

FY 2010 Annual Program Performance Measures

DEPARTMENT: MICHIGAN DEPARTMENT OF ENERGY, LABOR & ECONOMIC GROWTH

APPROPRIATION UNIT: Department Wide Administration

PROGRAM: Finance and Administrative Services

TIMELINE: October 1, 2009 through September 30, 2010

PROGRAM MISSION STATEMENT (Customer-Focus Direction)

The MISSION of Finance and Administrative Services is to provide the most timely, effective and efficient financial, procurement, budget, and office support services to our customers enabling them to provide quality services to their customers.

VISION STATEMENT

The VISION of Finance and Administrative Services is to excel in providing our services fairly, honestly, and respectfully, and in doing so promoting pride and commitment among our team.

PROGRAM STATEMENT

Finance and Administrative Services consists of the five divisions listed below working together as a cohesive team to provide outstanding administrative support services to our customers.

Office Services Division: Provides mail, office space (182 lease locations), telecommunications, state vehicle, and office design and construction for DELEG.

Budget Services Division: Provides budget development and monitoring services for all areas of DLEG. **Team members are assigned specific DLEG programs to support.**

Procurement Services: Provides procurement assistance of commodities and services, administration of grants, printing and forms management, MAIN security administration, and information sharing through training and written correspondence. The division also administers specialized procurement programs implemented on a statewide basis as they occur. **Team members responsible for grant quality control are assigned specific DELEG programs to support.**

Financial Services Division: Provides a full range of accounting services for all areas of DELEG including responsibility for fiscal year opening and closing activities, providing accounting expertise, accounting and reporting for DELEG Federal funds, cashiering, and maintaining the accounting system to insure that DELEG is compliant with State of Michigan requirements, policies and procedures. Our Revenue Service unit process receipts for the Department of Community Health's occupational licenses in addition to its support of DELEG. **Team members are assigned specific DELEG programs to support.**

Workforce Program Division: Provides grant management support for the Bureau of Workforce Transformation of DELEG. This area will be dissolved upon retirement of manager on 11/1/10 and merged within Financial Services Division.

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FUND SOURCE:

Federal Funds

State Restricted Funds

LEGAL BASIS:

Public Act 130 of 2009

CUSTOMER IDENTIFICATION:

Customers - Legislature; Governor, Department of Management and Budget and other departments; Management and program staff of Energy, Labor and Economic Growth (DELEG); outside vendors, and citizens of the State of Michigan that use or receive our services.

CRITICAL GOALS/MAJOR OBJECTIVES and RESULTS

By updating our values to reflect quality beliefs, we will strive to acknowledge all those who contribute to the accomplishments of Finance and Administrative Services, through the accomplishments of our GOALS identified below:

Communication: We are committed to providing timely communication to our internal and external customers, regarding information that may assist them in doing their jobs more effectively and to encourage openness and honesty.

Teamwork: We will strive to work together to conduct ourselves in a professional manner so that we may provide quality services to our customers.

Support: We will support each other and our leadership with honesty and respect in order to promote a professional relationship among ourselves.

Program Goals:

- **We will respond within 24 hours to our customers' requests for services in a professional and courteous manner.**

Result: We have met this goal based on customer feedback.

- **We will communicate timely and accurate information to our customers.**

Result: We continue to improve our communication of information and for the majority of instances, have met this goal based on customer feedback.

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- **We will monitor department expenditures and revenues and provide timely reports in order for management to make sound decisions.**

Result: We monitor financials on a daily basis. We held formal meetings and produced reports during December, February, March, May, June, and August. We did not meet in January, April, or July because several staff serve dual functions and are required to submit quarterly financial reports to Federal granting agencies.

- **We will process Travel Reimbursements (TEV's) within 2 workdays of receipt in our office.**

Result: We processed TEV's within an average of 1.92 days over the entire year. See attached chart.

- **We will process ADPICS Direct payments within 1 workday of receipt in our office.**

Result: We processed these payments within an average of 1.12 days over the entire year. See attached chart.

- **We will process ADPICS Invoice payments within 1 workday of receipt in our office.**

Result: We processed these payments within an average of 1.00 days over the entire year. See attached chart.

