



ANTONIO R. VILLARAIGOSA
MAYOR

MEMORANDUM

TO: The Honorable Members of the City Council
c/o City Clerk

FROM: Antonio R. Villaraigosa, Mayor *AV*

SUBJECT: Revenue Manager Re-Exemption for the Office of Finance

DATE: December 22, 2011

The Office of Finance has requested approval of the re-exemption of one (1) Revenue Manager position, pursuant to Charter Section 1001 (b), for the employment of persons "to provide management services or render professional, scientific or expert services of an exceptional character." The Mayor and City Council previously exempted the position in November 2002. The incumbent is expected to vacate the position in January 2012.

The Revenue Manager position is responsible for managing key revenue generating programs, which include the Citywide Collection unit, Special Projects (Tax Lien Program, Top Tax Debtors Program, and Debtor Litigation Referral Program), City Attorney Litigation Support, Citywide Billing and Collection Program, and the FMS Centralized Accounts Receivable Reporting System (CARR). Furthermore, the position oversees and directs a staff of 32 professional and clerical employees engaged in revenue collection efforts.

Duties of the Revenue Manager include, but are not limited to:

- Overseeing revenue collection activities Citywide;
- Serving as a key policy advisor on the City's collection activities;
- Promoting a cooperative effort in working with all City departments to determine any impediments to effective collection and ways to improve collections;
- Reviewing best practices of billing and collections plans;
- Coordinating and implementing a Citywide program to maximize revenue;
- Addressing obstacles and challenges in departmental revenue collections;

- Developing a management reporting system to report, account for and project collections, and performing related work;
- Developing, reviewing and interpreting collection policies and procedures;
- Working with departments to make an accurate assessment of each department's outstanding uncollectible debt, establish department debt collection goals, and revise receivables reports to accurately reflect realistic targets;
- Assisting departments with developing and implementing new or improved billing and collection systems and recommending modifications to improve billing and collections efforts Citywide;
- Working with the Commission on Revenue Enhancement (CORE) and/or any successive Citizen Commission tasked with improving revenue and collections;
- In consultation with the City Administrative Officer, preparing and providing independent and objective reports on implementation of Controller recommendations, CORE'S Blueprint recommendations, or any other collection policies adopted by the City;
- Reporting regularly to the Audits & 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;
- Serving as a member of the Board of Review;
- Chairing the Revenue Management Committee; and
- Managing special projects or other requests as assigned by management, other departments, elected officials or other requesters.

Exempting the position will allow the Office of Finance to reach a broader pool of candidates who possess the knowledge and expertise necessary to manage the City's collection efforts. Based on my review of the Department's request, as well as the review of the City's Personnel Department, I hereby approve the request for the re-exemption of one (1) Revenue Manager position and transmit my action to the City Council, pursuant to City Charter Section 1001 (b) (1).

ARV:ng:zb

cc: Antoinette Christovale, Director of Finance and City Treasurer, Office of Finance
Gaye Williams, Chief of Staff, Office of the Mayor
Pamela Finley, Legislative Coordinator, Office of the Mayor
Maggie Whelan, General Manager, Personnel Department