

Text Comparison

Documents Compared

City Treasurer I.pdf

City Treasurer II.pdf

Summary

45 word(s) added

39 word(s) deleted

2504 word(s) matched

12 block(s) matched

To see where the changes are, scroll down.

Office of the City Treasurer

Overview

The City Treasurer is an elected office established to collect, hold safe and invest all City revenues including taxes, fees and fines. The City Treasurer receives and disburses all City funds in accordance with warrants signed by the City Controller. The Office of the City Treasurer also coordinates all electronic fund transfers and receipts and receives all taxes, fines, fees and other funds paid to the City from public and private sources. According to Pennsylvania Third Class City Code, the Office of the City Treasurer is the “collector of city, county, school and institution district taxes assessed or levied in the city.” Additionally, the City Treasurer is tasked with depositing funds in a bank within the City and may make investments, subject to certain limitations. Investments are made to optimize interest earnings and retain cash available for operations.

The Harrisburg School District pays approximately one third of the Office of the City Treasurer’s cost for the services it provides to bill, collect and process tax payments for the district.

In addition to the City Treasurer, staffing in the Office includes the following positions: Deputy Treasurer; Assistant Deputy Treasurer; Lead Cashier; two Cashier II positions; and Accounting Clerk II. The Office of the City Treasurer also funds two positions housed in the Bureau of Information Technology – a Computer Programmer and a ~~part-time System Programmer Trainee~~. A summary of staffing history is provided in the following tables.

Office of the City Treasurer - Staffing

	2006	2007	2008	2009	2010	2011
Budgeted	11.4	11.4	11.4	10.4	10.4	8.4
Filled	11.4	11.4	11.4	10.4	8.4	7.4

Source: Budgeted: City Report *Summary of Positions 2006-2011 Budget*
 Filled: Adopted 2010 City Budget

Finances

A summary of the Office of the City Treasurer’s expenditure history is provided in the following tables. Staffing has been reduced over the last three years due to budget cuts and the introduction of the scanning technology to improve the Office’s productivity. The lease/purchase increase in 2009 and 2010 was due to the new scanner system.

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Office of the City Treasurer Historical Expenditures by Major Category

Category	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	% Growth
Salaries & Wages	\$401,948	\$405,752	\$382,262	\$428,846	\$403,597	0.4%
Temporary	\$30,619	\$2,466	\$5,756	\$11,603	\$0	(100.0%)
Overtime	\$2,160	\$851	\$4,388	\$0	\$21	(99.0%)
Social Security	\$33,257	\$31,294	\$29,579	\$32,807	\$30,877	(7.2%)
Benefits	\$87,002	\$93,669	\$87,275	\$0	\$8,424	(90.3%)
Legal/Contract Services	\$7,027	\$0	\$200	\$812	\$4,106	(41.6%)
Software	\$28,239	\$24,932	\$15,249	\$15,238	\$15,693	(44.4%)
Maintenance/Service Contracts	\$29,695	\$46,896	\$35,229	\$30,159	\$37,221	25.3%
Lease Purchase	\$0	\$0	\$0	\$41,818	\$41,018	0.0%
Disaster Recovery System	\$9,470	\$9,584	\$9,584	\$9,584	\$9,584	1.2%
Other Miscellaneous	\$19,986	\$14,729	\$10,932	\$11,562	\$10,103	(49.5%)
Total	\$649,403	\$630,173	\$580,454	\$582,429	\$560,644	(13.7%)

Source: Historical data from City as Provided

Office of the City Treasurer Historical Expenditures – Personnel and Non Personnel

Category	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	% Growth
Personnel Expenditures	\$554,986	\$534,033	\$509,260	\$473,256	\$442,919	(20.2%)
Non Personnel Expenditures	\$94,417	\$96,140	\$71,194	\$109,172	\$117,725	24.7%
Total	\$649,403	\$630,173	\$580,454	\$582,429	\$560,644	(13.7%)

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Assessment

The Deputy Treasurer provides a daily Treasurer's Report to the Bureau of Financial Management noting all receipts. The daily Treasurer's Report aids the Bureau of Financial Management in monitoring the City's cash flow; the data is entered into the Pentamation system. Another responsibility of the Treasurer is to make investments on behalf of the City. However, because of the low cash flow balance, there has been little investment opportunities except money market type options to retain liquidity.

