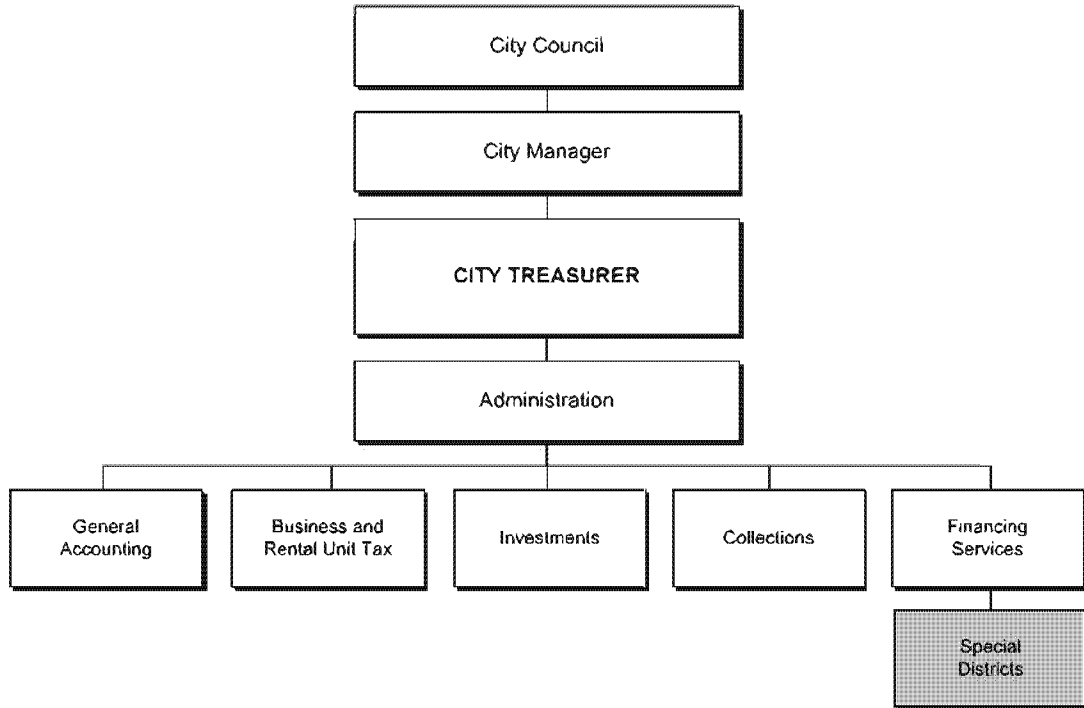


City
Treasurer





Mission Statement

To enrich our community by responsibly managing the public's money and creating an atmosphere of pride through mutual support and outstanding service.

Department Description

The Office of the City Treasurer is responsible for managing the public's money as well as providing the most cost-effective and fiscally responsible process for managing short-term and long-term debt and developing financing plans. Restructuring occurred in Fiscal Year 2003, combining the Office of the City Treasurer and Financing Services, in order to consolidate and enhance the level of fiscal services provided to the public. The Department is also responsible for generating a significant amount of revenue to the City by collecting overdue accounts receivables.

Division/Major Program Description

Administration

This Program is responsible for supervising the Department's operations; providing financial analysis, projections, and reports relating to Departmental activities; and ensuring consistent, effective, and economical achievement of the Department's mission and objectives. It also provides treasury services for the Redevelopment Agency and the Public Facilities Financing Authority. The City Treasurer serves as a member of the Funds Commission, the Board of Administration of the San Diego City Employees' Retirement System (SDCERS), member of the board of

City Treasurer

Division/Major Program Description

Administration (continued)

the Public Facilities Financing Authority, and as a trustee for the Supplemental Pension Savings Plan and the 401(k) plan. Through deputization of the Retirement Officer, the City Treasurer oversees certain record-keeping functions for the SDCERS.

Business and Rental Unit Tax

This Program administers the collection of the City's business tax and rental unit business tax, and handles the collection of Business Improvement District assessments.

