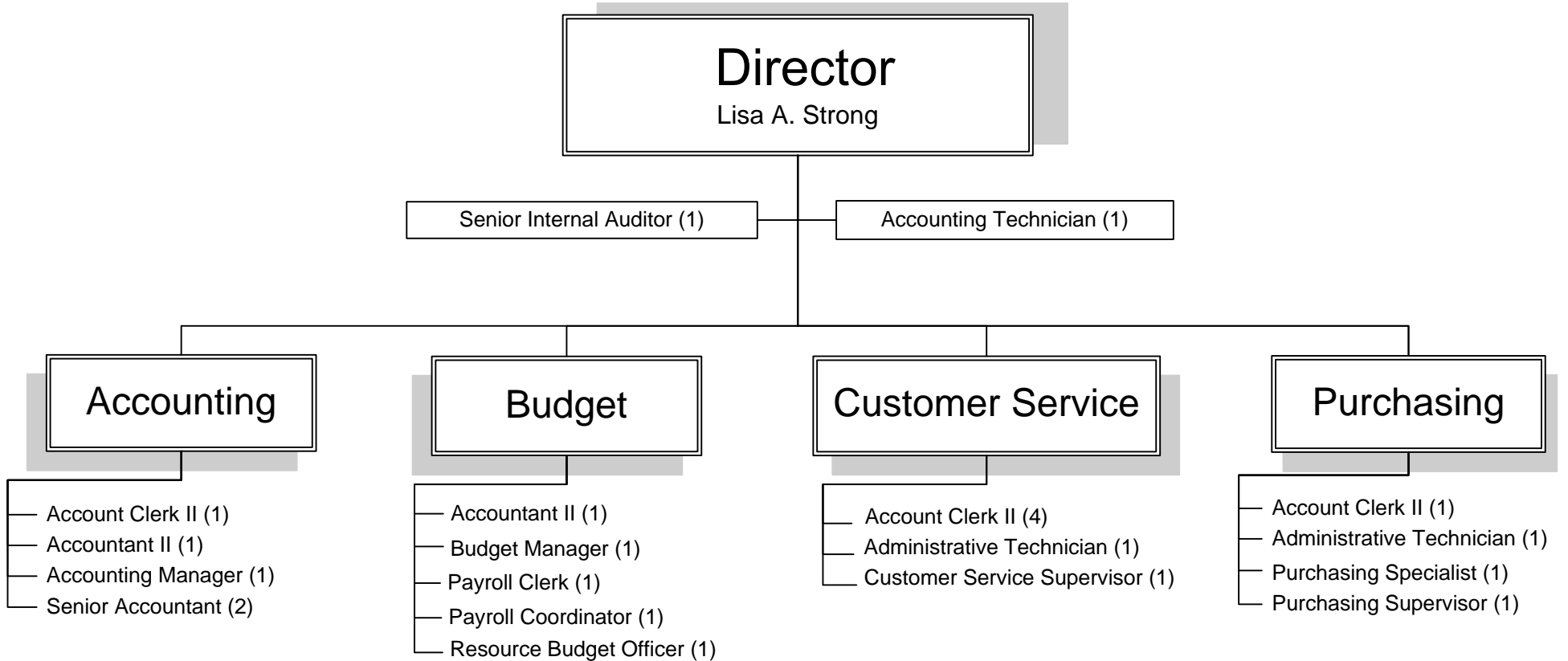


2015/2016 Organizational Chart

# Management Services

Effective 7/1/2015  
Budgeted 23 FTE Positions  
Budgeted 5 Part-Time Positions



# Management Services

Fiscal Year 2015-16

## Overview

The Management Services Department is responsible for managing and protecting the City's financial assets while providing excellent customer service. The department is comprised of five divisions (Administration, Accounting, Budget/Payroll, Customer Service and Purchasing). Responsibilities range from daily administration of City fiscal resources to long-range financial planning. Financial policies, plans and reporting systems support the operating departments in achieving their objectives and assure the City's long-term fiscal health.

Administration manages the treasury function, debt issuance and internal audit. Accounting is responsible for the general ledger, accounts payable, fixed asset management, and special districts. Budget/Payroll prepares and monitors the operating budget, capital improvement program and payroll. Customer service handles accounts receivable, utility billing, business license, passport services, dog licensing and cashing. Purchasing is responsible for the procurement of materials, supplies and equipment, monitoring the Cal-Card program, providing for the disposal of surplus property, and overseeing the shipping and receiving services and City-wide postage.

