

Finance Department

Maria Oberg, Director

MISSION

To manage, protect, and report on City of San José financial resources to enhance the City's financial condition for residents, businesses, and investors

CITY SERVICE AREA

Strategic Support

CORE SERVICES

DISBURSEMENTS

Facilitate timely and accurate payment of the City's financial obligations.

FINANCIAL REPORTING

Provide accurate and meaningful reporting on the City's financial condition.

PURCHASING AND RISK MANAGEMENT

Purchase and provide quality products and services in a cost-effective manner and ensure insurance coverage for the City's assets.

REVENUE MANAGEMENT

Bill and collect City resources to enhance the City's financial condition.

DEBT AND TREASURY MANAGEMENT

Provide cost-effective financing, investment, and cash collection of the City's resources to maintain and enhance the City's financial condition.

Strategic Support: Analytical Support, Budget/Fiscal Management, Human Resources Management, Contract Administration, Administrative Support, and Emergency Response and Recovery

Finance Department

Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Disbursements Core Service</i>	
Accounts Payable	Facilitates timely and accurate payment of the City's non-payroll disbursements. Customers of this service include City departments, employees, government agencies, non-profit corporations, consultants, contractors, and vendors who provide goods and services to the City.
Payroll	Facilitates timely and accurate payment of payroll to City employees and provides responses to information requests City-wide. The City has employees divided among many different bargaining units with various compensation requirements contained in each respective unit's Memoranda of Agreement.
<i>Financial Reporting Core Service</i>	
General Accounting	Provides accurate and meaningful reporting on the City's financial condition and primarily responsible for the accounting of City-wide financial activity for all City funds, with services including management of the Financial Management System, preparation of the Annual Comprehensive Financial Report, preparation of various Cost Allocation Plans, capital assets accounting, monthly financial information publications, City-wide reports for audit purposes, and coordination of stand-alone audits.
Special Accounting	Manages accounting responsibilities related to special facility districts, grant programs, assessment districts, loans, debt transactions, bank reconciliations, investments, and deferred compensation; and prepares and submits legally mandated reports including the City's Federal Single Audit Report.
<i>Purchasing and Risk Management Core Service</i>	
Purchasing	Following transparent and competitive procurement procedures, supports the operations of all City departments by ensuring the timely procurement and delivery of products and services other than construction and consulting services. Establishes City-wide procurement policies and procedures and provides City-wide training and guidance to departments to enable them to facilitate procurements that are decentralized. Manages the P-Card program to enable the procurement of small dollar purchase transactions.
Risk Management	Ensures insurance coverage for City assets, establishes City-wide risk management policies and procedures, and provides City-wide training and guidance to departments on risk-related programs. Manages property and casualty claims from inception to conclusion and performs the centralized subrogation function to recapture losses resulting from third-party wrongdoing or negligence resulting in loss of or damage to City-owned property.

