agency. While the majority of the revenue is collected within the first eighteen months after date of ambulance service, debts continue to be pursued and collected for up to three years and as many as ten years with a small claims judgment.

Key Measure	FY 11 Actual	FY 12 Target	FY 12 Estimate	FY 13 Projection
Percentage of Federal Single Audit findings corrected within first fiscal year after the audit is complete	75%	80%	80%	80%

Once an audit finding by the City's external auditors becomes known, the City begins action to address those audit findings. These findings can usually be resolved in the year immediately following the issuance of the audit (two years after the end of the reporting period). Occasionally, it may take longer due to the large size of the City. The Accounting Bureau continues to take a proactive approach to resolving single audit findings. It leverages the expertise of the City's external auditor as well as Financial Management staff and outside consultants to provide access to training and specialized guidance for each grant program throughout the year.

# FY 12 Accomplishments

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## Accounting Bureau

- Completed FY 11 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 Comprehensive Annual Financial Report.
- Received unqualified opinions in all audited grants in the Federal Single Audit.
- Successfully monitored capital improvement projects for maximum funding from external sources.

## Budget Management Bureau

- Delivered a structurally balanced General Fund budget for the sixth consecutive year, continuing to strive for the key objective of ensuring the fiscal sustainability of the City.
- Introduced Use Tax/Buying company contract language into Port construction projects and leases. These projects, which are estimated at approximately \$3 billion, are projected to result in substantial General Fund sales\use tax revenues over the next several years.
- Conducted analyses of City pension reform that will save the City millions of dollars.
- Completed nexus studies that resulted in increased revenue for general services to citizens.
- Completed a study of towing and lien sales operations.
- Identified and supported the development of local sales offices to increase sales tax revenues.

## Commercial Services Bureau

- Used the State Franchise Tax Board Intercept Program to recover unpaid utility bills, ambulance transport charges, and business license fees, and other bad debts from State income tax refunds.
- Filed 218 Small Claims Court actions in the first eight months of FY 12. The majority of the cases were delinquent utility bills, business licenses and ambulance transports.
- The Parking Citation database has been updated to provide accurate information that will facilitate the ability to apply effective collections measures that will result in increased revenues.
- The City's website is being enhanced in FY12 to provide additional information and automated services to process parking citations.

## Treasury Bureau

- As of March 31, 2012, the pooled investment portfolio of the City had an average portfolio balance of approximately \$1.8 billion. The weighted average return through March 31, 2012 is 0.44% (annualized), with approximately \$4.1 million in total earnings. The portfolio continues to meet or exceed all benchmark targets.
- Year to date, completed three capital leases and two bond refinancings totaling \$143 million to finance the acquisition of digital x-ray equipment, trailers, and a server disk storage system; capital project refinancing to bonds outstanding to reduce interest expense for the Aquarium of the Pacific and Community Facilities District No. 6 (Pike Public Improvements).

## FY 12 Accomplishments

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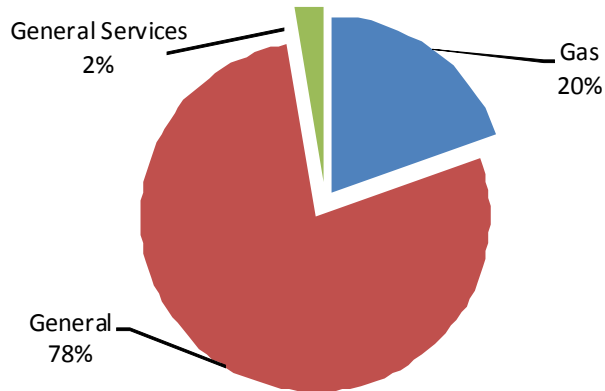
- The City signed a new banking service contract with Union Bank saving approximately \$84,000 per year in bank fees while adding two new full service ATM's to the City.