## Goals & Performance Measures

Department Goals		City Council Goal
1	Practice sound fiscal management by living within our means	3
2	Manage and protect the City's financial assets	3
3	Operate in a business-like manner	2
4	Effectively communicate progress to the public	8

Performance Measures	Actual 2013-14	Estimated 2014-15	Target 2015-16	Department Goal
<b>To practice sound fiscal management:</b>				
Issuer Credit Rating (Standard & Poor's)	A+	AA-	AA	1,2
General Fund paid debt per capita	\$226	\$215	\$205	1,2
General Fund adopted budget reserve (% of recurring expenditures)	15%	15%	15%	1,2
Capital reinvestment program (% of recurring expenditures)	4%	4%	10%	1,2

# Management Services

Fiscal Year 2015-16

## Goals & Performance Measures - continued

Performance Measures	Actual 2013-14	Estimated 2014-15	Target 2015-16	Department Goal
<b>To operate efficiently:</b>				
Rate of return on City's investment portfolio	1.07%	1.07%	1.10%	2
Annual misallocated sales tax recoveries	\$1.1 mil	\$1.5 mil	\$1.0 mil	2
Community Facilities Districts – newly formed districts or annexations	3	6	0	1,3
<b>To effectively community progress to the public:</b>				
Operating and CIP budgets posted to City's website	3	3	3	4
Comprehensive Annual Financial Report (CAFR) posted to City's website	1	1	1	4
Comprehensive listing of City's User Fees posted to City's website	1	1	1	4
State and National awards received for Operating Budget, CIP & CAFR	5	5	5	4

## Accomplishments

- Effectively directed the financial affairs of the City of Fontana, achieving National and State award recognition for budgeting, financial reporting, and capital improvement programs
- Received Government Finance Officers Association (GFOA) Awards for Comprehensive Annual Financial Report (CAFR) for the twenty-second consecutive year
- Received California Society of Municipal Finance Officers (CSMFO) and Government Finance Officers Association (GFOA) Operating Budget/Capital Improvement Program Awards for the twenty-second consecutive year
- Received the Government Finance Officers Association (GFOA) award for Popular Annual Financial Report, "Financial Highlights," for the fourteenth consecutive year
- Prepared and coordinated claims exceeding \$92,000 to the State for reimbursement in accordance with the SB90 State Mandated Reimbursement Program although many of the mandates continue to be unfunded by the State
- Levied \$15.4 million on approximately 28,815 parcels in maintenance districts to fund landscape, lighting & park costs
- Levied \$13.2 million on approximately 9,858 parcels in bond districts to pay debt service
- Recovered over \$1.5 million in sales tax revenues which were being misallocated to other jurisdictions (cumulative recovery of \$12.2 million since 2000)
- Protected over \$45,000 (\$3.4 million to date) in outstanding sewer billing; over \$305,000 (\$5.7 million to date) in outstanding rubbish billing receivables; and \$405,000 (\$3.2 million to date) in outstanding weed abatement billing receivables
- Refinanced the 2007 Lease Revenue Bonds providing annual savings of \$1.35 million to the General Fund.