Finance Department

Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Revenue Management Core Service</i>	
Accounts Receivable	Develops, maintains, and updates business systems and processes to support the delivery of City services through timely collection of payments due to the City, including services, taxes, fees, and other revenues.
Business Tax	Enforces the general business tax ordinance by ensuring that taxes and related fees are collected. Issues business tax certificates and processes applications for the following regulatory permits: amusement devices, carnivals/circuses, Christmas tree lots, flower vendors, handbills, pawnbrokers, pool and billiard rooms, pumpkin patches, and second-hand dealers.
Revenue Audit and Compliance	Monitors and conducts compliance reviews of various tax and fee programs related to the following: Transient Occupancy Tax, Convention Center Facility District Tax, Hotel Business Improvement District Fees, Utility Users Tax, Franchise Fees, Telephone Line Tax, Tow agreements, Solid Waste Enforcement Fees, Disposal Facility Tax, Cardroom Tax, Marijuana Business Tax, and Sales and Use Taxes.
Utility Billing System	Develops and streamlines business systems and processes that support the delivery of City services through timely billing and collection of storm, sewer, garbage, and water fees. This program provides billing and customer support related to storm and sanitary sewer charges, garbage, water, and associated liens.
<i>Debt and Treasury Management Core Service</i>	
Banking Management	Manages the City's centralized banking relationships and cash operations for multiple programs throughout the City. Oversees payments of various tender types processed on multiple billing systems, including Building Permits, Business Taxes, Utility Billing, Airport Fees, and Fire Citations.
Cashiering and Payment Processing	Manages over-the-counter payments made for various programs, including Business Tax, Transient Occupancy Tax and Hotel Business Improvement District, Utility Billing, Airport, and Utility Users Tax.
Debt Management	Responsible for City debt issuance, credit facilities, and other borrowing, debt management projects, and debt administration activities, including performing compliance activity related to statutory, regulatory, and contractual requirements for 90 different obligations, including bonds, commercial paper, credit facilities, a lease-purchase agreement, and conduit bonds for affordable housing projects. Finances the construction of new facilities and improvements to existing City facilities through various bond measures and other financing tools. Public infrastructure and affordable housing are also facilitated through special taxes and various types of bonds.
Investment Management	Manages the City's cash flow and invests the City's operating funds in accordance with the Investment Policy mandates of safety, liquidity, and yield. Responsible for cash flow forecasts, portfolio management, Investment Policy updates and compliance, interest earnings forecasts, and related reporting. Performs counterparty credit risk analysis of the City clean energy program.

Finance Department

Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Strategic Support Core Service</i>	
Finance Management and Administration	Provides administrative oversight for the department, including executive management, financial management, human resources, and analytical support.
Finance Successor Agency to the Redevelopment Agency Administration	Supports the general winding down of the former Redevelopment Agency in an orderly manner, pursuant to AB X1 26. Responsibilities include all aspects of the financial management of the San José Successor Agency to the Redevelopment Agency, such as accounts payable, accounts receivable, debt management, investments, cash management, financial reporting, and preparation of Recognized Obligation Payments Schedule (ROPS).
Finance Emergency Response and Recovery	Provides for the coordination and delivery of emergency financial services and recovery activities.

Finance Department

Department Budget Summary

Expected 2025-2026 Service Delivery

- Ensure City financial resources are protected and available to address the short-term and long-term needs of the community, provide accurate and timely payments to City employees and vendors, deliver accurate and timely financial reports, and maintain efficient business systems and processes for timely billing and collection efforts.
- Ensure prudent use of public funds through competitive processes and cooperative purchasing with other government agencies and cooperative purchasing organizations.
- Maintain favorable bond ratings to ensure lowest cost of capital, provide financial modeling and analysis to meet the increasingly complex needs of the City, and ensure effective management of the City investment portfolio.
- Maintain adequate insurance coverage by monitoring the insurance market and assessing the City's risk exposure to ensure the best value and coverage economically possible.

2025-2026 Key Budget Actions

- Provides \$250,000, \$125,000 each year for two years, to administer a Business Tax Amnesty Program from January 2026 to December 2026 that is expected to generate new General Fund revenue of approximately \$3.2 million in 2025-2026 and 2026-2027 combined.
- Eliminates 1.0 vacant Division Manager position and shifts 1.0 vacant Program Manager position previously designated to oversee a future Enterprise Resource Planning (ERP) replacement project to instead lead the Disaster Recovery and Grants Management Unit.

