

# ***FINANCIAL MANAGEMENT***

*The mission of the Long Beach Financial Management Department is to manage and protect the City's financial assets while providing excellent service to the City's residents, operating departments and businesses.*

## Chapter Overview

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

As part of this strategic planning process, the Department identified, with input from community stakeholders and employees, significant issues to be confronted over the next two- to five-years. Strategic objectives have also been developed as part of this effort to help guide the department in addressing these issues. The Department of Financial Management has also developed its program structure and performance measures, including outcome, efficiency, demand, and output measures, which serve as the basis for the City's performance-based program budget and add clarity to the City's budget by aligning department program information (purpose statement and listing of services), budget allocations, and performance information, all at the program level.

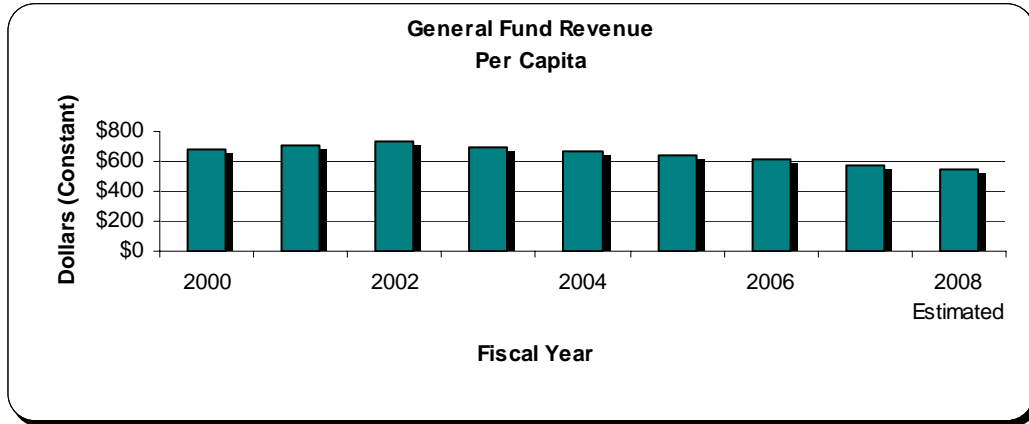
Please note that while the Department of Financial Management has completed its Strategic Business Plan, a number of the key performance measures may be new to the Department and will take time to fully develop and collect the performance information. Therefore, some performance measures are presented at this time without the corresponding performance information. As the Department is able to work toward full implementation, existing measures may be changed and/or new ones may be added.

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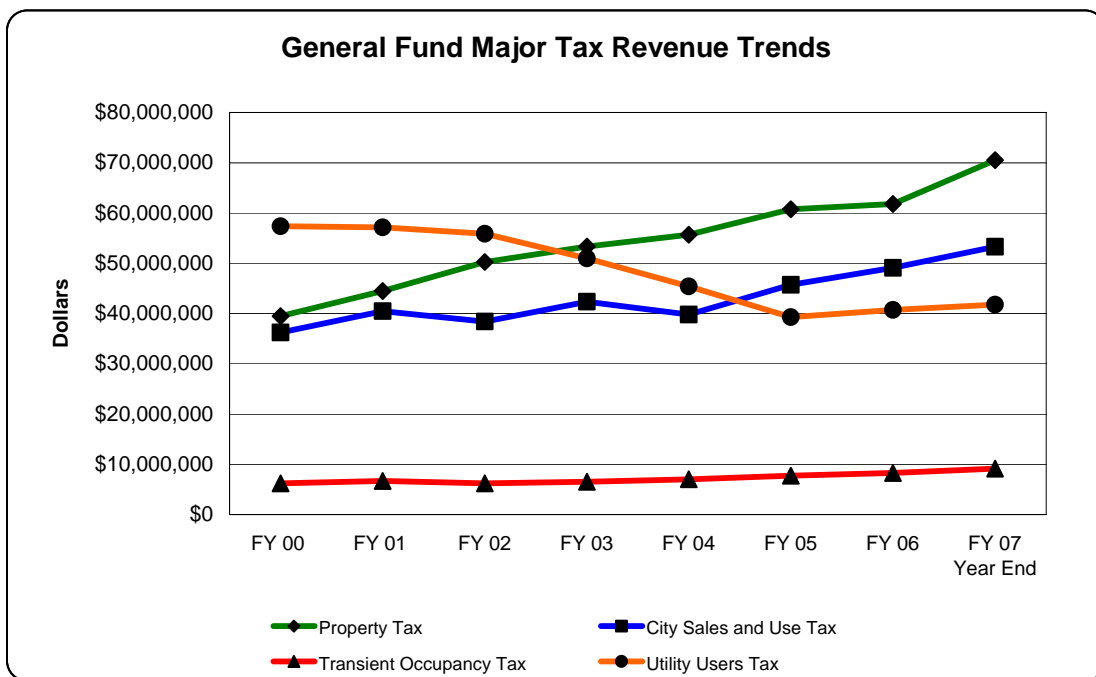
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## Service Delivery Environment

The ongoing impacts of Proposition 13, which capped property tax growth at 2 percent annually plus assessment adjustments to market value upon sale, the loss of half of the City's Utility Users Tax (UUT), and the heightened level of post 9-11 security requirements, have created an environment in which tax revenue and other resources to support General Fund services have been difficult to project and generally have not kept pace with the cost to provide services. Since 2000, Long Beach has experienced a 6.8 percent increase in population and, after adjusting for inflation, per capita revenue has decreased nearly 20 percent.