- **We will process Refunds of Revenue within 1 workday of receipt in our office.**

Result: We met this goal. See attached chart.

- **We will process cash receipts within 24 hours of receipt in our office.**

Result: We met this goal. See attached chart.

- **We will provide MAIN security access for customers as necessary to perform duties of position.**

Result: We handled this on an as needed basis.

- **We will establish/revise MAIN approval paths when needed to ensure adequate internal controls.**

Result: We handled this on an as needed basis.

- **We will continue to establish processes/procedures to ensure efficient departmental operations.**

Result: We handled this on an as needed basis.

- **We will identify and monitor potential authorization lapse balances so that the funds may be used for other legitimate departmental purposes.**

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Result: We do this daily as part of the financial monitoring process discussed above.

- **We will process all C-47 personnel requests within 2 days of receipt from the Office of Human Resources.**

Result: For the most part, we are meeting this goal. Exceptions are due to needed additional follow-up information from program staff.

- **We will draw funds from the federal government in a timely manner to meet federal requirements and ensure prudent cash management.**

Result: Funds are drawn weekly or as needed based upon cash needs or the negotiated Cash Management Improvement Act agreement.

- **We will provide accurate financial data to assist in the federal grant application process.**

Result: We do this as part of our application process based on feedback received from grantors.

- **We will provide accurate purchasing information to department personnel, vendors, and other state departments as requested.**

Result: We continue to improve the communication process.

- **We will provide cross training within divisions utilizing written procedures, task checklists, and on-line reference materials.**

Result: We are meeting this goal and improving the communication process as a byproduct.

- **We will provide effective MAIN training to department personnel, both in person and in writing.**

Result: We are meeting this goal by training staff as needed.

- **We will provide services in a professional and courteous manner.**

Result: We are meeting this goal based on customer survey feedback.

Processes/Services

Our processes and services are developed and improved by constantly communicating with our customers and stakeholders.

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PROGRAM EFFECTIVENESS and Efficiency (Current Year)

Program Goals/Metrics

See attached charts

Performance Measures

Timeliness, Accuracy, and Customer Satisfaction as applied to:

Financial Reporting Self-Assessment (required by DMB)

Biennial Financial Audits (Office of Auditor General)

Federal Financial Status Reports

Deposit Clearing Fund

Procurement Processing

Office Space Service Requests

Customer Surveys Requisition Processing

Processing MAIN Security/Approval

Print Order Processing

Payment Processing

Program Financial Plans/Reports

Revenue Processing

Biennial COSO Report

Mail Delivery

Telephone Service Requests

CS138 Processing

Order Processing

ADPICS Approval Paths

PROGRAM IMPROVEMENTS MADE

Procurement Services Division:

- Implemented ITRAC, MDTMB's electronic process for procurement throughout the department by establishing approval paths for Procurement liaisons and provided guidelines on processing Purchase Request Forms.
- Maintained 100% participation with online ordering for OfficeMax purchases.
- Utilized the Bid4Michigan program for posting of Invitation to Bid documents requesting commodities and Services between \$10,000 and \$25,000.

Office Services Division:

- The Fleet Manager continues to encourage the use of car-pooling in State and Enterprise vehicles when DELEG employees are attending the same meeting or conference. Teleconferencing accounts are also encouraged as an alternative to meetings that require travel. This

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information is provided to DELEG staff during training sessions and is supplied to the vehicle bureau liaisons.