Operating Funds Managed

- American Rescue Plan Fund
- Cash Reserve Fund
- City Hall Debt Service Fund
- Convention Center Facilities District Revenue Fund
- Coronavirus Relief Fund
- Emergency Reserve Fund
- Gift Trust Fund
- Ice Centre Revenue Fund

Finance Department

Department Budget Summary

	2023-2024 Actuals ***	2024-2025 Adopted ****	2025-2026 Forecast	2025-2026 Proposed
Dollars by Core Service				
Debt and Treasury Management	16,398,266	6,607,828	6,078,591	6,078,591
Disbursements	3,541,092	3,382,939	3,420,266	3,420,266
Financial Reporting	3,744,673	4,467,257	3,820,668	3,820,668
Purchasing and Risk Management	7,109,904	8,125,771	8,006,001	8,006,001
Revenue Management	9,542,750	13,195,329	9,106,237	9,231,237
Strategic Support - Other - Strategic Support	31,319,089	51,648,575	51,512,543	51,512,543
Strategic Support - Strategic Support	3,051,328	3,212,070	3,336,156	3,099,634
Total	\$74,707,102	\$90,639,769	\$85,280,462	\$85,168,940
Dollars by Category				
Personal Services and Non-Personal/Equipment				
Salaries/Benefits	23,244,362	24,532,773	25,546,218	25,342,696
Overtime	81,836	53,615	54,526	54,526
Subtotal Personal Services	\$23,326,198	\$24,586,388	\$25,600,744	\$25,397,222
Non-Personal/Equipment	1,961,080	2,812,642	1,402,242	1,494,242
Total Personal Services & Non-Personal/Equipment	\$25,287,278	\$27,399,030	\$27,002,986	\$26,891,464
Other Costs *				
City-Wide Expenses	6,403,437	16,215,698	10,506,245	10,506,245
Debt Service/Financing	40,325,396	44,613,253	45,045,800	45,045,800
Housing Loans and Grants	0	0	0	0
Other	682,626	1,853,258	2,178,633	2,178,633
Other - Capital	1,987,108	0	0	0
Overhead Costs	21,257	558,530	546,798	546,798
Total Other Costs	\$49,419,824	\$63,240,739	\$58,277,476	\$58,277,476
Total	\$74,707,102	\$90,639,769	\$85,280,462	\$85,168,940

* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The position counts displayed in the 2023-2024 Actuals column reflect those included in the 2023-2024 Adopted Budget.

*** 2023-2024 Actuals may not subtotal due to rounding.

**** The amounts in the 2024-2025 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

Finance Department

Department Budget Summary

	2023-2024 Actuals ***	2024-2025 Adopted ****	2025-2026 Forecast	2025-2026 Proposed
Dollars by Fund				
General Fund (001)	30,359,746	41,518,694	35,563,052	35,451,530
Building Development Fee Program Fund (237)	62,422	84,082	93,238	93,238
City Hall Debt Service Fund (210)	23,713,888	25,201,000	25,205,000	25,205,000
Convention and Cultural Affairs Fund (536)	0	682,000	505,000	505,000
Convention Center Facilities District Revenue Fund (791)	10,160,494	10,605,000	10,862,000	10,862,000
Coronavirus Relief Fund (401)	29,622	0	0	0
Emergency Reserve Fund (406)	157,457	264,000	500,000	500,000
Fire Development Fee Program Fund (240)	5,282	7,481	8,319	8,319
Ice Centre Revenue Fund (432)	7,537,406	7,915,045	8,171,745	8,171,745
Integrated Waste Management Fund (423)	853,436	1,053,680	1,081,823	1,081,823
Low And Moderate Income Housing Asset Fund (346)	81,770	94,306	100,355	100,355
Planning Development Fee Program Fund (238)	22,104	30,570	33,808	33,808
Public Works Development Fee Program Fund (241)	13,813	18,340	20,448	20,448
Public Works Program Support Fund (150)	22,438	20,000	20,000	20,000
Real Property Transfer Tax Fund (404)	0	307,608	315,353	315,353
San José Clean Energy Operating Fund (501)	337,896	384,582	330,162	330,162
San José-Santa Clara Treatment Plant Operating Fund (513)	130,485	180,372	189,465	189,465
Sewer Service And Use Charge Fund (541)	290,042	1,037,987	1,046,929	1,046,929
Storm Sewer Operating Fund (446)	92,410	231,873	234,437	234,437
Water Utility Fund (515)	804,374	979,292	973,793	973,793
Capital Funds	32,017	23,857	25,535	25,535
Total	\$74,707,102	\$90,639,769	\$85,280,462	\$85,168,940
Positions by Core Service **				
Debt and Treasury Management	23.56	22.56	22.56	22.56
Disbursements	16.36	16.36	16.36	16.36
Financial Reporting	18.41	17.41	17.41	17.41
Purchasing and Risk Management	23.00	23.00	23.00	23.00
Revenue Management	38.99	37.66	37.66	37.66
Strategic Support - Strategic Support	14.67	13.67	11.67	10.67
Total	134.99	130.66	128.66	127.66