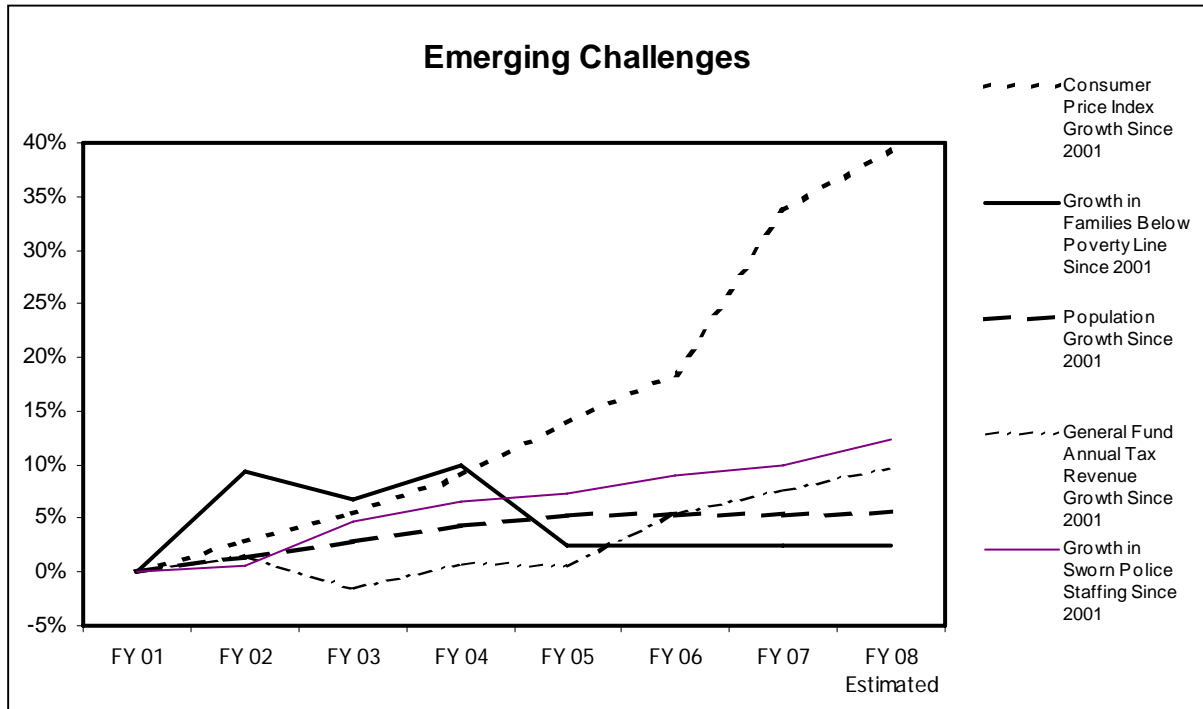


Over the past several years, the largest contributing factor to this real-dollar decline is the loss of revenue from the UUT. In 2000, voters reduced the UUT from 10 percent to 5 percent over a 5-year period. The final reduction in the UUT occurred in FY 05. The chart below breaks out four of the City's top General Fund revenue sources: Property Tax, UUT, Sales Tax and Transient Occupancy Tax (TOT) and illustrates that revenue received from the UUT is now less than the revenue received from Property Tax. An analysis of tax revenue without the UUT indicates a growing tax base from FY 00 through FY 06. Beginning in FY 07, revenue from Property Tax, Sales Tax and Transient Occupancy Tax has declined slightly in real dollars due to the housing market decline and slowing economy. This trend is expected to continue in FY 09.



## Service Delivery Environment

Other persistent and emerging service delivery challenges include the increasing population density in particular areas of the City and continued high levels of poverty in specific districts. Approximately 19.8 percent of the population in Long Beach live below the poverty line, underscoring the critical need for investments in neighborhoods, infrastructure, education and better-paying jobs. In contrast, there are also sections of the City that have high income levels and property values. The priorities of residents in these areas are understandably divergent from the concerns of those in poverty-impacted neighborhoods, which presents yet another fiscal challenge to City officials.



## Significant Issues

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- Due to the current fiscal and legal constraints, and changing operational requirements, the Department has difficulty recruiting, training and retaining a skilled workforce (average vacancy rate is 15 percent), which negatively impacts its ability to meet increasingly sophisticated customer expectations and to protect the City's assets.
- Reliance on 20-year-old mainframe financial systems limits the availability of quality financial reports demanded by the City Manager's Office, Mayor, City Council, City departments and the community within timeframes necessary for them to make informed decisions.
- Outdated technology and non-integrated systems impact the Department's ability to efficiently and effectively process, analyze and report critical information to meet customer expectations and legal mandates.
- Pressure to provide unfunded services, combined with competing citywide priorities and practices, will continue to put core community services and long-term fiscal sustainability at risk by overextending finite resources.
- With implementation of Performance-based program budgeting, the organization must effectively integrate, manage and report financial and performance information for elected officials, City management, City staff and the community needed to promote accountability and ensure government services are aligned with community priorities.
- Advances in customer service business practices have created the expectation that the Department will provide multiple modes of access (24 hour/7 day, internet-based, self-service, etc.) and immediate information (business license information, utility bill information, business resources and procurement, etc.).
- The Department continues to support City departments with improved revenue monitoring and collection processes and establish consistent cost accounting in support of fee/rate setting methodologies. The Department shall provide the financial expertise and training to ensure City departments have adequate financial controls to protect City assets.

## Strategic Objectives

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1. The Department will promote responsible decision-making and fiscal responsibility so that (the City will):
  - Maintain 100% of recurring expenses in the General and related funds are supported by recurring revenues (Budget Management)
  - Maintain revenue projections within 2% of actuals for the top five revenue sources (Revenue Management)
  - Maintain a Moody's implied bond rating of (AA-) with a stable outlook (Treasury)
  - By FY 12, achieve a 85% collection rate for parking citations (General Billing and Collections)
  - By FY 12, achieve a 65% collection rate for ambulance services (General Billing and Collections)

**Focus Area:** Leadership, Management and Support

**City Manager's Key Outcome:** Strengthen the City's Fiscal Sustainability

2. The City will strive to make Long Beach more friendly to local business, so that:
  - By FY 12, the City will work with local businesses to capture 90% of projected business license revenue (Business Licensing and Permits)
  - BY FY 12, the City will achieve a (as yet undetermined) average turnaround time for business license approval (Business Licensing and Permits)
  - BY FY 12, 75% of contracts (products and services) purchased through the competitive bid process (Purchasing)
  - By FY 12, registered local businesses will account for 35% of bids submitted (Purchasing)

**Focus Area:** Business and Economic Assistance

**City Manager's Key Outcome:** Make Long Beach the Most Business Friendly Community in Southern California

3. The City will strive to provide excellent support, increased self-service options and rapid response to utility customers so that:
  - By FY 12, 55% of utility customer transactions that are handled through automated options (phone and internet) (Utility Customer Support)
  - By FY 12, 85% of customer calls answered within 1 minute (M) (timely customer service) (Utility Customer Support)

**Focus Area:** Utilities

**City Manager's Key Outcome:** Enhance Customer Service and Response Time

4. The Department will support the organization with effective performance and financial controls and systems so that:
  - By FY 12, 100% of Federal Single Audit findings are corrected within two fiscal years (per previous fiscal year report) (Accounting)
  - BY FY 12, 75% of system users report that the financial systems training and support allows them to achieve their information management and reporting goals (Financial Systems)
  - By FY 12, 98% of managers report that they use performance information to manage their operations and tell their story to the community and council (Budget and Performance Management)

**Focus Area:** Leadership, Management and Support

**City Manager's Key Outcome:** Increase Use of Performance Information and Benchmarks in Management and Decision Making

## Strategic Objectives

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5. To recruit, train and retrain a qualified workforce with the knowledge and ability to protect and manage the City's financial assets:
  - BY FY 12, 95% of Financial Management Employees that report they are satisfied with their current position and opportunity for growth or promotion (Administration)
  - By FY 12, 90% of Financial Management Employees that receive a scheduled annual review on time (Administration)

**Focus Area:** Leadership, Management and Support

**City Manager's Key Outcome:** Enhance Recruitment and Retention of Qualified City Employees

## Budget by Fund and FY 08 Key Accomplishments

### FY 09 Budget by Fund

Fund	Expenditures	Revenues	Net Fund Support
General	10,603,363	20,416,522	(9,813,159)
Gas	8,213,579	5,230,299	2,983,280
General Services	528,798	414,972	113,826
Insurance	275,790	-	275,790
Employee Benefits	1,662,184	-	1,662,184
Redevelopment Agency	396,583	-	396,583
Health	12,941	-	12,941
Housing Development	86,700	-	86,700
Community Development Grants	300,137	-	300,137
Tidelands Operations	142,738	-	142,738
Marina	63,024	-	63,024
Rainbow Area Harbor Fund	50,027	-	50,027
<b>Total</b>	<b>22,335,863</b>	<b>26,061,793</b>	<b>(3,725,930)</b>

