



ANTONIO R. VILLARAIGOSA  
MAYOR

June 11, 2012

Honorable Budget and Finance Committee  
Honorable Audits and Governmental Efficiency Committee  
200 N. Spring Street, Room 303  
Los Angeles, California 90012

Attn: Erika Pulst, Legislative Assistant I  
Richard Williams, Legislative Assistant I

**RE: Accounts Receivable Citywide Improvement Initiatives Report (C.F. No. 10-0225)**

Dear Honorable Committee Members:

As requested by the Budget and Finance and Audits and Governmental Efficiency Committees, I am releasing an update to the Accounts Receivable Citywide Improvement Initiatives including the status of implementing Commission on Revenue Efficiency (CORE) Blueprint for Reform of City Collections recommendations. This report is a follow-up to our transmittal dated August 8, 2011 and further ongoing reporting on citywide accounts receivable management efforts.

If you have any questions, please contact Todd Bouey, Revenue Manager, at (213) 978-1781 or by e-mail at [Todd.bouey@lacity.org](mailto:Todd.bouey@lacity.org).

Sincerely,

Antoinette D. Christovale, CPA  
Director of Finance

Attachment

cc: Honorable Wendy Greuel, City Controller  
Honorable Carmen Trutanich, City Attorney  
Gaye Williams, Chief of Staff, Mayor's Office  
Matt Szabo, Deputy Chief of Staff, Mayor's Office  
Gerry Miller, Chief Legislative Analyst  
Miguel Santana, City Administrative Officer  
Neil Guglielmo, Deputy Mayor for Budget and Financial Policy  
Monique Earl, Associate Director, Mayor's Office of Budget and Financial Policy  
Beverly Cook, Assistant City Attorney  
Fernando Campos, Inspector General, Office of the CAO  
Finance Management Team

# Accounts Receivable Citywide Improvement Initiatives

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Report to Mayor and City Council  
Fiscal Year 2011-12



## **OFFICE OF FINANCE**

**Antoinette Christovale, CPA**  
**Director of Finance**

**June 11, 2012**

## SUMMARY

This report updates the Mayor and Council on progress in implementing initiatives recommended by the Macias Consulting Group Study (Macias Study), *Feasibility and Implementation Study: Centralization of Billing and Collection Activities* (2009); 2010 City Controller's *Follow-Up Audit on Citywide Billing and Collection Practices*; Commission on Revenue Efficiency's (CORE) *Blueprint for Reform of City Collections* (October 2010); and City Council actions (C.F. 10-0225). The accounts receivable related directives of the City Controller, Macias Study, CORE and City Council are each represented herein via initiatives Finance is proposing and undertaking. (Exhibit i)

Notably, all of the major revenue options of the Macias Study and immediate financial recommendations of CORE have been implemented. Fire ambulance billings have been outsourced. Parking citations are being bid with secondary collections options. Centralized Accounts Receivable Reporting is implemented. The Inspector General position is filled.

In the past two years, Finance has implemented new revenue programs including (figures since inception):

- Administrative Tax Liens (\$5.5M) initiated December 2010
- Non-Tax Amnesty program (\$2.9M) from February through April 2011
- Secondary Collections (\$900k) contracts executed December 2010

In May 2011, the Mayor's Office re-released Executive Directive No. 5 reiterating the need for compliance and providing that Finance instructions on billing and collections be treated as Mayoral directives. This theme is again echoed in the Mayor's Budget policy letter for FY 2012-13. Finance has generally seen good cooperation and commitment from departments on a number of fronts.

Citywide non-tax revenue collection, collection referral rates, and active write-off of bad debt are all at their highest level since the formation of the Office of Finance. Departments are actively engaging in improving accounts receivable management and the City will reap dividends; however, the rewards are unlikely to achieve the levels that some may perceive.

Finance is continuing to pursue the highest value opportunities within available resources and at this time is prioritizing citywide penalty and interest application along with formation of a Board to revoke licenses and permits from tax scofflaws. The City Revenue Manager will initiate these processes with a survey of City departments to identify specific accounts receivables and necessary related information to implement these initiatives. The Mayor and City Council's continued support of these efforts is appreciated.

**RECOMMENDATIONS**

That the City Council:

1. Direct citywide departments to be timely and responsive to Office of Finance's citywide penalty and interest implementation coordinating efforts of the City Revenue Manager.
2. Instruct Office of Finance to report back annually to the City Council with a comprehensive report on Accounts Receivable Citywide Improvement Initiatives including status of implementing recommendations of the Commission on Revenue Efficiency, City Controller, and City Council.

Attachment

Exhibit i – Finance Directives Checklist

**Finance Directives Checklist**  
**Sorted by Initiative and Recommendation Source**

#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
1	Citywide Reporting	City Controller	<p>1)a) In implementing centralized billing and collections, Finance should:</p> <p>Explore the cost effectiveness of having the Information Technology Agency (ITA) build any interfaces and system modifications as part of the Financial Management System (FMS) implementation, as opposed to Macias' proposal to hire a contractor to develop a portal.</p>	ITA	Council approved FMS Phase 2 project to build a citywide accounts receivable billing data warehouse and reporting tool as recommended.	03/31/2011	Implemented
2	Citywide Reporting	City Council	<p>Instruct the CAO, with the assistance of the City Attorney, Office of Finance and the CLA, to report to the City Council by March 10, 2010 with a summary report that contains the following information (CF# 10-0332 March 4, 2010):</p> <p>-A comprehensive summary of all outstanding receivables due the City, broken down by principal, interest, fines, and fees.</p> <p>-What portion of the amount is realistically collectible, and what portion should be considered for write off due to legal or practical constraints.</p>	City Attorney; CAO; CLA	The FY12 third quarter Accounts Receivable Quarterly report breaks down outstanding receivables by principal, interest and penalty. Reported net collectibles are representative of expected collections.	05/01/2012	Implemented
3	Citywide Reporting	CORE	<p>2) FMS ROLL OUT AND FUTURE FUNDING - CORE recommends that ITA and Finance take all actions necessary for full and smooth launch of the new FMS by July 1, 2011, coupled with implementation of the accounts receivable module / component by September 30, 2011. Additionally, it will be vital for the City to fund the future phases of greater accounts receivable centralization.</p>	ITA	<p>FMS Phase 1, including Accounts Receivable module, is live as of <u>July 2011</u>.</p> <p>Centralized Accounts Receivable Reporting (CARR), an accounts receivable billing data warehouse, is completely live as of <u>May 2012</u>.</p>	05/01/2012	Completed