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*** 2023-2024 Actuals may not subtotal due to rounding.

**** The amounts in the 2024-2025 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

Finance Department

Department Budget Summary

	2023-2024	2024-2025	2025-2026	2025-2026	2025-2026
	Actuals **	Adopted	Forecast	Proposed	Proposed Positions
Dollars by Program*					
Debt and Treasury Management					
Banking Management	977,388	1,300,439	1,319,767	1,319,767	1.35
Cashiering and Payment Processing	1,510,512	1,267,607	1,298,989	1,298,989	8.75
Debt Management	12,658,263	2,851,921	2,068,234	2,068,234	7.15
Investment Management	1,252,103	1,187,861	1,391,601	1,391,601	5.31
Sub-Total	16,398,266	6,607,828	6,078,591	6,078,591	22.56
Disbursements					
Accounts Payable	1,433,846	1,344,217	1,321,757	1,321,757	6.76
Payroll	2,107,246	2,038,722	2,098,509	2,098,509	9.60
Sub-Total	3,541,092	3,382,939	3,420,266	3,420,266	16.36
Financial Reporting					
General Accounting	2,542,820	3,364,230	2,559,509	2,559,509	11.45
Special Accounting	1,201,853	1,103,027	1,261,159	1,261,159	5.96
Sub-Total	3,744,673	4,467,257	3,820,668	3,820,668	17.41
Purchasing and Risk Management					
Purchasing	4,080,465	3,675,562	3,854,634	3,854,634	18.80
Risk Management	3,029,439	4,450,209	4,151,367	4,151,367	4.20
Sub-Total	7,109,904	8,125,771	8,006,001	8,006,001	23.00
Revenue Management					
Accounts Receivable	1,562,705	2,204,467	2,279,332	2,279,332	7.70
Business Tax	2,206,036	6,646,240	2,635,526	2,760,526	12.30
Revenue Audit and Compliance	1,945,245	2,561,454	2,366,301	2,366,301	8.36
Utility Billing System	3,828,764	1,783,168	1,825,078	1,825,078	9.30
Sub-Total	9,542,750	13,195,329	9,106,237	9,231,237	37.66
Strategic Support - Other - Strategic Support					
Finance Funds Debt/Financing Costs	0	44,613,253	45,045,800	45,045,800	0.00
Finance Other Departmental - City-Wide	13,000	6,360,000	5,800,000	5,800,000	0.00
Finance Other Operational - Administration	156,766	116,792	119,945	119,945	0.00
Finance Overhead	20,717	558,530	546,798	546,798	0.00
Finance Transfers	31,128,606	0	0	0	0.00
Sub-Total	31,319,089	51,648,575	51,512,543	51,512,543	0.00

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** 2023-2024 Actuals may not subtotal due to rounding.

Finance Department

Department Budget Summary

	2023-2024 Actuals **	2024-2025 Adopted	2025-2026 Forecast	2025-2026 Proposed	2025-2026 Proposed Positions
Strategic Support - Strategic Support					
Finance Emergency Response and Recovery	1,283,958	1,173,905	856,777	850,394	1.50
Finance Management and Administration	1,767,370	2,038,165	2,479,379	2,249,240	9.17
Sub-Total	3,051,328	3,212,070	3,336,156	3,099,634	10.67
Total	\$74,707,102	\$90,639,769	\$85,280,462	\$85,168,940	127.66

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** 2023-2024 Actuals may not subtotal due to rounding.

