

# FINANCE DEPARTMENT

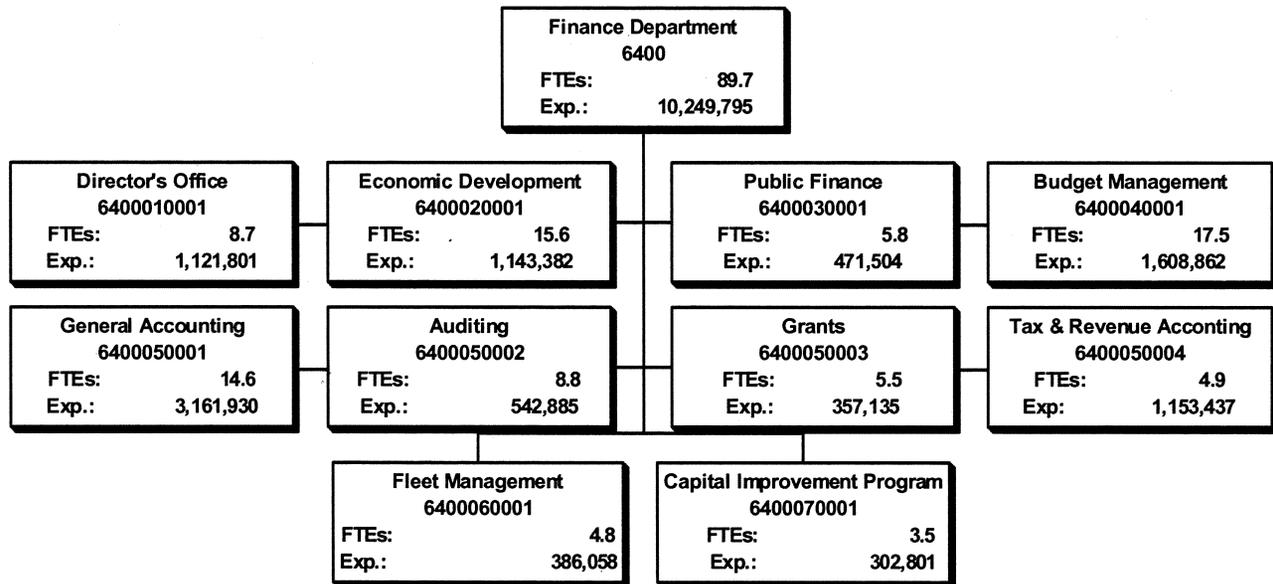
## Department Description and Mission

The Finance Department's mission is to serve the citizens of the City of Houston and provide support to City departments through sound management and business decisions of the City's finances.

The Finance Department's mission objectives are to:

- o Demonstrate integrity, accountability, consistency, professionalism and a strong work ethic.
- o Emphasize strategic financial planning and performance reporting.
- o Maximize the effective and efficient use of public funds.
- o Execute directives and policies of the Administration and City Council.
- o Build a cohesive team of highly qualified talented professionals based on trust, respect, and mutual support.
- o Provide excellent customer service.