### **Business Relations Bureau**

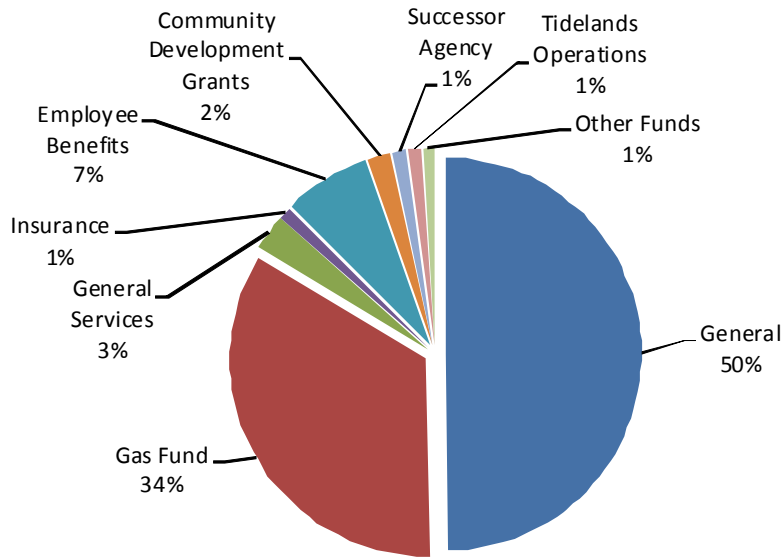
- Increased businesses registered in the City's Online Bidder's database BidsOnLine by 7.5 percent from the previous year, to 12,000.
- As of May 2012, issued 2,693 new Business Licenses, 18 Entertainment Permits, and 24 Occasional Event Permits in FY12.
- Continued the implementation of the Small Business Enterprise Program. As of May 2012, there are 1,870 City of Long Beach certified Small Business Enterprises.
- Continued monitoring and compliance for projects that are subject to the Department of Housing and Urban Development (HUD) Section 3 policy.
- Ongoing compliance and monitoring of the implemented Medical Marijuana Ordinance.

# FY 13 Budget

## FY 13 Revenues by Fund



## FY 13 Expenditures by Fund



## Fund Impact

Fund	Revenues	Expenditures	Fund Impact
General	18,988,817	11,404,906	7,583,912
Gas	4,784,938	7,756,922	(2,971,985)
General Services	611,738	661,992	(50,254)
Insurance	-	243,220	(243,220)
Employee Benefits	-	1,624,082	(1,624,082)
Community Development Grants	-	453,229	(453,229)
Successor Agency	-	275,131	(275,131)
Tideland Operations	-	273,758	(273,758)
Health	-	9,061	(9,061)
Housing Development	-	85,015	(85,015)
Housing Authority	-	11,051	(11,051)
Marina	-	64,874	(64,874)
Rainbow Harbor Area	-	59,073	(59,073)
<b>Total</b>	<b>24,385,493</b>	<b>22,922,313</b>	<b>1,463,179</b>

## Summary of Adopted Changes

<b>General Fund - Reductions</b>	<b>Impact on Deficit</b>	<b>Positions</b>
Streamline Purchasing and Accounts Payable processes, realign Budget Office expenditures, and reclassify staff. Accounts Payable will be decentralized to speed up processing. Departments will be authorized to make purchases up to \$25,000 (from \$10,000) and extend terms of contracts from one to two years with two one-year extensions reducing administrative workload. With a recommended City Code change, the City Manager purchasing approval will increase from \$100,000 to \$250,000 to reduce administrative overhead. One time resources will be utilized to allow for the transition in the Accounts Payable decentralization process.	(\$248,197)	(2.50)
Increase miscellaneous revenue. A portion of this new revenue will come from the addition of a Business License Inspector position, which will generate License Tax Revenue in excess of its cost.	(\$262,534)	1.00
<b>Subtotal: General Fund - Reductions</b>	<b>(\$510,731)</b>	<b>(1.50)</b>