### FY 08 Key Accomplishments

- Completed FY 07 Comprehensive Annual Financial Report (CAFR) with an unqualified opinion. The workload required to produce the CAFR has substantially grown due the implementation of new GASB pronouncements and changes in the auditing environment (largely due to new auditing standards) resulting in increased scrutiny of financial transitions.
- Completed the City's indirect cost plan, reviewing all General Fund departments' allocation methodology and producing illustrations in conjunction with narratives to assist readers in understanding how the City's plan works.
- For the first time since FY 03, received unqualified opinions in all audited grants in the Single Audit, which financially reports on all federal grants citywide.
- Successfully and timely completed numerous required reports including payroll tax reporting, 1099 vendor reporting and State Controllers Reporting among others.
- Successfully monitored capital improvements projects for maximum grant/proposition funding.
- Issued \$887 million of Natural Gas Prepay Bonds for Long Beach Gas and Oil enterprise to purchase a thirty-year supply of natural gas. The structure was designed to support the safety of the city-owned gas line system without causing additional burden to ratepayers.
- Issued \$56,500,000 of Tax and Revenue Anticipation Notes to off set the cash flow mismatch between expenditure outflows and revenue inflows with in the fiscal year.
- Achieved an average turnaround time of less than two days (1.4) for business license approval.
- Increased inspector revenue from FY 07 by \$479,000.
- Increased Garage Sale permit processing by 40 percent and revenue by \$38,700.
- Realized \$51,000 of license revenue generated through utilization of Franchise Tax Board program over a period of 4 months.
- Inspections of underground businesses in downtown hi-rises have generated revenue of \$111,100.
- Migrated the City's main cashiering system to the latest web-based technology to process in-person and mailed payments for utility customers, customers paying parking citations and various City services. The new system expands the use of the cashiering system into other City functions that do not currently use the City's main cashiering system.
- Implemented the new "EZ FAMIS" web-based software tool allowing access to mainframe financial data by performing simple, intuitive queries that generate financial and transactional reports in an

## Budget by Fund and FY 08 Key Accomplishments

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almost unlimited variety of formats. EZ FAMIS allows technical and non-technical staff from all City departments the ability to perform targeted research and analysis, and to generate reports that can be printed, e-mailed, downloaded into excel and shared among users.

- Since February 2008, Parking Citations has achieved the following results and additional revenue:
  - A Year to Date Parking Citation Collection rate of 85.3 percent
  - Working with DMV on error reports - \$20,000
  - For vehicles without license plates, working release of liability forms - \$15,300
  - Processing Tow requests - \$57,500
  - Scofflaw violators - \$9,100
  - Out of State license plates- \$3,000
  - For other vehicles without license plates, review of VIN numbers - \$58,300
  - Staff processing 155,400 notices for tickets, rental cars, stolen vehicles, NSF, and others
  - Staff processing 8,625 customers at counter window for 27,777 payments in the amount of \$1,270,200
- Delivered a structurally balanced General Fund budget for the first time in over a decade (FY 08), meeting a key objective for ensuring the fiscal sustainability of the City.
- Facilitated the update of the City Council's Stated Priorities and development the City manager's Key Outcomes to better align the organization's Programs and services with community priorities and corporate objectives.
- Facilitated the update of the City Council's Financial Policies to clarify procedures governing the policies and adding a new policy on Budget Requests during the Fiscal Year to better monitor and control growth in expenditures that exasperate future deficits.
- Implemented new PerformanceSoft Views web-based performance management information system to facilitate the tracking and reporting of results delivered by City services. Implementation included the training and customer service support for 645 users citywide..
- Reinvented the City's performance management efforts to make approach more practical, accessible and relevant to Program managers, staff and decision-makers.
- Created and produced monthly PerformanceNews newsletter to highlight the successful utilization of performance management by City staff, garnering national recognition after being used as a case study for effective communications by the International City/County Management's Center for Performance Management.
- Led the citywide effort to improve the cost recovery of user fees for City services, eliminating unintended subsidies and ensuring that general tax revenue is not used to support special City services.
- Led a budget development process that identified \$19.8 million in budget deficit solutions while ensuring a more stable but smaller workforce focused on delivering core services.
- Partnered with the Port of Long Beach to ensure that all sales tax resulting from the Clean Truck Program accrues to the City of Long Beach once the program begins.
- Collaborated with the City Attorney's Office to explore the feasibility of increasing the sales tax base for the City of Long Beach through purchasing companies.
- Supported six Budget Oversight Committee meetings during the fiscal year and provided responses to 54 individual inquires by the Budget Oversight Committee and City Council to enhance transparency and the ability of our policy-makers to make informed decisions.
- For the third straight year earned a national Certificate of Distinction from the International City/County Management Association for the City's performance management efforts.
- Developed and distributed a new, user-friendly Quarterly Operational Performance Report for the City Council and the community.
- Conducted extensive research on the delinquency of Possessory Interest Taxes from lease-holders in Long Beach.

## Administration Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Administration

**Program Purpose Statement:** To provide central administrative support, coordination and direction for the entire Department.

**Key Services Provided:** Human Resources, Training, Risk Management, Employee Safety, Workers' Compensation, Budget and Accounting, Procurement and Contract Management, Billing and Collections, Public Communications, Records Management and Executive Leadership

**FY 09 Funding Source:** General Fund 100%

Administration	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	(58)	5,734	39,279	685%	0
Revenues	-	-	-	-	-
FTEs	7.00	5.00	5.00	100%	6.00

\*Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
June Expenditure Estimates-to-Close as Percentage of Year End Actual	103%	100%	100%	100%	100%
June Revenue Estimates-to-Close as Percentage of Year End Actual	101%	100%	100%	100%	100%
Department Vacancy Rate	13%	11.7%	9%	77%	8.1%
Overtime as Percentage of Total Salaries	1.5%	1.0%	1.3%	131%	1.0%
Number of Workers' Comp. Claims Involving Lost Time	1	0.9	(a)	(a)	(a)
Number of Lost Work Hours (Expressed in Full Time Equivalents) from Workers' Comp. During Fiscal Year	-	-	(a)	(a)	(a)
Average Reporting Lag Time for Workers' Comp. Claims During Fiscal Year	0.2 days	1 day	(a)	(a)	1 day

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

### Results Narrative:

The Department of Financial Management will continue to manage and protect the City's financial assets while providing excellent service to the City residents, departments, and businesses. The Administrative Program will continue to maintain the Department's excellence in supporting budget preparation, human resources activities, wellness and safety programs and special projects for a Department with a budget over \$25 million and 165 employees. The Administration Program is integral to the efficient and effective operation of the Department.