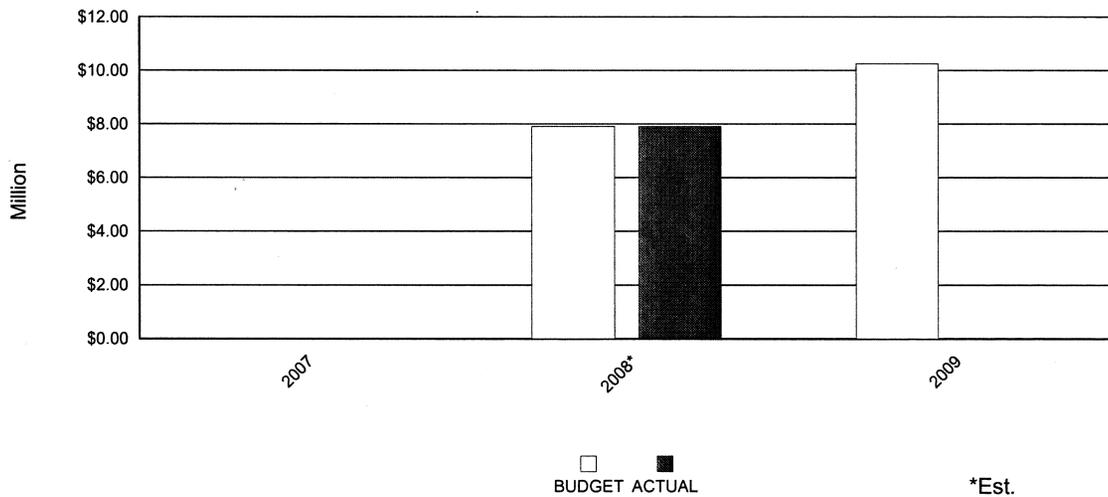
## Department Organization



**FISCAL YEAR 2009 BUDGET**

<b>Business Area Budget Summary</b>					
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus. Area No. : 1000 / 6400</b>					
		<b>FY2007 Actual</b>	<b>FY2008 Current Budget</b>	<b>FY2008 Estimate</b>	<b>FY2009 Budget</b>
Expenditures	Personnel Services	0	4,842,184	4,842,184	<b>6,972,113</b>
	Supplies	0	27,360	27,360	<b>90,082</b>
	Other Services and Charges	0	3,505,944	3,505,944	<b>3,187,600</b>
	Non-Capital Equipment	0	1,789	1,789	<b>0</b>
	Total M & O Expenditures	<u>0</u>	<u>8,377,277</u>	<u>8,377,277</u>	<u><b>10,249,795</b></u>
	Debt Service & Other Uses	0	0	0	<b>0</b>
	Total Expenditures	<u>0</u>	<u>8,377,277</u>	<u>8,377,277</u>	<u><b>10,249,795</b></u>
Revenues		0	1,315,071,731	1,375,310,437	<b>1,453,980,427</b>
Staffing	Full-Time Equivalents - Civilian	0.0	66.9	66.9	<b>89.7</b>
	Full-Time Equivalents - Classified	0.0	0.0	0.0	<b>0.0</b>
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	<b>0.0</b>
	Total	<u>0.0</u>	<u>66.9</u>	<u>66.9</u>	<u><b>89.7</b></u>
	Full-Time Equivalents-Overtime	0.0	0.0	0.0	<b>0.0</b>
Budget Highlights	<ul style="list-style-type: none"> <li>o Budget will enhance the current service levels. Focusing on organizational development is a major goal in the Finance Department's new structure.</li> <li>o Budget includes an increase for audit contracts and staffing of the audit &amp; internal control division.</li> <li>o Budget includes a staffing increase for Economic Development / TIRZ division.</li> <li>o Budget includes staffing for the new Policy Development shop.</li> <li>o HOPE and Pay for Performance increase.</li> </ul>				

**Finance Department  
Current Budget vs Actual Expenditures**



**FISCAL YEAR 2009 BUDGET**

<b>Business Area Cost Center Summary</b>	
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>	
<b>Cost Center Description</b>	<b>Cost Center Objectives</b>
<b>Director's Office 6400010001</b> Executive head of Finance with authority over all policies, procedures, and employees. Use tax abatements, and state and federal enterprise zone incentives to promote residential and commercial development. Maintain and support SAP system.	Improve administrative and financial functions citywide by exercising sound management through improved financial planning and reporting and implementation of debt and cash management policies. Improve management of TIRZ programs. Maintain SAP system.
<b>Intern Program 6400010002</b> Internship program that affords students an opportunity to develop knowledge and leadership skills pertaining to city government.	Introduce America's future leaders to the inner workings of local government, using their talent and energy to address the challenges local government face and to expose them to meaningful careers in public service.
<b>Policy Development Shop 6400010003</b> Develop a comprehensive guidebook for the mgmt of public funds. Analyze, propose enhancements to, and subsequently revise policies and practices. Conduct quantitative and comparative statistical and financial analysis. Special projects as assigned by the Director.	Inform the city's elected officials and their staffs, department directors, decision makers, and citizens so that they may put sound budgetary and financial procedures in place, which meet the city's key operational and strategic objectives.
<b>Economic Development - TIRZ 6400020001</b> Implements and manages citywide policy and procedure for economic development programs such as Tax Increment Reinvestment Zones (TIRZ) and tax abatements in addition to other tax incentive programs.	Improve policy and procedure for economic development programs and incentives. Develop a team to specialize in various areas of economic development. Ensure transparency on all budgets and financial analysis.
<b>Public Finance 6400030001</b> Management of all City Debt. Administrative management of the City's Equipment Acquisition Fund, the City's Capital Improvement Program, and Special Projects as assigned.	Manage existing and prospective debt; monitor and implement the City's Equipment Acquisition Fund, approve Request for Council Action; monitor and implement Capital Project Funding and related Request for Council Action. Undertake Special Projects as assigned.