<b>General Fund - Enhancement</b>	<b>Impact on Deficit</b>	<b>Positions</b>
The budget includes the creation of a Financial Controls Bureau to strengthen financial controls throughout the City, including cash management. The many years of budget cuts have weakened financial controls. The new Bureau will be a key tool to review, develop and improve financial controls. This effort will help protect the City against financial losses, bad operational decisions caused by bad information, and should also address certain types of revenue issues such as cash losses. Ongoing coordination with the City Auditor's Office is anticipated. This increase is offset in its entirety by the Department's savings in short-term borrowing costs.	\$512,000	3.00
<b>Subtotal: General Fund - Enhancements</b>	<b>\$512,000</b>	<b>3.00</b>

<b>Employee Benefits Fund</b>	<b>Impact on Fund</b>	<b>Positions</b>
Realign personnel budget to better reflect work performed.	\$71,496	0.50
<b>Subtotal: Employee Benefits Fund</b>	<b>\$71,496</b>	<b>0.50</b>

<b>Redevelopment Funds</b>	<b>Impact on Fund</b>	<b>Positions</b>
Realign Accounting Division personnel to reflect the dissolution of the Redevelopment Agency.	(\$371,154)	(2.98)
<b>Subtotal: Redevelopment Funds</b>	<b>(\$371,154)</b>	<b>(2.98)</b>

<b>SA-RD Obligation Retirement Fund</b>	<b>Impact on Fund</b>	<b>Positions</b>
Realign personnel budget within the Accounting Bureau to reflect work performed.	\$247,813	2.00
<b>Subtotal: SA-RD Obligation Retirement Fund</b>	<b>\$247,813</b>	<b>2.00</b>

## Administration Bureau

**Key Services:** Executive Leadership, Personnel, Payroll, Developmental Budget Development and Projections, Training, Workers' Compensation, Employee Safety, Public Information and Communication and Public Records Act compliance.

**FY 13 Funding Source:** General Fund 100%

Administration	Actuals FY 11	Adjusted* FY 12	Estimated* FY 12	Adopted** FY 13
Revenues	-	-	-	-
Expenditures	917	2,976	-	-
FTEs	4.00	4.00	4.00	4.00

\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.

\*\* Amounts exclude all-years carryover.

**Narrative:**

The Administration Bureau provides support and coordination for the six Bureaus within Financial Management. The Bureau provides extensive financial reporting, processing, reporting and forecasting support within the Department. It plays a key role in departmental strategic planning, research efforts and in exploring new methods for maximizing efficiencies and reducing ongoing costs. In FY 13, the Bureau will focus on central financial and budget policies as well as improving the strength of the Department while striving to improve efficiency.



# 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 13 Funding Sources:** General Fund 38%, Employee Benefits Fund 22%, General Services Fund 13%, Development Grants Fund 9%, Successor Agency Fund 5%, Insurance Fund 5%, Tidelands Operations Fund 4%, Housing Development Fund 2%, Marina and Rainbow Harbor Area Funds 2%

Accounting	Actuals FY 11	Adjusted* FY 12	Estimated* FY 12	Adopted** FY 13
Revenues	1,294,118	1,214,014	1,214,014	1,093,795
Expenditures	4,635,852	4,959,240	4,979,206	5,168,417
FTEs	36.00	35.00	35.00	34.00

\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.

\*\* Amounts exclude all-years carryover.

**Narrative:**

The City Controller's Office/Accounting Bureau continues to provide service levels to the City's 21 distinct departments and its subsidiaries (e.g. Aquarium of the Pacific) across 39 funds. Accounting's main focus is to (a) ensure compliance with statutes, regulations, Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB) pronouncements and governmental auditing standards and (b) provide guidance and support to departments citywide. The ongoing receipt of the GFOA Certificate for Excellence in Financial Reporting is an indication of the quality of the reports produced.

## 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 13 Funding Sources:** General Fund 69%, Employee Benefits Fund 26%, Tidelands Operations Fund 5%

Budget Management	Actuals FY 11	Adjusted* FY 12	Estimated* FY 12	Adopted** FY 13
Revenues	-	-	-	-
Expenditures	1,710,649	1,670,191	1,556,674	1,907,072
FTEs	12.00	12.00	12.00	12.00

\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.