Collections

This Program is responsible for the administration and collection of delinquent accounts that have been referred to the City Treasurer by other City departments and agencies. This program represents the City in Small Claims Court actions on delinquent accounts.

Financing Services

This Program evaluates the financial, economic and fiscal implications of issues confronting the City with the most cost-effective process for managing short-term and long-term debt and other financing instruments. The Program also provides in-house consultation services such as cost-benefit and fiscal impact analyses and responds to requests for financial analyses from the Mayor and City Council, the City Manager, and other City departments. The Program also coordinates the preparation of continuing disclosure in compliance with federal securities laws. The Program develops prudent and equitable financial plans and rate structures for the Water and Metropolitan Wastewater Departments, and determines the optimal mix of revenues necessary to fund infrastructure requirements while ensuring compliance with federal, State, and local legal mandates.

General Accounting

This Program is responsible for collecting fees, fines, permits, taxes and other payments; processing Transient Occupancy Tax (TOT) returns and remittances; balancing and reporting all daily revenue transactions to the City Auditor and Comptroller; accounting for daily cash deposits of City funds in various banks; maintaining records for City investments; and accounting for investments in the Cemetery Perpetuity, Los Penasquitos Preserve, and the Sergeant Peters and Benjamin Memorial Trust Funds.

Investments

This Program is responsible for the investment of cash balances for the City. The program provides cash management services for the City, including maintenance of banking relationships and the review of deposit and disbursement procedures.

Division/Major Program Description

Special Districts

This Program provides the City with a cost-effective and fiscally responsible process for managing the public financing process using Community Facilities Districts and 1915 Act Assessment Districts. Responsibilities include comprehensively managing all special district formation procedures and related bond issuances, calculating and enrolling special taxes and assessments, collecting delinquent accounts, and assisting communities in the formation of new districts, while adhering to all legal and City policy guidelines.

Service Efforts and Accomplishments

The City Treasurer is responsible for the investment of all City operating and capital improvement funds, totaling \$1.2 billion, and directing the reinvestment of debt proceeds of the City and its affiliated agencies, which total an additional \$476 million.

In Fiscal Year 2004, the City Treasurer accounted for over \$1.8 billion in Citywide revenues. This included approximately \$743 million in General Fund and \$119 million in Transient Occupancy Tax (TOT) revenues. Any significant reduction in expenditures in this Department's budget would result in a negative impact to General Fund revenues.

Over the past year, the Investment Division has assisted various City departments in the implementation of electronic systems that process financial transactions through the City's depository bank, including the Electronic Data Interchange system for Environmental Services to process and pay energy bills from San Diego Gas and Electric, an electronic payment engine system to allow City department customers to pay for City services by credit card and the Electronic Bill Presentment and Payment system for the Water Department.

In Fiscal Year 2002, Financing Services oversaw the first issuance of Tax-Exempt Lease Revenue Bonds related to the multi-phased financing for the Fire and Lifeguard Facilities Improvement Project. In Fiscal Year 2004, Financing Services assisted the City Manager in revising the financing plan for the Fire and Lifeguard Facilities Improvement Project due to changes in the scope and budget for the overall project.

The City Treasurer's Department took on several initiatives in Fiscal Year 2004 that have enhanced the level of service provided to its customers. In an effort to measure service delivery, a customer survey was developed and placed in the Treasurer's lobby. Surveys reflected that Cashiers and Business Tax customers were 98% satisfied with its level of service delivery. In addition to surveying lobby customers, the Business Tax Program partnered with several Community Service Centers to improve and expedite the Business Tax application process onsite.

The Mayor and City Council added 11.50 positions to the Collections Division staff in Fiscal Year 2004. The addition of these positions increased collections of Citywide delinquent revenue by a projected \$1.6 million in Fiscal Year 2004. The annualization of the added positions will bring \$2.8 million in revenue for Fiscal Year 2005.

