

# FINANCIAL SERVICES DEPARTMENT

## *Strategic Business Plan*

<i>Mission Statement</i>
<p>The mission of the Financial Services Department is to provide compliant accounting, cash management, purchasing, and payment services to City departments and Governmental Agencies so they can efficiently and effectively deliver municipal services to their customers.</p>
<i>Issue Statements</i>
<p><b><u>Issue 1</u> – Business Processes and Procedures</b></p> <p>The lack of understanding of established financial processes and clear and timely consistent communication of information will, if not properly addressed, result in:</p> <ul style="list-style-type: none"> <li>• City being out of compliance with financial rules and regulations</li> <li>• Delays in implementation of programs</li> <li>• Errors leading to inaccurate information and unnecessary work</li> <li>• Diminished quality of decision making</li> <li>• Erosion of trust between departments</li> </ul>
<p><b><u>Issue 2</u> – Financial Training</b></p> <p>The lack of departmental level training on financial skills that will reduce errors and violations in departments will, if not properly addressed, continue to result in:</p> <ul style="list-style-type: none"> <li>• Disruption of day-to-day operations and business</li> <li>• Decreased resources for community needs</li> <li>• Delayed processes and rework</li> </ul>
<p><b><u>Issue 3</u> – Employee Retention</b></p> <p>The continued use of temporary employees combined with high turnover rates among full-time employees in Financial Services will, if not properly addressed, impact our customers as indicated by:</p> <ul style="list-style-type: none"> <li>• Decreased productivity and morale</li> <li>• Delays and duplication of effort due to a lack of skills and institutional knowledge</li> </ul>
<p><b><u>Issue 4</u> – Technology</b></p> <p>The inability to effectively use the Enterprise Resource Planning (ERP) software throughout the organization will, if not properly addressed, impact our customers as indicated by:</p>

- Inefficient processing
- Lack of timely financial information
- Increased processing errors
- Diminished ability to access needed information

## *Strategic Results*

### **Strategic Result 1 – Training**

Customers of the Financial Services Department will experience clear and consistent financial processes as evidenced by:

- By May 31, 2019, 90% financial system users will have successfully completed the required training in the past year
- By December 31, 2019, 75% department survey responses will say they have an improved understanding of financial processes
- By December 31, 2019, 75% or fewer transactions will require correction

Aligned with Issue Statements 1,2,4

### **Strategic Result 2 – Improved Accuracy and Compliance**

Customers of the Financial Services Department will experience a more efficient process and improved customer satisfaction as evidenced by:

- By January 1, 2019, 96% vendors paid within 15 days
- By July 1, 2019, 98% City purchases compliant with the Procurement Code
- By July 1, 2019, 95% employees receiving correct paychecks
- By July 1, 2019, 100% credit/debit card standards met
- By December 1, 2019, 85% fixed assets disposed of which met or exceeded their useful life
- By December 31, 2019, 75% department survey responses will say they are “extremely satisfied” or “satisfied” with the services provided by the Financial Services Department
- By July 1, 2021, 85% business processes will have written SOPs in place

Aligned with Issue Statements 1,2,4

### **Strategic Result 3 – Employee Retention**

Customers of the Financial Services Department will experience continuity of services provided by a dedicated full-time staff as evidenced by:

- By January 1, 2020, 5% or fewer Financial Services FTE positions will be filled by temporary employees
- By January 1, 2020, 11% or less of FTE salary costs will be spent on temporary employees
- By July 1, 2020, employee turnover will be 10% or less

Aligned with Issue Statement 3

### **Strategic Result 4 - High-Performing Organization**

Customers of the Financial Services Department will experience a high-performance, customer focused and results oriented organization, as evidenced by:

- By 2019, all department employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations being aligned with the Department Strategic Business Plan