\*\* Amounts exclude all-years carryover.

**Narrative:**

The Bureau provides 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.

The Budget Management Bureau tracks and forecasts the City's key revenue streams. Staff actively explores and develops opportunities to increase revenue for the City, including full implementation of current tax rates and laws, cost recovery through fees, department cost allocation plans, nexus studies, and sales tax and other revenue-sharing agreements with the private sector.

The focus in 2013 will be on streamlining and simplifying budget development to reduce the burden on City departments; enhancing the City's long-range financial forecasting capabilities to better assess financial risks and opportunities; evaluating various decision-making tools to assist with development of future budgets; and cross training staff to ensure adequate back up for various budget functions.

## 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 13 Funding Sources:** Gas Fund 68%, General Fund 32%

Commercial Services	Actuals FY 11	Adjusted* FY 12	Estimated* FY 12	Adopted** FY 13
Revenues	9,649,197	10,044,150	9,532,563	9,639,813
Expenditures	10,300,317	11,221,768	10,527,193	11,551,979
FTEs	51.59	49.59	49.59	49.59

\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.

\*\* Amounts exclude all-years carryover.

**Narrative:**

The Commercial Services Bureau provides a range of customer and financial services to the City and its residents, including billing, payment processing, collections, and central cashiering. The Bureau provides collection activities for ambulance billing, alarm permits, business licensing, parking citations, marina slip payments, and utility services.

The Bureau is evaluating new tools and methods to increase City billing and collection efforts. In FY 12, the Bureau is completing its first year with all ambulance billing and collections services consolidated back “in-house.” The Bureau currently works with the State to recover funds from income tax returns for small claims court judgments on delinquent accounts for utility bills, ambulance transport charges, business license fees, etc. In FY 13, the Bureau will expand its involvement in this program to include parking citations. The Bureau will take a number of others steps to increase parking citation collection rates including a new collections system.

The Bureau provides utility-related services including direct in-person customer contact, payment processing, billing, meter reading, and in-house collection activity for the City’s gas, water, trash, recycling and sewer utilities. The cost to provide utility services is \$0.008 per dollar billed. These efforts generate over \$225 million in utility billing per year.

## 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 13 Funding Source:** General Fund 100%

City Treasurer	Actuals FY 11	Adjusted* FY 12	Estimated* FY 12	Adopted** FY 13
Revenues	1,558,222	1,349,223	1,600,837	1,358,696
Expenditures	1,233,067	1,397,531	1,397,531	1,401,945
FTEs	7.50	7.50	7.50	7.50

\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.

\*\* Amounts exclude all-years carryover.

**Narrative:**

The Bureau manages an estimated \$1.8 billion investment portfolio while also managing outstanding City debt obligations currently totaling almost \$2.3 billion.

The Treasury Bureau is responsible for managing the City's investments, cash and debt, ensuring compliance with internal and external polices and regulations. The City's investment portfolio continues to receive a "AAA" rating from Standard & Poor's; however, with the downgrade of the United States Treasuries to "AA+", it is expected that the City's portfolio will receive a similar rating in the near future. As an issuer of debt, the City of Long Beach received affirmation of an "Aa2" and "AA" from Moody's and Fitch Ratings, respectively. In addition, Standard and Poor's issued an implied rating of "AA-". Additional duties included providing optimal solutions to ensure safety and liquidity in support of the City's cash requirements for its operations and potential emergency situations, assistance in financing instruments for citywide infrastructure, and Harbor, Airport, Water, Sewer and Marina capital programs and leasing. The Treasury Bureau also provides administrative services to two assessment districts, a utility district, and seven community facility districts.