Administrative costs are distributed to other programs within the Department. The Administration Program is exploring new methods for maximizing efficiencies and reducing ongoing costs including centralizing the acquisition and distribution of office supplies and closely monitoring Departmental overhead expenses such as training and equipment purchases.

Due to the reassignment of the Administrative Analyst position from Performance Management to Administration, the Proposed budget for FY 09 has been increased by 1 FTE and corresponding expense.

# Accounting Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Fiscal Planning and Oversight

**Program Purpose Statement:** To provide planning, budgeting and reporting as well as management oversight, coordination and support services to the community, City Manager, Mayor, City Council, and City departments so they can set and achieve clear revenue, expenditure and service delivery goals and make better informed decisions which create a balanced budget, while providing for effective services that are in alignment with community priorities.

**Key Services Provided:** Citywide financial budget policies, instructions, and document reviews, Financial Strategic Plan, Strategic Business Plan workshops, Master Fee and Charges Schedule and Mini Cost Allocation Plans, Proposed/Adopted Budgets, New revenue sources and recovered costs, Personnel and operational performance analyses, Responses to City Council/Budget Oversight Committee requests, Performance management trainings, Community communications and surveys.

**FY 09 Funding Sources:** General Fund 78% and Employee Benefits Fund 22%

Budget and Performance Management	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	1,296,646	1,661,406	1,488,388	90%	1,645,936
Revenues	-	-	-	-	-
FTEs	11.01	13.00	13.00	100%	12.00

\*Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
Percentage of recurring expenses in the General and related funds are supported by recurring revenues	94%	100%	100%	100%	100%
Percentage of managers who report that they use performance information to manage their operations and tell their story to the community and council	78%	85%	80%	91%	88%
Number of participant training hours provided	1,255	1,800	1,700	131%	1,300
Maintain revenue projections within 2 percent of actuals for the top five revenue sources	101.3%	100%	100%	100%	100%

\*Measurements related to Performance Management activities

## Results Narrative:

There will be no significant change in resources to the Budget and Performance Management Program, and expected performance in key outcomes will not experience substantial change. The City will maintain structural balance in its General Fund, with 100 percent of recurring expenditures supported by recurring revenue. The reductions/enhancements in the Program's FY 09 budget are primarily due to a reorganization consolidating performance management staff into the Budget Office. The Program has taken deliberate steps to streamline performance management processes while providing a full menu of services citywide; therefore it is anticipated that in FY 09, the percentage of managers who report that they use performance information to manage their operations will increase by 10 percent over the current year's expected performance.

This Program also tracks and forecasts the City's key revenue streams. Revenue staff has explored over 30 separate opportunities to increase revenue for the City, including full implementation of current Sales Tax, Property Tax, and Utility User Tax, cost recovery through fees and department cost allocation plans, nexus studies and contracting-in opportunities. This Program supports the City Manager Key Outcome to strengthen the City's fiscal sustainability.

# Accounting Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Fiscal Planning and Oversight

**Program Purpose Statement:** To provide transaction processing, financial information and consulting services to City departments and regulatory and funding agencies so they can complete accurate financial transactions, and obtain timely and accurate financial information.

**Key Services Provided:** Citywide External 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 Policies 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

**FY 09 Funding Sources:** General Fund 43%, Employee Benefits Fund 28%, Redevelopment Funds 9%, Community Development Grants Fund 7%, Tidelands Funds 3%, Insurance Fund 6%, Housing Development Fund and Health Fund 2%, Marina Fund and Rainbow Harbor Area Fund <1%

Accounting	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	4,165,921	4,859,997	4,220,920	87%	4,609,663
Revenues	742,263	652,100	651,342	100%	652,100
FTEs	37.99	37.99	37.99	100%	35.00

\*Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
Percentage of Federal Single Audit findings corrected within two fiscal years	(a)	60%	60%	86%	70%
Total number of Federal Single Audit findings resolved in current fiscal year	(a)	3	3	60%	5

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

## Results Narrative:

The Accounting Program is proposing a budget in FY 09 to continue to provide existing service levels to City departments. The program's main focus will continue to be ensuring compliance with statutes, regulations, Generally Accepted Accounting Principals, Governmental Accounting Standards Board (GASB) and governmental auditing standards. This focus, along with the need to maintain the stability of core accounting and financial reporting functions, requires well-trained and highly skilled staff, which will remain a challenge with retirements and turnover. New governmental accounting standards such as GASB 43 through 50 create additional reporting and accounting requirements of which two (GASB 45-Other Post Employment Benefits- Implementation date of FY 08 and GASB 49-Accounting and Financial Reporting for Pollution Remediation Obligations- Implementation date of FY 09) will have a significant impact on the financial statement presentation. The FY 09 budget reflects a change to confidential status for the Central Payroll's Payroll Specialist positions, which are privy to confidential employee information on a daily basis and assist in the estimation for MOU negotiations. This benefit brings Central Payroll positions in line with other City Confidential positions and recognizes the worth of these employees who are tasked with ensuring the accuracy of paychecks and payroll reporting and prepare confidential information for the City Attorney's office related to subpoenas. In addition, one Accountant position has been transitioned to Community Development for the direct support of those program needs. An Administrative Analyst position was transferred to the Financial Systems Program to assist in the increased scope of work and one Accounting Clerk position was eliminated to meet the budget reduction target. This Program supports the City Manager Key Outcome to strengthen the City's fiscal sustainability.

# Treasury Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Fiscal Planning and Oversight

**Program Purpose Statement:** To provide cash, investment and debt management services to City departments, City employees, the City Manager and City Council that provide safety, liquidity, adequate yield and reasonable debt financing.

**Key Services Provided:** Debt Financings and Debt Obligations; Portfolio Investments; 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 09 Funding Source:** General Fund 100%

Treasury	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	1,187,696	1,187,318	1,285,715	108%	1,319,119
Revenues	1,361,382	1,230,354	1,220,034	99%	1,282,350
FTEs	8.00	8.00	8.00	100%	8.00

\*Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
Standard and Poors Investment Portfolio Rating	AAA	AAA	AAA	N/A	AAA
Admin Costs as a % of Investment Pool	0.035%	0.040%	0.032%	80%	0.040%

**Results Narrative:**

The Treasury Program's proposed FY 09 budget is a continuation of current funding levels for FY 08. The proposed budget will allow for the effective management of an estimated \$1.7 billion in investments as well as managing outstanding City debt obligations currently totaling over \$3 billion in compliance with bond covenants and optimal financing options, providing comprehensive support for City's financing strategies. Treasury is responsible for managing the City's investments, cash and debt management, and ensuring compliance with internal and external policies and regulations. Treasury also provides optimal solutions to ensure safety and liquidity in support of the City's cash requirements for its operations as well as potential emergency situations. In support of the City needs, Treasury will assist in financing bonds for the infrastructure, Airport and Marina. This Program supports the City Manager Key Outcome to strengthen the City's fiscal sustainability.

## Financial Systems Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Fiscal Planning and Oversight

**Program Purpose Statement:** To provide system administration, reporting, training, and technical and project management consultation services to City employees so they can improve business processes and effectively manage information.