In Fiscal Year 2004, a comprehensive review of the Collections Program credit reporting policy and practices confirmed the use of this effective tool was consistent with both the relevant law and industry standards. In addition, the Collections Program is implementing modifications to its collections software to further reduce the negative credit related impacts realized by residents after delinquent amounts are paid.

In Fiscal Year 2004, Financing Services/Special Districts Administration coordinated the issuance of \$20 million of Mello-Roos and Assessment Bonds to finance regional infrastructure improvements within the Black Mountain Ranch Community Area, and the Otay Mesa Community Area. In addition, Financing Services/Special Districts

City Treasurer

Service Efforts and Accomplishments

Administration facilitated the issuance of \$9 million of Reassessment Bonds to refund the bonds relating to three assessment districts in the Otay Mesa Community Area, which resulted in assessment savings to property owners because of lower debt service requirements.

Future Outlook

The Investment Division works with staff from Information Technology and Communications, the Auditor and Comptroller and various other City departments to implement financial e-commerce programs to provide the public with more options to pay for City services, improve staff productivity, increase financial transaction processing efficiency and improve the timing of revenue reinvestment. The Division will be issuing a request for proposal for banking services in Fiscal Year 2005 for a term of five years.

The Collections Program anticipates the collection of approximately \$16.1 million of revenue from accounts referred that are under \$25,000 and the collection of approximately \$10.4 million from accounts referred in amounts over \$25,000.

The Business Tax Program is looking at developing future phases of the Treasurer's Tax Collection System (TTCS), which will include Rental Unit Tax, Transient Occupancy Tax (TOT) and an Internet component. Incorporating Rental Unit Tax and TOT into TTCS will streamline the tax collection process as well. The Internet component will immensely improve the department's ability to deliver quality customer service by providing a convenient on-line application and payment process.

The Business Tax Program is also partnering with the Business Improvement District Council in constructing a website for business owners to access business listing information.

In Fiscal Year 2005, the Accounting Program will be implementing an automated account reconciliation system developed to streamline the accounting process of reconciling bank activity to the City's general ledger. This system was developed in-house at a substantial cost savings.

The TOT remittance payment process will also become more automated in Fiscal Year 2005. Hotel/motel owners and operators will be provided the option to initiate TOT payments on line via an Automated Clearing House bank transaction.

The Accounting Program plans to implement a centralized cashiering system to capture all Citywide payments and provide for payment processing at remote locations throughout the City. This will help eliminate cumbersome manual processes, facilitate accurate and timely accounting and expedite revenue recognition to the general ledger system.

Future financings anticipated during Fiscal Year 2005 include the issuance of a second series of bonds for the Fire and Lifeguard Facilities Improvement Project, Mello-Roos Bonds for the Black Mountain Ranch Community Area, bonds for wastewater system infrastructure improvements, and annual Tax Anticipation Notes.

Budget Dollars at Work

\$110.9 Million in Tax Anticipation Notes to meet the City's cash flow needs

\$36 Million of Mello-Roos and Assessment Bonds to finance regional infrastructure improvements within the Black Mountain Ranch Community Area, the Otay Mesa Community Area, and the anticipated issuance for the Naval Training Center Redevelopment Project

\$14 Million of annual special taxes and special assessments calculated, enrolled and apportioned to 7,700 parcels

Budget Dollars at Work

\$12 Million in Business Tax assessments and \$1.3 million in Business Improvement District assessments collected annually by the Business Tax Program. Approximately 17,000 new Business Tax applications processed annually. The Program administers a database of approximately 160,000 business and property owners conducting business within the City of San Diego

\$119 Million in Transient Occupancy Taxes collected annually by the General Accounting Program

\$14.9 Million revenue collected by the Collections Program for single transactions under \$25,000 amounts referred

\$10 Million revenue collected by the Collections Program for single transactions over \$25,000 amounts referred