- The invoices for the three State wireless vendors are processed electronically through Filemaker and then submitted to MAIN for payment. This pooling of our wireless accounts allows our department to share minutes and save money. The automation of the accounts has resulted in more efficient handling and turn-around time since the vendors receive one payment for the entire department.
- Both AT&T and Sprint/Nextel periodically provide recommendations for moving wireless users on our account to a different plan based on their usage. The Verizon account is manually audited for this type of detail; if needed, DELEG users are requested to be moved to different plans, ones that are better-suited to their usage needs and ones that will provide a cost-savings to the department. This continued review helps ensure that we have the users on the most economical plans.
- Nonessential furniture is sent to State surplus and to MSI to be refurbished by the State Prison System. I'm meeting with the DELEG Construction crew Supervisor and Manager November 3rd to discuss further reductions by establishing a shelf-life on stored furniture. The goal is to reduce warehouse space by 20% in FY2011.
- DELEG Project Managers are taking advantage of the refurbish contract where feasible. It should be noted that the refurbish contract does not have the savings one would expect; however it does reduce the purchase of new product.
- All new build outs are adhering to energy efficiency where possible. In some case, Project Managers can retrofit existing mechanical systems to be more efficient.
- We continue to assess DELEG space usage and reduce or co-locate whenever possible.
- The Office Services Student files completed orders and has updated coding date for the Telecom Manager. We found his help with the vehicle mileage log more pressing; therefore 70% of his time is with Fleet Management.
- We have consolidated telecommunications support staff in Lansing.
- We have eliminated DMB UPS handling fees by providing Bureau of Construction Codes with the tools needed to prepare labels for the shipment of UPS parcels. The result is a savings of approximately \$5,400/year.
- We have changed most non-supported DTMB Telecom (mainly MRS) sites are to the CISCO IPT phone solution which is supported by DTMB

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Telecom. At the time of conversion, the number of lines and type of set-up is reviewed to implement the most economical and efficient solution, while meeting the sites' needs. Other accounts, such as AT&T and Frontier, are periodically reviewed for unused lines that may be eliminated.

Workforce Program Support Division

- Completed coordination of two DELEG employees to become registered authorized organizational representatives of DELEG for the purpose of submitting applications for federal grants through the federally operated Grants.gov system. With the registration of these two additional individuals, the function of submitting grant applications for all bureaus within DELEG has adequate backup.
- Based on requests from the Bureau of Workforce Transformation (BWT):
 - Designed adjustments to the payroll coding structure for the BWT for BWT's ongoing project to develop budgets and manage operating costs down to the BWT section level.
 - Developed numerous "Business Object" queries to provide detailed expenditure information from the state accounting system to BWT for their tracking and evaluation of BWT administrative expenditures.
- Coordination with the Purchasing and Grant Services Division to improve coordination with the BWT in development of grant agreement documents being initiated by BWT on fund sources administered by BWT to confirm compliance with federal and state regulations.
- Worked with Michigan Works! Agencies (MWA), through quarterly meetings with the MWA Fiscal Users Group, to provide guidance and updates on state and federal financial policies
- Monthly meetings with BWT Management for addressing fiscal and budgetary issues as they arise throughout the year.

Financial Services Division:

- In late FY2010 Accounts Payable staff was reduced by one person due to retirement compared to FY2009 and the section still met goals. This reduction is on top of the 3 positions already lost in prior years due to retirements that were not back-filled.
- Federal Finance successfully implemented an internet-based system (Management of Awards to Recipients System (MARS)) for drawing and federal reporting for the Michigan Works Agencies (MWAs). The new system has significantly reduced the time and effort required for the MWAs to draw funds and report related expenditures. The system also significantly reduced the time it takes for Federal Finance to calculate and record year-end receivables and payables related to MWA grant activities. As a result we were able to allow the MWAs 10 additional work days to report (from October 8th to October 20th) expenditures for the period ending September 30th.

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- Federal Finance absorbed additional accounting responsibilities and new and additional federal reporting for the over \$400 million Federal ARRA funds. Federal Finance continues to account and complete the section #1512 reporting requirements and deadlines.
- Federal Finance continues to meet obligations and deadlines after combining 2 manager positions into one and not back-filling the Accounting Specialist Position.
- The Financial Services Division met DMB/OFM's deadline for closing DELEG's FY2010 accounting records for everything within our control.
- The Financial Service Division continues to work directly with State departments and MDIT's One-Stop staff to develop and extend a state-wide initiative to provide a comprehensive application that will provide license renewal, application processes and other receipt processing functions under one website
- In Revenue Services we lost 1 permanent staff members to retirement and did not backfill the positions. This is in addition to the one supervisor and 2 permanent staff members that left without back-filling in prior years.
- FSD implemented various E.O. 2012-2 (MSHDA and LBFT) by working directly with Treasury and still met deadlines.
- Net Reduction in Staffing – FY10 - 2

Budget Division:

- Ended fiscal year without spending authority overdrafts.
- Developed and submitted transfer and supplemental request in a timely manner to appropriate ARRA and other Federal and restricted funds.
- Met all SBO deadlines for Budget Development and Spending Authority reduction plans.