**Key Services Provided:** Advanced Technical Consultations, Vendor and Committee Technical Liaison, Financial Systems Enhancements, Upgrades and Status Tracking/Reports, Financial System Interface, Integration Projects, User Access and Workflow Authorizations, Standard and Custom Reports, Help Desk Responses and Training Classes

**FY 09 Funding Source:** General Services Fund 100%

Financial Systems	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	343,054	500,474	477,422	95%	528,798
Revenues	464,134	414,972	414,972	100%	414,972
FTEs	2.00	2.00	2.00	100%	3.00

\*Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
Number of Users Served/Supported	1,058	1,055	1,055	100%	1,055
Cost per System User Served/Supported	\$427	\$469	\$452	96%	\$452
Number training participant hours	216	240	300	125%	240
Percentage of system users who report financial systems' training and support sufficiently supports them in achieving their information management goals	(a)	(a)	60%	(a)	70%

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

### Results Narrative:

The Financial Systems Program supports the City's accounting, purchasing, budgeting and fixed assets systems and their over 1,000 users Citywide. These mainframe-based applications have become increasingly outdated and difficult to support. One of the biggest challenges remains the difficulty for end users to access or view financial data or reports specific to their needs. To address this issue, the Financial Systems Program is implementing a web-based software tool that will allow all financial system users access to mainframe data by performing simple, intuitive queries that generate financial and transactional reports in an almost unlimited variety of formats. The first phase of this project is scheduled to go live in FY 08, with phases II & III following in FY 09. This project will be implemented with no increase to budget, as its costs are completely offset by negotiated reductions to other technical support contracts.

Continued reductions and efficiencies in contracting in FY 09 will allow one analyst position to be transferred to this Program from the Accounting Program. This will provide staffing to perform training and support for the new software and other technical initiatives, while reducing the General Fund budget by \$84,018 in the Accounting Program in FY 09.

For FY 09, the Financial Systems Program is proposing significant enhancements with no significant changes to budgeted revenue, expense, or cost per system user. Also, the accrued fund balance allows the Financial Systems program to continue the 10 percent reduction in charges to departments. This Program supports the City Manager Key Outcome to strengthen the City's fiscal sustainability.

# Purchasing Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Financial Services

**Program Purpose Statement:** To provide bid development and processing, local business outreach, cost savings, citywide support on all procurement related issues and award contracts in a legal, ethical and transparent manner to support departments in obtaining the best value for core products and services, in a timely manner, as required to best serve the community.

**Key Services Provided:** Bid Documents, Vendor Contract Awards, Diversity Outreach Presentations/Events, Local Business Preference Outreach Information, Internal and External Purchasing-Related Training Workshops, Long Beach Proposition “L” (outsourcing) Contracting Cost Savings Analyses, Purchasing Cards (Credit Cards)

**FY 09 Funding Source:** General Fund 100%

Purchasing	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	783,374	865,403	867,133	100%	819,125
Revenues	40,687	67,489	67,317	100%	92,661
FTEs	8.00	8.00	8.00	100%	7.00

\*Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
Percentage of Purchasing money going to local businesses	(a)	10%	15%	150%	15%
Percentage of registered local businesses that submit bids	(a)	10%	4%	40%	12%
Total Purchasing dollars spent with local businesses	(a)	\$250,000	\$725,000	290%	\$450,000
Training participation hours	25	30	26	87%	50

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

## Results Narrative:

The Purchasing Program’s budget for FY 09 is a continuation of FY 08 funding levels. Purchasing will continue to utilize and maintain an electronic bidders database that is available to vendors via the City’s website. This bidders management program increases the number of available bidders, creating competition for the City’s business, resulting in better pricing of goods and services.

The Purchasing Division conducted a number of competitive bids for significant citywide services during FY 08: custodial services, landscape services, uniform rental services, multi year/multi-vehicle purchases and fuel services. These new contracts will result in better performance, higher service levels and cost savings to the City. These results were attributed from the consolidation of purchases through a competitive bid process that provides the opportunity to gain the highest possible discount. The estimated amount of cost savings attributed to the competitive bid process for the FY 08 is \$425,000. The Purchasing Division monitors smaller department purchases and supports the transition of consolidating purchases to achieve further cost savings.

The implementation, administration and monitoring of the City’s Procurement Card program is managed by the Purchasing Division. This program has provided a number of benefits to the City: a reduction in checks issued through Accounts Payable, better controls for City purchases, faster vendor payment processes, and enhanced auditing tools. This Program supports the City Manager Key Outcome to make Long Beach the most business friendly community in Southern California.

## Utility Customer Support Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Financial Services

**Program Purpose Statement:** To provide utility account establishment, customer contacts, billing, payment processing, and collection services to utility users in the Long Beach area so they can receive timely and accurate bills and customer service.

**Key Services Provided:** In-Person, Telephone, Internet and 24-Hour Automated Customer Service Responses, Processed Applications (Service Establishment and Termination Orders), Statement Reviews (for Accuracy), Processed Payments, High Bill Reviews, Billing Inquiries Response Resolutions, Meter Readings Services, Payment Options, Debt Recovery Collections, Interagency/Intergovernmental Referrals, New Meter Installation Application and Fees, Remote Pay Stations

**FY 09 Funding Source:** Gas Fund 91%, General Fund 9%

Utility Customer Support	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	7,807,229	8,038,511	7,718,077	96%	9,013,861
Revenues	5,219,250	5,151,067	4,994,997	97%	5,252,899
FTEs	53.49	52.49	52.49	100%	53.15

\*Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
Utility Bill Collection Rate	100%	99.5%	99.5%	100%	99.0%
Number of Customer Inquiry Responses Completed	602,662	618,700	677,250	109%	625,000
Cost per Account Bill Produced Annually	\$1.88	\$1.88	\$1.89	101%	\$1.91
Cost per Dollar Amount Billed Annually	\$0.04	\$0.04	\$0.04	100%	\$0.05

### Results Narrative:

The Utility Customer Support Program has continued to provide valuable services to a growing customer base. The net increase in the FY 09 budget is primarily due to increased charges from the Department of Technology Services to maintain the City's various utility billing systems. Customer contacts to the Utility Customer Support Program have increased an average of 70,000 a year for the last three years, and are on track to reach 677,250 in FY 08. During this time period, the budget remained virtually unchanged at \$7.9 million. Servicing this amount of customer contacts was accomplished through the use of technology, with over half being handled through automated processes via the Internet and IVR. Automation allows customers to take care of their business needs at their convenience at all hours every day. In addition to making payments and getting virtually real time billing information, automated options include placing orders to turn-on, turn-off, and transfer service, schedule gas pilot orders, set-up or change Easypay, and update account data. A Livechat function was recently implemented where City staff and customers communicate using instant messaging over the Internet. Additional options using speech to text technology are currently under development. Automated options have proven to be cost effective and well received by the public, and moving forward through technology will continue to be the focus of the Utility Customer Service Program. This Program supports the City Manager Key Outcome to enhance customer service and response time.

## General Billing and Collections Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Financial Services

**Program Purpose Statement:** To provide invoicing, customer service, payment processing and debt recovery services to residents and visitors so they can have accurate information and convenient payment options for City Services.