\$19.5 Million interest earnings for the Pooled Investment Fund

City Treasurer				
	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL	FY 2004-2005 CHANGE
Positions	96.26	105.01	113.00	7.99
Personnel Expense	\$ 6,213,021	\$ 7,008,290	\$ 8,386,337	\$ 1,378,047
Non-Personnel Expense	\$ 3,008,348	\$ 3,065,712	\$ 2,913,061	\$ (152,651)
TOTAL	\$ 9,221,369	\$ 10,074,002	\$ 11,299,398	\$ 1,225,396

Department Staffing

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
GENERAL FUND			
City Treasurer			
Administration	4.40	5.15	6.15
Business & Rent Taxes/TOT	15.00	15.00	15.00
Collection Activities	37.55	45.55	50.30
General Accounting	10.61	10.61	12.85
Investments Activities	4.40	4.40	4.40
Total	71.96	80.71	88.70
Financing Services			
Administration	1.00	1.00	1.00
Bond Financing, Utilities & Analysis	16.15	16.15	16.15
Total	17.15	17.15	17.15
SPECIAL DISTRICTS FUND			
Fin Svcs - Special Districts			
Special Districts	7.15	7.15	7.15
Total	7.15	7.15	7.15

City Treasurer

Department Expenditures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
GENERAL FUND			
City Treasurer			
Administration	\$ 718,713	\$ 669,128	\$ 885,782
Business & Rent Taxes/TOT	\$ 1,739,847	\$ 1,826,193	\$ 1,841,986
Collection Activities	\$ 2,727,284	\$ 3,332,006	\$ 3,740,515
General Accounting	\$ 702,258	\$ 726,780	\$ 1,081,957
Investments Activities	\$ 1,137,327	\$ 1,166,887	\$ 1,207,499
Total	\$ 7,025,429	\$ 7,720,994	\$ 8,757,739
Financing Services			
Administration	\$ 93,539	\$ 93,081	\$ 97,856
Bond Financing, Utilities & Analysis	\$ 1,415,708	\$ 1,504,499	\$ 1,637,303
Total	\$ 1,509,247	\$ 1,597,580	\$ 1,735,159
SPECIAL DISTRICTS FUND			
Fin Svcs - Special Districts			
Special Districts	\$ 686,693	\$ 755,428	\$ 806,500
Total	\$ 686,693	\$ 755,428	\$ 806,500

Significant Budget Adjustments

GENERAL FUND

City Treasurer	Positions	Cost
Salary and Benefit Adjustments	0.00	\$ 600,472
Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.		
Staffing and Support for Bank and Cash Reconciliation Enhancement (Reimbursable)	3.24	\$ 304,855
The addition of 1.00 Accountant IV, 1.00 Information Systems Analyst III, 1.00 Senior Clerk Typist and 0.24 Data Entry Operator to implement the City Auditor's audit recommendations to meet standards of prompt resolution of outstanding variance items.		
Annualization of the Fiscal Year 2004 Collections Division Enhancement (Reimbursable)	2.75	\$ 182,528
Revenue generating annualization of collection positions added in Fiscal Year 2004.		

Significant Budget Adjustments

GENERAL FUND

City Treasurer	Positions	Cost
<p>Staffing for Collection Division Account Reconciliation (Reimbursable)</p> <p>The addition of 1.00 Account Clerk and 1.00 Clerical Assistant II to implement the City Auditor's audit recommendations to strengthen internal controls for account reconciliation.</p>	2.00 \$	112,286
<p>Non-Discretionary</p> <p>Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.</p>	0.00 \$	11,136
<p>Support for Information Technology</p> <p>Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.</p>	0.00 \$	(71,490)
<p>Onetime Expenses</p> <p>The non-personnel reductions eliminate the onetime equipment and facility costs associated with the Fiscal Year 2004 Collections Division Enhancement.</p>	0.00 \$	(103,042)

Financing Services	Positions	Cost
<p>Salary and Benefit Adjustments</p> <p>Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.</p>	0.00 \$	139,007
<p>Support for Information Technology</p> <p>Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.</p>	0.00 \$	(1,428)

SPECIAL DISTRICTS FUND

Fin Svcs - Special Districts	Positions	Cost
<p>Salary and Benefit Adjustments</p> <p>Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.</p>	0.00 \$	75,776

City Treasurer

Significant Budget Adjustments

SPECIAL DISTRICTS FUND

Fin Svcs - Special Districts	Positions	Cost
Non-Discretionary	0.00 \$	(3,042)
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
Support for Information Technology	0.00 \$	(21,662)
Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.		

