# MANAGEMENT SERVICES MISSION

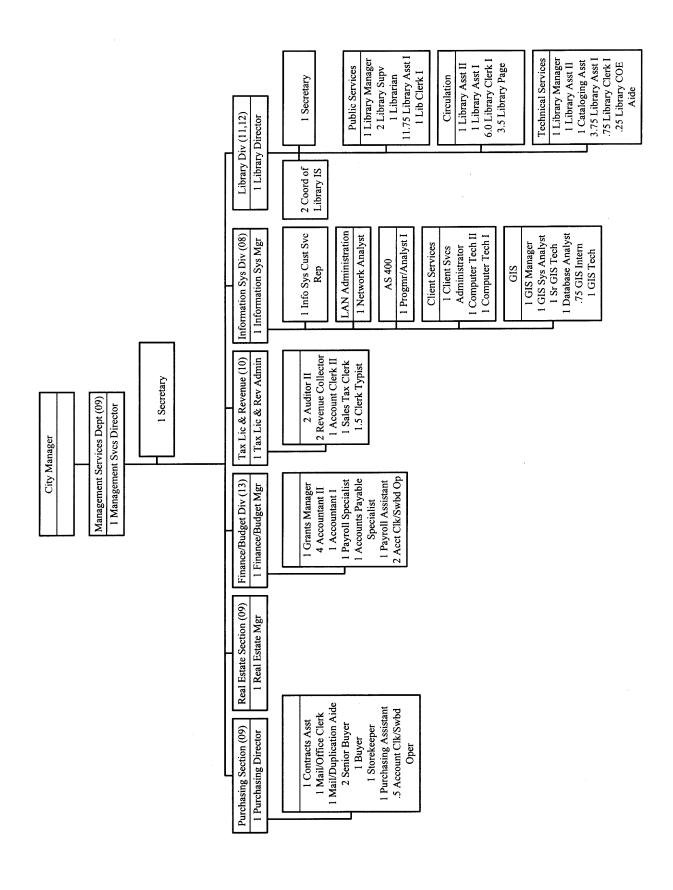
The mission of the **Management Services Department** is threefold as a provider of internal service functions, library services, and enforcement of the sales tax code. The mission of the internal service functions are to provide services to all City divisions and employees which will assist the users in making informed decisions and reasonably allocating resources. Functional areas include human resources, information technology, finance/budget, and purchasing. As an enforcement division, sales tax provides services to citizens and businesses that ensure compliance with all licensing, sales tax, audit, and collection codes.

The mission of the **Information Systems Division** is to ensure City staff has the necessary resources (hardware/software) to access available data and geographical information which will assist staff in making informed decisions and to ensure the City's data resources are protected through sound security and disaster recovery management methodologies. Information Systems provides system analysis, software development, and product evaluation.

The mission of the **Sales Tax and Licensing Division** is to ensure compliance with the City's Business License Ordinances and assist the public so that tax-reporting problems can be avoided.

The mission of the **Flagstaff City-County Public Library** is to provide residents of the City of Flagstaff and Coconino County with access to available recorded knowledge, which will assist them to meet their informational, recreational, educational, and cultural needs. The Library staff will deliver services to users in a professional, timely, and courteous manner.

The mission of the **Finance/Budget Division** is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.



The mission of the Information Services Division is to ensure City staff has the necessary resources (hardware/software) to access available data and geographical information which will assist staff in making informed decisions and to ensure the City's data resources are protected through sound security and disaster recovery management methodologies. Information Systems provides system analysis, software development, and product evaluation.

#### PROGRAM DESCRIPTION

This division provides design, development, and operational assistance in meeting the management information needs of the City Council and staff. These objectives are met through various computer applications, which are modified on an ongoing basis to provide accurate information in a timely manner.

