

**FINANCE AND ADMINISTRATION DEPARTMENT SUMMARY**

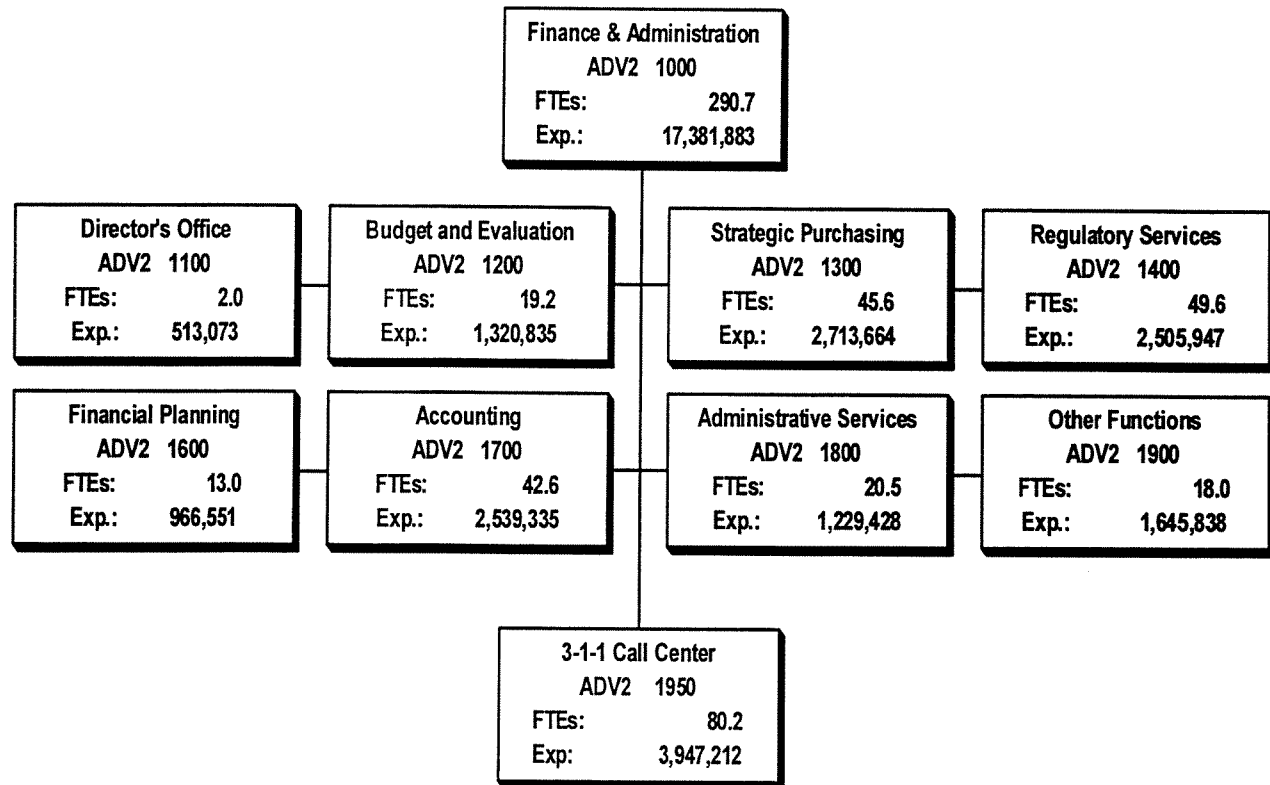
The Finance and Administration Department serves the citizens of the community and provides support to the City departments through sound management of the City's financial activities. It implements and monitors policies and procedures concerning the financial, administrative, insurance management and regulatory affairs of the City of Houston.

The department's objectives are to:

- Demonstrate integrity, accountability, consistency, and professionalism.
- Provide excellent customer service.
- Emphasize strategic financial planning and performance reporting.
- Maximize the effective and efficient use of public funds.
- Follow directives and policies of City Council and City management.
- Build a cohesive team based on trust, respect, and mutual support.

Short-term goals to be completed by 12-31-03 include: 1) Begin and complete five revenue audits, 2) Complete purchase and installation of GEMS2000 Upgrade, 3) Implement streamlined, multi-departmental payroll process, 4) Complete "Probable Maximum Loss" study, and 5) Implement web-based reconciliation process for P-Card purchases.