**FISCAL YEAR 2009 BUDGET**

<b>Business Area Cost Center Summary</b>									
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>									
<b>Performance Measures</b>	<b>FY2007 Actual</b>			<b>FY2008 Estimate</b>			<b>FY2009 Budget</b>		
	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>
GF Revenues Realized		N/A			102.99%			100%	
GF Expenditures		N/A			101.73%			99.00%	
		0.0	0		5.0	702,706		6.7	926,759
Interns Entered Program		N/A			15			15	
Interns Completed Program		N/A			15			15	
		0.0	0		0.0	10,000		0.0	0
City of Houston Guidebook		N/A			N/A			1	
		0.0	0		1.0	0		2.0	195,042
TIRZ-bring admin in house		N/A			3			3	
Tax abatements creation		N/A			2			2	
Tax abatements recapture		N/A			6			6	
Industrial Districts Rev.		N/A			\$18.5M			\$19M	
Brownfields		N/A			50			60	
		0.0	0		8.0	699,553		15.6	1,143,382
Debt Transactions		N/A			14			5	
Review/Approve RCA		N/A			85			85	
Review/Approve RCA		N/A			180			210	
Special Projects as Assign		N/A			8			6	
		0.0	0		5.0	463,310		5.8	471,504

**FISCAL YEAR 2009 BUDGET**

<b>Business Area Cost Center Summary</b>	
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>	
<b>Cost Center Description</b>	<b>Cost Center Objectives</b>
<b>Budget Management 6400040001</b> Monitor the financial activities of City departments. Coordinate, develop, implement and monitor the citwide budget. Administer budget, tax and financial reporting.	Monitor the City's fiscal activities through financial analysis, review and report preparation.  To assist all city departments to properly account for City financial transactions and safeguard assets. Develop cost allocation plan for services provided between departments.  Ensure compliance with hotel tax and tax abatement ordinances.  Proper accounting for all grant programs. Develop procedures for quarterly reconciliations of grant monies.  Record and reconcile taxes collected. Comply with Texas Property Tax Code. Use cash flow forecast to determine General Fund borrowing needs.
<b>General Accounting 6400050001</b> Citywide monitoring and oversight of accounting, fixed assets and internal control. Establish and update accounting policies. Cost analysis including the indirect cost allocation plan. Coordinate annual audit.	
<b>Auditing 6400050002</b> Audit hotel occupancy taxes and tax abatement agreements. Special audits as required	
<b>Grants 6400050003</b> Citywide oversight of all federal and state grants.	
<b>Tax &amp; Rev Acctg 6400050004</b> Account for the collection of all city taxes. Prepare General fund cash flow forecast. Perform property tax rate setting procedures.	

**FISCAL YEAR 2009 BUDGET**

<b>Business Area Cost Center Summary</b>									
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>									
<b>Performance Measures</b>	<b>FY2007 Actual</b>			<b>FY2008 Estimate</b>			<b>FY2009 Budget</b>		
	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>
Financial reports prepared		N/A			15			15	
City departments monitored		N/A			25			25	
Funds Managed		N/A			34			36	
		0.0	0		16.1	1,373,378		17.5	1,608,862
Assets accounted for		N/A			\$34.4 B			\$34.5 B	
Cost Allocation plan		N/A			1			1	
annual audit		N/A			1			1	
		0.0	0		12.8	3,256,267		14.6	3,161,930
Total revenue managed (\$)		N/A			78.3M			60.0M	
Audits completed		N/A			40			50	
		0.0	0		6.0	365,591		8.8	542,885
Grants / Expenditures		N/A			112/\$220 mi			105/\$205 mi	
		0.0	0		6.0	368,635		5.5	357,135
Taxes collected		N/A			\$1.34 bil			\$1.42bil	
Cash flow forecast		N/A			1			1	
		0.0	0		7.0	1,137,837		4.9	1,153,437

**Business Area Cost Center Summary**

**Fund Name** : General Fund  
**Business Area Name** : Finance Department  
**Fund No./Bus Area No.** : 1000 / 6400

<b>Cost Center Description</b>	<b>Cost Center Objectives</b>
<p><b>Fleet Management</b> <span style="float:right"><b>6400060001</b></span></p> <p>Manage the city's fleet from citywide perspective. Employ information technology and management reports to increase efficiency of equipment acquisition funds. Support departmental fleet managers with acquisition, disposition and mangement processes for equipment</p>	<p>Optimize the City's fleet to improve service delivery while controlling costs to funding limitations.</p>
<p><b>Capital Improvement Program</b> <span style="float:right"><b>6400070001</b></span></p> <p>Manage the development of the city's Capital Improvement Program (CIP), provide management reports and facilitate the execution of projects according to plan.</p>	