#### **FY02 GOALS/OBJECTIVES AND RESULTS**

- ❖ Begin rewrite of Sales Tax application: Project on hold.
- Implementation of wireless solution for remote sites: The following sites are in progress: Landfill, Jay Lively, Adult Center and Parks Maintenance. The Rio de Flag Reclaim plant is operational.
- Evaluation, testing, recommendations, and creation of implementation plan for movement to next level of desktop technology. Completed. Initial order of PC's issued, order for operating system and MS Office issued.
- Support of Regional Plan, Rio de Flag, and Stormwater projects: Ongoing.
- Provide "free" access to all City employees to the GIS databases through the use of map object applications and the "Intranet": Project on hold.

- Improve Internet/Network security (firewall): Reconfiguration of network infrastructure completed.
- Email hardware upgrade: Completed.
- Develop and conduct training in beginning MS Word,
- Excel, and PowerPoint: Ongoing.
- Implement LaserFiche 5.0 citywide and develop a demonstration or documentation for LaserFiche users: Project on hold.
- Complete implementation of Permit Tracking Application (KIVA): Project in progress.
- Begin implementation of Field Inspection and Code Enforcement Modules (KIVA): Project on hold.

## **ADDITIONAL ACCOMPLISHMENTS FY02**

- Installation of Storage Area Network solution for network data storage.
- Begin conversion from thick server technology to thin server technology.
- Implementation of ArcSDE (GIS), improved access to GIS data.
- Introduction of Windows 2000 servers into the Novell Network.

## **FY03 GOALS AND OBJECTIVES**

# GOAL: CUSTOMER SERVICE

**OBJECTIVES:** 

- Ensure the delivery of digital data to City staff through the installation, implementation, upgrade or replacement of hardware or software as identified.
- Ensure data integrity through file back up, system maintenance or system security measures.

# **MANAGEMENT SERVICES**

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Completion of service request within 5 working days	98%	98%	98%
Printing of special print jobs started within one hour of move to the outque	98%	99%	99%
User operational within two working days of receipt of completed user ID/ request forms	100%	99%	99%
Maintain a 98% up time for all computer systems AS400/LAN/WAN	100%	100%	100%
Installation and testing of City Hall, Lowell, Purina, Mt. Elden wireless WAN	NA	NA	12/31/02
Implementation of a high band Internet access solution	NA	NA	10/1/02
Upgrade of Novell and AS400 operating systems to current versions	NA	NA	7/1/03
Replacement of City Hall network switching equipment	NA	NA	3/1/03
Replacement of Shop/Yard network switching equipment	NA	NA	9/1/02
Timely updates of various applications (H.T.E., KIVA, Land Development, and Rec Trac)	NA	NA	6/30/03
Conversion to cluster service technology for critical servers/applications (system redundancy)	NA	NA	7/1/03
Perform daily backup of all data files and maintenance of off-site storage	NA	NA	100%
Ensure user compliance with existing password policies by conducting periodic audits of passwords	NA	NA	2 audits
Utilize outside resource to conduct security audit of City's computer infrastructure	NA	NA	6/30/03
Implementation of single sign on	NA	NA	6/30/03

<b>EXPENDITURES BY CATEGORY:</b>	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 551,493	\$ 644,509	\$ 636,173	\$ 709,222	GENERAL FUND	\$ 731,893
CONTRACTUAL	316,033	293,850	269,371	252,120	LIBRARY FUND	16,172
COMMODITIES	77,751	46,550	57,540	40,150	HIGHWAY USER REVENUE FUND	43,510
CAPITAL	-	-	-	-	WATER AND WASTEWATER FUND	120,735
TOTAL	\$ 945,277	\$ 984,909	\$ 963,084	\$1,001,492	AIRPORT FUND	14,384
					ENVIRONMENTAL SERVICES FUND	74,798
EXPENDITURES BY PROGRAM:						\$1,001,492
GENERAL ADMINISTRATION	\$ 216,077	\$ 295,650	\$ 218,182	\$ 238,381		
AS 400	208,183	121,525	119,559	128,565		
CLIENT SERVICES	82,281	118,840	123,119	162,258		
LAN/WAN	189,914	164,734	207,412	167,742		
GIS	248,822	284,160	294,812	304,546		
TOTAL	\$ 945,277	\$ 984,909	\$ 963,084	\$1,001,492	1	

## COMMENTARY:

The Information Systems operating budget has increased 1.7% and there are no capital expenditures. Personal Services increases are due to market, merit, and health insurance increases. There is no major capital (>\$10,000) for this division.