Finance Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment

(2024-2025 Adopted to 2025-2026 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2024-2025):	130.66	27,399,030	24,293,996
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudgets		(1,410,000)	(1,410,000)
• Disaster Recovery and Grants Management Staffing (1.0 Analyst and 1.0 Accounting Technician)	(2.00)	(284,052)	0
• Specialized Accounting Staffing		(90,000)	(27,000)
• Webgrants System Software Licenses		(16,750)	(16,750)
• Accounting Staffing		(2,200)	(2,200)
• Administrative Services Staffing		(2,200)	(2,200)
• Enterprise Resource Planning System Staffing		218,974	218,974
One-time Prior Year Expenditures Subtotal:	(2.00)	(1,586,228)	(1,239,176)
Technical Adjustments to Costs of Ongoing Activities			
Salary/benefit changes and the following position reallocation:		1,168,523	1,057,326
• - 1.0 Department Information Technology Manager to 1.0 Program Manager			
• Webgrants System Software Licenses		16,750	16,750
• Software/Information Services: Bloomberg Terminal Maintenance		4,000	0
• Overtime Adjustment		911	911
Technical Adjustments Subtotal:	0.00	1,190,184	1,074,987
2025-2026 Forecast Base Budget:	128.66	27,002,986	24,129,807
Budget Proposals Recommended			
1. Business Tax Amnesty Program		125,000	125,000
2. Disaster Recovery and Grants Management Reorganization	(1.00)	(236,522)	(236,522)
Total Budget Proposals Recommended	(1.00)	(111,522)	(111,522)
2025-2026 Proposed Budget Total			
	127.66	26,891,464	24,018,285

Finance Department




Budget Changes by Department

Personal Services and Non-Personal/Equipment

2025-2026 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Business Tax Amnesty Program <i>Strategic Support CSA</i> <i>Revenue Management Core Service</i> <i>Business Tax Program</i>		125,000	125,000
<p>This action adds personal services funding of \$33,000 for temporary staffing and non-personal/equipment funding of \$92,000 annually for two years to establish a Business Tax Amnesty Program that will be administered by the Finance Department. This program, which will be administered from January 2026 through December 2026, will allow people engaged in business in San José to pay a defined amount in exchange for forgiveness of an assessment liability, including penalties and interest, for previous non-payment of Business Tax. This program is anticipated to bring in an additional \$1.6 million of new General Fund revenue each year for two years for a total of \$3.2 million. The non-personal/equipment funding will provide for public outreach and collection expenses. Public outreach to the business community will include print media advertisement (such as the San Jose Mercury News, SJ Metro Newspaper, El Observador Newspaper, Thang Mo Vietnamese Newspaper, a Billboard, and a VTA Bus Banner), public service announcements through radio stations (such as KRTY and KLIV), and direct mailing. In addition, temporary staffing will assist in the program and perform field audits to potentially identify under reported businesses or new businesses that are operating within San José. Finally, lessons learned from these outreach efforts will be incorporated into ongoing practices to improve future Business Tax revenue collection. This program, over two years, is anticipated to have a total program implementation cost of \$250,000. (Ongoing costs: \$125,000)</p>			
2. Disaster Recovery and Grants Management Reorganization	(1.00)	(236,522)	(236,522)
<p><i>Strategic Support CSA</i> <i>Strategic Support – Strategic Support Core Service</i> <i>Finance Management and Administration and Finance Emergency Response and Recovery Programs</i></p> <p>This action eliminates 1.0 vacant Division Manager position and shifts 1.0 vacant Program Manager position previously designated to oversee a future Enterprise Resource Planning (ERP) replacement project to instead lead the Disaster Recovery and Grants Management Unit. The Program Manager position will be responsible for the development of policies and procedures to maximize the return of federal and State grants from agencies such as the Federal Emergency Management Agency and the California Governor’s Office of Emergency Services; improve tracking and documenting of appropriate expenditures for federal and State grants; and provide necessary expertise to pass future audits for external grantors. In addition, the Program Manager will also be responsible for the improvement of citywide grant guidance, enhance the WebGrants system for grant coordination and oversight, and oversee three positions. The Program Manager position was originally intended to lead the ERP replacement project; however, the ERP project is indefinitely deferred pending a reevaluation of City-wide organizational capacity – when the project resumes it will be reevaluated for staffing and consultant services costs. The Disaster Recovery and Grants Management Unit is currently managed by the Division Manager, which was the appropriate classification given the significant scaling up of responsibilities during and after the pandemic; however, as the pandemic-related grant responsibilities have lessened and city-wide grant management has reached a steadier state, a Program Manager position is more appropriate to oversee the Unit. (Ongoing savings: \$242,694)</p>			
2025-2026 Proposed Budget Changes Total	(1.00)	(111,522)	(111,522)