Long-term goals include: 1) Revise ordinances related to the renewal term for various commercial permits, 2) Improve quality and accuracy of odometer readings in the fleet management system, 3) Finalize implementation of "Exchange of Data" project with area hospitals to improve EMS billing, 4) Perform a comprehensive review of existing ordinances for possible changes including collection of new fees, increasing existing fees, and extension of permit renewal terms.



**FISCAL YEAR 2004 BUDGET**

**Department Budget Summary**

Fund Name : **General Fund**  
 Department Name : **Finance & Administration**  
 Fund/Department No. : **100 / 65**

		FY2002 Actual	FY2003 Budget	FY2003 Estimate	FY2004 Budget
Expenditure Summary	Personnel Services	16,982,291	16,796,088	16,693,830	16,152,760
	Supplies	261,485	311,905	141,825	165,638
	Other Services and Charges	1,792,524	1,637,229	1,255,484	1,063,485
	Equipment	40	0	0	0
	Total M & O Expenditures	19,036,339	18,745,222	18,091,139	17,381,883
	Debt Service & Other Uses	0	0	0	0
	<b>Total Expenditures</b>	<b>19,036,339</b>	<b>18,745,222</b>	<b>18,091,139</b>	<b>17,381,883</b>

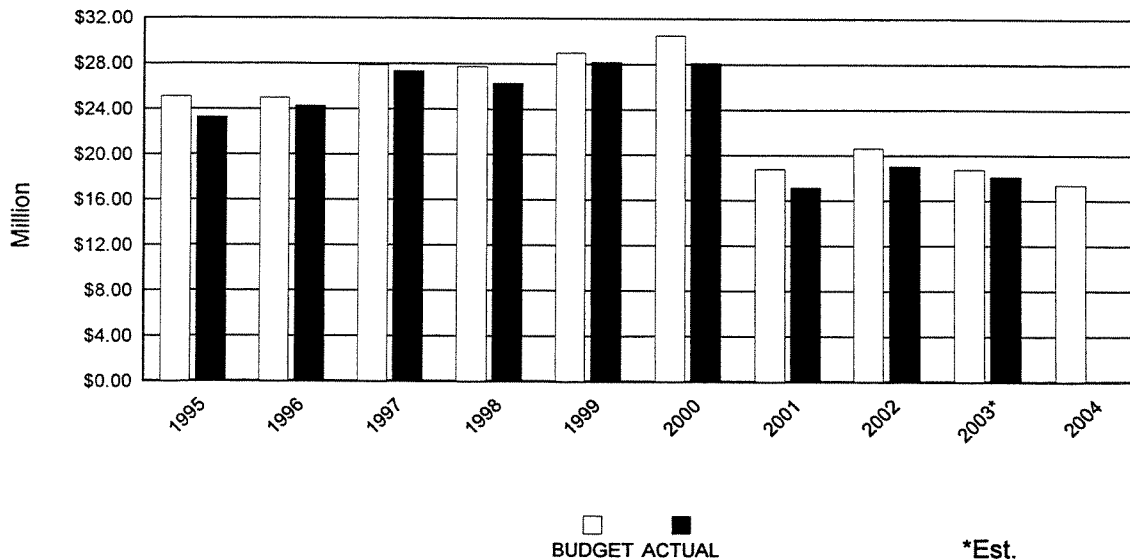
Revenue Summary	1,170,337,394	1,213,805,522	1,163,202,963	1,207,713,086
-----------------	---------------	---------------	---------------	---------------

Staffing Summary	Full-Time Equivalents - Civilian	330.8	325.6	304.1	290.7
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	330.8	325.6	304.1	290.7
	Full-Time Equivalents-Overtime	1.8	1.3	1.4	1.4

**Budget Highlights**

- o The Mailroom personnel and other services have been transferred from the Central Services Revolving Fund to the General Fund in FY2004.
- o Four positions have been transferred from the Health Department to the 3-1-1 Call Center. The Call Center will begin taking calls for the department in FY2004.
- o The FY2004 budget includes the continuation of current service levels with a significant decrease in FTEs due to positions not being filled when becoming vacant through attrition.