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The mission of the Management Services Department is threefold as a provider of internal service functions, library services, and enforcement of the sales tax code. The mission of the internal service functions are to provide services to all City divisions and employees which will assist the users in making informed decisions and reasonably allocating resources. Functional areas include information technology, finance/budget, and purchasing. As an enforcement division, sales tax provides services to citizens and businesses that ensure compliance with all licensing, sales tax, audit, and collection codes.

## **PROGRAM DESCRIPTION**

The office of the Management Services Division is responsible for the general administration of Finance/Budget, Sales Tax, Information Systems, and Library Divisions. The Purchasing function and Real Estate Management function are also within this division.

## **FY02 GOALS/OBJECTIVES AND RESULTS**

- \* Review and streamline accounts payable process. Worked with AP on the procurement card program.
- Develop a training manual for Purchasing staff. Formal training of new employees was completed. Work as a team to develop the internal training manual will occur in 2003
- Completion of Procurement Code for adoption by City Council. The procurement code is still being prepared for evaluation by City departments.
- Facilitate cost allocation, OMB 87 analysis. Assisted staff and departments in the process completed for budget.
- Assist in the enhancement of the City of Flagstaff web page. Worked with the committee on direction and process. An RFP will be prepared for services.
- Assist in the development of an e-government strategy.
- Assist the new CIP Director in preparing a Capital Improvement Plan. Updated the CIP database with all projects funded and unfunded for review by the CIP committee.

- Develop and implement a system plan for a new telephone system for the City Hall campus. Evaluated phone systems and developed a plan in conjunction with IS to implement in 2003.
- Provide the required financial assistance to the City Capital Management division. Worked on various reports.
- Acquire real estate necessary to complete capital projects in a timely fashion. Completed acquisition of 7 key parcels totaling 76 acres for housing, parks, drainage and redevelopment.

## ADDITIONAL FY02 ACCOMPLISHMENTS

- Negotiated lease of office space at below market rate.
- Implemented software with AP that allows for more efficient update of vendor information.
- Worked with Alliance members on numerous cooperative purchases.

## **FY03 GOALS AND OBJECTIVES**

## GOAL: FISCAL HEALTH

**OBJECTIVES** 

- Continue the development and implementation of a formal procurement code, incorporating alternative methods of procurements for construction services and address the use of recycled products and green building concepts by April 2003
- Expand the procurement card program and look to automate the processing and payment of the monthly billing statements by May 2003.
- Work with the Capital division to complete a comprehensive CIP plan by December 2002.
- Work with staff in developing financing alternatives to bond for various city needs as directed by council.

## GOAL: QUALITY OF LIFE

**OBJECTIVES** 

- Assist in the acquisition of right of way for FUTS easement on the Rio de Flag for summer 2002 construction.
- Provide timely acquisition of parcels for CIP projects.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Completion of Acquisition of right of way Butler/Enterprise by April 30, 2001	NA	NA	NA

<b>EXPENDITURES BY CATEGORY:</b>	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 710,890	\$ 817,835	\$ 697,668	\$ 648,871	GENERAL FUND	\$ 276,510
CONTRACTUAL	45,493	47,465	35,221	37,299	LIBRARY FUND	47,921
COMMODITIES	18,263	18,608	15,143	8,595	HIGHWAY USER REVENUE FUND	97,356
CAPITAL	13,911	12,225	10,760	-	WATER AND WASTEWATER FUND	145,608
TOTAL	\$ 788,557	\$ 896,133	\$ 758,792	\$ 694,765	AIRPORT FUND	90,667
					ENVIRONMENTAL SERVICES FUND	36,703
EXPENDITURES BY PROGRAM:						\$ 694,765
GENERAL ADMINISTRATION	\$ 269,746	\$ 287,469	\$ 183,391	\$ 194,134		
PURCHASING	388,452	330,488	349,134	335,487		
MAIL SERVICES	-	32,866	33,472	22,080		
GRANT ADMINISTRATION	-	78,453	25,649	-		
BOND & SURETY ADMIN	-	16,655	9,317	290		
WAREHOUSE	62,979	80,599	88,639	74,200		
PROPERTY MANAGEMENT	67,380	69,603	69,190	68,574		
TOTAL	\$ 788,557	\$ 896,133	\$ 758,792	\$ 694,765		