- By 2019, 75% City of Las Cruces department and Governmental Agency partners will say they have a positive collaborative relationship with the Financial Services Department that assists them in furthering their mission
- By 2020, 80% Board/Commission members will report that they receive the information they need to make informed decisions
- By 2021, 75% new or enhanced ERP features relevant to customer needs, the strategic plan and improving efficiency of processes will be implemented
- By 2021, 85% survey respondents say they can find information they need in Munis or other available reports

Aligned with Issue Statements 1,2,3,4

<i>Department Organization</i>
<b>1. Line of Business: Office of the Director</b>
<ul style="list-style-type: none"> <li>• <b>Program:</b> Administration</li> </ul>
<b>2. Line of Business: Accounting and Financial Reporting</b>
<ul style="list-style-type: none"> <li>• <b>Program:</b> Accounting</li> <li>• <b>Program:</b> Fixed Asset</li> <li>• <b>Program:</b> Payroll</li> </ul>
<b>3. Line of Business: Purchase and Payment Processing-Procure to Pay</b>
<ul style="list-style-type: none"> <li>• <b>Program:</b> Accounts Payable</li> <li>• <b>Program:</b> Purchasing</li> </ul>
<b>4. Line of Business: Revenue Management</b>
<ul style="list-style-type: none"> <li>• <b>Program:</b> Cashiering</li> <li>• <b>Program:</b> Treasury</li> </ul>

<i>Lines of Business &amp; Key Results</i>	
<i>Line of Business-Office of the Director</i>	
Purpose Statement	The purpose of the <b>Office of the Director</b> line of business is to provide leadership, financial information, and support to Las Cruces City government, citizens, Governmental Agencies and Financial Services employees so they can benefit from a Financial Services department achieving its strategic results in alignment with the overall direction of the City.
Key Results	<ul style="list-style-type: none"> <li>• 75% departmental strategic results achieved</li> <li>• By July 1, 2020, 10% or lower employee turnover rate</li> <li>• By July 1, 2021, 85% business processes will have written SOPs in place</li> <li>• By 2019, 75% City of Las Cruces department and Governmental Agency partners will say they have a positive collaborative relationship with the Financial Services Department that assists them in furthering their mission</li> </ul>
<i>Line of Business-Accounting and Financial Reporting</i>	
Purpose Statement	The purpose of the <b>Accounting and Financial Reporting</b> line of business is to provide accounting, fixed asset, and payroll services to City Departments, Governmental Agencies and employees so they can receive accurate compensation and financial information they need to make decisions.
Key Results	<ul style="list-style-type: none"> <li>• By 2020, 75% customers will say they have the financial information they need to make decisions</li> <li>• By July 1, 2019, 95% employees receiving correct paychecks</li> <li>• 85% fixed assets disposed of which met or exceeded their useful life</li> <li>• 85% survey respondents say they can find information they need in Munis or other available reports</li> </ul>
<i>Line of Business-Purchase and Payment Processing-Procure to Pay</i>	
Purpose Statement	The purpose of the <b>Purchase and Payment Processing-Procure to Pay</b> line of business is to provide procurement and payable services to Vendors, City Departments, and Governmental Agencies so they can effectively purchase needed goods and services and vendors can receive timely payments; in compliance with applicable laws and regulations.

Key Results	<ul style="list-style-type: none"> <li>• By January 1, 2019, 96% of vendors paid within 15 days</li> <li>• By December 31, 2019, 75% department survey respondents will say they have an improved understanding of the Procurement process</li> </ul>
<i>Line of Business-Revenue Management</i>	
Purpose Statement	The purpose of the <b>Revenue Management</b> line of business is to provide Treasury and Cashiering services to City Customers, Departments and Governmental Agencies so they can say they are satisfied or very satisfied with the payment process and receive a reasonable rate of return on invested funds to better fund services.
Key Results	<ul style="list-style-type: none"> <li>• 70% City customers will say they are satisfied or very satisfied with the payment process</li> <li>• Earn a yield (quarterly and fiscal year to date) on the entire portfolio that meets or exceeds the yield on the 90-day U.S. Treasury bill for the same period</li> </ul>