**Finance Directives Checklist**  
**Sorted by Initiative and Recommendation Source**

#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
4	Citywide Reporting	CORE	41) REVISE ACCOUNTS RECEIVABLE REPORTING TEMPLATE - CORE recommends that Finance revise the accounts receivable template used by departments and Finance for reports of quarterly receivables. i. Include columns delineating breakdowns of any applied interest, penalties and late fees. ii. Include columns delineating the age of receivables with greater specificity, and in time frames that will (a) correspond to the process flow and timetable(s) outlined in the (revised) Collection Guidelines, and (b) more clearly delineate accounts approaching statute(s) of limitations for collections.	Citywide	The Accounts Receivable Quarterly report breaks down receivables by principal, interest and penalty. Timelines correspond to Citywide Guidelines and 4 and 5 year markers delineate receivables reaching statute of limitations.	05/01/2012	Completed
5	Citywide Reporting	Macias Study	1) a) As part of centralization of report development, Finance should develop query access for each existing receivable system: - Envision -eTims (outsourced) -HIMS -FSS -CryWolf -PIMS	ITA; Citywide	CARR reporting is implemented.	05/01/2012	Completed
6	Citywide Reporting	Macias Study	3) The City Should Increase Accounts Receivable Reporting Frequency and Content for the Fire, Housing, Police and Transportation Departments from quarterly to monthly for four departments with high billing rates and receivables.	DOT; LAFD; LAHD; LAPD	Daily data and "real-time" reporting are both features of CARR.	05/01/2012	Implemented
7	Citywide Reporting	Macias Study	3)a) The content of the account receivable reporting should report the historic amount billed and amount collected-to-date, per month, from those billings.	Citywide	Billing data will accumulate on a go-forward basis from FMS Phase 2 accounts receivable billing data warehouse project go-live. Reporting is anticipated to be generated once sufficient data has accumulated for trending analysis.	05/01/2011	In Progress

**Finance Directives Checklist**  
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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
8	Citywide Reporting	Macias Study	3)b) These departments should determine the causes for late (over 90 days), and report a breakdown of receivable dollars by categorized cause, and Finance should graphically report these metrics to the Mayor's office and to Department management. This information will help both Finance and the Mayor's office oversee the effectiveness of these four departments in maximizing revenue.	DOT; LAFD; LAHD; LAPD	The Board of Review is requiring departments to provide breakdowns of uncollected accounts by reason.	05/01/2012	Initiated
9	Citywide Reporting	Macias Study	4)a) Departments should include currently missing information to their quarterly A/R reports to the Office of Finance:  -the Police Department should add DUI billings to their accounts receivable reporting.	LAPD	This minor receivable type will be targeted for inclusion in 4th quarter reporting for FY 11-12.	05/01/2012	Pending
10	Citywide Reporting	Macias Study	4)b) Departments should include currently missing information to their quarterly A/R reports to the Office of Finance:  - the Public Works Bureau of Sanitation should add billings for industrial waste, septage waste hauling, groundwater, and refuse and recycling services in the quarterly accounts receivable and collections report provided to Finance.	PW San	Sanitation IWMD billings are currently reported.	03/31/2011	Implemented
11	Citywide Reporting	Macias Study	4)c) Departments should include currently missing information to their quarterly A/R reports to the Office of Finance:  - the Bureau of Street Lighting should include billings for street light repairs.	PW BSL	This minor receivable type will be targeted for inclusion in 4th quarter reporting for FY 11-12.	05/01/2012	Pending

**Finance Directives Checklist**  
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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
12	Centralized Collections	City Controller	<p>27) Finance should provide departments with reports or electronic files that would allow the departments to reconcile their inventory of accounts to Finance's records.</p> <p>28) Finance should determine the feasibility of enhancing the website to meet the information needs of user departments.</p>		<p>Finance implemented this recommendation with the 2008 web-based portal and provided subsequent training to departments on using the tool to reconcile their inventory to Finance's records. In addition, CUBS (CCU system) reports are available to departments.</p> <p>Finance is enhancing this web tool based on user feedback to facilitate ease and usability for departments including:</p> <ul style="list-style-type: none"> <li>-Excel export and improved printing</li> <li>-User defined query parameters</li> </ul> <p>The contractor is presently working on implementing these enhancements with anticipated availability in FY 12/13.</p>	05/01/2012	In Progress
13	Centralized Collections	City Council	<p>AUTHORIZE the Office of Finance to negotiate and execute a two-year contract with four firms to provide secondary collection services on a contingency fee basis with the Office of Finance to be responsible for the contracts, though other City departments will also have the opportunity to refer delinquent accounts. (CF#10-0396 August 11, 2010)</p>		<p>This recommendation has been implemented with four secondary collection agency contracts effective <u>December 31, 2010</u>.</p>	03/31/2011	Implemented
14	Centralized Collections	City Council	<p>INSTRUCT the Los Angeles Police and Fire Departments to report back on the current process of referring delinquent accounts to the Office of Finance with recommendations to expedite the process. (CF#s 10-0225 and 10-1155 October 13, 2010)</p>	LAFD; LAPD	<p>According to the Police Commission's response (Council File No. 10-0225), all eligible accounts have been referred to collection agencies on a weekly basis, except for accounts that have been contested, have entered into installment agreements for payment, or are scheduled to be satisfied through alarm school. Further information is listed in their memo.</p> <p>Fire has indicated in its responses that delinquent accounts are referred to collections within 45 days except as otherwise required by Ordinance. For example CUPA invoices are deemed delinquent at 60 days from the invoice date. Fire Department began referring Ambulance billings over 270 days to City collection agencies in February 2010 generating \$4.3 million.</p>	06/30/2011	Submitted