**Key Services Provided:** Accounts Receivable Billings and Collections (Medical/Ambulance Bills, Property Damage, False Alarms, Marina Slip Rentals, NSF, Third Party Claims), Process Payments and Deposits, Debt Recovery Services (Small Claims Actions, Skip Tracing, Collection Payment Plans), Customer Inquiry Responses, Parking Violation Notifications, Coordinated Citation Disputes, and Administrative Hearings

**FY 09 Funding Source:** General Fund 100%

General Billing and Collections	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	2,323,110	3,120,096	2,858,236	92%	2,516,183
Revenues	3,919,300	5,047,354	4,954,377	98%	6,433,084
FTEs	18.95	22.45	22.45	100%	22.17

\*Amounts exclude all-years carryover.

Key Performance Measure	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
Ambulance Bill Collection Rate	68%	63%	63%	100%	63%
Parking Citation Collection Rate	44%	84%	86%	102%	85.0%
Number of Parking Citations Processed	423,900	423,000	385,000	91%	400,000
Cost Per Parking Citation Processed	\$2.95	\$2.95	\$3.11	105%	\$3.00

### Results Narrative:

The General Billing and Collections Program proposes a budget for FY 09 that is a net decrease from the Adjusted FY 08 budget. The Adjusted FY 08 budget included a one-time budget adjustment of \$658,000. This was due to the recent upgrade of the City's Cashiering System that resulted in unanticipated increased technical assistance and oversight of the new system. The Program projects an ambulance bill collection rate of 63 percent, net of Medicare/Medi-Cal discounts, and a parking citation collection rate of 85.5 percent with an estimated 385,000 citations processed at a cost of \$3.11 each. The total revenue expected to be generated by the General Billing and Collections Program is \$5.5 million for FY 09, an increase of over 27 percent of FY 08 estimated revenue. The proposed increase in revenue reflects increased collections efforts of delinquent parking citations (\$65,000) and over \$700,000 in additional revenue from fee increases approved in the Quarterly Fee resolution.

The Program continues to see a reduction in the number of citations written in FY 08. The reduction has a corresponding affect on the number payments received. However, revenues have grown approximately 5 percent due to increases in citation fee amounts. The higher than projected year-to-date collection rate of 85.3 percent is also having a positive impact on revenue. While the new citation revenue programs were slow to materialize this year, partly due to two vacant FTE's, staff has begun to address areas of concern, such as Scofflaw retrieval (\$9,100), auto lien sales (\$47,600), DMV Errors (\$20,000), Release of Liability (\$15,300), and VIN's (\$58,300). These numbers should increase significantly over the summer, once our two customer service representatives have been trained. This Program supports the City Manager Key Outcome to enhance customer service and response time.

## Business Licensing and Permits Program

**Focus Area:** Business and Economic Assistance

**Line of Business:** Financial Services

**Program Purpose Statement:** To provide application processing, information, registration and enforcement services to Long Beach businesses and residents so they can receive fair and timely, uninterrupted approval to operate in the City.

**Key Services Provided:** Transient Occupancy Tax Collections, Accounts Receivable and Collections, Business Licenses and Permits, Alarm Permits, Entertainment Permits, Garage Sale Permits, Compliance Investigations and Audits, Business Information Reports, Customer Inquiry and Complaint Responses, Business District Assessments, Administrative Hearings (Permits, Licenses)

**FY 09 Funding Source:** General Fund 100%

Business Licensing and Permits	Actual FY 07	Adjusted FY 08	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	1,507,358	1,928,032	2,122,367	110%	1,883,179
Revenues	10,963,304	11,868,890	12,034,238	101%	11,933,727
FTEs	13.02	16.02	16.02	100%	16.25

\*Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 07	Target FY 08	Estimated FY 08	Percent of Budget	Proposed FY 09
Dollar Amount of Transient Occupancy Tax Collected	\$18,473,606	\$17,000,000	\$18,000,000	106%	\$21,000,000
Number of Business License and Permits Processed	50,000	52,000	52,000	100%	52,000
Number of Active Business License and Permits	34,500	36,500	35,000	96%	35,000
Increase in Active Business License and Permits	1000	2,000	-1,500	-75%	1,000
Cost Per Business License and Permit Processed	\$26.51	\$27.26	\$26.65	98%	\$29.20

### Results Narrative:

The Business Licensing and Permits Program is proposing a budget in FY 09 that will allow the program to continue providing its valuable services. The proposed budget includes the cost of adding a vehicle for the Business Licensing Inspectors to continue to conduct field visits. The total revenue expected to be generated by the Business License and Permits Program is an increase of over 4 percent of FY 08 revenue. The proposed increase in revenue reflects businesses that will no longer under report their commercial rental space square footage (\$27,330), and replacing a Sunday work day with a weekday work day for an inspector that will bring in increased revenues (\$21,600).

Currently, the Business Licensing and Permits Program estimates to close for FY 08 reflects a slight increase in expenditures due to the addition of one FTE and the use of temporary employees needed to backfill vacant positions. With the addition of two new full-time staff members and renewed field inspection efforts, the General Fund revenue has increased by \$479,000 over FY 07. Also, during March and April the Program brought in over \$51,000 in revenue tied to the Franchise Tax Board AB63 Program. With one full-time employee replacing a part-time employee in this Program, the Program should see a significant increase in revenue for the balance of this year and for FY 09. This Program supports the City Manager Key Outcome to make Long Beach the most business friendly community in Southern California.

## Citywide Financing Program

**Focus Area:** Leadership, Management and Support

**Line of Business:** Citywide Financing

**Program Description:** To provide non-operating departmental financial processing services to departments, joint powers authorities, assessment districts, and current and former City employees so they can receive timely and accurate payments.

**Key Services Provided:** Major Revenue Deposits (Property Tax, Sales Tax, Utility Users Tax, Transit Occupancy Tax, Vehicle License Fee, Other Major Revenues); Sales Tax Rebates; General Debt Service Payments; Indirect Cost Allocations; Revenue Audits; Pass Through Transactions (Joint Power Activity payments, Public Employee Retirement System (PERS) Payments, Employee Health Insurance Payments, Workers Compensation Payments, Citywide Pension Obligation Bond Payment, Police and Fire Pension Plan Receipts and Payments)

Citywide Financing	Actual FY 07	Adjusted FY 05	Estimated FY 08	Percent of Budget	Proposed* FY 09
Expenditures	308,810,215	319,312,322	322,103,721	101%	340,995,475
Revenues	664,384,894	657,507,573	672,724,667	102%	689,869,607
FTEs	-	-	-	-	-

\*Amounts exclude all-years carryover.

### Results Narrative:

As part of the Strategic Business Planning process, a new and separate Program for Citywide Financing was developed. The Program is implemented jointly amongst Budget, Accounting and Treasury staff. Since this Program provides non-operating financial processing citywide that is not department-specific, the overall Program totals for expenditure and revenue are not included in the financial information for the Department of Financial Management.