<i>Programs</i>	
<i>Line of Business- Office of the Director</i>	
Purpose Statement	The purpose of the <b>Office of the Director</b> line of business is to provide leadership, financial information, and support to Las Cruces City government, citizens, Governmental Agencies and Financial Services employees so they can benefit from a Financial Services department achieving its strategic results in alignment with the overall direction of the City.
<i>Program: Administration</i>	
Program Purpose Statement	The purpose of <b>Administration</b> program is to provide leadership, financial information, and support to Las Cruces City government, citizens, Governmental Agencies and employees so they can benefit from a Financial Services department achieving its strategic results in alignment with the overall direction of the City.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 75% departmental strategic results achieved</li> <li>• By January 1, 2010, 5% or fewer Financial Services FTE positions will be filled by temporary employees</li> <li>• By January 1, 2020, 11% or less of FTE salary costs will be spent on temporary employees</li> <li>• By July 1, 2020, 10% or lower employee turnover rate</li> <li>• By December 31, 2019, 75% department survey responses will say they are “extremely satisfied” or “satisfied” with the services provided by the Financial Services department</li> <li>• By 2021, 75% of new or enhanced ERP features relevant to customer needs, the strategic plan and improving efficiency of processes will be implemented</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # dollars managed</li> <li>• # financial policies published</li> <li>• # special projects completed</li> <li>• # relevant ERP processes used</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # identified financial policies needed</li> <li>• # special projects anticipated to be requested</li> <li>• # relevant ERP processes identified</li> </ul>



	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Financial Services department expenditures per \$ managed</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Accounting Policies Approvals</li> <li>• Ad Hoc Reports</li> <li>• Approve Timesheets ESS</li> <li>• CAES (Council Action Executive Summary)</li> <li>• Cashiering Policies</li> <li>• City Council Presentations</li> <li>• City Manager Briefings</li> <li>• Council Report</li> <li>• Departmental Budget forms</li> <li>• Determinations Inquiry Responses</li> <li>• Disbursements Department Policies Approvals</li> <li>• Discrepancy Reports</li> <li>• Employee Performance Evaluations</li> <li>• Federal Financial Reporting Reviews &amp; Approvals</li> <li>• Financial Policies</li> <li>• Financial Report Presentations</li> <li>• Financial System User Policy</li> <li>• Financial System User Training Sessions</li> <li>• Grant and Funding Request Approvals</li> <li>• Grant Form Approvals</li> <li>• Interview Ratings</li> <li>• New System Module Upgrade Implementation Plans</li> <li>• Ordinances</li> <li>• Project Reports</li> <li>• Public Presentations</li> <li>• Public Records Requests Responses</li> <li>• Purchasing Policies Approvals</li> <li>• Request for Proposal Evaluations</li> <li>• Requests for Proposal Reviews</li> <li>• Resolutions</li> <li>• Tax Report Approvals</li> <li>• Website Financial pages</li> <li>• Workflow Reports</li> </ul>
Manager	Rosie Duran

Program Budget	TBD
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<i>Programs</i>	
<i>Line of Business- Accounting and Financial Reporting</i>	
Purpose Statement	The purpose of the <b>Accounting and Financial Reporting</b> line of business is to provide accounting, fixed asset, and payroll services to City Departments, Governmental Agencies, and employees so they can receive accurate compensation and financial information they need to make decisions.
<i>Program: Accounting</i>	
Program Purpose Statement	The purpose of the <b>Accounting</b> program is to provide reporting, analytical, and training services to City Council, City Departments and Governmental Agencies so they can have the timely and accurate financial information they need to make decisions.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 2020, 75% customers will say they have the financial information they need to make decisions</li> <li>• 90% monthly financial information available within the 20th business day of the month</li> <li>• By December 31, 2019, 75% or fewer transactions will require correction</li> <li>• By 2021, 85% of survey respondents say they can find information they need in Munis or other available reports</li> </ul>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # accounting transactions completed</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # accounting transactions expected to be required</li> </ul>
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>• \$ program expenditure per Accounting transaction completed</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Account Strings</li> <li>• Accounting Interview Ratings</li> <li>• Accounting Standard Office Procedures</li> <li>• Accounting Training Sessions</li> <li>• Accounting Transactions - (i.e. Journal Entries, General Billings, etc.)</li> </ul>