## Departmental Summary

Fund	Division	2011/2012 Actual	2012/2013 Actual	2013/2014 Actual	2014/2015 Current	2015/2016 New Budget	% Change From Prior Year	
<b>MANAGEMENT SERVICES</b>								
101	GENERAL FUND	MGMT SERVICES ADMIN	566,407	519,475	569,528	647,143	651,310	0.64 %
101	GENERAL FUND	ACCOUNTING	664,211	650,196	701,761	781,522	773,790	-0.99 %
101	GENERAL FUND	PURCHASING	443,577	399,787	371,865	390,983	395,490	1.15 %
101	GENERAL FUND	BUDGET/PAYROLL	392,020	406,523	459,589	545,049	594,720	9.11 %
101	GENERAL FUND	CUSTOMER SERVICE	349,314	356,586	393,629	362,005	359,040	-0.82 %
		<b>TOTAL GENERAL FUND</b>	<b>2,415,527</b>	<b>2,332,567</b>	<b>2,496,371</b>	<b>2,726,702</b>	<b>2,774,350</b>	<b>1.75 %</b>
103	FACILITY MAINTENANCE	PURCHASING	155,938	106,486	131,030	99,100	99,100	0.00 %
201	MUNI SVCS FISCAL IMPACT	ACCOUNTING	0	56,000	138,000	0	0	0.00 %
407	CFD #1 SOUTHRIDGE VILLAGE	MGMT SERVICES ADMIN	1,006,100	1,006,100	1,006,100	1,006,100	1,006,100	0.00 %
580	GENERAL DEBT SERVICE	ACCOUNTING	5,231,720	5,233,367	5,244,511	49,172,147	4,735,420	-90.37 %
601	CAPITAL REINVESTMENT	MGMT SERVICES ADMIN	0	0	0	2,726,280	0	-100.00 %
630	CIRCULATION MITIGATION	MGMT SERVICES ADMIN	0	0	0	1,767,848	0	-100.00 %
631	FIRE ASSESSMENT	ACCOUNTING	0	0	0	7,058	0	-100.00 %
632	GENERAL GOVERNMENT	ACCOUNTING	0	0	0	1,017,764	0	-100.00 %
701	SEWER MAINT & OPERATIONS	CUSTOMER SERVICE	271,103	266,172	296,124	286,480	288,590	0.74 %
		<b>TOTAL OTHER FUNDS</b>	<b>6,664,861</b>	<b>6,668,124</b>	<b>6,815,765</b>	<b>56,082,777</b>	<b>6,129,210</b>	<b>-89.07 %</b>
		<b>TOTAL MANAGEMENT SERVICES</b>	<b>9,080,389</b>	<b>9,000,691</b>	<b>9,312,136</b>	<b>58,809,479</b>	<b>8,903,560</b>	<b>-84.86 %</b>
		<b>Total Budgeted Full-Time Positions</b>	<b>22.00</b>	<b>21.00</b>	<b>21.00</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00 %</b>
		<b>Total Budgeted Part-Time Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00 %</b>

# Division Budget Summary

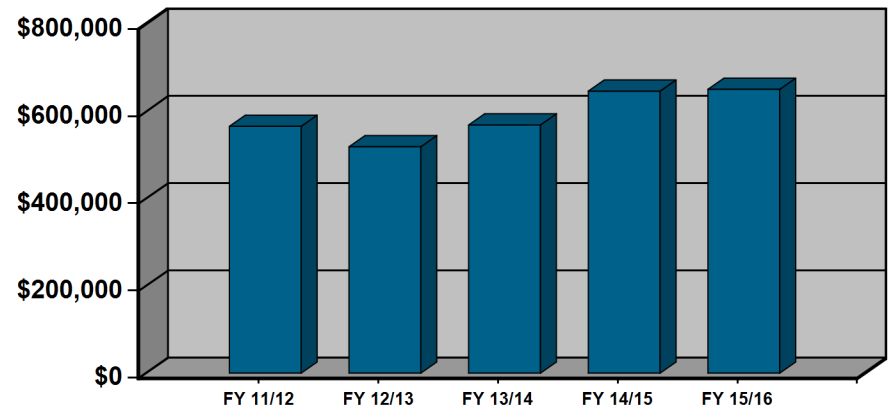
<b>Department: MANAGEMENT SERVICES</b>	<b>Fund Title: GENERAL FUND</b>
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<b>Division: MGMT SERVICES ADMIN</b>	<b>Fund Number: 101</b>
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**Mission Statement:**  
To manage and protect the City's financial assets.

<b>Selected Service Objectives:</b>	<b>Five-Year Expenditures</b>
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- To assist the City Council and management in the effective discharge of their duties and responsibilities by providing timely and accurate financial information
- To invest the City's portfolio balancing safety, liquidity and yield objectives
- To update the City's Long-Term Financial Plan
- To develop long-term funding and debt management plans
- To provide high quality services to the community and other City departments
- To coordinate the City's Internal Audit Program
- To coordinate the City's State Mandated Claims Reimbursement Program
- To coordinate the City's Disaster Claims Reimbursement Program