**Finance & Administration  
Budget vs Actual Expenditures**



**FISCAL YEAR 2004 BUDGET**

**Department Group Summary**

**Fund Name** : General Fund  
**Department Name** : Finance & Administration  
**Fund/Department No.** : 100 / 65

Group Description	Group Objectives
<p><b>1100 Director's Office</b></p> <p>Oversee all financial and administrative activities of the department. This is the executive division of the Finance and Administration Department with authority over all policies, procedures and employees.</p>	<p>Improve administrative and financial functions citywide through audits and review of procedures.</p> <p>Monitor the City's fiscal activities through financial analysis, review and report preparation.</p> <p>Seek to ensure purchasing needs are fulfilled through minimizing purchasing cycle time, consolidating contracts, and offering cost effective purchasing alternatives including P-Card, purchasing cooperatives, and e-procurement tools.</p> <p>Ensure value is obtained for use of public right-of-way by private entities. Enforce ordinances related to vehicles for hire to ensure public safety. Provide timely and accurate distribution of mail and parcels.</p> <p>Find efficiencies and revenue enhancements that the City can implement. Reduce capital expenditures by ensuring that the City only pursues major capital investments that are sound business decisions. Ensure contract compliance and collect any underpayments.</p> <p>Improve performance under various collection contracts. Improve administrative functions. Reduce department's percentage of unaccounted for assets.</p>
<p><b>1200 Budget and Evaluation</b></p> <p>Monitor the financial activities of City departments. Coordinate, develop, implement and monitor the citywide budget. Administer budget, financial reporting and grant functions.</p>	
<p><b>1300 Strategic Purchasing</b></p> <p>Develop, implement and manage citywide policies and procedures for purchasing goods and services. Ensure the City's cost is minimized through the prudent issuing of P-Cards, purchase orders, and contracts.</p>	
<p><b>1400 Regulatory Services</b></p> <p>Develop, implement and manage citywide policy and procedural improvements related to franchise agreements, vehicles for hire, commercial permits and utility regulation. Provide shipping and receiving operations for the 611 Walker location.</p>	
<p><b>1600 Financial Planning</b></p> <p>Perform analyses and develop policies that enhance City revenues and reduce expenditures. Monitor and advise departments relative to major capital investments. Conduct compliance audits relating to city franchises, tax abatements and C&amp;E activities.</p>	
<p><b>1700 Accounting</b></p> <p>Manage tax &amp; EMS ambulance collection related contracts. Manage fleet, fixed assets &amp; utility accounting functions. Prepare the departmental budget, accounts payable and personnel related activities.</p>	

**FISCAL YEAR 2004 BUDGET**

<b>Department Group Summary</b>									
<b>Fund Name : General Fund</b> <b>Department Name : Finance &amp; Administration</b> <b>Fund/Department No. : 100 / 65</b>									
Group Performance Measures	FY2002 Actual			FY2003 Estimate			FY2004 Budget		
	Group Activities	Budget FTEs	Program Costs \$	Group Activities	Budget FTEs	Program Costs \$	Group Activities	Budget FTEs	Program Costs \$
General Fund revenue realized	99.1%			96.4%			100%		
General Fund expenditures expended	100%			97.9%			99%		
		2.6	342,619		2.0	539,717		2.0	513,073
Financial reports prepared	17			17			17		
City departments monitored	22			22			22		
		25.0	1,620,129		23.0	1,501,936		19.2	1,320,835
MWBE purchases	0.189			0.183			0.185		
Avg days to award contract	138			158			158		
Contracts monitored	69			70			71		
P-Card transactions	50,050			57,350			60,000		
		59.5	3,388,802		48.0	3,067,210		45.6	2,713,664
Commercial permits issued	28,575			30,000			30,000		
Lien assessments billed	41,003			46,000			5,500		
Liens collections	2,680,237			2,781,525			2,530,000		
Pieces of mail handled	1,767,650			1,765,704			1,748,047		
		54.4	2,582,349		52.1	2,569,845		49.6	2,505,947
Audits completed	20			12			18		
Analyses completed	N/A			27			48		
		18.6	956,269		14.0	949,862		13.0	966,551
Total revenue managed (\$)	655M			681M			714M		
Assets accounted for	95.9%			98.0%			98.0%		
		52.1	2,979,292		47.0	2,791,252		42.6	2,539,335