**Finance Directives Checklist**  
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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
15	Centralized Collections	CORE	19) COMPULSORY / AUTOMATIC ACCOUNT TRANSFERS - CORE recommends replacing the current system of department "referrals" of accounts from one stage of collections to another with a de facto system of compulsory account transfers, under the supervision of Finance. Rather than make referrals a discretionary or recommended act by a department, the transfer should be compulsory (and, preferably, automatic) – unless there is a specific reason or circumstance to not do so.	ITA; Citywide	Most systems have established an electronic process for account transfers.	06/30/2011	Initiated
16	Centralized Collections	CORE	21) PRIMARY COLLECTIONS - CORE recommends that Finance amend the Collection Guidelines setting forth the process flow for primary collections of accounts of less than \$5,000 – as follows: i. Delinquent accounts, shall henceforth be de facto transferred to a primary collection agency (unless a department provides a satisfactory specific reason or circumstance not to).ii. If no payment is received within a 9 month period from transfer of an account to the primary collection agency, the account shall, in consultation with Finance, be automatically transferred to secondary collections.iii. If partial payment is received within the 9 month period, the period for the primary agency to hold the account may be extended up to another three months. iv. Finance shall have discretion to "pull" any account or pool of accounts at will.	ITA; Citywide	New primary collection contracts will reflect the recommendation that agencies will have up to 9 months to collect once accounts are referred. Finance has the contractual right to pull or pool accounts, but generally the determination to do so is with the referring department in practice.	05/01/2012	Implemented

**Finance Directives Checklist**  
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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
17	Centralized Collections	CORE	22) SECONDARY COLLECTIONS - CORE recommends that Finance amend the Collection Guidelines to provide for an automatic or compulsory transfer of unpaid accounts from primary to secondary collection vendors as soon as time allotted to primary collection has expired. Such transfer should be automatic and, at the same time, in consultation with Finance. Such transfer, we generally believe, should be for a six (6) month period -- except where Finance determines otherwise.	ITA; Citywide	Current secondary collections contracts stipulate a six month collection period. Most systems utilize electronic transfer of accounts based on triggers.	05/01/2012	Initiated
18	Centralized Collections	CORE	23) MULTIPLE VENDORS AND COMPETITION - CORE recommends that Finance have contracts with at least two private collection agencies with respect to each major type of receivable. Each vendor would initially receive equal referrals and Finance would evaluate and publish each vendor's performance quarterly. Under a rewards-based system for distributing accounts, the evaluations would be determinative of the volume of accounts assigned in subsequent quarters. Competition is good, and Finance should reward superior performance with additional referrals.		The new collection RFP solicits collection proposals including by account type. Currently the City contracts with 5 collection agencies. The new RFP establishes quarterly performance reviews of contractors.	05/01/2012	Implemented

**Finance Directives Checklist**  
**Sorted by Initiative and Recommendation Source**

#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
19	Citywide Customer ID	City Controller	34) Finance should develop a comprehensive database of delinquent debtors, which departments could refer to before accepting payments by check.	Citywide	<p>In accordance with LAMC 21.15, Finance since 2009 has been posting a list of delinquent tax debts due the City in excess of \$100,000 on a regular basis. In addition, a list of delinquent accounts that are in litigation are also posted.</p> <p>Finance has implemented an online view capability to LATAX for City departments to cross-reference businesses for tax registration and debts prior to entering into an agreement or arrangement. This business tax registration lookup functionality can be accessed from the LATAX link on the insidela web page.</p> <p>In May 2010, Finance began posting a non-tax debtor list on the City intranet. The purpose of the list is for departments to cross reference when servicing customers and request payment before extending additional services, permits, or fees to a debtor. The list was subsequently modified to enhance ability to search and sort information.</p> <p>See also Doc Line No. 23.</p>	06/30/2011	Completed
20	Citywide Customer ID	CORE	4) CITYWIDE CUSTOMER ID SYSTEM - CORE recommends implement-action of a consistent Citywide ID system for all accounts to be used by individuals and companies for their dealings with any and every City department. Finance, ITA and the Treasurer should prepare and submit a report on needed funding and a projected timeline for such implementation, along with projected cost savings from such a consistent system.	City Controller; GSD; ITA; Treasurer; Citywide	<p>An LATAX/FMS service vendor intercept of payments for vendors not current with their tax payments was developed and implemented in conjunction with FMS on July 5th. A commodity vendor intercept with SMS is also planned but presently on hold until programming resources are available. In the meantime, Finance has implemented a tax intercept process based on SMS vendors via a manual process with GSD to intercept any monies related to SMS vendors.</p> <p>Finance has presented the concept of a centralized citywide customer identification system as a potential project for inclusion in the City Technology Roadmap and consideration of the Information Technology Oversight Committee (ITOC).</p>	05/01/2012	In Progress

**Finance Directives Checklist**  
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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
21	Citywide Customer ID	CORE	44) INVENTORY OF CITY DATABASES - CORE recommends that ITA develop and submit an inventory to Council of currently existing and available department and Citywide data pools / databases that could assist in identifying parties who may owe the City money. Specifically: Instruct ITA and Finance to prepare an inventory of known databases, with brief descriptions of the data fields in each database, the format / software of each of the databases and the accessibility of the database to other departments.	ITA; Citywide	<p>A citywide review of accounts receivable systems and data types has been conducted jointly by FMS Phase 1 and the FMS Phase 2 Project Team. The indicated information has been shared through the FMS POC. Relevant information is being captured in the accounts receivable billing data warehouse. The data warehouse; however, does not constitute a customer identification system.</p> <p>Generally, billing data is not accessible inter-departmentally except where specific initiatives related to business processes have required certain levels of integration.</p>	03/31/2011	Completed