	<ul style="list-style-type: none"> <li>• Accounting Workflow Setups</li> <li>• Accounts Payable Reconciliations</li> <li>• Accounts Receivable Reconciliations</li> <li>• Audit Inquiry Responses</li> <li>• Bank code setups</li> <li>• Bank Reconciliation Reports</li> <li>• Comprehensive Annual Financial Report</li> <li>• DFA Reports</li> <li>• Due To/From Code Setups</li> <li>• Expense/Revenue Journal Entry Approval</li> <li>• Federal Financial Reports</li> <li>• Financial Grant Compliance Reports</li> <li>• Financial Graphs</li> <li>• Financial Statements - (Statements of Revenue, Expense, and Changes in Fund Balance, Statements of Cash Flow, Statements of Net Position, Trial Balance Report)</li> <li>• Fund Code Setups</li> <li>• Inventory Counts</li> <li>• Legislative Drawdown Requests</li> <li>• Object Code Setups</li> <li>• Organizational Code Setups</li> <li>• Popular Annual Financial Report</li> <li>• Project Code Setups</li> <li>• Schedule of Expenditures of Federal Awards (SEFA)</li> </ul>
Manager	Maria Villa
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business-Accounting and Financial Reporting</i>	
Purpose Statement	The purpose of the <b>Accounting and Financial Reporting</b> line of business is to provide accounting, fixed asset, and payroll services to City Departments, Governmental Agencies, and employees so they can receive accurate compensation and financial information they need to make decisions.
<i>Program: Fixed Asset</i>	
Program Purpose Statement	The purpose of the <b>Fixed Asset</b> program is to provide asset information and auction services to City Departments and Governmental Agencies, so they can efficiently manage their assets in compliance with applicable rules and regulations.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>December 1, 2019, 85% fixed assets disposed of which met or exceeded their useful life</li> <li>90% assets disposed of which are not in compliance with applicable rules and regulations</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>\$ value of fixed assets tracked</li> <li>\$ value of auction proceeds received</li> <li># assets tracked</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li># anticipated assets recorded</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>\$ program expenditures per # fixed assets tracked</li> <li>\$ program expenditures per \$ auction proceeds</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>Asset Workflow Setups</li> <li>Auctions</li> <li>Fixed Asset Counts</li> <li>Fixed Asset Tags</li> <li>Fixed Asset Trainings</li> <li>Titles</li> </ul>

Manager	Maria Villa
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business- Accounting and Financial Reporting</i>	
Purpose Statement	The purpose of the <b>Accounting and Financial Reporting line</b> of business is to provide accounting, fixed asset, and payroll services to City Departments, Governmental Agencies, and employees so they can receive accurate compensation and financial information they need to make decisions.
<i>Program: Payroll</i>	
Program Purpose Statement	The purpose of the <b>Payroll</b> program is to provide compensation services to City and Agency employees, so they can receive timely and accurate payments.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 99% payments that are made on scheduled payday</li> <li>• 99% payroll related vendors who are paid by the date required</li> <li>• By July 1, 2019, 95% employees receiving correct paychecks</li> <li>• 1% preliminary paychecks requiring correction before payday</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # employee payments processed</li> <li>• # payroll adjustments processed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # employee payments anticipated to be required</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ program expenditure per employee payment processed</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• 1095-C Forms</li> <li>• 1099's</li> <li>• Annual Wages Report</li> <li>• Disbursements Policy and Procedures</li> <li>• Employee Payments</li> <li>• Employee Performance Evaluations</li> <li>• Federal Benefit Report</li> <li>• Garnishments</li> <li>• Inquiry Responses</li> <li>• Payroll Adjustments</li> </ul>