In 2009, the Office of the City Treasurer implemented new optical scanning technology that opens and scans the mail containing checks for all types of funds owed to the City, including taxes, fines and fees. The software uses barcodes and optical character recognition to classify documents, searches for a match in the system and provides a report of discrepancies which are reviewed by staff. This has eliminated a significant amount of manual sorting and data entry by Treasurer's Office employees. The total number of staff has been reduced by one position, as a result of the introduction of this new, more efficient technology.

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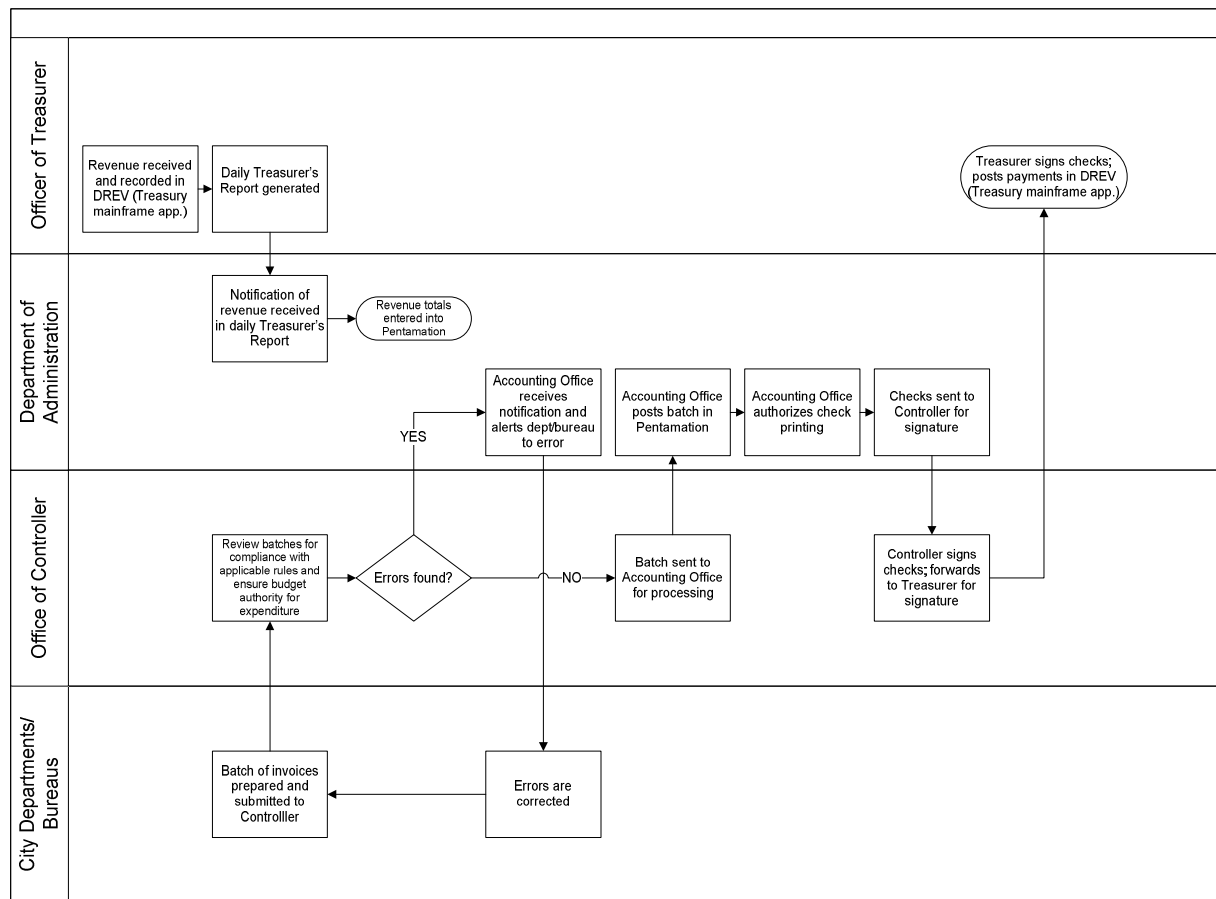
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Even though the Office of the City Treasurer generates the electronic report that is used by the Bureau of Financial Management daily, there is limited personal interaction between the two offices. For example, the Office of the Treasurer is not involved in developing revenue projections for the budget, even though all revenue is received in this office. No formal meetings occur among staff to discuss financial matters. Staff in the City Treasurer's Office has knowledge of the data available in the mainframe system which would be beneficial to the Bureau of Financial Management.