Expenditures by Category

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
PERSONNEL			
Salaries & Wages	\$ 4,715,881	\$ 5,145,171	\$ 5,867,221
Fringe Benefits	\$ 1,497,140	\$ 1,863,119	\$ 2,519,116
SUBTOTAL PERSONNEL	\$ 6,213,021	\$ 7,008,290	\$ 8,386,337
NON-PERSONNEL			
Supplies & Services	\$ 1,419,151	\$ 1,462,141	\$ 1,441,391
Information Technology	\$ 1,303,701	\$ 1,362,075	\$ 1,333,809
Energy/Utilities	\$ 265,085	\$ 173,592	\$ 117,450
Equipment Outlay	\$ 20,411	\$ 67,904	\$ 20,411
SUBTOTAL NON-PERSONNEL	\$ 3,008,348	\$ 3,065,712	\$ 2,913,061
TOTAL	\$ 9,221,369	\$ 10,074,002	\$ 11,299,398

Revenues by Category

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
GENERAL FUND			
Licenses and Permits	\$ 10,320,000	\$ 10,039,000	\$ 12,935,000
Fines, Forfeitures, and Penalties	\$ 857,900	\$ 1,527,000	\$ 1,864,000
Charges for Current Services	\$ 903,408	\$ 1,024,201	\$ 1,286,600
TOTAL	\$ 12,081,308	\$ 12,590,201	\$ 16,085,600

Key Performance Measures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
Average cost per dollar invested expressed as basis points ⁽¹⁾⁽²⁾	7	5	6
Average cost per bank transaction reconciled	\$0.78	\$0.87	\$1.61
Average cost per Business and Rental Tax account administered	\$12.43	\$12.59	\$11.16
Average cost per delinquent account dollar collected	\$0.22	\$0.24	\$0.26
Average cost per parcel enrolled 1915 Act District and Community Facilities Districts	\$62	\$62	\$62
Average cost per 1911 Act District parcel serviced	\$1,695	\$4,584	\$5,320
Average cost of special district formation proceedings	\$37,561	\$28,347	\$58,150
Average cost per existing and new bond financing	\$14,027	\$13,088	\$14,320
Average cost per internal financial consultation	\$1,109	\$1,145	\$1,266
Average cost per water/sewer plan analyzed and prepared	\$65,401	\$68,664	\$75,156

Salary Schedule

GENERAL FUND

City Treasurer

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1104	Account Clerk	5.00	6.00	\$ 34,769	\$ 208,612
1107	Administrative Aide II	1.00	1.00	\$ 46,228	\$ 46,228
1183	Accountant IV	0.00	1.00	\$ 80,537	\$ 80,537
1218	Assoc Management Analyst	1.00	1.00	\$ 58,744	\$ 58,744
1330	Cashier	3.00	3.00	\$ 34,274	\$ 102,821
1331	Collections Investigator I	25.75	28.00	\$ 42,149	\$ 1,180,176
1332	Collections Investigator II	4.00	4.00	\$ 49,737	\$ 198,949
1333	Collections Investigator III	4.75	5.00	\$ 55,047	\$ 275,234
1344	Collections Manager	1.00	1.00	\$ 74,508	\$ 74,508
1348	Info Systems Analyst II	1.00	1.00	\$ 59,624	\$ 59,624
1349	Info Systems Analyst III	1.75	2.75	\$ 66,296	\$ 182,314
1465	Field Representative	1.00	1.00	\$ 35,842	\$ 35,842
1535	Clerical Assistant II	12.50	13.50	\$ 32,748	\$ 442,103
1575	Data Entry Operator	1.76	2.00	\$ 35,670	\$ 71,340
1576	Data Entry Supv	0.80	0.80	\$ 42,998	\$ 34,398
1776	Public Information Clerk	2.00	2.00	\$ 34,873	\$ 69,745
1840	Sr Cashier	1.00	1.00	\$ 40,090	\$ 40,090
1842	Accountant II	1.00	1.00	\$ 57,460	\$ 57,460
1844	Sr Account Clerk	3.00	3.00	\$ 39,954	\$ 119,861

(1) Input dollars excludes banking costs.
 (2) One basis point equals 0.01 of a percent.

