

Management Services Division Mission

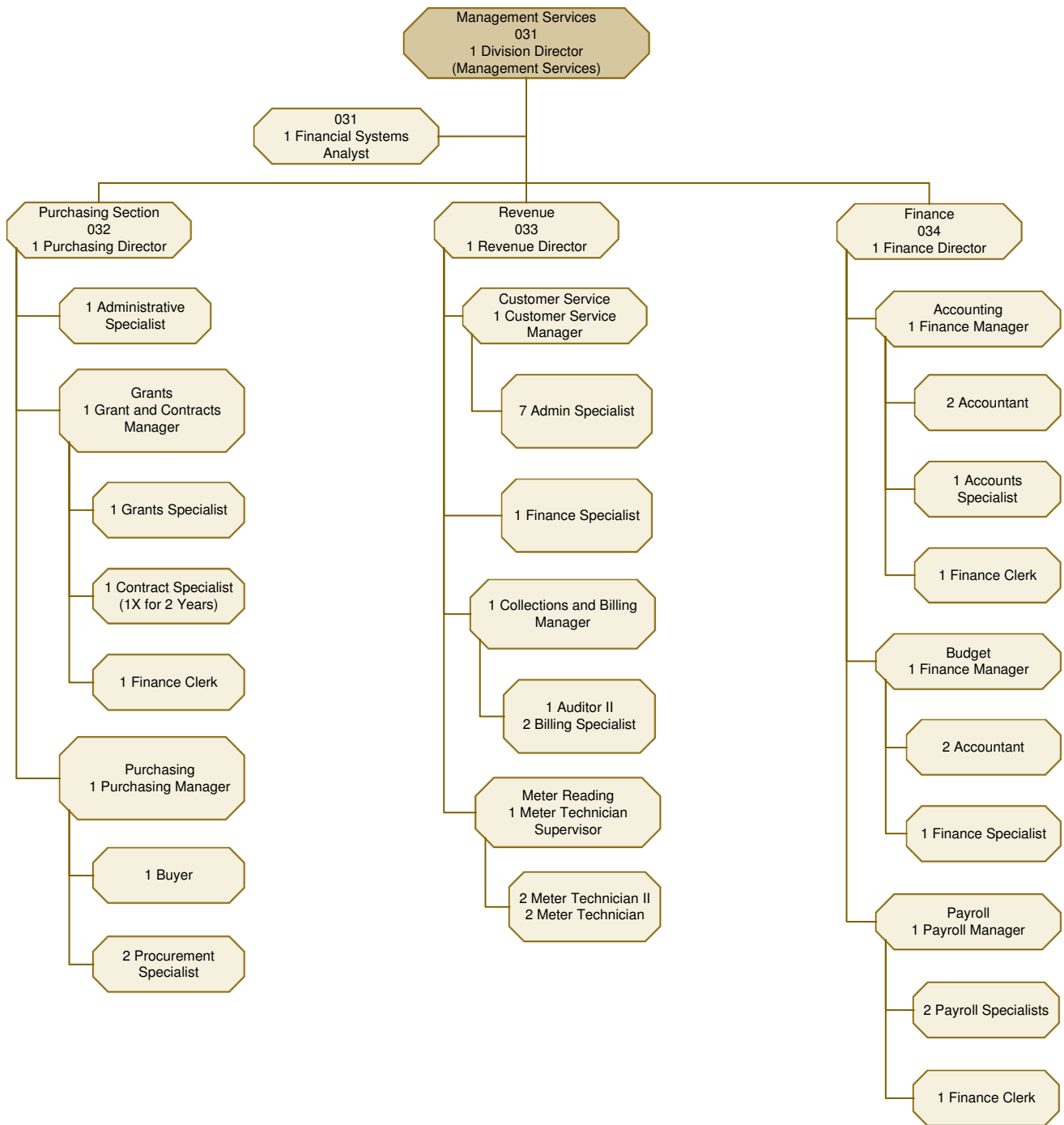
The mission of the **Purchasing Section** is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees in accordance with all applicable local, state and federal procurement rules and regulations, and assist in making best value procurement decisions while maintaining the highest ethical standards.