General frustration regarding lack of communication and reliable information about the City's operations has generated some confusion within City government regarding roles and responsibilities, particularly among the Department of Administration and the Offices of the City Controller and Treasurer.

The following figure is illustrative of the responsibility shared by the Department of Administration and the Offices of the City Treasurer and City Controller for the City's financial management functions, such as receiving revenue and processing vendor payments.

Financial Management Processes in Department of Administration and Offices of the City Treasurer and City Controller



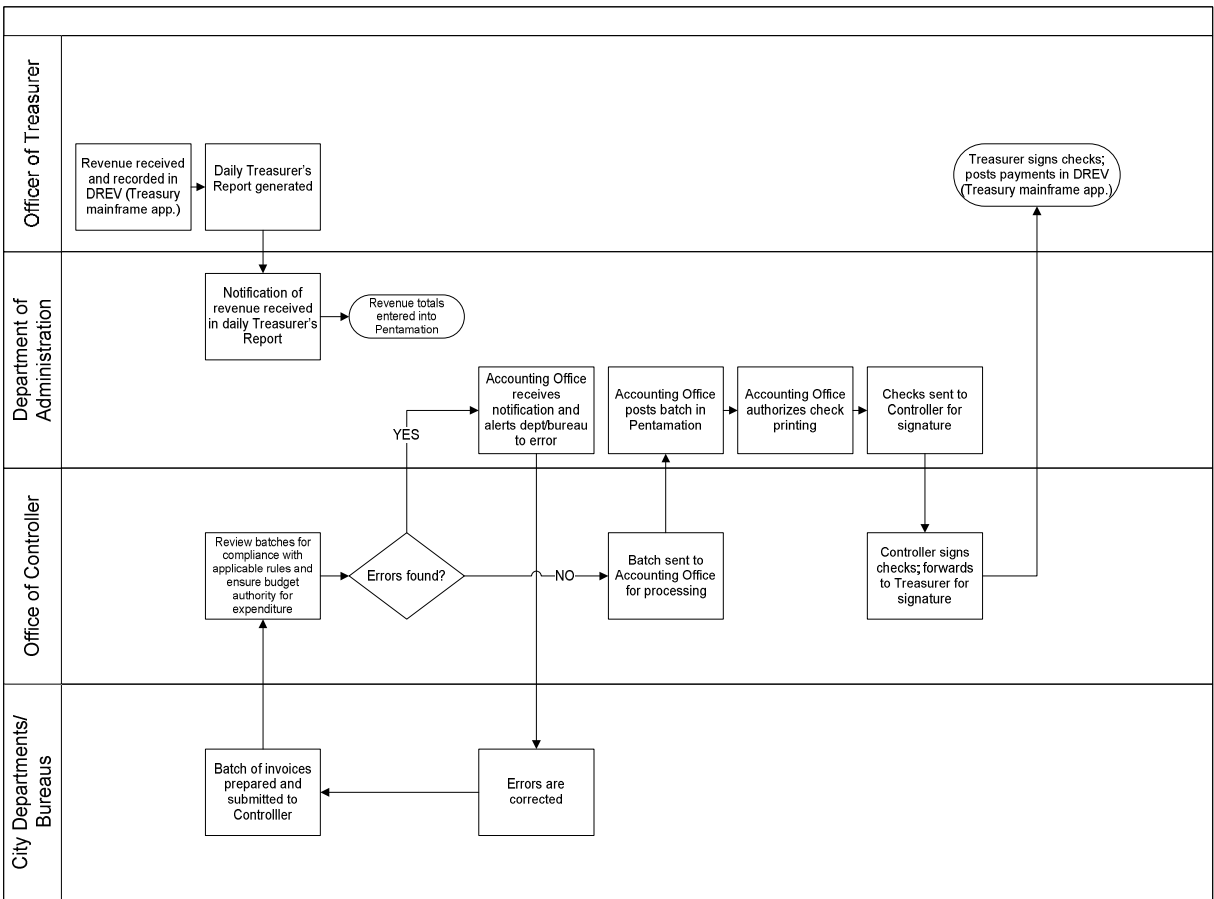
All applicable Commonwealth and City Code language explicitly outlines the roles and responsibilities of the Department of Administration and the Offices of the City Treasurer and City Controller. Some of the City's past administrative practices have recently been changed, however.