**FISCAL YEAR 2004 BUDGET**

**Department Group Summary**

**Fund Name** : General Fund  
**Department Name** : Finance & Administration  
**Fund/Department No.** : 100 / 65

Group Description	Group Objectives
<p><b>1800 Administrative Services</b></p> <p>Perform payroll processing, auditing and related accounting functions. Process/balance all city employees' W-2s and magnetic media. Process quarterly reports to IRS, SSA, TWC and Bureau of Labor Statistics. Perform employee benefits tracking.</p> <p><b>1900 Other Functions</b></p> <p>Oversee departmental performance, conduct mgmt reviews and responsible for regional public policy initiatives such as transportation, air quality, and water quality. Implement and manage international and economic development initiatives, the CMIP and the CIP.</p> <p><b>1950 3-1-1 Call Center</b></p> <p>Coordinate with the Office of Public Safety in the operation of the 3-1-1 Houston Service Center, which is the citywide response center for non-emergency services.</p>	<p>Streamline payroll processes to provide consistent, accurate, timely and cost effective services to internal and external users. Maintain compliance and standardize Payroll Regulations/Tax Laws citywide. Maintain records control schedules citywide.</p> <p>Coordinate citywide initiatives. Improve departmental performance. Provide information, statistical reports and analyses for Mayor and City Council. Develop recommendations for policies and procedures.</p> <p>Maintain staffing 24 hours per day, 7 days per week. Answer citizen calls for all city departments. Generate service request/work orders.</p>

**FISCAL YEAR 2004 BUDGET**

Department Group Summary									
Fund Name : General Fund									
Department Name : Finance & Administration									
Fund/Department No. : 100 / 65									
Group Performance Measures	FY2002 Actual			FY2003 Estimate			FY2004 Budget		
	Group Activities	Budget FTEs	Program Costs \$	Group Activities	Budget FTEs	Program Costs \$	Group Activities	Budget FTEs	Program Costs \$
User manual development	0%			10%			50%		
Streamline payroll process	2			3			3		
Payroll training sessions	3			12			4		
Records schedules maint.	100%			100%			100%		
		21.5	1,208,780		21.0	1,194,838		20.5	1,229,428
CMIP initiatives	6			7			8		
Citizen inquiries/response	99%			99%			100%		
Perform & mgmt review/rpts	34			37			38		
Surveys & benchmarking	1			6			10		
Audit response reviews	8			15			15		
		27.0	2,462,016		20.1	1,748,022		18.0	1,645,838
Service level	97/3			80/20			80/20		
Response to inquiries	100%			100%			100%		
Average queue time	21.3 sec.			57.44 sec			70 sec.		
Calls handled monthly	158,000			168,500			204,000		
		70.1	3,496,083		77.0	3,728,457		80.2	3,947,212
<b>Total</b>		<u>330.8</u>	<u>19,036,339</u>		<u>304.1</u>	<u>18,091,139</u>		<u>290.7</u>	<u>17,381,883</u>

**FISCAL YEAR 2004 BUDGET**

Fund Name :                 : General Fund  
 Department Name :         : Finance & Administration  
 Fund / Department No. : 100 / 65

NO. of POSITIONS	JOB DESCRIPTION	JOB CLASS CODE	PAY GRADE
53	3-1-1 TELECOMMUNICATOR	6435	14
6	3-1-1 TELECOMMUNICATOR SUPVISOR	6437	18
4	ACCOUNT CLERK	3411	10
1	ACCOUNTING SERVICES SUPERVISOR	3427	17
8	ADMINISTRATION MANAGER	3029	26
8	ADMINISTRATIVE AIDE	3011	10
9	ADMINISTRATIVE ASSISTANT	3022	17
9	ADMINISTRATIVE ASSOCIATE	3021	13
3	ADMINISTRATIVE COORDINATOR	3026	24
2	ADMINISTRATIVE COORDINATOR((EXEC LEV)	3027	24
10	ADMINISTRATIVE SPECIALIST	3025	20
3	ADMINISTRATIVE SUPERVISOR	3035	22
7	ASSISTANT DIRECTOR(EXEC LEV)	3062	32
6	ASSISTANT SPECIFICATION ANALYST	3672	24
1	AUDITOR SUPERVISOR	3515	25
2	BUYER	3631	16
4	CENTRAL PAYROLL CLERK	3717	13
1	CENTRAL PAYROLL MANAGER	3716	27
1	CHIEF ADMINISTRATIVE OFFICER	3551	39
1	CLERK	4812	05
1	CLERK TYPIST	4911	06
3	COLLECTOR/ADJUSTOR	3762	09
4	CUSTOMER SERVICE CLERK	8851	10
2	CUSTOMER SERVICE REP I	8862	13
2	CUSTOMER SERVICE REP III	8866	16
1	DATA CONTROL CLERK	4321	08
3	DEPUTY ASSISTANT DIRECTOR	3063	30
1	DEPUTY DIRECTOR-F & A(EXE LEV)	3575	36
14	DIVISION MANAGER	3030	29
1	EQUIPMENT OPERATOR II	5312	10
1	EXECUTIVE SECRETARY	4922	15
2	EXECUTIVE STAFF ANALYST(EXEC LEV)	3046	30
1	FINANCE & ADMINISTRATION DIRECTOR	3560	37
2	FINANCIAL ANALYST II	3562	18
6	FINANCIAL ANALYST III	3563	21
4	FINANCIAL ANALYST IV	3564	25
4	INVENTORY MANAGMENT CLERK	3615	09
2	LABORER	5133	04
3	MANAGEMENT ANALYST III	3084	21
13	MANAGEMENT ANALYST IV	3085	25
1	MICROCOMPUTER ANALYST	4671	20
3	OFFICE SUPERVISOR	5021	17
1	PAYROLL SUPERVISOR	3714	17
1	PROCUREMENT SPECIALIST	3633	24
1	PROGRAMMER	4511	24
1	PURCHASING AGENT(EXE LEV)	3636	32
3	PURCHASING SUPERVISOR	3634	27
1	RECEPTIONIST	4821	07
2	RECORDS ADMINISTRATOR	5041	23
3	REGULATORY INVESTIGATOR	3915	11
1	REGULATORY MANAGER	3072	24