## 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 13 Funding Source:** General Fund 100%

Business Relations	Actuals FY 11	Adjusted* FY 12	Estimated* FY 12	Adopted** FY 13
Revenues	12,467,180	12,816,526	12,146,020	12,293,189
Expenditures	2,210,182	2,221,979	2,232,240	2,380,895
FTEs	20.00	18.50	18.50	18.50

\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.

\*\* Amounts exclude all-years carryover.

**Narrative:**

The FY 13 Adopted Budget will allow operations to utilize the newly upgraded 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 allow 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 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 local preference program whose purpose is to stimulate local job growth, increase sales tax revenue, and keep revenue in the City. The Purchasing Division will continue to provide local outreach by contacting Long Beach businesses for every applicable Purchasing bid. The number of local registered vendors has increased from 1,296 to 1,493 as of May 2012. Purchasing also conducted a number of competitive bids for significant citywide services during FY 12: custodial supplies, auto body services, office supplies, and plumbing services.

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

A Business License Inspector will continue to work Saturdays to investigate illegal yard sales and business complaints. Inspectors will also investigate and monitor businesses for compliance, respond to complaints, and provide collections of City revenue on outstanding accounts.

## Financial Controls Bureau

**Key Services:** Financial Controls, Financial Policy Update/Creation, Financial Management Procedures, Financial Control Procedures, Financial and Control Training, Control Advisement and Direction.

**FY 13 Funding Source:** General Fund 100%

Financial Controls	Actuals FY 11	Adjusted* FY 12	Estimated* FY 12	Adopted** FY 13
Revenues	-	-	-	-
Expenditures	-	-	-	512,005
FTEs	-	-	-	3.00

\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.

\*\* Amounts exclude all-years carryover.

**Narrative:**

The mission of this proposed Bureau is to monitor and improve financial controls in the City. Long-term budget reductions resulting in decreased administrative and oversight-staffing levels coupled with the need for ongoing production provide more opportunity for control weaknesses citywide. During difficult financial times controls are more important than ever. The creation of the Financial Controls Bureau is a proactive measure to address control issues that can otherwise result in higher than normal rates of errors, fraud, financial, or operational problems. The Bureau will also support the development and maintenance of a culture throughout the City that places greater emphasis on controls and financial management while continuing to stress production. Ongoing coordination with the City Auditor’s Office is anticipated.

In the near-term, the Bureau expects to focus on updating the outdated financial policies of the City and on cash controls and management. Over the long-term, the Bureau expects to focus on improving controls and financial management throughout the City. A variety of techniques will be used including training, observation/review, advice, direction, and both centralized and decentralized development of procedures.

## Financial 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 11	Adopted* FY 12	Adjusted** FY 12	Estimated** FY 12	Adopted* FY 13
<b>Revenues:</b>					
Property Taxes	116,726,387	113,617,633	113,617,633	114,105,136	114,013,885
Other Taxes	112,127,934	111,470,980	111,470,980	110,027,334	116,843,808
Franchise Fees	20,442,968	20,985,744	20,985,744	19,438,187	19,056,637
Licenses and Permits	619	-	-	-	3,600,000
Fines and Forfeitures	-	-	-	-	-
Use of Money & Property	21,374,270	20,403,197	20,403,197	19,422,605	19,779,480
Revenue from Other Agencies	24,734,698	26,903,455	26,903,455	26,203,969	27,350,068
Charges for Services	48,673,640	49,108,000	49,108,000	49,113,005	68,666,391
Other Revenues	5,976,211	4,829,798	4,829,798	4,742,259	1,531,288
Interfund Services - Charges	247,024,720	271,569,876	271,569,876	234,093,282	271,632,038
Intrafund Services - GP Charges	-	-	-	-	-
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	-	-	(700,000)	113,475,462	-
Operating Transfers	139,019,687	111,401,533	122,066,533	147,891,253	121,428,610
<b>Total Revenues</b>	<b>736,101,134</b>	<b>730,290,215</b>	<b>740,255,215</b>	<b>838,512,493</b>	<b>763,902,204</b>
<b>Expenditures:</b>					
Salaries, Wages and Benefits	199,968,590	232,641,076	236,311,482	198,065,759	217,522,313
Overtime	68,216	-	2,200,000	2,516,055	-
Materials, Supplies and Services	45,621,194	41,693,168	41,054,259	38,687,532	68,088,361
Internal Support	100,068	434,810	434,810	54,487	11,728,183
Capital Purchases	890,441	-	-	-	-
Debt Service	85,680,347	84,799,847	84,799,847	197,023,456	85,162,696
Transfers to Other Funds	26,419,616	20,288,723	20,288,723	19,488,722	25,174,831
Prior Year Encumbrance	-	-	-	-	-
<b>Total Expenditures</b>	<b>358,748,472</b>	<b>379,857,624</b>	<b>385,089,121</b>	<b>455,836,012</b>	<b>407,676,385</b>
<b>Personnel (Full-time Equivalents)</b>	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.