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with the election of the new City Controller and Mayor, and City staff is still in an adjustment period that has included some confusion and inefficiency as internal processes and procedures are updated.

Though current operations within the Department of Administration and the Offices of the City Controller and Treasurer are in accordance with the City's ordinances, these operations are not occurring as efficiently as possible. With this in mind, the City is well advised to consider the consolidation of financial management responsibilities in the Department of Administration, with the Office of the City Controller retaining oversight and auditing responsibilities.

It is common practice in many municipalities across the country for financial operations to be housed completely in a single office or department. This includes all financial functions, such as receiving revenue, disbursing funds, assigning funds to individual departments and operating units and ensuring compliance with all fiscal regulations. In Harrisburg, these financial functions are currently split between the Bureau of Financial Management and the offices of two separate elected officials, City Treasurer and City Controller. This level of complexity is unnecessary for sound financial management, adds unnecessary steps to financial operation, and leads to a higher number of total staff.

The figure above illustrates one example of the flow of funds through the Department of Administration and the Offices of the City Controller and Treasurer, particularly the current complexity of financial reviews and approvals. In this City, with limited resources for basic administrative operations, those staff members with financial skills and experience are currently working in three separate units. Under the current leadership, there is no opportunity for increased efficiency, which might be gained by grouping these staff members together, so that they may be cross-trained to offer back-up assistance to one another. Because of the history of dysfunction between and among the City's elected officials, staff with financial management responsibilities do not work across departments and offices or offer any back-up assistance at present.

With the current low staffing level in the Bureau of Financial Management, even the most basic financial functions are not being successfully performed. Considering the critical nature of this staffing shortage, the City is well-advised to consider possible scenarios by which staff in the Bureau of Financial Management and the Office of the City Treasurer may be combined under one bureau or office. This will facilitate communication among financial staff and allow for cross-training opportunities, particularly between staff in the Bureau's Budget and Accounting work units and the Office of the City Treasurer. Combining staff should also increase the City's overall financial capacity by simplifying financial processes.

As the Office of the Treasurer implements online credit card payments and the number of online transactions increases, there will be a decreasing need for teller staffing. Combining staffing between the Bureau of Financial Management and Office of the City Treasurer also provides better opportunities for backup during busy times. To ensure success, the merging of staff will require cross-training for all incumbents. While the City's elected Treasurer position will remain unchanged, the current staff within the Office of the City Treasurer would be housed in and supervised under the Bureau of Financial Management in the Department of Administration.

Projections

The table below details the projected expenditures for the Office of the City Treasurer using the assumptions detailed in the Introduction chapter.

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The table below details the projected expenditures for the Office of the City Treasurer using the assumptions detailed in the Introduction chapter.

**Office of the City Treasurer
Projected Expenditures by Major Category**

Category	2011 Budget	2011 Estimated	2012 Projected	2013 Projected	2014 Projected	2015 Projected	% Growth
Salaries & Wages	\$377,889	\$377,889	\$384,925	\$389,597	\$394,409	\$397,713	5.2%
Temporary	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Overtime	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Social Security	\$28,908	\$28,909	\$29,447	\$29,804	\$30,172	\$30,425	5.2%
Benefits	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Legal/Contract Services	\$5,000	\$5,000	\$5,116	\$5,246	\$5,416	\$5,616	12.3%
Software	\$15,350	\$15,350	\$15,550	\$15,798	\$16,083	\$16,404	6.9%
Maintenance/Service Contracts	\$47,160	\$47,160	\$47,773	\$48,537	\$49,411	\$50,399	6.9%
Lease Purchase	\$41,020	\$41,020	\$41,558	\$42,158	\$42,933	\$43,835	6.9%
Disaster Recovery System	\$11,101	\$11,101	\$11,101	\$11,101	\$11,101	\$11,101	0.0%
Other Miscellaneous	\$12,581	\$12,581	\$12,699	\$12,831	\$13,000	\$13,196	4.9%
Total	\$539,009	\$539,010	\$548,169	\$555,072	\$562,525	\$568,689	5.5%