## COMMENTARY:

The Management Services operating budget has decreased 21.4% and there are no capital expenditures. The decreases are due to two reorganizations involving the Deputy City Manager and the Grants functions.

The mission of the Tax, Licensing and Revenue division is to ensure compliance with the City's Business License ordinances and assist the public so that tax-reporting problems can be avoided.

## PROGRAM DESCRIPTION

The Tax, Licensing, and Revenue division is responsible for the licensing of new businesses and the collection and audit of sales tax and business license accounts. Sales Tax also disseminates City and State sales tax information to the taxpayers. This division is responsible for the collection of delinquent utility billings, delinquent library accounts, City court fines, and parking tickets, miscellaneous city billings, and NSF checks. This division performs the billing of miscellaneous receivable accounts. This division also invests excess funds as allowed by the City Investment Policy.

## **FY02 GOALS/OBJECTIVES AND RESULTS**

- Continue the taxpayer education seminars: Held five seminars for new businesses in conjunction with the Arizona Department of Revenue, Department of Economic Security and Internal Revenue Service.
- Send audit evaluation forms to taxpayers: Task not evaluated in FY 02.
- Increase taxpayer compliance in application of the sales tax code: Task not evaluated in FY 02.

## ADDITIONAL ACCOMPLISHMENTS FY02

Conducted seminars for new businesses with Arizona Department of Revenue, Department of Economic Security, and the Internal Revenue Service: In anticipation of the election to renew the City sales tax, made presentations to local service groups and City commissions explaining what part the tax plays in the City's financial picture. Expanded our duties to include the keypunching of the information reported to the City on sales tax returns. The result has been that we are able to close out each month a couple of days sooner than in the past. Have worked extensively with the other cities in the state that collect their own sales tax in order to meet mandates from the Arizona Legislature. This requires constant updating of audit procedures as each city and the state performs audits for each other. This has turned out to be a complicated task but all of the jurisdictions have been working well together to solve problems. Failure to do so will result in the legislature taking away the cities' right to collect their own tax and force them into the state collection program.

## **FY03 GOALS AND OBJECTIVES**

# GOAL: CUSTOMER SERVICE

**OBJECTIVES:** 

- Continue the taxpayer education seminars.
- Send audit evaluation forms to taxpayers to obtain feedback on our customer service level.

# GOAL: FISCAL HEALTH

**OBJECTIVES** 

- Increase taxpayer compliance in application of the sales tax code by being proactive when we come across problems in a particular business segment. Do this by sending letters explaining how taxpayers can comply with the City code.
- Invest excess City funds and achieve a rate of return greater than that provided by the Local Government Investment Pool operated by the Arizona State Treasurer's office.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Issued Occupational and Sales Tax Licenses	1,276	1,241	1,300
Processed sales tax returns	26,711	28,619	28,869
Performed sales tax audits	54	57	65
Sales tax delinquencies as a percent of budgeted sales tax revenue	1.0%	1.1%	1.0%
Collection of delinquent miscellaneous receivable accounts	60%	65%	65%
Collection of delinquent parking tickets	60%	60%	60%
Collection of delinquent utilities payments	45%	40%	45%
Collection of Library accounts	45%	20%	45%