**Finance Directives Checklist**  
**Sorted by Initiative and Recommendation Source**

#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
22	Citywide Customer ID	CORE	45) INVENTORY OF NON-CITY DATABASES - CORE recommends that Finance submit to Council a memorandum identifying non-City databases which might be beneficial for the City to have access to for the purposes of revenue enhancement.		<p>On <u>October 7, 2010</u>, Finance submitted recommendations for the City's 2011-12 Legislative Proposals request in which the IRS, State Board of Equalization (SBOE), and the LA County Assessor's Office are identified as desired data sources that are not currently accessible without legislative action.</p> <p>Finance's proposal for information sharing between the SBOE and LA County has been advanced in the form of AB 563, which would allow the LA County Assessor to provide Documentary Transfer Tax (DTT) data to the City of Los Angeles. AB 563 was approved by the state Assembly and Senate, and signed into law by Governor Brown in September 2011 with an effective date of January 1, 2012. In addition, Finance has selected a vendor and is negotiating a contract for DTT discovery and auditing services.</p> <p>Per response from legislative contact in Mayor's Office, federal legislation has not been introduced with regards to Finance's recommendation to amend Internal Revenue Code and regulations to allow for information sharing between the Internal Revenue Service and local jurisdictions that impose a Gross Receipts Tax.</p>	05/01/2012	Submitted

**Finance Directives Checklist**  
**Sorted by Initiative and Recommendation Source**

#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
23	Citywide Customer ID	CORE	<p>46) DATA BASE OF DELINQUENTS - CORE recommends that Finance, in consultation with the City Attorney, develop a process for departments to access a master list / database of both business tax and non-business tax-related receivables - to verify that a party does not have delinquent accounts with any City department prior to the City extending or granting to such party:</p> <ul style="list-style-type: none"> <li>-Certain services,</li> <li>-Permits,</li> <li>-Approvals,</li> <li>-Contracts,</li> <li>-Employment, or</li> <li>-Commission/Board appointment or renewal</li> </ul>	City Attorney	<p>See Document Line Nos. 19, 20 and 24.</p> <p>Finance has implemented an online view capability to LATAX for City departments to cross-reference businesses for tax registration and debts prior to entering into an agreement or arrangement. This business tax registration lookup functionality can be accessed from the LATAX link on the insidela web page.</p> <p>In May 2010, Finance began posting a non-tax debtor list on the City intranet. The purpose of the list is for departments to cross reference when servicing customers and request payment before extending additional services, permits, or fees to a debtor. The list was subsequently modified to enhance ability to search and sort information.</p> <p>Finance also interfaces with Building and Safety to identify permit applicants without business tax registration or who owe taxes prior to receipt of permit.</p> <p>Certain withholdings would require City Attorney advice.</p>	06/30/2011	Implemented

**Finance Directives Checklist**  
**Sorted by Initiative and Recommendation Source**

#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
24	Citywide Customer ID	CORE	48) POST LIST OF TOP NON-TAX DEBTORS ON THE INTERNET - CORE recommends that Finance post the names of top non-tax-delinquent debtors on the City's website – subject to City attorney approval.	City Attorney	The internet posting of tax debtors is modeled after the State of CA top debtors list to motivate debtors to pay amounts due the City. The intranet posting of non-tax debtors is only to be used by City departments to cross reference and request payment before extending additional services, permits, or fees to a debtor.  Posting on the internet would require legal evaluation by debt type to ensure consumer protection laws are not violated. Finance is not recommending internet posting of non-tax debtors.	06/30/2011	Completed
25	Central Payment Portal	CORE	3) CENTRAL PAYMENT PORTAL - CORE recommends that Finance, ITA and the Treasurer prepare and submit a report on the needed funding and projected timeline for implementing a Citywide on-line payments portal – with multiple ways to pay for accounts and receivables.	ITA; Treasurer; Citywide	A number of departments have online payment portals as discussed in Document Line No. 26.  However, this item speaks to centralizing and merits a citywide perspective and discussion. Finance has proposed this as a potential technology project for inclusion in the City's Technology Roadmap and consideration of the Information Technology Oversight Committee.	05/01/2012	Next Step
26	Central Payment Portal	CORE	49) ON-LINE AND AUTO-PAY OPTIONS - CORE recommends that Finance, in consultation with the Treasurer and ITA, prepare and submit a report on the extent and availability of on-line and auto-pay payment options (credit card, e-check, etc.) for various types of collections by departments and Finance and collection agencies.	ITA; Treasurer	Finance accepts multiple online payment forms including Automated Clearing House, credit and debit cards, and eCheck for tax and permit holders.  All City outside collection agencies maintain online payment options.  Additional departmental online payment options were identified in the FY 11 Year End report.	06/30/2011	Submitted
27	Central Payment Portal	CORE	51) CREDIT/DEBIT CARD FEES - CORE recommends that the Treasurer prepare and submit a report on the fees currently being paid by the City for various types of credit card and debit card transactions - and whether there may be ways to reduce costs to the City. Payments for which payers must pay additional fees to use a credit card or to pay online should generally be discouraged.		Finance (formerly Treasurer) has initiated a review of credit/debit card fees with the goal of reducing costs and is developing a Citywide policy for credit card usage.	05/01/2012	Initiated

**Finance Directives Checklist**  
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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
28	Central Payment Portal	CORE	52) RETURNED CHECKS - CORE recommends that the Treasurer prepare and submit a report on rejected and returned checks and the disposition thereof. A uniform and full-cost recovery bad check charge should be applied.	Citywide	Finance (formerly Treasurer) will work with departments on options to minimize returned checks and seek full cost recovery, as well as explore alternative methods of collection options such as ACH payments. See Document Line No. 43.	05/01/2012	Initiated
29	Citywide Billing	City Controller	1)b) In implementing centralized billing and collections, Finance should:  -Work with the CAO, LAFD, and other stakeholders to determine responsibilities related to EMS billing and collection functions.	CAO; LAFD	Fire, as authorized by Council, has contracted EMS billing functions and is referring delinquent accounts to an outside collection agency.	05/01/2012	Completed
30	Citywide Billing	City Council	INSTRUCT the Office of Finance, with the assistance of the City Administrative Officer and the Chief Legislative Analyst to review Phase I and Phase II recommendations of the Macias report, reconcile Council actions to-date with those recommendations and submit revised recommendations within 45 days to the Budget and Finance Committee. (CF# 10-0225 October 13, 2010)	CAO; CLA	The accompanying report identifies the City's implementation of the Macias Study to date and next steps.	03/31/2011	Submitted
31	Citywide Billing	City Council	INSTRUCT the Office of Finance, with the assistance of the City Administrative Officer, the Chief Legislative Analyst, the City Attorney, the Los Angeles Police and Fire Departments, and any other affected department, to report in 45 days with recommendations to structure a centralized billing and collections process and bring forth any ordinances needed for implementation. (CF#s 10-0225 and 10-1155-S1 October 13, 2010)	City Attorney; CAO; CLA; LAFD; LAPD; Citywide	Finance is proposing centralized collections management for consideration in the Technology Roadmap under the review of the City's Information Technology Oversight Committee (ITOC).	05/01/2012	Next Step