The mission of the **Revenue Section** is to ensure the City is accurately gathering data, as well as interacting with commerce to promote adherence to local, state, and federal requirements, as they pertain to municipal services, business licenses, and sales tax reporting, in order to safeguard City revenue.

The mission of the **Finance Section** is to ethically provide oversight, fiscal management and customer service through accountability and transparency.



Management Services



Section: 031 - Management Services					
Expenditures by Category:					
	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	\$ 226,840	\$ 257,145	\$ 257,145	\$ 233,212	\$ (23,933)
Contractuals	14,047	13,624	13,624	13,624	-
Commodities	3,287	1,600	1,600	1,600	-
Total	\$ 244,174	\$ 272,369	\$ 272,369	\$ 248,436	\$ (23,933)
Expenditures by Program:					
General Administration	\$ 244,174	\$ 272,369	\$ 272,369	\$ 248,436	\$ (23,933)
Total	\$ 244,174	\$ 272,369	\$ 272,369	\$ 248,436	\$ (23,933)
Source of Funding:					
	General Fund			\$ 242,464	
	Library Fund			669	
	Highway User Revenue Fund			623	
	Transportation Fund			874	
	Water and Wastewater Fund			1,975	
	Stormwater Fund			83	
	Airport Fund			207	
	Solid Waste Fund			1,400	
	SEMS Fund			141	
				\$ 248,436	
Commentary:					
The Management Services operating budget has decreased by 9% and there are no capital expenditures. The Personnel Services decrease of 9% is due to turn over and a change in personnel. Contractuals and Commodities remained the same between FY 2017 and FY 2018. There is no major capital (>\$10,000) for this section.					



Mission

The mission of the Purchasing Section is to support the goals and objectives of the City by delivering consistent and professional procurement support to all employees in accordance with all applicable local, state, and federal procurement rules and regulations, and to assist in making best-value procurement decisions while maintaining the highest ethical standards.

Program Description

The objective of the Purchasing Section is to provide program support in maximizing value for purchase dollars spent through either a competitive informal or competitive formal solicitation process and contract management, to satisfy purchasing requirements at the lowest overall cost consistent with quality and service levels required, to maintain continuity of supplies in support of Citywide programs and the disposition of surplus property.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Each fiscal year, the Purchasing section strives to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing Institute (NPI), which signifies and demonstrates exceptional knowledge, experience and procurement processes that allows the Purchasing Section to provide exceptional services to both internal and external customers; this fiscal year, we improved and actually exceeded our previous scores, based on 35 evaluation criteria and for the 6th consecutive year, we were awarded the AEP award; the City of Flagstaff's Purchasing Section is one of only 13 agencies in Arizona and one of only 72 Municipalities in the United States and Canada to receive the award
- ✓ Implemented and now utilize an E-bidding software system to accommodate electronic submissions of bids, proposals and statements of qualifications from vendors, contractors and professional design firms; this electronic process has allowed Purchasing staff to conduct informal and formal solicitations much more efficiently, effectively and virtually paperless
- ✓ Provided purchasing related training to various divisions/sections and individual "one-on-one" training sessions
- ✓ Purchasing staff makes every effort to meet periodically with their respective divisions/sections they provide purchasing services to in an effort to maintain work relationships, discuss and resolve any purchasing related issues associated with a project they are working on and to identify additional customer service opportunities to implement
- ✓ Continue to conduct both internal and external customer satisfaction surveys to determine where there are opportunities for improvement in providing procurement related services
- ✓ Completed and provided a comprehensive report to City Council that recaps all of our contract awards; this is an annual report that we provide to Council that recaps all contracts that originate from a formal competitive solicitation process and provides various statistical information