**FISCAL YEAR 2009 BUDGET**

<b>Business Area Cost Center Summary</b>									
<b>Fund Name : General Fund</b> <b>Business Area Name : Finance Department</b> <b>Fund No./Bus Area No. : 1000 / 6400</b>									
<b>Performance Measures</b>	<b>FY2007 Actual</b>			<b>FY2008 Estimate</b>			<b>FY2009 Budget</b>		
	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>	<b>Activities</b>	<b>FTEs</b>	<b>Costs \$</b>
N/A	N/A			N/A			N/A		
		0.0	0		0.0	0		4.8	386,058
N/A	N/A			N/A			N/A		
		0.0	0		0.0	0		3.5	302,801
<b>Total</b>		<u>0.0</u>	<u>0</u>		<u>66.9</u>	<u>8,377,277</u>		<u>89.7</u>	<u>10,249,795</u>

**FISCAL YEAR 2009 BUDGET**

**Fund Name** : General Fund  
**Business Area Name** : Finance Department  
**Fund No./Bus Area No.** : 1000 / 6400

<b>JOB DESCRIPTION</b>	<b>PAY GRADE</b>	<b>FY2008 Current Budget FTE</b>	<b>FY2009 Budget FTE</b>	<b>Change</b>
ADMINISTRATION MANAGER	26	2.0	2.0	
ADMINISTRATIVE ASSISTANT	17	2.0	1.9	(0.1)
ADMINISTRATIVE ASSISTANT (EXECUTIVE LEVEL)	17	0.0	1.0	1.0
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	1.0	3.0	2.0
ASSISTANT DIRECTOR (EXECUTIVE LEVEL)	32	4.0	3.0	(1.0)
AUDITOR SUPERVISOR	25	0.0	0.0	
CUSTOMER SERVICE REPRESENTATIVE I	13	1.0	1.0	
CUSTOMER SERVICE REPRESENTATIVE III	16	0.0	1.0	1.0
DEPUTY ASSISTANT DIRECTOR (EXECUTIVE LEVEL)	30	3.0	3.9	0.9
DEPUTY CHIEF POLICY OFFICER (EXEC. LEVEL)	36	0.5	0.2	(0.3)
DEPUTY DIRECTOR (EXECUTIVE LEVEL)	34	1.0	0.9	(0.1)
DEPUTY DIRECTOR-FINANCE/ADMINISTRATION	36	0.0	1.0	1.0
DIVISION MANAGER	29	6.0	11.0	5.0
DIVISION MANAGER (EXECUTIVE LEVEL)	29	0.0	1.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
EXECUTIVE STAFF ANALYST (EXECUTIVE LEVEL)	30	0.4	1.6	1.2
FINANCE DIRECTOR	37	0.0	1.0	1.0
FINANCIAL ANALYST II	18	0.0	0.0	
FINANCIAL ANALYST III	21	5.0	5.0	
FINANCIAL ANALYST IV	25	14.0	15.9	1.9
MANAGEMENT ANALYST II	18	2.0	1.0	(1.0)
MANAGEMENT ANALYST III	21	4.0	6.0	2.0
MANAGEMENT ANALYST IV	25	3.0	1.0	(2.0)
PROGRAMMER ANALYST IV	25	1.0	1.0	
SENIOR ACCOUNT CLERK	13	0.0	1.0	1.0
SENIOR AUDITOR	21	4.0	5.0	1.0
SENIOR FIXED ASSET SPECIALIST	17	0.0	1.0	1.0
SENIOR STAFF ANALYST	28	7.0	10.9	3.9
STAFF ANALYST	26	2.0	7.5	5.5
SYSTEMS ACCOUNTANT II	23	1.0	0.0	(1.0)
<b>Total FTEs</b>		<b>66.9</b>	<b>91.8</b>	<b>24.9</b>
<b>Less adjustment for Civilian Vacancy Factor</b>		<b>0.0</b>	<b>2.1</b>	<b>2.1</b>
<b>Full-Time Equivalents</b>		<b>66.9</b>	<b>89.7</b>	<b>22.8</b>