**Five-Year History**

Expenditure Category	Audited Actual			Budget		
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	% Change From Prior Year
PERSONNEL SERVICES	\$448,823	\$453,677	\$486,128	\$490,133	\$494,090	0.81 %
OPERATING COSTS	\$3,762	\$6,041	\$5,540	\$6,500	\$6,500	0.00 %
CONTRACTUAL SERVICES	\$103,352	\$49,237	\$63,469	\$135,000	\$135,000	0.00 %
INTERNAL SERVICE CHARGES	\$10,470	\$10,520	\$14,390	\$15,510	\$15,720	1.35 %
<b>Total Expenditures</b>	<b>\$566,407</b>	<b>\$519,475</b>	<b>\$569,528</b>	<b>\$647,143</b>	<b>\$651,310</b>	<b>0.64 %</b>
Annual Percentage Change		-8.29 %	9.64 %	13.63 %	0.64 %	
Budgeted Staffing Level (FTEs)	3.00	3.00	3.00	3.00	3.00	
Budgeted Staffing Level (PT FTEs)	0.00	0.00	0.00	0.00	0.00	

# Division Budget Summary

**Department: MANAGEMENT SERVICES** **Fund Title: GENERAL FUND**

**Division: ACCOUNTING** **Fund Number: 101**

**Mission Statement:**  
To provide the City Council, public and management with accurate and and timely financial information by maintaining complete and reliable accounting records.

Selected Service Objectives:	Five-Year Expenditures
<ul style="list-style-type: none"> <li>• To ensure that all financial transactions are accounted for in accordance with Generally Accepted Accounting Principles (GAAP)</li> <li>• To prepare the City's Comprehensive Annual Financial Report (CAFR)</li> <li>• To provide timely financial reporting to the public and management</li> <li>• To provide administrative oversight of the City's Fire Services Contract</li> <li>• To establish new Mello-Roos Districts designed to administer and levy annual special taxes</li> <li>• To update the City's annual Cost Allocation Plan</li> <li>• To complete the annual City-wide User Fee Review and Update</li> <li>• To process payments to City vendors and employees in an efficient manner</li> </ul>	

## Five-Year History

Expenditure Category	Audited Actual			Budget		
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	% Change From Prior Year
PERSONNEL SERVICES	\$483,661	\$481,425	\$513,489	\$568,732	\$560,940	-1.37 %
OPERATING COSTS	\$29,124	\$23,284	\$34,106	\$17,000	\$17,000	0.00 %
CONTRACTUAL SERVICES	\$138,825	\$133,820	\$138,456	\$178,000	\$178,000	0.00 %
INTERNAL SERVICE CHARGES	\$12,600	\$11,280	\$15,710	\$17,790	\$17,850	0.34 %
CAPITAL EXPENDITURES	\$0	\$387	\$0	\$0	\$0	0.00 %
<b>Total Expenditures</b>	<b>\$664,211</b>	<b>\$650,196</b>	<b>\$701,761</b>	<b>\$781,522</b>	<b>\$773,790</b>	<b>-0.99 %</b>
Annual Percentage Change		-2.11 %	7.93 %	11.37 %	-0.99 %	
Budgeted Staffing Level (FTEs)	5.00	5.00	5.00	5.00	5.00	
Budgeted Staffing Level (PT FTEs)	0.00	0.00	0.00	1.00	1.00	

# Division Budget Summary

**Department: MANAGEMENT SERVICES** Fund Title: **GENERAL FUND**

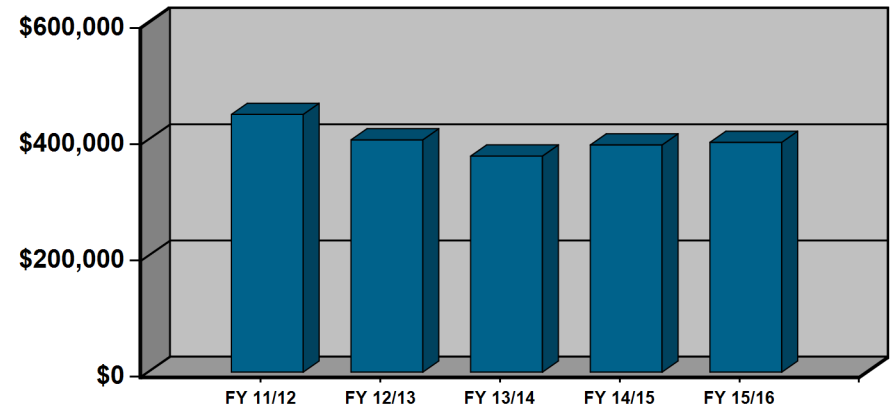
**Division: PURCHASING** Fund Number: **101**

**Mission Statement:**

To further the Goals and Objectives of the City Council relative to residents, businesses and internal customers by utilizing the most effective, efficient and technologically current purchasing and customer service practices.