Strategic Plan Priority: Invest in Our People

- ✓ Provided many professional development and training opportunities that help our purchasing staff to maintain their professional purchasing certifications, as well as keeping current with purchasing trends, best practices and new legislation that effects public sector purchasing
- ✓ One of our Purchasing section Senior Procurement Specialists was nominated and recruited by the Alliance for Construction Excellence (ACE) at Arizona State University to work in conjunction with the Center for Job Order Contracting (JOC) Excellence to design and implement a JOC certification program (the first of its kind) on a national level; this certification program has and will continue to educate, train and foster the importance of certification programs related to the procurement of construction related alternative project delivery methods

- ✓ Our Procurement Card (P-card) administrator continued a series of P-card training sessions and passed a very rigorous written exam and obtained the Certified Purchasing Card Professional (CPCP) certification

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Continued providing “procurement process” training to our local vendor community in an effort to educate them on our City’s procurement process and how to submit stellar bids and proposals, especially when responding to formal solicitations; these training opportunities are designed to help them be more frequently the lowest bidder when responding to an Invitation for Bids and score higher in each of the evaluation criteria when responding to a Request for Proposals or a Request for Statements of Qualifications
- ✓ Continued to make reasonable good faith efforts to solicit quotations from local vendors when conducting an informal procurement of goods, services and construction when informal quotations are required
- ✓ Continued to be successful in identifying and implementing cost savings/cost avoidance associated with purchases of goods, services and construction through vendor/contractor negotiations that help our division/section budgets
- ✓ Worked collaboratively with divisions/sections with oversight of allocated budgets so they are expended correctly for various procurement of goods, services and construction
- ✓ Through effective administration, monitoring and management of the City’s P-card program, our P-card program continues to expand each year in the number of annual transactions and has grown in the number of P-card transactions by 13% this year over last year, with an increase of 10% in rebate dollars back to the City

FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Continue to meet or exceed all of the 35 evaluation criteria to be awarded the Achievement of Excellence in Procurement (AEP) award by the National Purchasing institute (NPI)
- Research and demo other modules of our E-bidding software to determine if there are other features and capabilities we can utilize to capitalize on additional efficiencies and processes associated with competitive solicitations
- Continue conducting both internal and external customer satisfaction surveys to monitor overall customer satisfaction and identify areas where there are opportunities for improvement
- Continue to complete and provide the annual contract awards report to City Council that recaps all of our contract awards; this is an annual report that we provide to Council that recaps all contracts that originate from a formal competitive solicitation process and provides various statistical information
- Centralize our monitoring and management of Citywide contracts (e.g., leases, IGAs, development agreements, term contracts, etc.) to enhance our ability to keep track of and monitor contract deliverables, critical contractual milestones and lease related escalator clauses to make sure we capture the appropriate revenues in terms of lease payments to the City

Strategic Plan Priority: Invest in Our People

- Continue training and professional growth opportunities for purchasing staff
- Continue with training, study sessions and taking required exams to maintain existing professional purchasing certifications, as well as obtaining new certifications
- Continue with participation in the Job Order Contracting (JOC) certification program (the first of its kind) on a national level with phase II of the certification program to complete the overall development process of this program; Phase II will begin to mold and solidify the minimum requirements and overall exam structure for this certification program, which will also continue to provide Purchasing section staff additional education and training related to the procurement of construction related alternative project delivery methods

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Continue to work collaboratively with divisions/sections with oversight of allocated budgets so they are expended correctly for various procurement of goods, services and construction
- Work with our partner agencies that make up the Flagstaff Alliance for the Second Century to identify opportunities for more “joint purchasing” and establishing more “cooperative contracts” to leverage our purchases by combining our respective needs for goods, services and construction
- Expand our P-card program to include contractors and other vendors where we can utilize our P-card program to make payments on invoices that will help increase our rebate dollars for the City

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Provide quality internal and external customer service

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Obtain high percentage score on Customer Satisfaction Surveys (Survey Monkey)	80%	78%	76%	80%	82%

Strategic Objective: Timely distribution of Council approved contracts to obtain all required signatures

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
The time period from Council approval to a fully executed contract	5 Business Days	N/A	N/A	N/A	<5

Strategic Objective: Increase utilization of procurement card (P-Card)