Finance Department Performance Summary

Four Key Budget Performance Measure Measurement Areas

	★★★		
Access and Quality - How well does a service enable participation, visitation, and usage? How well does the service lead to its intended outcome, condition, state of compliance, or opportunity pathway?	Customer Satisfaction - How well does a service meet customer needs? How well does a service resolve a customer's problem? How well does a service deliver its intended experience for a customer?	Reliability and Responsiveness - How well does a service meet response time targets? How well does a service deliver resolution? How well does a service meet its efficiency goals?	Cost Effectiveness - How well does a service resource deliver its intended outcome? How well does a service resource deliver its intended output?

Disbursements

Performance Measures

		2023-2024 Actual	2024-2025 Target	2024-2025 Estimated	2025-2026 Target
	<i>PM</i> 1 % of payroll payments made to employees accurately and timely on a biweekly basis	100%	99%	99%	98%
	<i>PM</i> 2 % of disbursements paid to vendors accurately and within 45 days	78.5%	80.0%	78.6%	78.6%
	<i>PM</i> 3 Average number of days from invoice date to check issuance based upon date of receipt by the Finance Department	34	27	34	34

Finance Department Performance Summary

Disbursements

Activity and Workload Highlights

		2023-2024 Actual	2024-2025 Forecast	2024-2025 Estimated	2025-2026 Forecast
<i>AWH 1</i>	# of vendor invoices paid	273,481	268,763	273,000	273,000
<i>AWH 2</i>	# of payroll payments made	194,312	N/A ¹	194,000	194,000

¹ The 2024-2025 Forecast was not established because it was a new measure and will start reporting data as part of the 2025-2026 Proposed Operating Budget.




Data Sources: Disbursements

Number	Data Source
<i>PM 1</i>	Peoplesoft, Internal Tracking
<i>PM 2</i>	Financial Management System, Internal Tracking
<i>PM 3</i>	Financial Management System, Internal Tracking
<i>AWH 1</i>	Financial Management System, Internal Tracking
<i>AWH 2</i>	Peoplesoft, Internal Tracking

Finance Department Performance Summary

Financial Reporting

Performance Measures

		2023-2024 Actual	2024-2025 Target	2024-2025 Estimated	2025-2026 Target
	PM 1 Received Government Financial Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award	100%	100%	100%	100%
	PM 2 Received unmodified audit opinion on the Annual Comprehensive Finance Report (ACFR)	100%	100%	100%	100%
	PM 3 Submission of the bimonthly Financial Report (BFR) accurately and timely	100%	N/A ¹	100%	100%

¹ The 2024-2025 Target was not established because it was a new measure and will start reporting data as part of the 2025-2026 Proposed Operating Budget.