**FISCAL YEAR 2004 BUDGET**

Fund Name : : General Fund  
 Department Name : : Finance & Administration  
 Fund / Department No. : 100 / 65

<b>NO. of POSITIONS</b>	<b>JOB DESCRIPTION</b>	<b>JOB CLASS CODE</b>	<b>PAY GRADE</b>
2	REGULATORY SUPERVISOR	3071	20
11	SENIOR 3-1-1 TELECOMMUNICATOR	6436	13
7	SENIOR ACCOUNT CLERK	3412	13
1	SENIOR AUDITOR	3514	21
4	SENIOR BUYER	3632	22
5	SENIOR CENTRAL PAYROLL CLERK	3718	15
4	SENIOR COLLECTOR/ADJUSTOR	3763	11
2	SENIOR FIXED ASSET SPECIALIST	3624	17
1	SENIOR HUMAN RESOURCES SPECIALIST	4023	21
1	SENIOR IMAGING TECHNICIAN	5518	13
10	SENIOR REGULATORY INVESTIGATOR	3916	14
2	SENIOR SECRETARY	4921	12
3	SENIOR STAFF ANALYST	3042	28
1	SENIOR TELECOMMUNICATIONS SPECIALIST	4422	21
1	SENIOR TRAINER	4213	21
4	SPECIFICATION ANALYST	3673	27
2	SR INVENTORY MANAGEMENT CLERK	3616	12
5	STAFF ANALYST	3041	26
1	SURPLUS & SALVAGE SUPERVISOR	3666	15
1	SYSTEMS ACCOUNTANT I	3431	20
1	SYSTEMS ACCOUNTANT II	3432	23
1	SYSTEMS ACCOUNTANT III	3433	27
1	SYSTEMS ACCOUNTANT IV	3434	29
1	SYSTEMS CONSULTANT	4565	26
1	SYSTEMS SUPPORT ANALYST IV	4564	25
<b>300.0</b>	<b>Total Positions</b>		
<b>9.3</b>	<b>Less adjustment for Vacancies and Part-Time Employees</b>		
<b>290.7</b>	<b>Full-Time Equivalent</b>		