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Increase the number of P-Card transactions on an annual basis	3%	3%	4%	6%	>3%

Strategic Objective: Provide vendor training on the City's procurement process

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Schedule and conduct formal vendor training workshops	Quarterly	50%	50%	75%	100%

Strategic Objective: Contract management

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Successful management of contract deliverables to achieve best value	90%	N/A	N/A	N/A	95%

Management Services	Section 032	Purchasing
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Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Vendor relationship management

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Manage and monitor positive vendor relations with those we have contracts with	Three vendor meetings per month	N/A	N/A	N/A	5

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Provide professional development opportunities for staff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Identify and attend procurement related workshops	100%	100%	100%	100%	100%

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Identify and implement cost saving/cost avoidance opportunities

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Total cost savings/cost avoidance identified and realized on an annual basis	>\$50,000	\$50,368	\$119,746	\$60,000	>\$75,000



Section: 032 - Purchasing					
Expenditures by Category:					
	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	\$ 484,738	\$ 578,932	\$ 530,182	\$ 804,791	\$ 225,859
Contractuals	11,738	12,127	12,127	33,789	21,662
Commodities	14,113	(16,125)	(16,125)	17,177	33,302
Total	\$ 510,589	\$ 574,934	\$ 526,184	\$ 855,757	\$ 280,823
Expenditures by Program:					
General Administration	\$ 3,104	\$ 1,000	\$ 1,000	\$ -	\$ (1,000)
Purchasing	492,624	573,934	525,184	532,473	(41,461)
Warehouse	14,861	-	-	-	-
Grants and Contracts Management	-	-	-	323,284	323,284
Total	\$ 510,589	\$ 574,934	\$ 526,184	\$ 855,757	\$ 280,823
Source of Funding:					
General Fund				\$ 476,446	
Library Fund				22,381	
Highway User Revenue Fund				33,310	
Transportation Fund				28,467	
Water and Wastewater Fund				192,838	
Stormwater Fund				16,195	
Airport Fund				19,116	
Solid Waste Fund				62,987	
SEMS Fund				4,017	
				\$ 855,757	
Commentary:					
<p>The Purchasing operating budget has increased by 49% and there are no capital expenditures. The Personnel Services increase of 39% is due to three FTE Grant Program positions being moved from Finance to Purchasing, market pay increases and an increase in medical and dental insurance. Contractuals increases of 179% and are due to the Grant Program being moved from Finance to Purchasing. Commodities increases of 207% are due to an increase in computer software. There is no major capital (>\$10,000) for this section.</p>					

Mission

The mission of the Revenue section is to ensure the City is accurately billing and collecting City revenues and to ensure that customers and the City are complying with all applicable local, state, and federal rules and regulations.

Program Description

The Revenue section performs a wide variety of functions for the City through its various areas which include Customer Service, Meter Services, Sales Tax and Licensing, and oversight of the vendored Copy Center. Customer Service is responsible for billing, collections, copy center, cashiering and phones. Meter services is responsible for meter reading, utility account service orders, and meter change-outs and repairs. Sales Tax and Licensing is responsible for license issuance and renewal, tax return processing, sales tax collections and business licensing. The Copy Center is responsible for copying, printing, scanning and mail processing.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Initiated goal to provide quality internal Customer Service through process improvements; opened discussions with stakeholders on service delivery, such as petty cash for City Records Coordinator and distribution of Liquor License workload with City Clerk's office
- ✓ Initiated goal of limiting hold time for external clients calling Customer Service queue phone line; baseline is at two minutes and fifty-nine seconds with a future goal of two minutes, maximum

Strategic Plan Priority: Invest in Our People

- ✓ Initiated goal to reduce Customer Service call duration, while still effectively transmitting information, which involves training staff on customer service and telephone etiquette

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Initiated goal to train staff in applicable rules and regulations; staff has completed training in Driver Safety Training, Effective Communication and Excel