Activity and Workload Highlights

		2023-2024 Actual	2024-2025 Forecast	2024-2025 Estimated	2025-2026 Forecast
AWH 1	# of Bimonthly Financial Reports (BFR) Completed ¹	6	N/A ²	6	6

¹ Each report covers a separate accounting period which close on the months of August, October, December, February, April, and June. These reports provide visibility into the financial health and status of key City funds to help decision-makers assess resource availability.

² The 2024-2025 Forecast was not established because it was a new measure and will start reporting data as part of the 2025-2026 Proposed Operating Budget.


Data Sources: Financial Reporting

Number	Data Source
PM 1	Government Finance Officers Association website, Internal Tracking
PM 2	Financial Management System, Internal Tracking
PM 3	Financial Management System, Internal Tracking
AWH 1	Financial Management System, Internal Tracking

Finance Department Performance Summary

Purchasing and Risk Management

Performance Measures

		2023-2024 Actual	2024-2025 Target	2024-2025 Estimated	2025-2026 Target
	<i>PM</i> 1 % of purchase orders to be processed and executed within 90 calendar days of receipt of department request	92%	N/A ¹	94%	90%

¹ The 2024-2025 Target was previously reported among various amounts each with specific timeframe in the 2024-2025 Adopted Operating Budget. Starting as part of the 2025-2026 Proposed Operating Budget, the measure will now be under a new standard of 90 calendar days for all purchase orders.

Activity and Workload Highlights

		2023-2024 Actual	2024-2025 Forecast	2024-2025 Estimated	2025-2026 Forecast
<i>AWH 1</i>	Total dollar value procured through purchase orders	\$306.0M	\$276.1M	\$307.1M	\$316.3M
<i>AWH 2</i>	Total cost savings achieved through the purchase order process	\$6.7M	\$9.9M	\$6.8M	\$7.0M
<i>AWH 3</i>	Total # of purchase orders (POs) processed and executed by value: - POs ≤ \$10K - POs > \$10K and ≤ \$250K - POs > \$250K	496 772 249	263 167 174	395 763 281	395 763 281
<i>AWH 4</i>	Total number of contracts processed for insurance clearance	2,140	2,450	2,256	2,256
<i>AWH 5</i>	# of property loss prevention engineering visits	12	N/A ¹	10	12

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

Data Sources: Purchasing and Risk Management

Number	Data Source
<i>PM 1</i>	Financial Management System, Internal Tracking
<i>AWH 1</i>	Financial Management System, Internal Tracking
<i>AWH 2</i>	Financial Management System, Internal Tracking
<i>AWH 3</i>	Financial Management System, Internal Tracking
<i>AWH 4</i>	Customer Information System
<i>AWH 5</i>	Internal Tracking

Finance Department Performance Summary

Revenue Management

Performance Measures

		2023-2024 Actual	2024-2025 Target	2024-2025 Estimated	2025-2026 Target
 <i>PM</i> 1	Return on Investment (ROI) for Revenue Management delinquent account collections	5.5	5.0	5.9	5.0
 <i>PM</i> 2	% of refunds processed within 90 days	89%	N/A ¹	90%	85%

¹ The 2024-2025 Target was not established because it was a new measure and will start reporting data as part of the 2025-2026 Proposed Operating Budget.

Activity and Workload Highlights

		2023-2024 Actual	2024-2025 Forecast	2024-2025 Estimated	2025-2026 Forecast
Revenue Management Aging Receivable Balance for Current Receivables:					
<i>AWH</i> 1	- Current Receivables				
	- 0 - 30 days	22,748,084	8,603,855	8,924,375	9,101,488
	- 31 - 60 days	8,816,479	5,437,881	7,144,135	7,980,307
	- 61 - 90 days	6,332,660	4,725,592	5,578,915	5,955,788
Revenue Management Aging Receivable Balance for Delinquent Receivables:					
<i>AWH</i> 2	- 91 - 120 days	2,952,558	2,813,902	2,947,418	2,949,988
	- 121 - 365 days	9,761,142	13,441,156	11,789,152	10,775,147
	- 366 - 730 days	13,998,977	15,311,338	14,882,291	14,440,634
	- 731 - 999+ days	17,256,887	18,082,266	18,284,627	17,770,757