	<ul style="list-style-type: none"><li>• Payroll Core User Training Sessions</li><li>• PERA Reports</li><li>• Quarterly Payroll Reports</li><li>• Timesheet Approvals</li><li>• W-2's</li></ul>
Manager	Robert Lundien
Program Budget	TBD



<i>Programs</i>	
<i>Line of Business-Purchase and Payment Processing-Procure to Pay</i>	
Purpose Statement	The purpose of the <b>Purchase and Payment Processing-Procure to Pay</b> line of business is to provide procurement and payable services to Vendors, City Departments, and Governmental Agencies so they can effectively purchase needed goods and services and vendors can receive timely payments; in compliance with applicable laws and regulations.
<i>Program: Accounts Payable</i>	
Program Purpose Statement	The purpose of the <b>Accounts Payable</b> program is to provide payments, information and inquiry response services to Vendors, City Departments, Governmental Agencies and City customers so they can receive timely compensation.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• By January 1, 2019, 96% vendors paid within 15 days</li> <li>• 25% increase in vendor automated Electronic Fund Transfer (EFT) payments</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # payments processed</li> <li>• \$ payments processed</li> <li>• # EFT payments processed</li> <li>• \$ EFT payments processed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # payments anticipated to be required</li> <li>• # EFT increases to be required</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ program expenditures per \$ of payments processed</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• City Management Briefings</li> <li>• Disbursements Policy and Procedures</li> <li>• Discrepancy Reports</li> <li>• Employee Performance Evaluations</li> <li>• Escheatments (Unclaimed Checks)</li> <li>• Inquiry Responses (Department and Vendor)</li> <li>• Invoice Aging Reports</li> </ul>

	<ul style="list-style-type: none"><li>• Invoice Workflows</li><li>• Request for Checks</li><li>• Timesheet Approvals</li><li>• Travel Expense Forms</li><li>• Vendor Payments</li><li>• 1099 Forms</li></ul>
Manager	Robert Lundien
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business- Purchase and Payment Processing-Procure to Pay</i>	
Purpose Statement	The purpose of the <b>Purchase and Payment Processing-Procure to Pay</b> line of business is to provide Procurement and Payable services to Vendors, City Departments, and Governmental Agencies so they can effectively purchase needed goods and services and vendors can receive timely payments; in compliance with applicable laws and regulations.
<i>Program: Purchasing</i>	
Program Purpose Statement	The purpose of the <b>Purchasing</b> program is to provide Procurement information, technical assistance and education services to City departments, Governmental Agencies, and vendors so that City departments and Governmental Agencies can procure the goods and services they specify by the time requested and in compliance with the Purchasing Code.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 90% departments say they received the goods or services they specified</li> <li>• 90% requisitions with all required attachments received in purchasing</li> <li>• 95% requisitions approved or rejected within four hours of receipt in purchasing</li> <li>• 85% goods or services received by the time requested</li> <li>• By July 1, 2019, 98% City purchases compliant with the Procurement Code</li> <li>• 70% all purchases will be local</li> <li>• December 31, 2019, 75% department survey responses will say they have an improved understanding of Procurement Process</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # people trained</li> <li>• \$ purchases managed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # people expected to request procurement process training</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ program expenditure per \$ purchase managed</li> </ul>