**FISCAL YEAR 2009 BUDGET**

**Business Area Revenue Summary**

**Fund Name** : General Fund  
**Business Area Name** : Finance Department  
**Fund No./Bus Area No.** : 1000 / 6400

<b>Commit Item</b>	<b>Description</b>	<b>FY2008 Current Budget</b>	<b>FY2008 Estimate</b>	<b>FY2009 Budget</b>
<b>640020001</b>	<b>Economic Development - TIRZ</b>			
415010	Industrial District Assessment	15,700,000	17,500,000	18,500,000
424110	Other Interfund Services	0	0	79,893
	<b>Total Economic Development - TIRZ</b>	<u>15,700,000</u>	<u>17,500,000</u>	<u>18,579,893</u>
<b>6400050001</b>	<b>General Accounting</b>			
426090	Demolition Fees	1,147,000	1,275,000	1,300,000
426120	Weed Cutting Fees	1,350,000	1,000,000	1,000,000
428030	Release of Liens	125,000	125,000	134,000
428100	Int on Liens-COH	0	230,000	250,000
428105	Int on Liens-Contrac	0	1,570,000	1,575,000
434150	Streets & Bridges Assessments	230,000	230,000	150,000
434315	Reimbursement of Court Costs	0	20,000	0
	<b>Total General Accounting</b>	<u>2,852,000</u>	<u>4,450,000</u>	<u>4,409,000</u>
<b>6400050002</b>	<b>Auditing</b>			
424150	Interfund Auditing Services-601	208,208	208,208	212,733
<b>6400050004</b>	<b>Tax &amp; Rev Acctg</b>			
411020	Current Property Tax	706,193,095	744,613,668	786,314,254
411030	Current Year Delinquent Property Tax	51,204,905	52,809,332	56,400,745
411040	Delinquent Property Tax - Prior Years	1,659,394	1,396,182	1,489,340
411090	Prior Year Delinquent Property Tax-1996	44,598	25,102	0
411100	Prior Year Delinquent Property Tax-1997	202,575	185,077	28,615
411110	Prior Year Delinquent Property Tax-1998	280,559	212,510	197,426
411120	Prior Year Delinquent Property Tax-1999	288,543	245,991	226,689
411130	Prior Year Delinquent Property Tax-2000	371,446	322,729	262,404
411140	Prior Year Delinquent Property Tax-2001	519,530	492,091	344,262
411150	Prior Year Delinquent Property Tax-2002	759,175	736,324	524,925
411160	Prior Year Delinquent Property Tax-2003	1,210,880	1,063,121	785,453
411170	Prior Year Delinquent Property Tax-2004	2,088,114	1,909,657	1,134,056
411171	Prior Year Delinquent Property Tax-2005	4,557,514	3,660,684	2,037,075
411172	Prior Year Delinquent Property Tax-2006	12,117,012	11,126,532	3,904,936
411173	Prior Year Delinquent Property Tax-2007	0	0	11,866,820
411180	Curr Delinq-P & I	4,410,884	4,800,251	4,474,161
411190	Penalty&Interest-Delinq. Property Tax	10,867,116	9,550,749	8,901,839
411210	Property Tax Rebates	(407,000)	(407,000)	(407,000)
412010	Sales Tax	477,216,565	492,840,000	526,723,000
413010	Mixed Beverage Tax	9,874,389	10,361,000	10,900,000
414010	Bingo Tax	289,000	265,000	257,000
428060	Other Interest Income	613,229	613,229	610,000
432010	Interest on Pooled Investments	11,950,000	14,130,000	13,000,000
452020	Recoveries & Refunds	0	2,200,000	500,000
	<b>Total Tax &amp; Rev Acctg</b>	<u>1,296,311,523</u>	<u>1,353,152,229</u>	<u>1,430,476,000</u>
<b>6400070001</b>	<b>Capital Improvement Program</b>			
424110	Other Interfund Services	0	0	302,801
	<b>Total Finance Department</b>	<u><u>1,315,071,731</u></u>	<u><u>1,375,310,437</u></u>	<u><u>1,453,980,427</u></u>