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- ✓ Initiated goal to reduce direct mailing costs and associated labor through increased Municipal Statement and Miscellaneous Accounts Receivable e-billing
 - ✓ Continued to invest City funds with goal of maximum return, remembering safety of principal is more important than return on principal; continue partnering with PFM Investments, LGIP and Alliance Bank of Arizona for strong investments that reflect the values of the City Council, in line with the Investment Procedure Manual
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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Continue goal to provide quality internal Customer Service through process improvements; improve petty cash procedures, allowing for reimbursements through electronic fund transfers; engage stakeholders in the implementation of the Business Licensing Module to assist with various programs, such as liquor licenses, grants, and Real Estate; establish credit card processing capabilities for areas which were previously limited to cash or checks for monetary transactions
- Continue goal of limiting hold time for external clients calling Customer Service queue phone line to less than two minutes, maximum

Strategic Plan Priority: Invest in Our People

- Continue goal to reduce Customer Service call duration, while still effectively transmitting information, through training staff on customer service and telephone etiquette; maintain an average of less than five minutes, notwithstanding the initiation of Downtown Parking Meter implementation and new staff

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Continue goal to train staff in applicable rules and regulations; continue applicable training in Driver Safety Training, Effective Communication and Excel, while branching out to other applicable areas to improve performance.

Strategic Plan Priority: Work In Partnership to Enhance a Safe and Livable Community

- Continue goal to reduce direct mailing costs and associated labor through increased Municipal Statement and Miscellaneous Accounts Receivable e-billing; this can be achieved with the implementation of Point and Pay services promoting e-bills through the customer portal, social media and affiliation with Sustainability campaigns
- Continue to invest City funds with goal of maximum return, remembering safety of principal is more important than return on principal; continue partnering with PFM Investments, LGIP and Alliance Bank of Arizona for strong investments that reflect the values of the City Council, in line with the Investment Procedure Manual

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: Provide quality internal customer service through process improvements

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Obtain high percentage score on Customer Satisfaction Surveys (Survey Monkey)	80%	N/A	N/A	80%	82%

Management Services

Section 033

Revenue

Strategic Priority – Goal: Provide Exceptional Service - Foster Clear and Consistent Communication

Strategic Objective: Provide quality customer service through timely telephone communication

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Limit hold time for external clients calling Customer Service queue phone line	<2 Minutes	N/A	2:59	2:46	2:44

Strategic Priority – Goal: Provide Exceptional Service - Provide Employees Tools, Training and Support

Strategic Objective: Provide consistent information, training and support to team members on system changes, in order to transmit information to clients

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce Customer Service call duration, including combined talk and hold times, as information is effectively transmitted	<5 Minutes	N/A	2:36	2:31	2:29

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Maintain a high collection rate and diligence in account maintenance

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Maintain utility and miscellaneous accounts receivable write-offs below 1% of total revenue	<1% Total Revenue	0.56%	0.25%	0.45%	.35%

Strategic Objective: Invest City funds with goal of maximum return, remembering safety of principal is more important than return on principal

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Achieve a rate of return on managed investments that exceeds the designated benchmark rate	>.25% Very Good, .1% to .25%, Adequate, <.1% Underperform	-.01%	-.01%	0.06%	.05%

Management Services	Section 033	Revenue
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Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Support Sustainable Economic Development and Its Practices

Strategic Objective: Research and implement measures to improve e-bills in coordination with customer outreach to reduce costs and improve services

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Reduce direct mailing costs and associated labor through increased utility and miscellaneous accounts Receivable e-billing	2%	N/A	N/A	17%	19%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Promote High Quality of Life Through Consistent Standards, Rules and Regulations

Strategic Objective: Train staff in applicable rules and regulations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Report minimum level of education during the year	100%	N/A	N/A	60%	70%