Several one-time General Fund revenue and expenditure items are typically captured in the Citywide Financing Program. For FY 09, proposed one-time expenses of \$9.2 million and revenue of \$9.7 million are expected. Revenues include a \$5 million reimbursement for prior-year street sweeping costs, a \$1.4 million remittance of prior year sale taxes, and a structural surplus of \$2.9 million. These revenues will support the \$3 million Museum of Art debt service payment if the Museum defaults, \$2.7 million for Underground Storage Tank compliance activities and a set-aside of \$800,000 into the Infrastructure/Maintenance Reserve amongst others. Expenditures can be supported only as the revenue is received. These one-times assume a structural surplus from recommended cost reductions of \$2.9 million, the availability of which may be altered should the City Council not approve all City Manager-recommended items. This Program supports the City Manager Key Outcome to strengthen the City's fiscal sustainability.

## Citywide Summary by Character of Expense

Citywide activities are included on the Financial Management Department and Citywide Activities Summary page. This summary includes Financial Management's operating budget as well as the following activities: "XC" Citywide contains certain citywide revenues, transfers and expenditures that are not linked to a specific operating department. Citywide receipt of property taxes and citywide payments for Pension Obligation Bonds are examples. "XI" contains interfund transfers for the indirect cost allocation. "XJ" Joint Powers Authority contains expenditures for City-involved joint power activities.

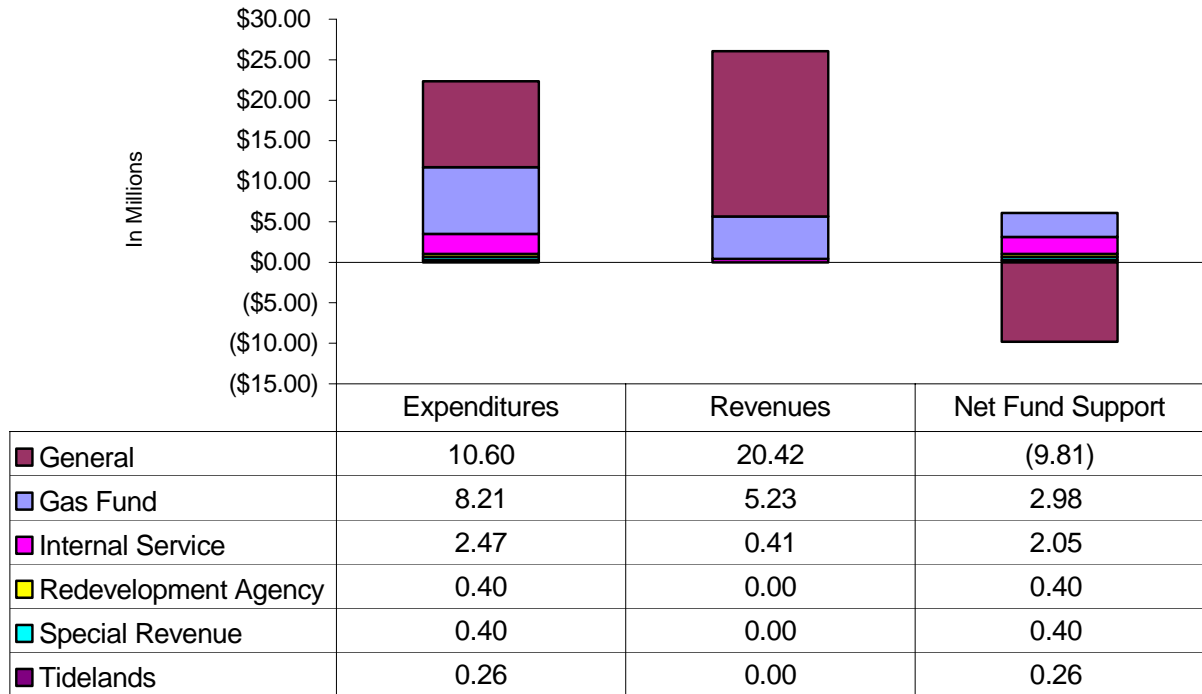
The second Department summary page strictly includes the Department of Financial Management's operating budget.

	Actual FY 07	Adopted* FY 08	Adjusted FY 08	Estimated FY 08	Proposed* FY 09
<b>Expenditures:</b>					
Salaries, Wages and Benefits	188,889,159	213,703,303	213,703,303	200,698,129	228,982,113
Materials, Supplies and Services	55,330,205	57,994,127	59,242,880	71,615,098	67,735,291
Internal Support	4,875,717	4,758,378	5,416,378	5,192,134	5,391,698
Capital Purchases	246,784	64,095	70,390	159,939	800,000
Debt Service	51,953,143	51,310,185	51,573,730	52,159,598	52,328,134
Transfers from Other Funds	26,929,537	17,598,457	11,472,610	13,356,360	12,063,386
Prior Year Encumbrance	-	-	-	-	-
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<b>Total Expenditures</b>	<b>328,224,545</b>	<b>345,428,545</b>	<b>341,479,291</b>	<b>343,181,258</b>	<b>367,300,622</b>
<b>Revenues:</b>					
Property Taxes	70,522,336	74,873,000	74,873,000	73,360,958	75,873,500
Other Taxes	128,645,654	135,731,834	135,731,834	131,718,977	137,332,991
Licenses and Permits	1,083,360	1,320,718	1,320,718	1,667,511	1,543,718
Fines and Forfeitures	132,376	798,280	798,280	800,000	1,252,512
Use of Money & Property	37,165,792	32,082,917	32,082,917	35,147,147	32,766,610
Revenue from Other Agencies	77,535,321	80,231,494	80,231,494	80,343,981	82,011,320
Charges for Services	30,424,797	29,752,444	29,752,444	28,857,807	30,519,663
Other Revenues	10,190,883	6,339,336	5,254,076	5,774,177	7,058,679
Interfund Services - Charges	230,627,407	252,634,133	252,820,850	243,167,217	267,303,923
Intrafund Services - GP Charges	1,578,068	1,459,435	1,930,718	1,930,718	1,644,294
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	24,848,000	700,000	700,000	408,000	-
Operating Transfers	74,341,219	71,443,468	66,443,468	93,885,450	82,801,964
	-----	-----	-----	-----	-----
<b>Total Revenues</b>	<b>687,095,213</b>	<b>687,367,059</b>	<b>681,939,799</b>	<b>697,061,943</b>	<b>720,109,174</b>
<b>Personnel (Full-time Equivalents)</b>	N/A	N/A	N/A	N/A	N/A

\* Amounts exclude all-years carryover.

