

# Department of Finance

## FY 2014 Advertised Budget Plan: Performance Measures

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### Financial Control and Compliance

#### Goal

To continually maintain and improve the financial management systems used across the County in accordance with sound principles of internal control, minimizing inefficiencies or redundancies and assuring the integrity of data used by the public, the governing body and County managers.

#### Objective

To improve compliance and financial support activities in County agencies by facilitating access to, and implementation of, services and automated tools that resolve 90 percent of the issues identified as needing improvement.

#### Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Agency compliance and/or program support assessments completed	12	7	9 / NA	NA
<b>Efficiency</b>				
Staff hours per agency compliance assessment and/or program support effort	38	16	38 / NA	NA
<b>Service Quality</b>				
Average customer satisfaction rating of assessment and/or program support implementation effort	92%	92%	93% / NA	NA
<b>Outcome</b>				
Percent of agency compliance assessment issues resolved and/or support efforts completed	90%	55%	88% / NA	NA

Focus on compliance and agency support were suspended during FOCUS design and implementation in FY 2012. Compliance efforts were later transferred to the Office of Internal Audit. The Department of Finance is designing new performance measures in FY 2013 based on emerging needs.

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**Objective**

To ensure that 100 percent of bank accounts are reconciled within 30 days.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Average monthly bank transactions reconciled and resolved within established timeframe	38,278	37,975	37,595 / 38,253	37,219
<b>Efficiency</b>				
Staff hours per 100 bank transactions	1.05	1.07	1.00 / 1.00	1.00
<b>Service Quality</b>				
Percent change of items requiring reconciliation	0.00%	0.01%	0.10% / 0.15%	0.10%
<b>Outcome</b>				
Percent of bank accounts reconciled within 30 days	100%	100%	100% / 100%	100%

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### Investing and Cash Flow Management

**Goal**

To manage all bank relationships and cash for County agencies in order to ensure the prudent and safe investment of financial assets, maximize interest income and fund financial obligations.

**Objective**

To ensure that 98 percent of banking services fully meet customer expectations.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Banking service transactions processed	214	209	200 / 275	200
<b>Efficiency</b>				
Staff hours per 100 banking service transactions	180	180	180 / 180	180
<b>Service Quality</b>				
Percent of customer satisfaction	98%	98%	98% / 99%	99%
<b>Outcome</b>				
Percent of timely bank services fully meeting customer expectations	98%	98%	98% / 98%	98%

**Objective**

To securely invest cash assets in order to meet daily cash flow requirements and to earn a rate of return that is at least 150 percent of industry-standard yield.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Annual portfolio return achieved	0.9%	0.8%	0.6% / 0.7%	0.5%
<b>Efficiency</b>				
Work years per 100 investment transactions	0.4	0.4	0.4 / 0.4	0.4
<b>Service Quality</b>				
Percent of investment transactions in compliance with policy guidelines (i.e., without need of exception approval)	99.9%	99.9%	99.5% / 99.9%	99.5%
<b>Outcome</b>				
Percent of industry-standard yield achieved	305%	353%	150% / 380%	150%

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**Objective**

To manage funds so that the target cash balance is met 100 percent of the time.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Total cash payment transactions conducted <sup>1</sup>	1,353	1,371	1,400 / 907	480
<b>Efficiency</b>				
Staff hours per 1,000 cash flow transactions	35.0	35.0	35.0 / 35.0	35.0
<b>Service Quality</b>				
Percent of days the un-invested cash balance does not fall outside target range	99%	100%	99% / 99%	99%
<b>Outcome</b>				
Percent of days target cash balance was met	100%	100%	100% / 100%	100%

<sup>1</sup> The majority of wire transfer transactions are generated automatically by the FOCUS system. Starting in November 2011, only investment transactions are originated from this operating unit.

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### Accounting and Financial Reporting

#### Goal

To provide technical accounting oversight and guidance to County agencies to ensure that generally accepted accounting procedures, legal requirements and County policies and procedures are consistently applied; to maintain the integrity of the County's accounting records; and to fully satisfy all reporting requirements.

#### Objective

To provide technical oversight of accounting records by reviewing and analyzing financial records of all County agencies so that the County earns an unqualified audit opinion.

#### Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Fund/agency accounts reviewed and analyzed <sup>1</sup>	142	142	143 / 159	159
<b>Efficiency</b>				
Staff hours per account reviewed and analyzed <sup>2</sup>	59	51	59 / 45	45
<b>Service Quality</b>				
Percent of accounts requiring no year-end adjustment <sup>3</sup>	94%	88%	94% / NA	NA
<b>Outcome</b>				
Unqualified audit opinions	Yes	Yes	Yes / Yes	Yes

<sup>1</sup> The number of funds increased in FY 2012 to utilize the functionality of the FOCUS system

<sup>2</sup> Limited staff resources applied to a greater number of funds results in lower average effort per fund.

<sup>3</sup> Performance measures for this indicator were not available in time for publication of the FY 2014 Advertised Budget Plan; however, it is anticipated that they will be available for publication in the FY 2014 Adopted Budget Plan.

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**Objective**

To satisfy 100 percent of mandated requirements for all audited financial reports compiled, completed and issued by the Department of Finance.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Mandated reports issued	6	6	6 / 6	6
<b>Efficiency</b>				
Staff hours per report issued	1,002	1,002	1,002 / 1,136	1,136
<b>Service Quality</b>				
Awarded the Government of Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes / Yes	Yes
<b>Outcome</b>				
Percent of mandated requirements satisfied for all audited financial reports issued by the Department of Finance	100%	100%	100% / 100%	100%

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### Payment of Countywide Obligations

#### Goal

To provide guidance and oversight in fiscal management practices in order to maintain the highest level of accountability and to provide accurate and timely financial performance information to County agencies and external customers.

#### Objective

To provide analysis, training and customer support to decentralized accounts payable operations to ensure payments initiated by County agencies comply with County policies; to obtain available discounts for prompt payments; and to ensure that at least 97 percent of obligations are paid accurately and on time.

#### Performance Indicators

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Adjustments or corrections to payment transactions <sup>1</sup>	2,227	2,099	2,350 / NA	NA
<b>Efficiency</b>				
Staff hours of proactive data analysis per adjustment or correction <sup>1</sup>	0.22	0.18	0.22 / NA	NA
<b>Service Quality</b>				
Percent of customers fully satisfied with service provided <sup>1</sup>	86.0%	92.0%	97.0% / NA	NA
<b>Outcome</b>				
Percentage of countywide obligations paid without requiring adjustment or correction <sup>1</sup>	99.0%	99.0%	97.0% / NA	NA

<sup>1</sup> Performance measures for these indicators were not available in time for publication of the FY 2014 Advertised Budget Plan; however, it is anticipated that they will be available for publication in the FY 2014 Adopted Budget Plan.

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**Objective**

To produce checks and electronic transfers in payment of County obligations on the authorized payment date while maintaining a fully satisfactory payee rating of 97 percent or greater.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Checks and electronic payments initiated	250,119	252,947	252,947 / 255,832	256,000
<b>Efficiency</b>				
Cost per payment (check or transfer)	\$0.359	\$0.352	\$0.334 / \$0.341	\$0.341
<b>Service Quality</b>				
Percent of payments issued by due date <sup>1</sup>	96.0%	95.0%	95.0% / NA	95.0%
<b>Outcome</b>				
Percent of payees rating payment system fully satisfactory <sup>1</sup>	98%	97%	97% / NA	97%

<sup>1</sup> Performance measures for this indicator were not available in time for publication of the FY 2014 Advertised Budget Plan; however, it is anticipated that they will be available for publication in the FY 2014 Adopted Budget Plan.

**Objective**

To increase processing efficiency by at least 5 percent by developing and implementing electronic commerce initiatives associated with accounts payable and payment production programs.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
<b>Output</b>				
Payments processed utilizing e-commerce initiatives	40,194	44,103	46,300 / 48,823	50,000
<b>Efficiency</b>				
Staff hours used to research, develop and implement e-commerce payments	0.12	0.09	0.09 / 0.08	0.08
<b>Service Quality</b>				
Percent of agencies fully satisfied with e-commerce initiatives	97%	97%	97% / 97%	97%
<b>Outcome</b>				
Percent change in processing efficiency resulting from use of e-commerce	6.0%	5.0%	5.0% / 5.0%	5.0%