Management Services

Section 033

Revenue

Section: 033 - Revenue					
Expenditures by Category:					
	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	\$ 1,103,290	\$ 1,151,770	\$ 1,151,770	\$ 1,157,915	\$ 6,145
Contractuals	329,718	388,339	388,339	400,039	11,700
Commodities	62,475	43,800	43,800	65,090	21,290
Capital	41,117	32,000	32,000	62,000	30,000
Total	\$ 1,536,600	\$ 1,615,909	\$ 1,615,909	\$ 1,685,044	\$ 69,135
Expenditures by Program:					
General Administration	\$ 150,508	\$ 247,658	\$ 247,658	\$ 361,564	\$ 113,906
Licensing and Support	109,275	97,418	97,418	60,027	(37,391)
Auditing	125,803	179,164	179,164	73,068	(106,096)
Sales Tax Collections	95,812	70,377	70,377	21,132	(49,245)
Customer Service	735,964	658,429	658,429	778,758	120,329
Billing and Collections	6,032	-	-	-	-
Print and Mail Services	3,984	-	-	-	-
Meter Services	309,222	362,863	362,863	390,495	27,632
Total	\$ 1,536,600	\$ 1,615,909	\$ 1,615,909	\$ 1,685,044	\$ 69,135
Source of Funding:					
General Fund				\$ 193,235	
Library Fund				6,672	
Highway User Revenue Fund				11,576	
Transportation Fund				279,250	
Water and Wastewater Fund				922,697	
Stormwater Fund				16,865	
Airport Fund				35,023	
Solid Waste Fund				203,412	
SEMS Fund				16,314	
				\$ 1,685,044	
Commentary:					
<p>The Revenue Section operating budget increased 2%. There are Capital expenditures (\$62,000), resulting in an overall increase of 4%. The Personnel Services increase of 1% is due to a market pay increase as well as an increase in medical and dental insurance. Contractuals increases of 3% are due to increased costs for computer equipment and other miscellaneous services. Commodities increases of 49% are due to increases in credit card fees and postage increases. Major capital (>\$10,000) includes a meter services vehicle.</p>					

Mission

The mission of the Finance section is to ethically provide oversight, fiscal management and customer service through accountability and transparency.

Program Description

The Finance section provides a variety of financial services to the Council and City staff. Services include accounts payable, payroll, financial analysis, budget reporting and financial reporting.

FY 2017 Accomplishments

Strategic Plan Priority: Provide Exceptional Service

- ✓ Implementation of a Transparency Website with OpenGov software

Strategic Plan Priority: Invest in Our People

- ✓ Provided budget and other finance related training to various divisions/sections and individual one-on-one training sessions
- ✓ Implementation of Phase II of Market Based Pay
- ✓ Implementation of new PSPRS and EORP (Public Safety and Elected Official) pension plan changes

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- ✓ Issued \$10 million in revenue bonds for Road Repair and Street Safety projects and \$1 million in general obligation bonds for various city projects
- ✓ For the 23rd consecutive year, received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for FY 2017
- ✓ For the 23rd consecutive year, received the GFOA Certificate of Achievement for Excellence in Financial Reporting for FY 2016
- ✓ No findings, material weakness and significant deficiencies reported as part of the FY 2016 financial and single audit

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- ✓ Provided Finance staff with internal/external training
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FY 2018 Initiatives

Strategic Plan Priority: Provide Exceptional Service

- Develop and communicate a Finance Code of Ethics and standard operating procedure manual

Strategic Plan Priority: Invest in Our People

- Implementation of new time entry software
- Implementation of new Innoprise software for Work Management, Capital Assets, and Payroll/Human Resources

Management Services	Section 034	Finance
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- Provide City-wide and one-on-one training opportunities to employees on payroll, budgeting, the City's ERP system and other finance related topics
- Process PSPRS refunds to current and retired employees
- Implementation of Phase III of Market Based Pay

Strategic Plan Priority: Foster a Resilient and Economically Prosperous City

- Implement GASB 77 for tax abatement disclosures

Strategic Plan Priority: Work in Partnership to Enhance a Safe and Livable Community

- Continue to provide training and professional growth opportunities for Finance staff

Performance Measures

Strategic Priority – Goal: Provide Exceptional Service - Serve the Public Through Quality Internal and External Customer Service

Strategic Objective: To provide financial transparency reporting

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Create and maintain transparency website (OpenGov)	>500 Visitors	N/A	N/A	250	500