City Treasurer

Salary Schedule

GENERAL FUND

City Treasurer

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1876	Executive Secretary	0.70	0.70	\$ 48,366	\$ 33,856
1879	Sr Clerk/Typist	2.00	3.00	\$ 39,789	\$ 119,367
1917	Supv Management Analyst	1.00	1.00	\$ 74,732	\$ 74,732
1926	Info Systems Analyst IV	0.00	0.25	\$ 74,572	\$ 18,643
2111	Asst City Manager	0.02	0.02	\$ 180,000	\$ 3,600
2153	Deputy City Manager	0.68	0.68	\$ 170,981	\$ 116,267
2190	Treasurer	1.00	1.00	\$ 128,995	\$ 128,995
2228	Principal Accountant	1.00	1.00	\$ 95,964	\$ 95,964
2241	Investment Officer	1.00	1.00	\$ 118,530	\$ 118,530
2256	Asst Investment Officer	2.00	2.00	\$ 95,320	\$ 190,640
	Bilingual - Regular	0.00	0.00	\$ -	\$ 7,675
	Overtime Budgeted	0.00	0.00	\$ -	\$ 4,622
	Temporary Help	0.00	0.00	\$ -	\$ 25,943
	Total	80.71	88.70	\$	4,277,420

Financing Services

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1106	Sr Management Analyst	3.00	3.00	\$ 66,199	\$ 198,596
1218	Assoc Management Analyst	1.00	1.00	\$ 58,746	\$ 58,746
1222	Assoc Economist	3.00	3.00	\$ 56,304	\$ 168,912
1243	Info Systems Administrator	1.00	1.00	\$ 81,962	\$ 81,962
1424	Economist	2.00	2.00	\$ 64,897	\$ 129,794
1535	Clerical Assistant II	1.00	1.00	\$ 32,749	\$ 32,749
1576	Data Entry Supv	0.20	0.20	\$ 43,000	\$ 8,600
1879	Sr Clerk/Typist	1.00	1.00	\$ 39,789	\$ 39,789
1917	Supv Management Analyst	1.00	1.00	\$ 74,731	\$ 74,731
1923	Supv Economist	3.00	3.00	\$ 74,732	\$ 224,196
2214	Deputy Director	0.95	0.95	\$ 108,936	\$ 103,489
	Overtime Budgeted	0.00	0.00	\$ -	\$ 4,481
	Temporary Help	0.00	0.00	\$ -	\$ 25,129
	Total	17.15	17.15	\$	1,151,174

General Fund Total 97.86 **105.85** **\$ 5,428,594**

City Treasurer

Salary Schedule

SPECIAL DISTRICTS FUND

Fin Svcs - Special Districts

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1106	Sr Management Analyst	1.00	1.00	\$ 66,198	\$ 66,198
1107	Administrative Aide II	2.00	2.00	\$ 46,229	\$ 92,458
1746	Word Processing Operator	1.00	1.00	\$ 34,857	\$ 34,857
1844	Sr Account Clerk	1.00	1.00	\$ 39,954	\$ 39,954
1876	Executive Secretary	0.05	0.05	\$ 48,360	\$ 2,418
1917	Supv Management Analyst	1.00	1.00	\$ 74,731	\$ 74,731
2153	Deputy City Manager	0.05	0.05	\$ 170,980	\$ 8,549
2214	Deputy Director	0.05	0.05	\$ 108,940	\$ 5,447
2270	Program Manager	1.00	1.00	\$ 108,936	\$ 108,936
	Overtime Budgeted	0.00	0.00	\$ -	\$ 5,079
	Total	7.15	7.15	\$	438,627
CITY TREASURER TOTAL		105.01	113.00	\$	5,867,221