Data Sources: Revenue Management

Number	Data Source
<i>PM</i> 1	Public Safety Financial Strategic Support Report
<i>PM</i> 2	Screendoor Case Management System, Simpligov
<i>AWH</i> 1	Public Safety Financial Strategic Support Report
<i>AWH</i> 2	Public Safety Financial Strategic Support Report

Finance Department Performance Summary

Debt and Treasury Management

Performance Measures

	2023-2024 Actual	2024-2025 Target	2024-2025 Estimated	2025-2026 Target
Average return on investments and Comparison Benchmarks	3.300%	2.900%	3.470%	3.900%
 <i>PM</i> 1 - Local Agency Investment Fund (LAIF)	2.927%	N/A ¹	N/A ¹	N/A ¹
- Bank of America Merrill Lynch (BAML) (existing CS PM)	3.500%	N/A ¹	N/A ¹	N/A ¹

¹ Due to volatility in market conditions, targets and estimates cannot be determined. Bank of America Merrill Lynch (BAML) and Local Agency Investment release these figures on an annual and monthly basis.

Activity and Workload Highlights

	2023-2024 Actual	2024-2025 Forecast	2024-2025 Estimated	2025-2026 Forecast
<i>AWH 1</i> Total debt portfolio managed	\$3.600B	\$4.900B	\$3.700B	\$3.825B
<i>AWH 2</i> Total of the City's investment portfolio	\$2.617B	\$2.500B	\$2.600B	\$2.600B
<i>AWH 3</i> Total volume and \$ amount of revenue posted	292,745 \$897.0M	N/A ¹	301,155 \$901.0M	316,213 \$946.0M

¹ The 2024-2025 Forecast was not established because it was a new measure and will start reporting data as part of the 2025-2026 Proposed Operating Budget.

Data Sources: Debt and Treasury Management

Number	Data Source
<i>PM 1</i>	Sympro, Bloomberg Terminal, Internal Tracking
<i>AWH 1</i>	Annual Comprehensive Financial Report, Internal Tracking
<i>AWH 2</i>	Sympro
<i>AWH 3</i>	Internal Tracking

Finance Department

Department Position Detail

Position	2024-2025 Adopted	2025-2026 Proposed	Change
Accountant I/II	16.00	16.00	-
Accounting Technician	11.00	10.00	(1.00)
Administrative Officer	1.00	1.00	-
Analyst I/II	17.00	16.00	(1.00)
Assistant Director	1.00	1.00	-
Buyer I/II/III	6.00	6.00	-
Debt Administrator	1.00	1.00	-
Department Information Technology Manager	1.00	0.00	(1.00)
Deputy Director	4.00	4.00	-
Director of Finance	1.00	1.00	-
Division Manager	1.00	0.00	(1.00)
Financial Analyst	5.00	5.00	-
Hearing Officer U PT	0.66	0.66	-
Investigator Collector I/II	10.00	10.00	-
Investment Officer	1.00	1.00	-
Principal Account Clerk	2.00	2.00	-
Principal Accountant	3.00	3.00	-
Principal Office Specialist	1.00	1.00	-
Program Manager	6.00	7.00	1.00
Risk Manager	1.00	1.00	-
Senior Account Clerk	12.00	12.00	-
Senior Accountant	7.00	7.00	-
Senior Analyst	10.00	10.00	-
Senior Investigator Collector	2.00	2.00	-
Senior Office Specialist	4.00	4.00	-
Staff Specialist	3.00	3.00	-
Supervising Accountant	3.00	3.00	-
Total Positions	130.66	127.66	(3.00)