**Finance Directives Checklist**  
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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
32	Citywide Billing	City Council	INSTRUCT the Office of Finance to report on the status of the creation of a centralized City billing process; including the anticipated increase in collections from utilization; the amount of time before a debt is referred to a collection agency; the authority which would be needed by the Revenue Manager to act as "Collections Sheriff." (CF#s 10-0225 and 10-1155 October 13, 2010)		The accompanying report is the latest status in citywide billing and collection improvement. While the Macias Study provides some estimates of financial benefits, it is premature from Finance's perspective to speculate on financial benefits.  Citywide Guidelines specify referral to collections by 45 days past due.  In the manner of a "Collections Sheriff", Finance is supportive of the Inspector General concept.	03/31/2011	Submitted
33	Citywide Billing	CORE	1) MACIAS STUDY FOLLOW-THROUGH - CORE recommends that Finance prepare a memorandum for Council re: the next steps it recommends to follow-up and follow-through on the "Feasibility Study: Centralization of Billing and Collection Activities", dated Dec. 21, 2009, by Macias Gini & O'Connell.		The accompanying report identifies the City's implementation of the Macias Study to date and next steps.	03/31/2011	Submitted
34	Citywide Billing	CORE	53) CONSOLIDATED BILLINGS - CORE recommends that Finance report to Council about possible MOUs and other arrangements to consolidate billings or assign billing responsibility to another department or agency, in or out of the City – DWP, County, BOE, etc.	Citywide	Finance requested feedback from RMC members on potential consolidation opportunities for further exploration; however, no responding departments identified any among existing receivables.  Further assessment will be included in conduct of departmental reviews by Finance.	05/01/2012	Initiated

**Finance Directives Checklist**  
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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
35	Citywide Billing	Macias Study	<p>1) The City should centralize report development and develop enhanced revenue metrics, as described in Phase 1, and centralize billing and collections for the following invoices, as described in Phase 2:</p> <ul style="list-style-type: none"> <li>-Ambulance (EMS) billing</li> <li>-Ambulance (contract)</li> <li>-Inspection Restitution (Fire)</li> <li>-Fire safety watch</li> <li>-Film safety (Fire)</li> <li>-Brush clearance/ non-compliance (Fire)</li> <li>-Other Fire Department fees</li> <li>-DUI charges (Police)</li> <li>-Annual permits (e.g., CUPA)(Fire)</li> <li>-False alarm billings (Police)</li> <li>-Parking citations (delinquent collections only)</li> </ul>	ITA; Citywide	<p>Centralized Accounts Receivable Reporting is implemented.</p> <p>All major revenue components of Macias Phase 2 are underway as Fire EMS billings are contracted and updated parking citation billing processes is pending release of an RFP.</p>	05/01/2012	Completed
36	Departments' Practices	City Controller	<p>24) Finance should consider reducing the scope of its departmental reviews so that it can increase the number of departments reviewed.</p>		<p>Finance has updated and narrowed the scope of its departmental reviews to facilitate increased reviews of departments' billing and collection practices. The new streamlined process utilizes a survey format and incorporates follow-up on a number of inter-departmental coordinating initiatives that are identified in this checklist.</p>	05/01/2012	Initiated

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37	Departments' Practices	City Council	Direct Finance, with the assistance of the City Administrative Officer (CAO), Chief Legislative Analyst (CLA), City Attorney and operating departments establish a Revenue Collection Review Task Force to identify all of the methods that individually and collectively are available to the City, including outside resources, in order to secure the revenue due to the City. The Task Force should identify systems that are working and those that must be reevaluated and reinstated. After conducting its review, the Task Force recommend to Council new processes and procedures to capture outstanding revenue due to the City and institutionalize systems that will minimize and mitigate the delay in receipt of accounts payable and the potential of revenue in the future. (CF# 09-2560-S1 February 10, 2010)	City Attorney; CAO; CLA; Citywide	Finance proposes to reconstitute the Revenue Collection Review Task Force in conjunction with the arrival of the Inspector General.	05/01/2012	Next Step
38	Departments' Practices	CORE	6) STRENGTHEN AUTHORITIES OF THE OFFICE OF FINANCE - CORE recommends that Finance submit proposed ordinance changes to Council that would clarify and strengthen the authorities needed by Finance to ensure compliance of departments with its instructions – and to provide Finance greater latitude in developing instructions and guidelines it deems efficacious.	City Attorney	Mayor's Executive Directive No. 5, re-released on May 18, 2011 along with accompanying updated Citywide Guidelines, additionally extends Mayoral directive to Finance instructions regarding billing and collections.	06/30/2011	Completed
39	Departments' Practices	CORE	8) REVENUE COLLECTION REVIEW TASK FORCE - CORE recommends that Finance immediately report to the Council's Budget & Finance Committee regarding the status of creation of this Task Force. CORE further recommends that the Committee request each of the members of the Task Force to appear before the Committee.	City Attorney; CAO; CLA;	See response to Document Line No. 37.	03/31/2011	Next Step