Source: 2011 City Adopted Budget, 2011 – 2015 PEL Estimated/Projected

**Office of the City Treasurer
Projected Expenditures - Personnel and Non Personnel**

Category	2011 Budget	2011 Estimated	2012 Projected	2013 Projected	2014 Projected	2015 Projected	% Growth
Personnel Expenditures	\$406,797	\$406,798	\$414,372	\$419,401	\$424,581	\$428,138	5.2%
Non Personnel Expenditures	\$132,212	\$132,212	\$133,797	\$135,671	\$137,944	\$140,552	6.3%
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Initiatives

Like the Office of the City Controller, the Office of the City Treasurer is a critical link in the financial operations of the City and must work collaboratively with the City Controller and Finance Bureau to efficiently safeguard the City's finances and execute this Recovery Plan.

TR01.	Communicate and collaborate with the Mayor, City Council, Administration and City Controller on major financial issues, including cash flow and Recovery Plan implementation	
	Target outcome:	Improved efficiency
	Five year financial impact:	Not available
	Responsible party:	City Treasurer

To implement the Recovery Plan and monitor the financial situation of the City, increased communication between the City Treasurer, Mayor, City Council, Business Administrator and City Controller shall be implemented. As outlined in Initiative CON02 "Communicate and collaborate with Mayor, City Council, City Treasurer, and Department of Administration," the Finance and Budget Committee chairperson, Mayor, Business Administrator and City Controller shall meet at least monthly to review financial and operational issues. The City Treasurer shall attend those meetings, as necessary.

TR02.	Implement online credit card payments in 2011	
	Target outcome:	Improved efficiency
	Five year financial impact:	Not available
	Responsible party:	City Treasurer

Customers are accustomed to having convenient options on how to pay their bills, including the use of online credit or debit card transactions. The City currently does not offer any online credit card payment options.

There is one project currently under development that will improve the efficiency of operations and increase the convenience of paying for City services: allowing online payments using credit cards. Credit card payments are currently accepted through in-person transactions in several City offices, including the Office of the Treasurer and the Recreation Bureau. The Treasurer's Office is developing recommended convenience fees for all credit card use, which would include payment of all fines, fees and taxes owed to the City. This will make payments simpler for residents and allow for more timely receipt of payments by the City. Online credit card payments for fines, fees and taxes also eliminate some of the manual work currently being completed by the City staff (or the optical scanner) since the customer inputs much of this data online.

The City shall establish convenience fees and implement online credit card transactions as soon as possible in 2011. Within six months of implementation of online payments, the City shall assess the

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impact on workload in the Office of the City Treasurer to determine if reduction in staffing levels is warranted.

TR03.	Transfer the Deputy Treasurer, Assistant Deputy Treasurer, Lead Cashier, Cashier II (2) and Accounting Clerk II positions from the Office of the City Treasurer to the Bureau of Financial Management under the Director of Financial Management	
	Target outcome:	Improved efficiency
	Five year financial impact:	Not available
	Responsible party:	Business Administrator and Director of Human Resources

The staff of the Treasurer's Office who collect and disburse City funds must work more closely with the Bureau of Financial Management and the City Controller to ensure that the City's financial transactions are executed in a timely, cost efficient manner. The current system is cumbersome and does not provide adequate financial capacity in its current structure. Therefore, the City shall transfer financial resources into the Bureau of Financial Management to enable additional capacity during the heaviest tax collection time and shift some of the staffing to budget review, analysis and audit preparation during other times of the year. Cross training of staff in the Office of the City Treasurer and the Bureau of Financial Management shall occur, and job descriptions shall be revised as needed based on changes in major job duties.

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