**Selected Service Objectives:** **Five-Year Expenditures**

- To encourage local businesses to participate in the City's Purchasing Programs
- To provide coordinated purchasing services including electronic or "e" procurement to achieve the best value for goods and services, commensurate with the quality required
- To continue to work towards a more centralized purchasing process
- To consolidate and standardize purchases on a City-wide level to better implement multi-year contracts
- To create desktop purchasing manuals



**Five-Year History**

Expenditure Category	Audited Actual			Budget		
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	% Change From Prior Year
PERSONNEL SERVICES	\$419,451	\$382,085	\$349,891	\$367,613	\$371,660	1.10 %
OPERATING COSTS	\$14,215	\$7,561	\$11,454	\$12,000	\$12,000	0.00 %
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
INTERNAL SERVICE CHARGES	\$9,910	\$10,140	\$10,520	\$11,370	\$11,830	4.05 %
<b>Total Expenditures</b>	<b>\$443,577</b>	<b>\$399,787</b>	<b>\$371,865</b>	<b>\$390,983</b>	<b>\$395,490</b>	<b>1.15 %</b>
Annual Percentage Change		-9.87 %	-6.98 %	5.14 %	1.15 %	
Budgeted Staffing Level (FTEs)	5.00	4.00	4.00	4.00	4.00	
Budgeted Staffing Level (PT FTEs)	0.00	0.00	0.00	0.00	0.00	

# Division Budget Summary

<b>Department: MANAGEMENT SERVICES</b>	<b>Fund Title: GENERAL FUND</b>
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<b>Division: BUDGET/PAYROLL</b>	<b>Fund Number: 101</b>
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**Mission Statement:**  
To prepare and manage the City's Operating Budget and Capital Improvement Program; and to manage the payroll function.

<b>Selected Service Objectives:</b>	<b>Five-Year Expenditures</b>												
<ul style="list-style-type: none"> <li>• To prepare the City's annual Operating Budget and the Seven-Year Capital Improvement Program (CIP)</li> <li>• To prepare and present quarterly Budget Status Reports to the City Council in a timely manner</li> <li>• To assist the City Council and management in the effective discharge of their duties and responsibilities by providing timely and accurate financial information</li> <li>• To provide high quality services to the community and other City departments</li> </ul>	<table border="1" style="display: none; margin-top: 10px;"> <caption>Five-Year Expenditures Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Expenditure (\$)</th> </tr> </thead> <tbody> <tr> <td>FY 11/12</td> <td>~400,000</td> </tr> <tr> <td>FY 12/13</td> <td>~420,000</td> </tr> <tr> <td>FY 13/14</td> <td>~480,000</td> </tr> <tr> <td>FY 14/15</td> <td>~550,000</td> </tr> <tr> <td>FY 15/16</td> <td>~620,000</td> </tr> </tbody> </table>	Fiscal Year	Expenditure (\$)	FY 11/12	~400,000	FY 12/13	~420,000	FY 13/14	~480,000	FY 14/15	~550,000	FY 15/16	~620,000
Fiscal Year	Expenditure (\$)												
FY 11/12	~400,000												
FY 12/13	~420,000												
FY 13/14	~480,000												
FY 14/15	~550,000												
FY 15/16	~620,000												

## Five-Year History

Expenditure Category	Audited Actual			Budget		
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	% Change From Prior Year
PERSONNEL SERVICES	\$369,695	\$375,816	\$436,570	\$516,289	\$563,940	9.23 %
OPERATING COSTS	\$13,824	\$21,988	\$10,699	\$12,830	\$12,830	0.00 %
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
INTERNAL SERVICE CHARGES	\$8,500	\$8,720	\$12,320	\$15,930	\$17,950	12.68 %
<b>Total Expenditures</b>	<b>\$392,020</b>	<b>\$406,523</b>	<b>\$459,589</b>	<b>\$545,049</b>	<b>\$594,720</b>	<b>9.11 %</b>
Annual Percentage Change		3.70 %	13.05 %	18.59 %	9.11 %	
Budgeted Staffing Level (FTEs)	3.00	3.00	3.00	5.00	5.00	
Budgeted Staffing Level (PT FTEs)	1.00	1.00	1.00	0.00	0.00	