<b>EXPENDITURES BY CATEGORY:</b>	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 377,299	\$ 411,028	\$ 412,498	\$ 428,160	GENERAL FUND	\$ 380,507
CONTRACTUAL	24,809	33,315	26,546	30,280	LIBRARY FUND	21,477
COMMODITIES	13,725	24,399	11,774	14,920	HIGHWAY USER REVENUE FUND	-
CAPITAL	-	-	-	-	WATER AND WASTEWATER FUND	20,845
TOTAL	\$ 415,833	\$ 468,742	\$ 450,818	\$ 473,360	AIRPORT FUND	17,685
					ENVIRONMENTAL SERVICES FUND	32,846
EXPENDITURES BY PROGRAM:						\$ 473,360
GENERAL ADMINISTRATION	\$ 112,947	\$ 131,934	\$ 120,899	\$ 130,886		
AUDIT	124,371	130,770	132,006	139,963		
COLLECTIONS	80,913	84,510	85,050	90,750		
LICENSING AND CLERICAL	57,370	79,027	71,487	66,934		
ACCOUNTS RECEIVABLE	40,232	42,501	41,376	44,827		
TOTAL	\$ 415,833	\$ 468,742	\$ 450,818	\$ 473,360		
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## COMMENTARY:

The Tax, Licenses, and Revenue Collection division operating budget has increased 1% and there are no capital expenditures. Personal services increases are due to merit, market, and health insurance increases.

The mission of the Flagstaff City-County Public Library is to provide residents of the City of Flagstaff and Coconino County with access to available recorded knowledge, which will assist them to meet their informational, recreational, educational, and cultural needs. The Library staff will deliver services to users in a professional, timely, and courteous manner.

## **PROGRAM DESCRIPTION**

The City-County Library is a jointly funded public library administered by the City of Flagstaff and financed by both the City of Flagstaff and Coconino County. The Library provides residents of the City and County with access to available recorded knowledge that will assist them in meeting their informational, recreational, educational, and cultural needs. The Library staff is committed to delivering services to users in a professional, timely and courteous manner.

#### **FY02 GOALS/OBJECTIVES AND RESULTS**

- Implement successful use of new online library system and Gates Foundation computer labs: With financial support from the Gates Foundation and Libraries for the Future, the Library offers free computer classes, ejournalism classes, and individual assistance in the Gates Foundation computer labs.
- Continue to develop collections of materials in a variety of formats: New DVD and books on CD added.
- Apply for appropriate technology grants for all qualifying county libraries: Efforts continue as opportunities arise.
- Increase circulation of materials by 10%: Due to a change in automation systems, we are unable to determine the percentage increase in circulation materials. Beginning May 2002 the system will have this capability.
- Create an electronic journalism class for young adults: Program has been established.

## ADDITIONAL ACCOMPLISHMENTS FY02

- The Library has approximately 60 public computers with Internet access, with remote access to the Library catalog and much more information available through the web site at www.flagstaffpubliclibrary.org
- Approximately 1,200 young people participated in the Summer Reading Program.
- The Flagstaff Public Library endowment fund has been increased to over \$235,000.
- Public Services staff developed strong partnerships and programs with health care and family literacy organizations throughout Coconino County.
- Secured sight for the East Flagstaff Community Library at the Coconino Community College facility on Fourth Street.

## **FY03 GOALS AND OBJECTIVES**

## GOAL: COLLABORATION

**OBJECTIVES:** 

- Continue to work with Coconino Community College on developing a successful partnership in the new Library facility
- Move into new facility.

## GOAL: QUALITY OF LIFE

**OBJECTIVES:** 

- Proactively meet the community's need for materials and information.
- Increase the allocation for patron's suggestions for purchase to \$15,000.
- Develop the "Family Place" literacy/informational program in cooperation with Libraries for the Future and Arizona Humanities Council.