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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
40	Departments' Practices	CORE	9) REVENUE MANAGEMENT COMMITTEE - CORE recommends that Finance take all necessary steps to reconstitute and invigorate its current Revenue Management Committee (the "RMC").	Citywide	Finance recently required all City departments with accounts receivable to participate in the RMC.  Finance has received and is incorporating feedback from RMC members to help improve the value of meetings and maximize revenue collection.	05/01/2012	In Progress
41	Departments' Practices	CORE	20) PROCESS FLOW AND TIMETABLE - CORE recommends that the Current Non-Tax Accounts Receivable Process Flow and Timetable of the Collection Guidelines be replaced with CORE's updated Recommended Non-Tax Flowchart.	Citywide	Updated Citywide Guidelines were released in <u>May 2011</u> by the Mayor's Office. Process flow and timetable reflect current business processes and will continue to evolve as changes in processes occur. The next milestone will be adoption of new collection contracts including new collection timelines.	06/30/2011	In Progress
42	Departments' Practices	Neighborhood Council Budget Advocates	4) Create a Board of Permits and Licenses with representatives from CAO, Office of Finance, LAPD, Public Works, City Attorney's Office, DOT, and LAFD Emergency Ambulance Services.	City Attorney; CAO; DOT; LAFD; LAPD; PW Board	Exhibit H to the proposed FY 12-13 Budget addresses establishment of a Body to consider the option to revoke permits and licenses for non-payment of taxes.	05/01/2012	Next Step
43	Departments' Practices	City Controller	33) Finance should require departments that receive a high volume of checks to work with the City Treasurer to explore the feasibility of installing a check verification system.	Treasurer; Citywide	Most departments, in prior consultation with the Treasurer's Office, do not use check verification services as it was deemed not cost effective for their particular situations; however, a couple of departments have expressed interest in evaluating the use of such a service. Finance will follow up with interested departments on the feasibility of such service and other options.	05/01/2012	Initiated
44	Departments' Practices	CORE	39) USE OF CITY ATTORNEY LETTERHEAD - CORE recommends that Finance report to the Council and the City Attorney regarding departmental compliance with Sec. 4.4 of the Collection Guidelines.	City Attorney; Citywide	Finance has reviewed Departments' submissions of City Attorney letterhead notices and currently these are all compliant with guidelines.	05/01/2012	Completed
45	Departments' Practices	CORE	50) ADVANCE PAYMENTS - CORE recommends that Finance identify services and billing types for which City departments should, or could, demand advance payment(s) and/or deposits.	Citywide	Finance addresses this directive in its review of departments' billing and collections practices.  Survey responses on this topic did not identify additional pre-payment opportunities. Finance will continue to evaluate this in departmental reviews.	05/01/2012	Initiated

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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
46	Departments' Practices	Macias Study	2) The Office of Finance should ensure that 14 Departments Establish Uniform Billing Procedures: Fourteen of the 17 City departments included in our review rely on informal, locally-developed processes and institutional knowledge, rather than consistent, documented processes for billing. The remaining departments, such as the Police, Fire and Transportation departments have more detailed guidance governing billing and collection processes.	Citywide	As Finance performs reviews of departments' billing and collections practices, this directive will be addressed. Finance has updated and narrowed the scope of its departmental reviews to facilitate increased reviews of departments' billing and collection practices. The new streamlined process utilizes a survey format. See also Doc Line No. 36.	05/01/2012	Next Step
47	Revenue Programs	City Council	INSTRUCT the City Administrative Officer, with the assistance of the Office of Finance and in consultation with the Chief Legislative Analyst to report on potential parameters and probable success of a billing amnesty program, including better ways to utilize the City Intranet for publication of delinquent non-tax debtors. (CF#s 10-0225 and 10-1155 October 13, 2010)	CAO; CLA	The Non-Tax Amnesty Program administered by Finance, ran from <u>February 1, 2011 through April 30, 2011</u> , and \$2.9 million was received, exceeding the \$2 million revenue goal.  A list of non-tax debtors' accounts is posted on the intranet so that City departments can cross reference this list and can request payment due the City when a listed debtor applies for additional City services. Finance has modified this list into a more searchable and sortable Excel format.  See also Document Line No. 19.	06/30/2011	Implemented
48	Revenue Programs	CORE	24) SELECTION CRITERIA AND COMPENSATION - CORE recommends that the City's future collection agency-related Requests for Proposals (RFPs) and agreements refocus from low-fee, low-bid contracts to performance-based selection and compensation. For aged accounts, vendors should be provided with significantly enhanced commission(s) in relation to the difficulty and likelihood of collection.	City Attorney	Contractor selection is not based on low bid, rather weighted scoring based on various criteria aimed at maximizing performance. Generally, secondary collection contracts provide higher commissions.	03/31/2011	Implemented

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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
49	Revenue Programs	CORE	25) COLLECTION AGENCY CONTRACT PROVISIONS - CORE recommends specific provisions for collection agency contracts be considered, as follows: i. Competition clauses (See CORE Nos. 23 and 58). ii. Performance guarantees. iii. Performance bonds. iv. Annual financial statements to monitor vendor's strength and resources. v. Quarterly meetings between the vendor, Finance and department personnel to review and discuss how to improve everyone's performance. vi. Options for debtors to pay online. vii. Benchmarks. viii. Preferences for local employment. ix. Incentives to aggressively work the "back end" of account pools. x. Incentives to collect sooner rather than later. xi. Sophisticated and effective skip tracing. xii. Pairing of pools of receivables.		Each of these items (except performance guarantees and bonds) were included to varying degrees in the current RFP in consultation with City Attorney.	05/01/2012	Completed
50	Revenue Programs	CORE	29) FINANCE'S EXERCISE OF SETTLEMENT AUTHORITY - CORE recommends that Finance report on its claims settlement statistics and policies to the Council's Budget & Finance Committee.		Finance's settlement authority under Los Angeles Administrative Code Section 5.177.1 accounted for \$3.9 million of collections generated revenue, representing 592 claims in FY11.	06/30/2011	Submitted
51	Revenue Programs	CORE	30) IMPLEMENT OFFER IN COMPROMISE PROGRAM - CORE recommends that Finance report to the Mayor, Council, CAO and CORE on the details and timetable of the forthcoming Offer in Compromise Program.	Citywide	The Offer in Compromise Program was implemented in <u>December 2010</u> and is an ongoing program.	03/31/2011	Implemented
52	Revenue Programs	CORE	31) EXPEDITE NON-TAX AMNESTY PROGRAM - CORE recommends that the Council expedite and fund the implementation of a comprehensive non-tax amnesty program proposed by Finance in its FY 10-11 budget.	Citywide	The Non-Tax Amnesty Program was implemented <u>February 1, 2011 through April 30, 2011</u> .  The successful Non-Tax Amnesty Program resulted in \$2.9 million collected, exceeding the \$2 million revenue goal.	06/30/2011	Implemented
53	Revenue Programs	CORE	37) REFERRALS TO CITY ATTORNEY - CORE recommends that Finance and the City Attorney clearly memorialize the parameters, dollar thresholds and timing of cases transferred to the City Attorney from Finance or from departments.	City Attorney	Finance is meeting bi-weekly with the City Attorney's Office regarding litigation case strategy.	03/31/2011	In Progress

