


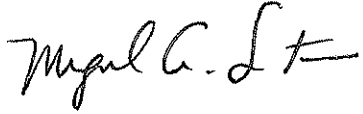
CITY OF LOS ANGELES
INTERDEPARTMENTAL CORRESPONDENCE

Date: January 23, 2012

To: Honorable Members of the Los Angeles City Council

Attn: Maria Espinoza, Legislative Assistant II

From: Antoinette Christovale, CPA 
Director of Finance

Miguel Santana 
City Administrative Officer

Subject: Revenue Manager, Council File #12-0020

At the Personnel Committee meeting held on January 18, 2012, the Committee considered and approved a request from the Mayor's Office for the Civil Service re-exemption of one Revenue Manager position for the Office of Finance (Finance). The Committee further instructed Finance and the Chief Administrative Office to prepare the enclosed chart for Council File #12-0020 delineating the duties of the Revenue Manager and Inspector General of Citywide Collections.

If you have any questions regarding these duties, you may contact Antoinette Christovale at (213) 978-1774 for the Revenue Manager, and Miguel Santana at (213) 473-7534 for the Inspector General.

Enclosure

cc: Gaye Williams, Mayor's Chief of Staff
Neil Guglielmo, Deputy Mayor for Budget and Financial Policy
Matthew Rudnick, Policy Analyst, Mayor's Office of Budget and Financial Policy

Duties	Office of Finance-Revenue Manager	Inspector General of Citywide Collections
Authority	Pursuant to the powers and duties outlined in the City Charter and ordinances, develops and implements the City's revenue policy , and develops guidelines for the collection of outstanding receivables and makes recommendations to the Mayor and Council concerning the efficient organization of the revenue collections functions performed by City offices and departments.	Functions as a key policy advisor on the City's collection activities as authorized by the Mayor and Council.
Independent Monitoring		Independently monitor report on, and assist departments' compliance with current collection directives and implement new reforms. <i>Position to solely focus on and be dedicated to reporting, coordinating and increasing collections.</i>
Division Responsibilities	Serves as the Division Head for the Office of Finance Revenue Management Division supervising a staff of 32 professional and clerical employees.	Not Responsible for a Division which allows Inspector General flexibility to focus on City-wide Collection issues.
Program Administration	Directly manages the Citywide Collections Unit, Special Projects/Litigation Unit (Tax Lien, Top Tax Debtors, Debtor Litigation Referral, Offer in Compromise), and the Accounts Receivable Citywide Unit (including the Centralized Accounts Receivable Reporting System (CARRS) project development and implementation).	N/A
	Administers the primary and secondary collection agency contracts program.	
Citywide Responsibilities	Works cooperatively with City revenue generating departments to determine ways to improve collections, including performing City departmental reviews for compliance with the Mayor's Executive Directive on Revenue Billing and Collection.	Addresses obstacles and challenges in departmental revenue collections. Works cooperatively with City revenue generating departments to determine any impediments to effective collection and ways to improve collections. Works with Departments to make an accurate assessment of each department's outstanding uncollected debt, to establish department goals, and to revise receivables reports to accurately reflect realistic targets.
	Oversees revenue collection activities on a Citywide basis <i>except</i> for revenue collected directly by other City offices or departments.	Independently monitor all collection activities including those under the authority of other City offices or departments.
	Coordinate and implement a Citywide program to maximize revenue within the authority granted by the City Charter.	

Duties	Office of Finance-Revenue Manager	Inspector General of Citywide Collections
	Develop a management reporting system to report, account for and project collections, and performing related work. Assist departments with developing and implementing new or improved billing and collection systems and recommends modifications to improve billing and collections efforts Citywide.	Assist departments with developing and implementing new or improved billing and collection systems and recommends modifications to improve billing and collections efforts Citywide.
	Develop, review and interpret standardized collection policies, procedures and guidelines.	
	Reviews best practices of billing and collections processes and recommends changes to improve these processes.	
Boards and Committee membership	Serves as Chair of the Revenue Management Committee.	Inspector General will monitor the actions of the Revenue Management Committee.
	Serves as a member of the Board of Review chaired by the Controller.	Inspector General will monitor recommendations of the Board of Review.
Reporting Requirements	Provide periodic updates to the Mayor and Council on the status of the Accounts Receivable Citywide Improvement Initiatives for the Office of Finance (Finance Directives) based on the CORE'S Blueprint recommendations.	In consultation with the City Administrative Officer, prepares and provides independent and objective reports on implementation of Controller recommendations, CORE's Blueprint recommendations, or any collection policies adopted by the City.
	Report quarterly to the Mayor and Council with recommendations and progress reports on the status of departments' accounts receivable and compliance with relevant directives of the Mayor and Council.	Reports quarterly to the Audits and Governmental Efficiency and the Budget and Finance Committees (and other Council Committees as needed) with recommendations and/or progress reports on departments' revenue and collection performance and on compliance with directives of the Mayor, Council, and Office of Finance. Reviews account receivable reports prepared by the Office of Finance.
		Works with CORE and/or any successive Citizen Commission that may be tasked with improving revenue and collections.
Other	Manages special projects or other requests as assigned by management.	
	May occasionally be assigned to other duties for training purposes or to meet technological changes or emergencies.	