## GOAL: FISCAL HEALTH

## **OBJECTIVES:**

Seek out funding opportunities made by grant making organizations to enhance collections and improve services.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Shelve materials promptly when returned	844,374	928,881	956,847
Borrowers check out materials in a timely fashion	243,066	267,372	278,066
Provide successful response to requests for information	124,515	136,966	141,055
Provide successful response to reference questions from youth	42,298	46,951	49,829
Provide adequate number of materials for users	3.5 per capita	3.6 per capita	3.8 per capita
Catalog all new materials as they are received	19.782	21.958	22.816

## **Division 11 - Library**

<b>EXPENDITURES BY CATEGORY:</b>	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$1,250,990	\$1,390,598	\$1,404,131	\$1,562,483	LIBRARY FUND	\$2,696,543
CONTRACTUAL	278,039	280,359	288,585	372,710		\$2,696,543
COMMODITIES	318,631	345,500	323,872	339,422		
CAPITAL	610,006	605,550	162,762	421,928		
TOTAL	\$2,457,666	\$2,622,007	\$2,179,350	\$2,696,543		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 899,714	\$ 932,787	\$ 469,428	\$ 381,588		
TECHNICAL SERVICES	530,952	600,327	571,029	616,496		
PUBLIC SERVICES	856,565	902,441	939,038	958,201		
COUNTY JAIL	37,015	34,500	38,000	38,000		
COUNTY BOOKMOBILE	22,440	24,987	24,028	32,050		
FOREST LAKES LIBRARY	22,891	26,175	31,675	31,675		
TUBA CITY LIBRARY	80,836	87,990	99,157	87,990		
SUPAI LIBRARY	2,381	4,500	5,500	5,500		
MAIN LIBRARY AUTOMATION	4,872	8,300	1,495	10,875		
E. FLAG COMMUNITY LIB.	-	-	-	211,504		
E. FLAG LIBRARY REMODEL				322,664		
TOTAL	\$2,457,666	\$2,622,007	\$2,179,350	\$2,696,543		

### COMMENTARY:

The Library operating budget has increased 12.8% and capital expenditures total \$421,928 resulting in an overall net increase of 2.8%. Personal Service increases are due to three new half-time positions, a Library Clerk I, and two Library Assistant I's, plus a market and insurance adjustment. Contractuals increases are due for the new East Flag Community Library. Rent will be \$60,000 and custodial services \$10,000. Other increases in contractuals is offset by decreases in Commodities. Major capital (>\$10,000) includes furniture/millwork/shelving for new branch for \$123,330 plus construction/building improvements for the new branch totaling \$322,664.

## **Division 12 - Library Grants**

EXPENDITURES BY PROGRAM:	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget	0001102 01 1 011211101	Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
CENTU ODAL LUCTODY DDOL						
CENT'L ORAL HISTORY PROJ	\$ -	\$ 2,793	\$ -	\$ -	LIBRARY FUND	\$ 706,870
MOHAVE CTY GRANTS	-	5,538	-	-		\$ 706,870
COUNTY WIDE PROJECTS	190,186	264,420	110,570	663,223		
STATE GRANT-IN-AID 97/98	1,035	-	-	-		
STATE GRANTS IN AID 98-99	1,481	-	-	-		
LSTA-GRANT FOR PALS	-	-	2,388	-		
LSTA-FLAG ORAL HISTORY	1,348	-	-	-		
STATE GRANT IN AID 99-00	3,434	-	-	-		
BORN TO READ GRANT	12,930	-	-	-		
GATES FOUNDATION-COMP.EQ.	78,112	-	3,661	-		
LIBRARIES FOR THE FUTURE	12,625	37,604	26,178	28,793		
STATE GRANT IN AID-00/01	14,504	25,000	10,496	-		
CHILDREN IN POVERTY 01/02	10,000	-	-	-		
GATES FOUNDATION-TUBA CTY	18,504	-	604	-		
STATE GRANT-IN-AID 2002	-	-	25,000	-		
STATE GRANT N AID 2002-03				14,854		
TOTAL	\$ 344,159	\$ 335,355	\$ 178,897	\$ 706,870		
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The mission of the Finance/Budget division is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

#### PROGRAM DESCRIPTION

The Finance Division provides a variety of financial services to the Council and City staff. Services include accounting and financial reporting, budgeting, payroll, accounts payable, special financial analysis, and citywide switchboard operations.