\*\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.

## Financial Summary by Category

	Actual FY 11	Adopted* FY 12	Adjusted** FY 12	Estimated** FY 12	Adopted* FY 13
<b>Revenues:</b>					
Property Taxes	-	-	-	-	-
Other Taxes	11,955,812	11,995,700	11,995,700	11,710,205	11,859,700
Licenses and Permits	410,110	658,797	658,797	322,000	322,000
Fines and Forfeitures	528,084	296,830	296,830	296,830	296,830
Use of Money & Property	39,751	-	-	91,016	35,800
Revenue from Other Agencies	-	-	-	-	-
Charges for Services	1,333,052	1,467,963	1,467,963	1,269,240	1,255,996
Other Revenues	3,632,220	3,602,818	3,602,818	3,803,004	3,173,278
Interfund Services - Charges	5,319,197	5,866,383	5,866,383	5,500,575	6,000,388
Intrafund Services - GP Charges	1,750,491	1,500,563	1,500,563	1,500,563	1,441,501
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	-	-	-	-	-
Operating Transfers	-	34,858	34,858	-	-
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<b>Total Revenues</b>	<b>24,968,717</b>	<b>25,423,912</b>	<b>25,423,912</b>	<b>24,493,433</b>	<b>24,385,493</b>
<b>Expenditures:</b>					
Salaries, Wages and Benefits	11,257,558	12,676,013	12,574,334	11,918,557	13,815,925
Overtime	44,295	64,813	64,813	80,484	64,813
Materials, Supplies and Services	4,176,184	4,270,069	4,302,936	4,061,010	4,422,483
Internal Support	4,277,829	4,447,340	4,447,340	4,473,788	4,607,092
Capital Purchases	230,116	-	-	2,482	-
Debt Service	105,001	84,262	84,262	156,524	12,000
Transfers to Other Funds	-	-	-	-	-
Prior Year Encumbrance	-	-	-	-	-
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<b>Total Expenditures</b>	<b>20,090,983</b>	<b>21,542,498</b>	<b>21,473,685</b>	<b>20,692,845</b>	<b>22,922,313</b>
<b>Personnel (Full-time Equivalents)</b>	<b>131.09</b>	<b>126.59</b>	<b>126.59</b>	<b>126.59</b>	<b>128.59</b>

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

\*\* Numbers as published in the FY 13 Proposed Budget released August 1, 2012.