# Division Budget Summary

<b>Department: MANAGEMENT SERVICES</b>	<b>Fund Title: GENERAL FUND</b>
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<b>Division: CUSTOMER SERVICE</b>	<b>Fund Number: 101</b>
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**Mission Statement:**  
To provide excellent customer service.

<p><b>Selected Service Objectives:</b></p> <ul style="list-style-type: none"> <li>• To provide the most efficient means for businesses to interact with the City while applying for and renewing business licenses and permits</li> <li>• To provide coordinated and responsive billing services to all City departments</li> <li>• To provide cashiering and payment processing services</li> <li>• To provide dog licensing services for Fontana residents</li> <li>• To promote and operate a Passport Acceptance Office</li> <li>• To provide parking citation payment processing</li> <li>• To issue firework permits</li> </ul>	<p><b>Five-Year Expenditures</b></p>
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**Five-Year History**

Expenditure Category	Audited Actual			Budget		
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	% Change From Prior Year
PERSONNEL SERVICES	\$335,079	\$343,916	\$368,629	\$345,465	\$342,150	-0.96 %
OPERATING COSTS	\$6,934	\$5,349	\$14,890	\$6,000	\$6,000	0.00 %
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
INTERNAL SERVICE CHARGES	\$7,300	\$7,320	\$10,110	\$10,540	\$10,890	3.32 %
<b>Total Expenditures</b>	<b>\$349,314</b>	<b>\$356,586</b>	<b>\$393,629</b>	<b>\$362,005</b>	<b>\$359,040</b>	<b>-0.82 %</b>
Annual Percentage Change		2.08 %	10.39 %	-8.03 %	-0.82 %	
Budgeted Staffing Level (FTEs)	4.00	4.00	4.00	4.00	4.00	
Budgeted Staffing Level (PT FTEs)	2.00	2.00	2.00	2.00	2.00	

# Division Budget Summary

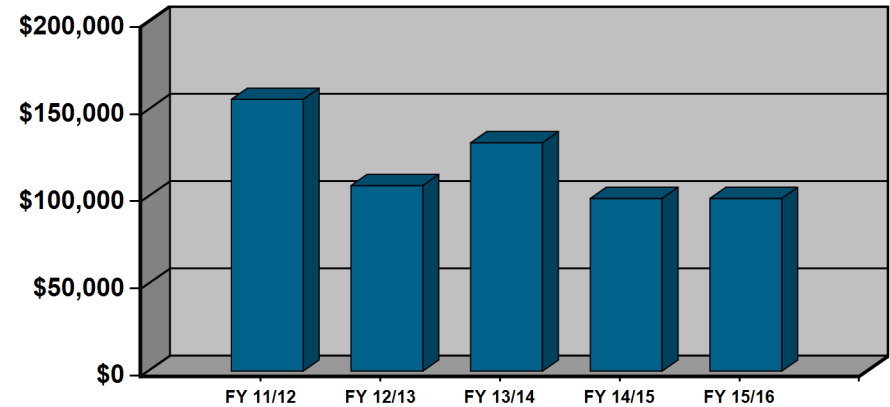
<b>Department: MANAGEMENT SERVICES</b>	<b>Fund Title: FACILITY MAINTENANCE</b>
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<b>Division: PURCHASING</b>	<b>Fund Number: 103</b>
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**Mission Statement:**  
To provide for all mailing services for City-wide operations at the most affordable cost.