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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
54	Revenue Programs	CORE	40) COLLECTION REPORTS - CORE recommends that Finance and the City Attorney copy the other on monthly collection reports. Finance should copy the City Attorney on any reports related to departmental compliance with the Collection Guidelines and with reports on the status of collections by each department. Similarly, CORE recommends that the City Attorney furnish updates regarding all collections and account delinquency cases being handled by the City Attorney.	City Attorney	Finance is meeting bi-weekly with the City Attorney's Office regarding litigation case strategy.	03/31/2011	In Progress
55	Revenue Programs	CORE	58) AMEND COLLECTIONS CONTRACTS - CORE recommends amendment of Finance's private collection contracts to make additional/secondary collection attractive to collection vendors. Because collecting aged accounts is considerably more difficult than primary collection, Finance should amend its existing contracts with private collections vendors to provide that an enhanced commission (of up to 40%) be paid with respect to collecting aged and difficult accounts. Working very aged accounts is not attractive to City vendors under the current compensation agreements. (See also CORE No. 24).		Secondary collection agencies' contracts have been established as of <u>December 2010</u> . In general, commission rates are substantially higher for secondary collection.	03/31/2011	Implemented
56	Revenue Programs	Neighborhood Council Budget Advocates	7) Aggressively reduce primary and secondary collection periods for all licenses, permits, fees, and fines. Period not to exceed 120 days.		Collection periods are reduced in the next contract cycle with existing collection agency contracts due to expire <u>September 2012</u> .  See Document Line No. 16.	05/01/2012	Implemented
57	Delinquency Penalties	City Controller	21) The Mayor's Office should form a work group, which includes Finance and the City Administrative Officer (CAO), to review interest and penalties charged on various departmental billings.	CAO; Citywide	Finance is preparing a process in consultation with the City Attorney.  See Document Line Nos. 58 and 61.	05/01/2012	Initiated

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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
58	Delinquency Penalties	City Controller	22) Finance should determine when interest should begin accruing and when the interest rate should be changed.	Citywide	Finance has a standard for determining when interest should begin accruing and when the interest rate should be changed and updates the interest rate annually. Finance notifies departments of this information for consideration to model their own interest rate application based on this, however; the application of interest is a case-by-case determination that must be made by each responsible department and their City Attorney.  See Document Line Nos. 57 and 61.	03/31/2011	Completed
59	Delinquency Penalties	City Council	REQUEST the City Attorney and INSTRUCT the Office of Finance to report back to the Council on the feasibility of granting the Office of Finance the ability to administer liens on unpaid business tax assessments without having to refer the matter to the City Attorney's Office. (CF# 09-1476 July 10, 2009)	City Attorney	Effective <u>September 12, 2010</u> , Los Angeles Municipal Code (L.A.M.C.) Sec. 21.15 was amended authorizing Finance to record liens against real and personal property used in connection with activities that generated unpaid taxes, interest, and penalty liabilities due the City. (See L.A.M.C. Sec. 21.15 (o)).	03/31/2011	Implemented
60	Delinquency Penalties	City Council	REQUEST the City Attorney to report on all legal options to pursue delinquent payments; other related penalties or asset acquisition; parameters under which legal action should be considered; and the amount of time appropriate to allow a collection agency to resolve payment before it is referred to the City Attorney. (CF#s 10-0225 and 10-1155 October 13, 2010)	City Attorney	Finance has expedited certain audit cases to the City Attorney's Office for litigation. Additionally, Finance has implemented a lien program as described in Document Line No. 59. With implementation of secondary collections the City collection process is now 18 months. These programs are in part designed to help reduce the referral of delinquent accounts to the City Attorney's office for litigation.	03/31/2011	In Progress
61	Delinquency Penalties	CORE	32) STANDARDIZE INTEREST AND PENALTIES - CORE recommends that the Council instruct the City Attorney to prepare draft ordinance(s) necessary to apply consistent fees, penalties, and interest charges for all City receivables - except as may be noted as being impermissible. Said draft should then be sent to each department General Manager, who would have no more than 30 days to object. Revised draft ordinance(s) would be submitted to the AGE Committee and to Council for review and approval.	City Attorney; Citywide	Finance, in consultation with the City Attorney, is preparing a citywide process to require each billing department and its respective City Attorney to individually evaluate and draft ordinances for the imposition of interest and penalties by receivable type.	05/01/2012	Initiated



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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
62	Delinquency Penalties	CORE	33) INCREASE INTEREST AND PENALTIES - CORE recommends that Finance prepare a report on the feasibility of increasing the interest rate and penalties currently applied to delinquent receivables to no less than the average being charged by other municipalities.	City Attorney; Citywide	See response to Document Line Nos. 57, 58 and 61.	03/31/2011	Next Step
63	Delinquency Penalties	CORE	34) ADMINISTRATIVE LIENS - CORE recommends that Finance move to aggressively implement the City's newly adopted administrative lien Ordinance for delinquent taxes. Finance should also report on its implementation and the results thereof to the Council's Budget & Finance Committee six (6) months after the effective date of the Ordinance.		LAMC 21.15 (o) regarding liens is effective and Finance implemented the Lien Program in <u>December 2010</u> . While the implementation was delayed, Finance collected \$1.1 million in FY11, exceeding the \$1 million revenue goal.	06/30/2011	Implemented
64	Delinquency Penalties	CORE	36) LIEN RECOMMENDATIONS - CORE recommends that Finance and the City Attorney collaborate to draft a framework for a Citywide policy dictating the greater use of liens and other encumbrances with recommendations for applications.	City Attorney	Finance will draft a general policy for inclusion in a future update to the Citywide Guidelines on the use of liens.	03/31/2011	Initiated
65	Delinquency Penalties	Neighborhood Council Budget Advocates	2) Mandate that businesses must maintain valid business permits and must pay for such permits in a timely manner or be subject to suspension or revocation.	City Attorney; Citywide	Exhibit H to the proposed FY 12-13 Budget addresses establishment of a Body to consider the option to revoke permits and licenses for non-payment of taxes.	05/01/2012	Next Step
66	Delinquency Penalties	Neighborhood Council Budget Advocates	3) Amend City ordinance so that permits may be suspended or revoked by the City after 30 to 45 days of non-payment and hearings.	City Attorney; Citywide	Exhibit H to the proposed FY 12-13 Budget addresses establishment of a Body to consider the option to revoke permits and licenses for non-payment of taxes.	05/01/2012	Next Step
67	Delinquency Penalties	Neighborhood Council Budget Advocates	5) Combine hearing efforts of Office of Finance, City Attorney, and CID (LAPD).	City Attorney; LAPD	The feasibility and legal practicality of this proposal is uncertain. Each of these entities' administrative hearing processes addresses unique issues in an attempt to finalize assessment determinations, litigation decisions, and permit actions. Due process concerns are an issue in the analysis of this proposal as these entities each have differing roles and authority. City Attorney review has been requested.	06/30/2011	Pending