City Treasurer

Five-Year Expenditure Forecast

	FY 2005 FINAL	FY 2006 FORECAST	FY 2007 FORECAST	FY 2008 FORECAST	FY 2009 FORECAST	FY 2010 FORECAST
Positions	113.00	118.00	124.00	125.00	129.00	132.00
Personnel Expense	\$ 8,386,337	\$ 8,910,849	\$ 9,758,011	\$ 10,200,944	\$ 10,881,640	\$ 11,370,669
Non-Personnel Expense	\$ 2,913,061	\$ 3,914,498	\$ 5,261,163	\$ 3,623,018	\$ 4,081,489	\$ 3,973,154
TOTAL EXPENDITURES	\$ 11,299,398	\$ 12,825,347	\$ 15,019,174	\$ 13,823,962	\$ 14,963,129	\$ 15,343,823

City Treasurer

Fiscal Year 2006

CITY TREASURER

Addition of 3.00 positions to process violation notices in the Business Tax operation and Rental Unit Tax exemptions. Revenue will increase by \$300,000. Addition of 1.00 intern to provide support to Investment Program staff. Revenue will increase by \$8,630.

FINANCING SERVICES

Additional support to provide rental and relocation costs for the Financing Services Division. Reimbursement revenue of \$121,000 is expected. Additional support to size bonds and amortize bond payments. Reimbursement revenue of \$24,000 is expected.

FINANCING SERVICES - SPECIAL DISTRICTS

Addition of 1.00 position to work with district constituents on district formation requirements and the district budget approval process. Additional support to provide rental and relocation costs for Special Districts Administration. Revenue will increase \$76,235.

Fiscal Year 2007

CITY TREASURER

Additional support to procure a centralized Citywide cashiering system to accelerate cash receipts, minimize cash handling losses, and improve the overall accountability of the process. Revenues will increase by \$954,000. Addition of 1.00 position to evaluate e-business information technology proposals. Revenue will increase by \$24,000.

FINANCING SERVICES

Addition of 3.00 positions to handle approximately 40 existing and new bond financings and 400 requests for financial consultation. Reimbursement revenue is estimated to be \$167,000.

FINANCING SERVICES - SPECIAL DISTRICTS

Addition of 2.00 positions to work with district constituents on district formation requirements and the approval process for district budgets.

Five-Year Expenditure Forecast

City Treasurer

Fiscal Year 2008

CITY TREASURER

Additional support to create electronic interfaces for vendor systems and for the City's internal systems to track and manage securities trade information. Interest revenue will increase by \$93,000. Additional support to provide speakers, printers, and cell phones for the Collections Division. Revenue will increase by \$13,000.

FINANCING SERVICES

Addition of 1.00 position to support diversification for the Financing Services Division, Centre City Development Corporation, and Southeast Economic Development Corporation. Reimbursement revenue is estimated to be \$88,000.

FINANCING SERVICES - SPECIAL DISTRICTS

No major projected requirements.

Fiscal Year 2009

CITY TREASURER

Addition of 2.00 positions for business tax compliance. Additional revenues of \$225,000 are expected. Additional support to purchase a document archiving system to scan remittance advice and checks to eliminate paper documents and allow automated retrieval. Revenues will increase by \$40,000.

FINANCING SERVICES

Addition of 2.00 positions to provide financial project sequencing and cash flow analysis. Reimbursement revenue is estimated to be \$145,000.

FINANCING SERVICES - SPECIAL DISTRICTS

No major projected requirements.

Fiscal Year 2010

CITY TREASURER

Addition of 3.00 positions to process Rental Unit Business Tax payments. Additional support to send new supervisors to the Supervisors Academy. Revenues will increase by \$2,000.

FINANCING SERVICES

No major projected requirements.

FINANCING SERVICES - SPECIAL DISTRICTS

No major projected requirements.