



FINANCE DEPARTMENT

Road to Recovery



Finance Department

What does the Finance Department do?



CORE ACCOUNTING

- Payroll Processing
- Accounts Payable
- Accounts Receivable/General Billing
- Investments and Cash Management
- Debt Management and Compliance
- Fixed Asset Management
- Internal Controls
- Annual External Audit
- Comprehensive Annual Financial Report (CAFR)
- Provide financial oversight for the Community Redevelopment Agency (CRA) and Safe Neighborhood Districts
- Financial regulatory compliance



UTILITY BILLING

- Cashiering
- Central Depository for City-wide Receipts
- Customer Self Service (CSS)
 Administrator
- Utility Billing Customer Account Management
- Bill calculation and creation
- 3rd Party Collections Management
- Liens and release of liens
- Bank Drafts and Credit Card Management



What does the Finance Department do?



- Processes over 30,000 transactions annually
- Processes close to 7,000 utility bills per month
- Pays debt service and manage compliance for over \$110 million in debt
- Pays vendors on average \$8 million dollars per month
- Records and tracks almost \$140 million in Capital Assets





Core Accounting Group – Total of 10 positions:

- 3 vacancies (existing)
- 3 resignations within the last two weeks (including Finance Director)

RESULT: Core Accounting Group at 30% capacity





Due to the significant number of vacancies in the Department, we can no longer meet the departmental responsibilities for the core functions of the accounting group, including:

- Payroll processing
- Paying Vendors
- Protecting public funds

ACTION REQUIRED: Immediate and significant assistance

Short-term Issues



- Gap in leadership
- Lack of redundancy/backup in critical areas: Payroll & Accounts Payable
- Protection of Public Funds
- Internal controls over assets
- Potential loss of revenue: State Shared Revenues, grants, etc.
- Potential debt non-compliance
- Completing FY 15/16 Audit and CAFR (Comprehensive Annual Financial Report)
- Completion of the Forensic Audit
- Longevity, stability and direction of Department
- Ability to recruit and retain qualified individuals
- Potential impact on ratings and ability to issue future debt
- Timely completion of Audits and CAFRs
- Ability to complete special studies: Impact Fees, 5 Year Financial Plan, etc.
- Current procurement practices hinder immediate response to these financial issues



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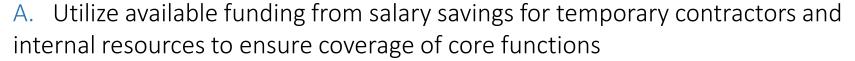
First Steps



- Recognize unique circumstances and take immediate action to fill positions in order to maintain critical functions.
- Test potential 3rd party management of appropriate Finance Department functions in conjunction with City employees

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Recommendations



Firms engaged with or to be engaged: Plante Moran Government & ERP Implementation Services Debbie Abenmoha Accounting Principals/Ajilon (temp agency) Kforce Staffing and Solutions (temp agency) Back-up firms: Robert Half/Accounting Temps (temp agency) MuniTemps — Municipal Staffing Solutions (temp agency) Albion Staffing Solutions (temp agency) Alpha 1 Staffing (temp agency) Severn Trent Munilytics

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Recommendations (continued)

- B. Other City Departments to provide support
- Perform a national search for a Finance Director/CFO (Celeste Lucia to assist in transition)
- D. Continue to recruit for critical positions
- E. Continue to develop long-term solutions for the Department's operations
- F. Report progress to City Commission



Discussions and Questions

Thank you!