<b>Selected Service Objectives:</b>	<b>Five-Year Expenditures</b>
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• To provide equipment and postage to facilitate the City's mailroom activities



## Five-Year History

Expenditure Category	Audited Actual			Budget		% Change From Prior Year
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	
PERSONNEL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
OPERATING COSTS	\$155,938	\$106,486	\$131,030	\$99,100	\$99,100	0.00 %
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
<b>Total Expenditures</b>	<b>\$155,938</b>	<b>\$106,486</b>	<b>\$131,030</b>	<b>\$99,100</b>	<b>\$99,100</b>	<b>0.00 %</b>
Annual Percentage Change		-31.71 %	23.05 %	-24.37 %	0.00 %	

# Division Budget Summary

<b>Department: MANAGEMENT SERVICES</b>	<b>Fund Title: CFD #1 SOUTHRIDGE VILLAGE</b>
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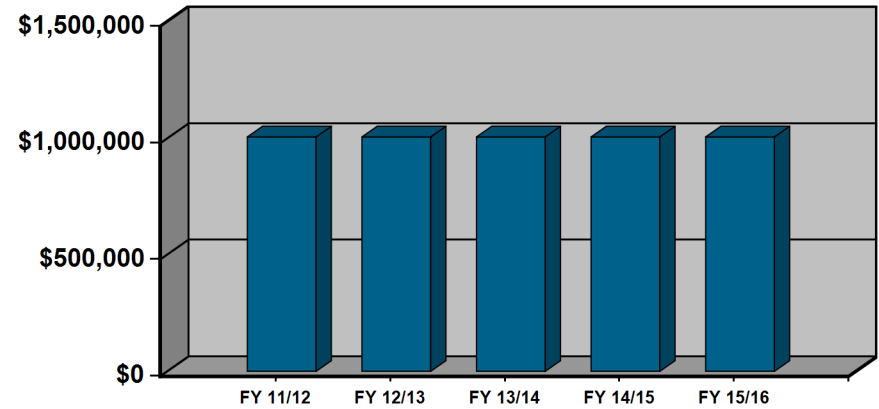
<b>Division: MGMT SERVICES ADMIN</b>	<b>Fund Number: 407</b>
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**Mission Statement:**  
To provide funding from Community Facilities District #1 for Fire Station 74 whose primary service area is Southridge.

**Selected Service Objectives:**

- To fund fire costs for Community Facilities District #1 (Southridge) based on an allocation of fire protection points within the service area of Fire Station 74

**Five-Year Expenditures**



**Five-Year History**

Expenditure Category	Audited Actual			Budget		
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	% Change From Prior Year
PERSONNEL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
OPERATING COSTS	\$0	\$0	\$0	\$0	\$0	0.00 %
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
CONTRIBUTIONS TO	\$1,006,100	\$1,006,100	\$1,006,100	\$1,006,100	\$1,006,100	0.00 %
<b>Total Expenditures</b>	<b>\$1,006,100</b>	<b>\$1,006,100</b>	<b>\$1,006,100</b>	<b>\$1,006,100</b>	<b>\$1,006,100</b>	<b>0.00 %</b>
Annual Percentage Change		0.00 %	0.00 %	0.00 %	0.00 %	

# Division Budget Summary

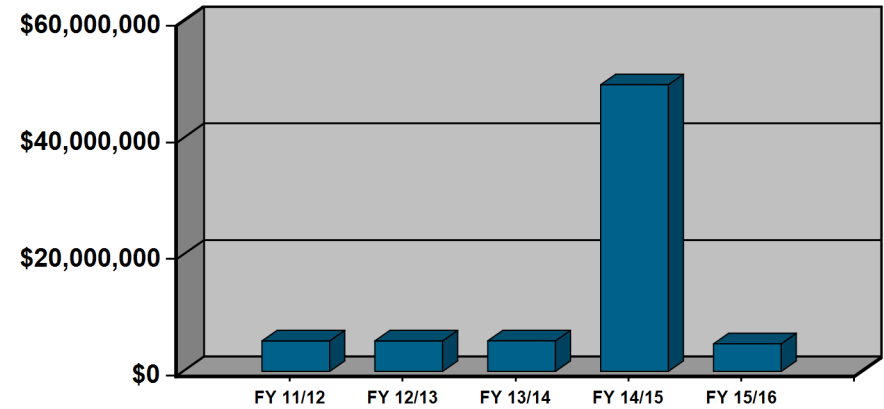
**Department: MANAGEMENT SERVICES** Fund Title: **GENERAL DEBT SERVICE**

**Division: ACCOUNTING** Fund Number: **580**

**Mission Statement:**  
To manage the debt obligations of the City.

**Selected Service Objectives:** **Five-Year Expenditures**

- To manage the 2003 Lease Revenue Bonds (Police Facility)
- To manage the 2010 Lease Revenue Bonds (Fire Station No. 71)
- To manage the 2014 Lease Revenue Refunding Bonds (refunded 2007 LRBS - Property)