Program Services	<ul style="list-style-type: none"> <li>• Approved Timesheets</li> <li>• Bids</li> <li>• CIP Approvals</li> <li>• City Council Presentations (Purchasing)</li> <li>• Commodity Codes</li> <li>• Contracts</li> <li>• Customer Mediation Sessions</li> <li>• Inquiry Responses</li> <li>• Price Agreements</li> <li>• Price Quotes</li> <li>• Procurement Card Training Sessions</li> <li>• Procurement Cards</li> <li>• Procurement Training Sessions</li> <li>• Public Meeting Notices</li> <li>• Purchase Order Change Orders</li> <li>• Purchase Orders</li> <li>• Purchasing Employee Evaluations</li> <li>• Purchasing Interview Ratings</li> <li>• Purchasing Managers Request to Contract</li> <li>• Purchasing Website Updates</li> <li>• Requests for Proposals</li> <li>• Satellite Buyer Assignments</li> <li>• Services Agreements</li> <li>• Vendor Expo Shows</li> <li>• Vendor Lists</li> <li>• Workflow Set Ups</li> </ul>
Manager	Deb Smith
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business-Revenue Management</i>	
Purpose Statement	The purpose of the <b>Revenue Management</b> line of business is to provide Treasury and Cashiering services to City Customers, Departments and Governmental Agencies so they can say they are satisfied or very satisfied with the payment process and receive a reasonable rate of return on invested funds.
<i>Program: Cashiering</i>	
Program Purpose Statement	The purpose of the <b>Cashiering</b> program is to provide payment processing services to City customers, so they can experience a courteous, convenient, and timely payment process.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 70% City customers who say they are satisfied or very satisfied with the payment process</li> <li>• 90% Cashiers who have successfully completed the required training in the past year</li> <li>• By July 1, 2019, 100% credit/debit card standards met</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # payment transactions processed</li> <li>• \$ deposits recorded</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # payment transactions anticipated</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ program expenditure per transaction</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Cash Journal Entries</li> <li>• Cash Journal Entry Approvals</li> <li>• Customer Payment Receipts</li> <li>• Deposits</li> <li>• Inquiry Responses</li> <li>• Timesheet Approvals</li> <li>• Training Sessions</li> </ul>

Manager	Karin Byrum
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business-Revenue Management</i>	
Purpose Statement	The purpose of the <b>Revenue Management</b> line of business is to provide Treasury and Cashiering services to City customers, Departments and Governmental Agencies so they can say they are satisfied or very satisfied with the payment process and receive a reasonable rate of return on invested funds.
<i>Program: Treasury</i>	
Program Purpose Statement	The purpose of the <b>Treasury</b> program is to provide banking, investment, debt issuance, general billing and revenue recording services to City Departments and Governmental Agencies so they can have appropriate cash management and receive a reasonable rate of return on investment.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• 0% City checks returned for nonsufficient funds</li> <li>• By May 31, 2019, 90% financial system users have successfully completed the required training in the past year</li> <li>• Earn a yield (quarterly and fiscal year to date) on the entire portfolio that meets or exceeds the yield on the 90-day U.S. Treasury bill for the same period</li> </ul>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # debt issuances closed</li> <li>• \$ cash managed</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• \$ cash anticipated to require cash management</li> </ul>
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>• \$ program expenditures per \$ cash managed</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Audit Reports</li> <li>• Bank Accounts</li> <li>• Billing Reports</li> <li>• Charge Codes</li> <li>• Completed Debt Documents</li> <li>• Continuing Disclosure Documents</li> <li>• Debt Capacity Reports</li> </ul>

	<ul style="list-style-type: none"> <li>• Debt Payments and Reports</li> <li>• Debt Rating Meetings</li> <li>• DFA Reports</li> <li>• Employee Evaluations</li> <li>• General Billing Invoices</li> <li>• HUD Reports</li> <li>• Inquiry Responses</li> <li>• Interest and Investment Reports</li> <li>• Investment Accounts</li> <li>• Investment Reports</li> <li>• Journal Entries</li> <li>• Lodger's Tax Reports</li> <li>• Merchant Card Accounts</li> <li>• Payment Card Industry Compliance Reports</li> <li>• Purchase Order Approvals</li> <li>• Special Assessment Payoff Statements</li> <li>• Timesheet Approvals</li> <li>• Training Sessions</li> <li>• Transparency Report</li> <li>• Unspent Funds Report</li> </ul>
Manager	Karin Byrum
Program Budget	TBD