## **FY02 GOALS/OBJECTIVES AND RESULTS**

- Early implementation of GASB 34: Early implementation of GASB 34 has not occurred. The City of Flagstaff will implement GASB 34 for the Fiscal Year ending June 30, 2003, which is in compliance with GASB standards.
- Begin training sessions for Finance Division staff: One training session for Finance staff occurred.
- Reconciliation of fixed assets and input of information into fixed asset system quarterly: The fixed asset system has been reconciled. Quarterly reconciliations will be reevaluated with the implementation of GASB 34.
- Reduce the number of working days needed to close month-end: The performance standard of 5 business days will continue for the next fiscal year. The evaluation of the process has not demonstrated effective ways to reduce the established time frame.
- Quarterly review of general ledger by the accountants responsible for each fund: Accountants currently perform a monthly review of the division financial statements they are responsible for. A formal review of general ledger accounts has not occurred and continues on an annual basis.

- Take advantage of discounts for prompt payment from vendors: Evaluation of the discount feature in H.T.E. has been initiated.
- Disseminate information on payroll rules through training of supervisors: Supervisory training has not yet occurred. Will address in FY03.
- Production of City's annual report by November 30: The goal date has not as yet been met. This goal will continue into FY03.

## **ADDITIONAL ACCOMPLISHMENTS FY02**

- Received the GFOA Certificate of Achievement in Financial Reporting for FY 2000.
- Completed the FY2001 CAFR with no Management Advisory Comments.
- Received the GFOA Distinguished Budget Presentation award for FY 2002.
- Completed User Fee and Cost Allocation studies for implementation in FY 2003.
- 12 employees received the City Manager's Excellence Award.
- Continued development and implementation of Capital Improvement tracking and monitoring.

### **FY03 GOALS AND OBJECTIVES**

GOAL: FISCAL HEALTH

## **OBJECTIVES**

- Develop a policy of mandatory fee reviews including frequency and responsibility.
- Implement fee recommendations from 2002 user fee study as designated by Council.
- Find grants for the Rio de Flag project and other projects as may be desirable.
- Implement new cost allocation methodology and start process of including overhead recovery in grants.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Payroll processed and payroll checks are printed by noon on Thursday prior to Friday payday 100% of the time	100%	100%	100%
Run month end general ledger and financial statements within five working days after the end of the month	6.9 days	5.0 days	5.0 days
Mandatory fee policy developed	NA	NA	12/31/02
User fees implemented as designated by Council	NA	NA	9/30/02
Receive one grant for Rio de Flag project	NA	NA	1
Receive four grants in other identified areas	NA	NA	4

<b>EXPENDITURES BY CATEGORY:</b>	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 413,064	\$ 520,032	\$ 514,163	\$ 639,538	GENERAL FUND	\$ 424,890
CONTRACTUAL	19,638	22,800	17,643	29,610	LIBRARY FUND	33,021
COMMODITIES	23,495	22,240	20,593	22,320	HIGHWAY USER REVENUE FUND	55,886
CAPITAL				-	WATER AND WASTEWATER FUND	108,995
TOTAL	\$ 456,197	\$ 565,072	\$ 552,399	\$ 691,468	AIRPORT FUND	26,336
					ENVIRONMENTAL SERVICES FUND	42,340
EXPENDITURES BY PROGRAM:						\$ 691,468
GENERAL ADMINISTRATION	\$ 76,496	\$ 85,950	\$ 81,119	\$ 94,105		
ACCOUNTING	180,326	262,215	252,001	282,980		
PAYROLL	93,167	100,653	102,285	107,905		
ACCTS PAYABLE/ RECEIVABLE	96,434	106,204	107,838	119,599		
BUDGET	9,774	10,050	9,156	8,550		
GRANTS ADMINISTRATION				78,329		
TOTAL	\$ 456,197	\$ 565,072	\$ 552,399	\$ 691,468		

# COMMENTARY:

The Finance and Budget operating budget has increased 22.4% and there are no capital expenditures. Personal Services increases are due to the transfer of the Grants Contracts Manager plus market, merit, and health insurance increases. Contractuals and Commodities increases are due to additional costs for the Grants Contracts Manager. There is no major capital (>\$10,000) for this division.

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