## Summary by Character of Expense

**Proposed\* FY 09 Budget by Fund**



	Actual FY 07	Adopted* FY 08	Adjusted FY 08	Estimated FY 08	Proposed* FY 09
<b>Expenditures:</b>					
Salaries, Wages and Benefits	11,571,002	13,731,841	13,731,841	12,824,130	13,972,147
Materials, Supplies and Services	3,308,154	3,000,029	3,145,991	3,215,355	3,143,944
Internal Support	4,632,126	4,702,128	5,360,128	5,136,482	5,382,137
Capital Purchases	44,611	64,095	68,516	8,066	-
Debt Service	13,197	89,037	89,037	122,049	101,037
Transfers to Other Funds	(154,759)	(228,544)	(228,544)	(228,544)	(263,402)
Prior Year Encumbrance	-	-	-	-	-
<b>Total Expenditures</b>	19,414,331	21,358,586	22,166,969	21,077,537	22,335,863
<b>Revenues:</b>					
Property Taxes	-	-	-	-	-
Other Taxes	10,714,206	11,562,752	11,562,752	11,704,501	11,627,589
Licenses and Permits	315,521	320,718	320,718	314,511	320,718
Fines and Forfeitures	132,376	798,280	798,280	800,000	1,252,512
Use of Money & Property	-	1,000	1,000	-	1,000
Revenue from Other Agencies	24,583	-	-	-	-
Charges for Services	1,386,333	1,227,074	1,227,074	1,217,807	1,291,422
Other Revenues	2,293,117	2,478,198	2,478,198	2,467,122	3,553,005
Interfund Services - Charges	5,938,116	5,926,769	6,113,486	5,902,617	6,371,253
Intrafund Services - GP Charges	1,578,068	1,459,435	1,930,718	1,930,718	1,644,294
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	328,000	-	-	-	-
Operating Transfers	-	-	-	-	-
<b>Total Revenues</b>	22,710,320	23,774,226	24,432,226	24,337,276	26,061,793
<b>Personnel (Full-time Equivalents)</b>	159.46	165.55	165.55	165.55	162.56

\* Amounts exclude all-years carryover.

## Personal Services

Classification	FY 07 Adopt FTE	FY 08 Adopt FTE	FY 09 Prop FTE	FY 08 Adopted Budget	FY 09 Proposed Budget
Director of Financial Management	1.00	1.00	1.00	168,880	170,070
Accountant III	12.00	11.00	10.00	735,793	675,360
Accounting Clerk II	3.00	3.00	3.00	113,933	126,326
Accounting Clerk III	8.00	8.00	6.00	317,587	254,865
Accounting Operations Officer	3.00	3.00	3.00	281,569	274,952
Accounting Technician	3.00	3.00	3.00	142,331	150,973
Administrative Analyst II	1.00	1.00	2.00	57,638	129,656
Administrative Analyst III	2.00	3.00	3.00	223,973	242,417
Administrative Analyst III - Confidential	7.00	5.00	6.00	355,791	471,088
Administrative Intern - NC/H40	1.00	1.00	-	35,443	-
Administrative Services Officer	1.00	1.00	1.00	90,511	90,511
Assistant Administrative Analyst I	-	-	1.00	-	45,486
Assistant Administrative Analyst II	1.00	1.00	2.00	48,327	113,863
Budget Management Officer	1.00	1.00	1.00	103,523	103,523
Business Services Officer	1.00	1.00	1.00	92,538	92,538
Business System Specialist III	2.00	2.00	2.00	125,741	137,113
Buyer I	3.00	3.00	3.00	176,863	180,445
Buyer II	2.00	2.00	2.00	144,688	139,472
City Controller	1.00	1.00	1.00	130,053	130,053
City Treasurer	1.00	1.00	1.00	122,424	122,424
Clerk III	1.00	1.00	1.00	28,631	31,863
Clerk Typist II	1.00	1.00	-	30,697	-
Clerk Typist III	3.60	4.60	3.50	173,297	141,349
Community Development Analyst	-	1.00	-	57,649	-
Customer Service Representative II	12.00	12.00	12.76	409,976	459,532
Customer Service Representative II-NC	4.86	5.96	5.30	197,552	155,214
Customer Service Representative III	47.00	50.00	50.00	2,083,175	2,261,347
Customer Services Officer	1.00	1.00	1.00	85,731	67,756
Customer Services Supervisor I	6.00	6.00	6.00	319,210	339,262
Customer Services Supervisor II	3.00	3.00	3.00	165,413	175,529
Executive Assistant	1.00	1.00	1.00	56,100	56,123
Financial Services Officer	1.00	1.00	1.00	87,587	87,587
License Inspector I	3.00	3.00	3.00	144,981	153,850
License Inspector II	1.00	1.00	1.00	50,826	53,933
Manager-Budget and Performance Management	1.00	1.00	1.00	116,527	116,527
Manager- Business Relations	1.00	1.00	1.00	116,957	116,957
Manager-Commercial Services	1.00	1.00	1.00	118,951	118,951
Payroll/Personnel Assistant II	1.00	1.00	1.00	43,178	45,667
Payroll Specialist I	3.00	3.00	3.00	148,736	157,834
Purchasing Agent	1.00	1.00	1.00	85,126	102,542
Revenue Management Officer	-	1.00	1.00	95,000	95,039
<b>Subtotal Page 1</b>	----- 147.46	----- 152.56	----- 149.56	----- 8,082,908	----- 8,387,998



## Key Enhancements and Reductions

Description	Fund	FTEs	One-Time	Budget Impact
<b><i>Financial Management</i></b>				
<ul style="list-style-type: none"> <li>• Consolidate divisions, eliminate positions and reallocate personnel costs to other funds</li> </ul>	General	(4.00)		(148,046)
<ul style="list-style-type: none"> <li>• Reduce outside consulting services and adjust budget for increased bank fees</li> </ul>	General			73,589
<ul style="list-style-type: none"> <li>• Add Administrative Analyst to Administration Division</li> </ul>	General	1.00		108,069

## Key Enhancements and Reductions

Description	Fund	FTEs	One-Time	Budget Impact
<b>Citywide</b>				
• Reduce the number of non-Charter City commissions or reduce staff support	General			TBD
• Complete Tidelands Nexus Study to shift appropriate City costs to Tidelands	General			TBD
• Budget savings from non-City Manager General Fund departments	General			(2,000,000)
• Increase SERRF Transfer to General Fund	General			(1,500,000)
• Decrease Civic Center rent due to anticipated savings from new Energinomics Program	General			(444,586)
• Increase loan repayment from RDA to General Fund	General			(1,000,000)
• Eliminate GP transfer to the Health Fund	General			(365,869)
• Museum of Art Bond Payment	General		✓	3,060,000
• Underground Storage Tank Compliance Activities	General		✓	2,700,000
• Permitting system implementation	General		✓	800,000
• Set aside for infrastructure/maintenance reserve	General		✓	800,000
• Elections in November and January	General		✓	800,000
• Transfer to Stabilize Development Services Fund	General		✓	500,000
• Conduct miscellaneous employee classification and compensation study	General		✓	350,000
• Support for lease, common area maintenance and tenant improvements at Fire headquarters	General		✓	130,313
• Prior Years Street Sweeping Nexus	General		✓	(5,000,000)
• Prior Year World Fuel Sales Tax Remittance	General		✓	(1,454,676)

## Key Contacts

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Lori Ann Farrell, Director of Financial Management

Vacant, City Controller

David Nakamoto, City Treasurer / Acting City Controller

Pamela Horgan, Manager, Commercial Services Bureau

Lawrence D. Triesch, Manager, Business Relations Bureau

David M. Wodynski, Manager, Budget and Performance Management Bureau

John C. Zanier, Administrative Services Officer

Erik Sund, Purchasing Agent

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