**FISCAL YEAR 2009 BUDGET**

**Business Area Expenditure Summary**

**Fund Name** : General Fund  
**Business Area Name** : Finance Department  
**Fund No./Bus. Area No.** : 1000 / 6400

<b>Commit Item</b>	<b>Description</b>	<b>FY2007 Actual</b>	<b>FY2008 Current Budget</b>	<b>FY2008 Estimate</b>	<b>FY2009 Budget</b>
500010	Salary Base Pay - Civilian	0	3,670,957	3,670,957	5,207,850
500030	Salary Part Time - Civilian	0	74,643	74,643	78,972
500110	Bilingual Pay - Civilian	0	903	903	0
501070	Pension - Civilian	0	554,316	554,316	773,365
501160	Vehicle Allowance - Civilian	0	8,428	8,428	8,558
502010	FICA - Civilian	0	265,061	265,061	400,017
503010	Health Ins-Act Civilian	0	244,657	244,657	409,835
503015	Basic Life Insurance - Active Civilian	0	176	176	7,241
503060	Long Term Disability-Civilian	0	7,897	7,897	7,528
503090	Workers Compensation-Civilian-Admin	0	13,223	13,223	19,742
504020	Compensation Contingency	0	0	0	55,922
504030	Unemployment Claims	0	1,923	1,923	3,083
<b>Total</b>	<b>Personnel Services</b>	<b>0</b>	<b>4,842,184</b>	<b>4,842,184</b>	<b>6,972,113</b>
511040	Audiovisual Supplies	0	0	0	15,000
511045	Computer Supplies	0	3,310	3,310	32,255
511050	Paper & Printing Supplies	0	4,100	4,100	7,800
511055	Publications & Printed Materials	0	2,300	2,300	6,791
511060	Postage	0	1,000	1,000	1,000
511070	Miscellaneous Office Supplies	0	15,050	15,050	24,536
511110	Fuel	0	400	400	700
511125	Food Supplies	0	0	0	500
511145	Small Tools & Minor Equipment	0	0	0	200
511150	Miscellaneous Parts & Supplies	0	1,200	1,200	1,300
<b>Total</b>	<b>Supplies</b>	<b>0</b>	<b>27,360</b>	<b>27,360</b>	<b>90,082</b>
520100	Temporary Personnel Services	0	245,000	245,000	145,000
520105	Accounting & Auditing Services	0	2,190,000	2,190,000	1,738,000
520110	Management Consulting Services	0	165,120	165,120	202,420
520119	Computer Equipment/Software Maintenance	0	3,800	3,800	27,900
520121	IT Application Svcs	0	8,473	8,473	8,743
520122	Office Equipment Services	0	125	125	0
520136	Billing & Collection Services	0	750,000	750,000	750,000
520156	City Hall Fellows	0	10,000	10,000	0
520510	Mail/Delivery Services	0	500	500	2,400
520515	Print Shop Services	0	4,068	4,068	14,943
520520	Printing & Reproduction Services	0	20,193	20,193	32,193
520605	Advertising Services	0	22,000	22,000	22,000
520705	Insurance Fees	0	0	0	1,993
520740	Document Recording/Filing Fees	0	1,750	1,750	1,750
520765	Membership & Professional Fees	0	5,792	5,792	12,542
520805	Education & Training	0	5,479	5,479	15,379
520905	Travel - Training Related	0	1,238	1,238	18,869
520910	Travel - Non-Training Related	0	2,167	2,167	4,334
521405	Building Maintenance Services	0	0	0	100,000
521605	Data Services	0	15,554	15,554	21,227
521610	Voice Services	0	17,308	17,308	22,589
521620	Voice Equipment	0	2,880	2,880	3,680
521625	Voice Labor	0	326	326	2,926
521715	Office Equipment Rental	0	16,971	16,971	16,971
521725	Other Rental	0	100	100	100

**FISCAL YEAR 2009 BUDGET**

**Business Area Expenditure Summary**

**Fund Name** : General Fund  
**Business Area Name** : Finance Department  
**Fund No./Bus. Area No.** : 1000 / 6400

<b>Commit Item</b>	<b>Description</b>	<b>FY2007 Actual</b>	<b>FY2008 Current Budget</b>	<b>FY2008 Estimate</b>	<b>FY2009 Budget</b>
521730	Parking Space Rental	0	15,000	15,000	<b>20,191</b>
522430	Miscellaneous Other Services & Charges	0	2,100	2,100	<b>1,450</b>
<b>Total</b>	<b>Other Services and Charges</b>	<b>0</b>	<b>3,505,944</b>	<b>3,505,944</b>	<b>3,187,600</b>
551010	Non-Capital Office Furniture & Equipment	0	844	844	<b>0</b>
551015	Non-Capital Computer Equipment	0	945	945	<b>0</b>
<b>Total</b>	<b>Non-Capital Equipment</b>	<b>0</b>	<b>1,789</b>	<b>1,789</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>0</b>	<b>8,377,277</b>	<b>8,377,277</b>	<b>10,249,795</b>