**FISCAL YEAR 2004 BUDGET**

**Fund Name** : General Fund  
**Department Name** : Finance & Administration  
**Fund/Department No.** : 100 / 65

ACCT	DESCRIPTION	FY2002 Actual	FY2003 Budget	FY2003 Estimate	FY2004 Budget
1100	Salary-Base Pay-Civilian	12,839,161	12,714,492	12,278,869	11,570,135
1105	Salary-Part Time-Civilian	17,822	0	0	0
1110	Premium Pay-Civilian	36,591	57,086	57,086	57,086
1113	Bilingual Pay-Civilian	36,662	37,260	34,567	34,984
1120	Overtime-Civilian	69,344	57,507	57,507	53,374
1130	Termination Pay-Civilian	302,742	65,372	415,597	151,249
1135	Pension-Civilian	1,286,709	1,271,948	1,227,889	1,631,401
1140	Social Security-Civilian	991,590	970,589	939,334	882,473
1145	Health/Life Ins Active Civilian	1,254,392	1,466,393	1,435,093	1,577,008
1155	Vehicle Allowance-Civilian	22,168	22,934	19,596	16,800
1405	Workers Compensation-Civilian	99,560	91,287	185,735	142,552
1415	Unemployment Claims	9,160	8,755	16,300	7,525
1420	Long Term Disability	16,391	32,465	26,257	28,173
<b>Total Personnel Services</b>		<b>16,982,291</b>	<b>16,796,088</b>	<b>16,693,830</b>	<b>16,152,760</b>
2300	Audio-Visual Supplies	5,748	9,920	0	4,480
2305	Computer Supplies	23,247	49,830	15,799	13,347
2306	Paper & Printing Supplies	9,101	27,820	5,500	11,630
2315	Publications & Printed Materials	3,756	19,868	2,712	2,695
2323	Postage	58,980	51,393	59,670	48,066
2325	Miscellaneous Office Supplies	72,716	118,154	42,114	62,728
2412	Medical & Surgical Supplies	49,995	0	0	0
2600	Fuel	15,325	13,830	11,430	12,280
2605	Vehicle Repair & Maint Suppl	0	3,700	0	0
2701	Clothing	6,195	3,500	400	2,000
2702	Food Supplies	480	1,000	0	1,000
2709	Small Tools & Minor Equipment	0	400	0	0
2738	Miscellaneous Parts & Supplies	15,943	12,490	4,200	7,412
<b>Total Supplies</b>		<b>261,485</b>	<b>311,905</b>	<b>141,825</b>	<b>165,638</b>
3100	Janitorial Services	4,943	5,000	5,000	5,000
3105	Security Services	4,963	9,300	9,300	9,300
3107	Temporary Personnel Services	250,537	119,050	93,191	21,091
3305	Advertising Services	68,797	84,640	62,991	61,809
3321	Computer Info/Contracting Srvc	0	4,425	3,048	3,098
3325	Medical, Dental & Lab Services	0	500	0	0
3330	Legal Services	0	1,000	0	0
3335	Management Consulting Services	2,858	5,300	0	0
3345	Miscellaneous Support Services	76,094	83,680	71,580	59,890
3400	Real Estate Lease/Office Rental	262,504	76,280	76,280	76,280
3402	Parking Space Rental	132,757	254,400	152,250	129,200
3409	Office Equipment Rental	53,798	79,555	46,241	45,300
3420	Other Rental	8,258	10,340	3,646	3,950
3500	Electricity	17,150	20,000	17,200	20,000
3505	Natural Gas	1,501	2,700	2,700	2,700
3510	Telephone	258,894	279,400	294,477	237,295
3515	Communication Lines	206,257	122,624	138,560	123,300
3519	Radio Communications	6,218	0	0	0

**FISCAL YEAR 2004 BUDGET**

**Fund Name** : General Fund  
**Department Name** : Finance & Administration  
**Fund/Department No.** : 100 / 65

ACCT	DESCRIPTION	FY2002 Actual	FY2003 Budget	FY2003 Estimate	FY2004 Budget
3525	Refuse Disposal	763	840	935	935
3539	Sewer	820	810	810	810
3600	Building Maintenance Services	4,089	2,000	2,000	2,000
3615	Computer Eq/Software Maint Svc	56,496	93,745	52,195	57,000
3616	Communications Equip Services	(223)	807	300	200
3625	Office Equipment Services	4,719	8,000	1,300	4,000
3626	Vehicle & Motor Equip Services	39,911	35,580	35,300	35,130
3725	IntFd Electrical Maintenance	0	1,400	0	0
3745	IntFd Communicatn Equip Repair	8,670	180	0	0
3764	IntFd Utility Services	0	700	0	0
3768	Other Interfund Services	58,150	0	0	0
3794	Print Shop Services	109,233	111,700	85,555	75,166
3799	Mail/Delivery Services	26,858	20,920	14,716	4,090
3805	Printing & Reproduction Srvcs	11,813	13,013	4,013	4,700
3840	Assessments-Other Govts	7,325	0	0	0
3890	Cashier Shortages	1	100	100	100
3895	Misc Other Services & Charges	47,510	74,339	50,646	52,401
3900	Education & Training	10,211	35,313	7,500	7,500
3905	Membership & Professional Fees	14,517	19,027	10,307	11,240
3910	Travel-Training Related	32,056	34,688	6,610	5,000
3950	Travel-Non-training Related	4,074	25,873	6,733	5,000
<b>Total Other Services and Charges</b>		<b>1,792,524</b>	<b>1,637,229</b>	<b>1,255,484</b>	<b>1,063,485</b>
4491	Fire & Rescue Equipment	40	0	0	0
<b>Total Equipment</b>		<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total Expenditures</b>		<b>19,036,339</b>	<b>18,745,222</b>	<b>18,091,139</b>	<b>17,381,883</b>