**Five-Year History**

Expenditure Category	Audited Actual			Budget		% Change From Prior Year
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	
PERSONNEL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
OPERATING COSTS	\$4,517	\$8,926	\$6,767	\$22,750	\$22,750	0.00 %
CONTRACTUAL SERVICES	\$0	\$0	\$0	\$0	\$0	0.00 %
DEBT SERVICE	\$5,227,203	\$5,224,441	\$5,237,744	\$49,149,397	\$4,712,670	-90.41 %
<b>Total Expenditures</b>	<b>\$5,231,720</b>	<b>\$5,233,367</b>	<b>\$5,244,511</b>	<b>\$49,172,147</b>	<b>\$4,735,420</b>	<b>-90.37 %</b>
Annual Percentage Change		0.03 %	0.21 %	837.59 %	-90.37 %	

# Division Budget Summary

**Department: MANAGEMENT SERVICES** **Fund Title: SEWER MAINT & OPERATIONS**

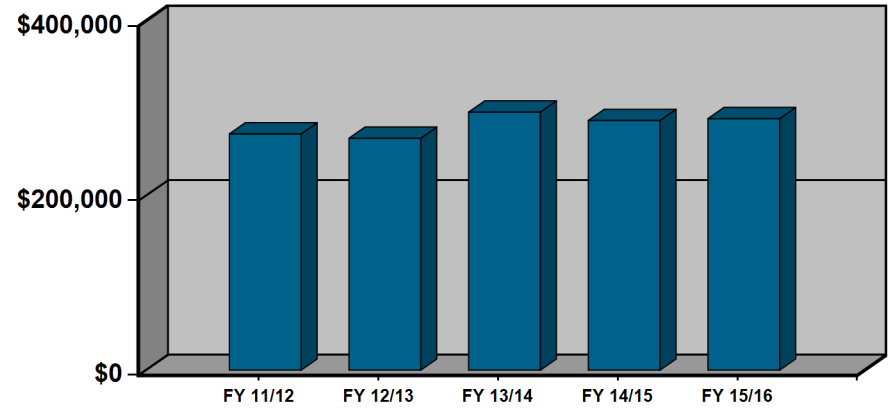
**Division: CUSTOMER SERVICE** **Fund Number: 701**

**Mission Statement:**

To provide prompt, accurate billing for the City's sewer system customers, maintain sewer accounts, pursue delinquencies through the filing of real estate property liens, transition billing onto the property tax rolls, and provide a high level of customer service to the City's Sewer system customers.

**Selected Service Objectives:** **Five-Year Expenditures**

- To place new residential sewer service connections on the annual property tax bill
- To interact with Public Works to identify properties with discrepancies in classification or number or EDUs
- To calculate and prepare bills for sewer service for approximately 39,514 accounts (38,399 residential, 955 commercial/industrial, and 160 other use)
- To pursue delinquencies through the regularly scheduled quarterly filing of real property liens



**Five-Year History**

Expenditure Category	Audited Actual			Budget		
	FY 11/12	FY 12/13	FY 13/14	Current FY 14/15	New FY 15/16	% Change From Prior Year
PERSONNEL SERVICES	\$236,103	\$233,279	\$249,255	\$222,320	\$224,680	1.06 %
OPERATING COSTS	\$5,828	\$3,709	\$4,609	\$7,100	\$7,100	0.00 %
CONTRACTUAL SERVICES	\$18,583	\$18,473	\$26,770	\$41,500	\$41,500	0.00 %
INTERNAL SERVICE CHARGES	\$10,590	\$10,710	\$15,490	\$15,560	\$15,310	-1.61 %
<b>Total Expenditures</b>	<b>\$271,103</b>	<b>\$266,172</b>	<b>\$296,124</b>	<b>\$286,480</b>	<b>\$288,590</b>	<b>0.74 %</b>
Annual Percentage Change		-1.82 %	11.25 %	-3.26 %	0.74 %	
Budgeted Staffing Level (FTEs)	2.00	2.00	2.00	2.00	2.00	
Budgeted Staffing Level (PT FTEs)	2.00	2.00	2.00	2.00	2.00	