Strategic Priority – Goal: Provide Exceptional Service - Demonstrate Respect, Equity and Strong Ethics

Strategic Objective: Develop and communicate a Finance Code of Ethics and Finance Internal Controls

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Create the document, educate Finance staff and have sign off on the document	100%	N/A	N/A	N/A	75%

Strategic Priority – Goal: Invest in Our People - Ensure Effective Resources for Employees

Strategic Objective: Provide technical expertise to employees to facilitate decision making

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Accurate grant financial and compliance reporting	<10 Revised Reports	N/A	N/A	10	10
Accurate payroll financial and compliance reporting	<4 Corrected/ Reissued Payroll Checks	N/A	4	4	4
Accurate accounts payable financial and compliance reporting	<5 Corrected/Re issued 1099s	N/A	N/A	5	5

Management Services	Section 034	Finance
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Strategic Objective: Ensure finance employee provide training and presentations to City staff

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Finance staff to provide citywide trainings	>10	3	3	7	10

Strategic Priority – Goal: Foster a Resilient and Economically Prosperous City - Enhance the Organization's Fiscal Stability and Resourcefulness

Strategic Objective: Provide accurate and timely financial information to internal and external customers

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Timely and accurate regulatory financial reports	100%	N/A	N/A	100%	100%
Timely and accurate GFOA financial reports	100%	100%	100%	100%	100%
Timely and accurate financial reports with no single audit findings reported	0	3	0	0	0

Strategic Objective: Maintain minimum level of fiscal policy

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Meeting minimum bond rating level of AA-	100%	100%	100%	100%	100%
Meeting minimum level of fund balance for all funds	100%	100%	100%	100%	100%

Strategic Priority – Goal: Work in Partnership to Enhance a Safe and Livable Community - Promote High Quality of Life Through Consistent Standards, Rules and Regulations

Strategic Objective: Training staff in applicable rules and regulations

Performance Measure	Target	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Proposed
Report minimum level of education during the year	100%	N/A	N/A	75%	100%

Section:		034 - Finance			
Expenditures by Category:					
	Actual Expenditures 2015-2016	Adopted Budget 2016-2017	Estimated Expenditures 2016-2017	Proposed Budget 2017-2018	Budget-Budget Variance
Personnel Services	\$ 1,033,598	\$ 1,255,706	\$ 1,255,706	\$ 1,126,712	\$ (128,994)
Contractuals	62,317	84,552	71,052	52,930	(31,622)
Commodities	39,588	19,034	19,034	13,076	(5,958)
Total	\$ 1,135,503	\$ 1,359,292	\$ 1,345,792	\$ 1,192,718	\$ (166,574)
Expenditures by Program:					
General Administration	\$ 164,185	\$ 144,808	\$ 144,808	\$ 125,669	\$ (19,139)
Accounting	481,188	651,473	637,973	681,930	30,457
Payroll	184,871	252,407	252,407	259,487	7,080
Accounts Payable	95,862	80,385	80,385	125,632	45,247
Grants Management	209,397	230,219	230,219	-	(230,219)
Total	\$ 1,135,503	\$ 1,359,292	\$ 1,345,792	\$ 1,192,718	\$ (166,574)
Source of Funding:					
	General Fund			\$ 834,697	
	Library Fund			64,173	
	Highway User Revenue Fund			40,614	
	Transportation Fund			30,511	
	Water and Wastewater Fund			104,302	
	Stormwater Fund			7,637	
	Airport Fund			33,182	
	Solid Waste Fund			64,402	
	SEMS Fund			13,200	
				\$ 1,192,718	
Commentary:					
The Finance operating budget has decreased 12% and there are no capital expenditures. The Personnel Services decrease of 10% is due to three FTE Grant Program positions being moved from Finance to Purchasing, offset by market pay increases and an increase in medical and dental insurance. Contractuals decreases of 37% and Commodities decreases of 31% are due to the Grant Program being moved from Finance to Purchasing. There is no major capital (>\$10,000) for this section.					