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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
68	Delinquency Penalties	Neighborhood Council Budget Advocates	6) Make revoked permits subject to ACE citation.	City Attorney; Citywide	The Administrative Citation Enforcement program is still under review and development at this time. This proposal is being shared with the City Attorney's Office.	06/30/2011	Pending
69	Uncollectible	City Controller	7) For accounts returned as uncollectible by Allied, Finance should refer the accounts directly to the Board of Review (BOR) for write-off approval unless a specific department requests to make the referrals itself.	City Attorney; City Controller; Treasurer; Citywide	In conjunction with BOR members and the City Attorney, appropriate changes to the mandates and governing codes of the BOR will be evaluated. Finance is following up with the principal parties to begin discussion.	05/01/2012	Initiated
70	Uncollectible	CORE	26) RFP / RFQ FOR EVALUATION OF SALEABLE RECEIVABLES - CORE recommends that Finance issue a Request for Proposals (RFP) / Request for Qualifications (RFQ) for evaluation of receivables for sale and for brokers specializing in such sales. Council should be presented with the scope of work for the RFP / RFQ prior to its release.	City Attorney; City Controller; Treasurer; Citywide	Research has been conducted and a number of issues have been presented. Finance is evaluating the potential cost-benefit of this.	05/01/2012	Initiated
71	Uncollectible	CORE	27) REDEFINE THE BOARD OF REVIEW - CORE recommends amending the City Administrative Code to make the primary charge of the Board of Review (BOR) the evaluation of (pools of) accounts receivable for sale or auction. Currently, the BOR is charged with evaluating improbable receivables for write-off. While there are some receivables of clearly no value that need to be evaluated for write-off approval by the BOR, nearly all the rest of the City's improbable receivables should, more appropriately, be evaluated by the BOR, in consultation with debt sale brokers, for approval for sale or auction. For the bulk of aged receivables, the City would then automatically write-off the difference between the amount of the debt and the amount realized in a final sale or auction.	City Attorney; City Controller; Treasurer; Citywide	In conjunction with BOR members and the City Attorney, appropriate changes to the mandates and governing codes of the BOR will be evaluated as discussed in Document Line No. 38.  See also response to Document Line No. 70 regarding debt sale.	05/01/2012	Initiated

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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
72	Uncollectible	CORE	28) REVIEW OF ACCOUNTS RECEIVABLES FOR SALE - CORE recommends that the Mayor and Council direct that accounts uncollected after secondary collections should be automatically forwarded to the Board of Review for evaluation and recommendation for auction or sale.	City Attorney; City Controller; Treasurer; Citywide	See response to Document Line No. 70.	03/31/2011	Pending
73	Resource Requirement	City Council	Instruct the CAO, with the assistance of the City Attorney, Office of Finance and the CLA, to report to the City Council by March 10, 2010 with a summary report that contains the following information (CF# 10-0332 March 4, 2010):  - A proposed incentive mechanism to share a portion of the amounts collected with City departments, including Finance and the City Attorney, to enhance staffing to seek additional debt collection.	City Attorney; CAO; CLA	This report has not been submitted.	05/01/2012	Pending
74	Resource Requirement	City Council	Instruct the CAO, with the assistance of the City Attorney, Office of Finance and the CLA, to report to the City Council by March 10, 2010 with a summary report that contains the following information (CF# 10-0332 March 4, 2010):  -Detailed recommendations on supplemental resources - both in-house and contract - that should be authorized to expedite collection of the City's receivables.	City Attorney; CAO; CLA	In Finance's FY 2011-12 Budget Package, the Department requests that Finance staffing be exempted from furloughs and the City's hiring freeze. Finance has also outlined a proposal for establishing a funding source to sustain the Department's revenue collection activities. As evaluation of further receivables centralization initiatives continues, additional resources requirements will be identified.  Finance's proposals were not adopted and in fact staffing has been reduced in the FY 12-13 Budget. However, Finance's staff, as most of the rest of the City, is not expected to furlough in FY 12-13, though City Attorney staff will furlough.	05/01/2012	Pending

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#	Initiative	Source	Directive	Partners	Status (as of last update)	Updated	Status Indicator
75	Resource Requirement	CORE	7) ADEQUATE STAFFING AND FUNDING FOR FINANCE - CORE recommends that the Council prioritize staffing and funding for Finance's revenue-generating positions and work. i. Exempt Finance's revenue-generating positions from employee furloughs and hiring freezes. ii. Allocate funding needed to fully staff Finance's Revenue Management Division. iii. Allocate funding needed to fund analysts and clerical staff for the FMS project. iv. Consider a stable and certain funding source for Finance's collection work – perhaps, in part, from Finance's collections.	Council	See Document Line No. 74.	06/30/2011	Pending
76	Resource Requirement	CORE	43) AUDIT OF DEPARTMENTAL AR REPORTS - CORE recommends that Finance present to Council and the CAO a Memorandum regarding the resources needed by Finance to adequately audit the accounts receivable being reported by departments.		Requested resources were included in the Office of Finance's budget proposal for FY 12-13.	05/01/2012	In Progress