

# Department of Finance

## FY 2021 Adopted 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 ensure that 100 percent of bank accounts are reconciled within 30 days.

#### Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
<b>Output</b>					
Average monthly bank transactions reconciled and resolved within established timeframe	31,579	30,626	29,677/28,736	26,963	25,300
<b>Efficiency</b>					
Staff hours per 100 bank transactions	0.71	0.75	0.80/0.76	0.86	0.86
<b>Service Quality</b>					
Percent change of items requiring reconciliation	0.05%	0.01%	0.03%/0.01%	0.03%	0.03%
<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 100 percent of banking services fully meet customer expectations.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
<b>Output</b>					
Banking service transactions processed	441	409	400/487	425	425
<b>Efficiency</b>					
Staff hours per 100 banking service transactions	180	180	180/180	180	180
<b>Service Quality</b>					
Percent of customer satisfaction	99%	99%	99%/99%	99%	99%
<b>Outcome</b>					
Percent of timely bank services fully meeting customer expectations	98%	98%	98%/100%	100%	100%

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**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 110 percent of industry-standard yield.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
<b>Output</b>					
Annual portfolio return achieved	1.1%	1.6%	2.0%/2.5%	2.0%	2.0%
<b>Efficiency</b>					
Work years per 100 investment transactions	0.4	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)	100%	100%	99.5%/100%	100.0%	100.0%
<b>Outcome</b>					
Percent of industry-standard yield achieved	148%	106%	110%/105%	110%	110%

**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	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
<b>Output</b>					
Total cash payment transactions conducted	484	537	500/645	600	650
<b>Efficiency</b>					
Staff hours per 1,000 cash flow transactions	41.0	41.0	41.0/41.0	41.0	41.0
<b>Service Quality</b>					
Percent of days the un-invested cash balance does not fall outside target range	100%	100%	99%/100%	100%	100%
<b>Outcome</b>					
Percent of days target cash balance was met	100%	100%	100%/100%	100%	100%

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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	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
<b>Output</b>					
Fund/agency accounts reviewed and analyzed	178	176	174/176	176	177
<b>Efficiency</b>					
Staff hours per account reviewed and analyzed	46	46	50/48	48	48
<b>Service Quality</b>					
Unaddressed deficiencies identified in external audit	0	0	0/0	0	0
<b>Outcome</b>					
Unqualified audit opinions	Yes	Yes	Yes/Yes	Yes	Yes

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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	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
<b>Output</b>					
Mandated reports issued	6	6	6/6	6	6
<b>Efficiency</b>					
Staff hours per report issued	1,223	1,102	1,200/1,245	1,245	1,245
<b>Service Quality</b>					
Awarded the Government of Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting	Yes	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%	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 produce checks and electronic transfers in payment of County obligations on the authorized payment date while maintaining a fully satisfactory payee rating of 98 percent or greater.

#### Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
<b>Output</b>					
Checks and electronic payments initiated	239,738	232,829	228,000/225,363	222,000	220,000
<b>Efficiency</b>					
Cost per payment (check or transfer)	\$0.34	\$0.34	\$0.34/\$.34	\$0.34	\$0.34
<b>Service Quality</b>					
Percent of payments issued by due date	96.0%	96.0%	97.0%/95.1%	96.0%	97.0%
<b>Outcome</b>					
Percent of payees rating payment system fully satisfactory	97%	97%	98%/93%	95%	98%

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**Objective**

To increase processing efficiency by at least 7 percent by developing and implementing electronic commerce initiatives associated with accounts payable and payment production programs.

**Performance Indicators**

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020	FY 2021
<b>Output</b>					
Payments processed utilizing e-commerce initiatives	86,432	85,255	85,000/89,585	90,000	90,000
<b>Efficiency</b>					
Staff hours used to research, develop and implement e-commerce payments	0.09	0.09	0.09/0.09	0.09	0.09
<b>Service Quality</b>					
Percent of agencies fully satisfied with e-commerce initiatives	92%	91%	92%/92%	92%	92%
<b>Outcome</b>					
Percent change in processing efficiency resulting from use of e-commerce	6.0%	7.0%	7.0%/7.0%	7.0%	7.0%