## Personal Services

Classification	FY 11 Adopt FTE	FY 12 Adopt FTE	FY 13 Adopt FTE	FY 12 Adopted Budget	FY 13 Adopted Budget
Director of Financial Management	1.00	1.00	1.00	187,076	187,076
Accountant III	10.00	10.00	10.00	757,457	819,731
Accounting Clerk III	8.00	6.00	5.00	267,763	253,485
Accounting Operations Officer	3.00	4.00	4.00	380,878	380,878
Accounting Technician	3.00	4.00	4.00	211,087	226,062
Administrative Analyst II	2.00	2.00	2.00	157,231	168,442
Administrative Analyst III	2.00	2.00	2.00	165,301	181,580
Administrative Analyst III-CF	7.00	-	-	-	-
Administrative Analyst IV - CF	-	7.00	-	606,036	-
Administrative Services Officer	1.00	1.00	1.00	94,131	94,131
Assistant Administrative Analyst I	2.00	2.00	2.00	106,412	118,844
Assistant Administrative Analyst II	1.50	1.50	1.50	89,314	88,091
Assistant Director-Financial Management	1.00	-	-	-	-
Budget Analysis Officer	-	-	2.00	-	212,000
Budget Management Officer	1.00	1.00	1.00	103,523	103,523
Business Systems Specialist III	1.00	1.00	1.00	65,865	70,561
Buyer I	3.00	3.00	2.00	191,993	145,776
Buyer II	2.00	2.00	2.00	146,542	156,990
City Controller	1.00	1.00	1.00	123,050	123,050
City Treasurer	1.00	1.00	1.00	135,254	135,254
Citywide Budget Analyst I - Conf	-	-	1.00	-	78,087
Citywide Budget Analyst II - Conf	-	-	4.00	-	336,953
Clerk III	1.00	1.00	1.00	38,715	41,476
Clerk Typist III	1.00	1.00	1.00	45,348	39,489
Controls Operations Officer	-	-	1.00	-	103,500
Cust Service Representative II	10.76	9.76	9.76	388,434	408,509
Cust Service Representative III	32.00	31.00	31.00	1,408,874	1,539,381
Cust Service Representative II-NC	1.83	1.83	1.83	64,827	71,348
Customer Services Supervisor I	4.00	3.00	3.00	164,578	170,972
Customer Services Supervisor II	3.00	3.00	3.00	178,133	191,346
Executive Assistant	1.00	1.00	1.00	60,051	60,051
Financial Controls Analyst	-	-	1.00	-	90,625
Financial Services Officer	2.00	1.00	1.00	90,214	90,214
License Inspector I	3.00	2.50	3.50	129,891	196,878
License Inspector II	1.00	1.00	1.00	56,668	60,709
Manager of Budget Management	-	1.00	1.00	123,000	143,000
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
Manager of Financial Controls	-	-	1.00	-	131,500
Payroll/Personnel Assistant III	1.00	1.00	1.00	49,968	53,532
Payroll Specialist I	2.00	2.00	2.00	109,660	120,185
<b>Subtotal Page 1</b>	116.09	111.59	113.59	6,941,038	7,636,989

## Personal Services

Classification	FY 11 Adopt FTE	FY 12 Adopt FTE	FY 13 Adopt FTE	FY 12 Adopted Budget	FY 13 Adopted Budget
Subtotal Page 1	116.09	111.59	113.59	6,941,038	7,636,989
Payroll Specialist II	1.00	1.00	1.00	61,144	65,505
Revenue Management Officer	1.00	1.00	1.00	98,842	98,842
Secretary	3.00	3.00	3.00	146,337	148,059
Secretary-Conf	1.00	1.00	1.00	48,779	53,720
Senior Accountant	5.00	5.00	5.00	407,763	437,806
Senior Accountant-Conf	1.00	1.00	1.00	84,902	90,955
Technology Systems Officer-FM	1.00	1.00	1.00	105,517	105,517
Treasury Operations Officer	2.00	2.00	2.00	224,911	224,911
<b>Subtotal Salaries</b>	131.09	126.59	128.59	8,119,233	8,862,304
<b>Overtime</b>	---	---	---	64,813	64,813
<b>Fringe Benefits</b>	---	---	---	4,250,185	4,523,924
<b>Administrative Overhead</b>	---	---	---	306,595	365,008
<b>Attrition/Salary Savings</b>	---	---	---	---	-
<b>To Be Negotiated Savings</b>	---	---	---	---	64,689
<b>Mayoral Veto</b>	---	---	---	---	-
<b>Total</b>	131.09	126.59	128.59	12,740,826	13,880,738