Others:

- Our payment volume decreased 12.9% (56,266 total documents) from last year (64,582 total documents).
- Our procurement volume decreased .5% from the same time last year.

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- We continued to monitor our department wide operating costs. Significant changes from the same time last year include:
 - Travel expenditures – down 3.6%
 - Utility expenditures – down 13.9%
 - Printing expenditures - down 2.9%
 - Office Supply expenditures – down 11.2%
 - Procurement Card expenditures – down 8.9%
 - Conf./Seminar expenditures – down 15.6%
 - Temp Service expenditures – down 81.6%
 - Subscription expenditures – up 3.4%
 - Telecom expenditures – down 9.5%
 - Wireless expenditures – up 2.1%
 - Postage expenditures – down 9.2%

- We believe we are a very efficient and effective support operation. The cost of providing support to all of DELEG is 1.77% of total DELEG Direct Operating Costs and .032% of Total DELEG expenditures. In FY09 the cost stood at 1.46% and .09%, respectively.

The FY10 cost to provide just Accounting and Budget support is .95% of Director Operating Costs and .17% of Total DELEG expenditures.

- Since we have no one to benchmark against, we believe this is well below private industry standards.

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PROGRAM IMPROVEMENT PLANS FOR FY11

Procurement Services Division:

- Implement ITRAC process throughout the department for submitting computer training requests
- Establish electronic invoicing and payment process for Office Supplies
- Review internal processes to incorporate efficiencies as needed.
- Participate in DTMB Purchasing Operations meetings/trainings on implementing procurement efficiencies within State Government.

Budget Division:

- We need to cross train staff in an effort to improve knowledge and understanding of accounting and budgeting processes and how they work together over an entire fiscal year.
- We plan to work towards having staff work in teams to develop understanding of other program areas to minimize disruption of services.

Office Services Division:

- Eliminate nonessential modular furniture from DELEG warehouse to reduce storage costs.
- Use the modular furniture refurbish contract more to reduce the purchase of new furniture
- Continue to support the Energy Program by adhering to the Energy Reduction Checklist.
- Continue to assess DELEG space usage and reduce or collocate whenever possible
- Fully implement DTMB Telecom's Invoice Magic system to provide monthly telecommunications detail to site contacts instead of using Filemaker
- Utilize DTMB Telecom reports to determine unused phones/lines for possible deletion/savings
- Continually work with bureaus to reassign underutilized vehicles to new or existing employees.
- Continue to redistribute spare phones & parts to sites from stock when applicable

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Workforce Program Support Division

- Update fiscal expenditure policy issuances for fund sources administered by BWT that are entered and tracked through MARS, addressing different report submission processes to be used by sub-grantee entities that have access to MARS and those that do not.
- Continued coordination with BWT on budgetary and expenditure tracking issues to assist in BWT's implementation of their budget by unit project.
- Work with the Financial Services Division to identify adjustments needed in the Late Expenditure Report component of MARS.
- Continued coordination with the Purchasing and Grants Services Division in communicating with BWT in their writing and issuance of grant agreements on funds administered by BWT.
- Coordination with the Budget Division in communication and providing guidance/assistance to BWT on budget development and expenditure projections.

Financial Service Division

- We plan to continue to work with Treasury and DTMB to develop and enhance credit card receipt functionality within DELEG.
- We plan to continue to work on One-Stop applications and will launch the Corporation renewal functionality in April of 2011.
- We plan to continue to work with DELEG programs, DTMB and Treasury to ensure PCI Compliance within all credit card applications.
- We plan to continue working on the modifications to the MARS grant system to continue to improve its efficiency and effectiveness.
- We plan to continue working with the program areas and Michigan Works Agencies to implement modifications to the Federal ARRA reporting requirements for proper reporting.
- We plan to continue submitting Federal ARRA on a timely basis.
- We plan to continue processing payments within established goals.
- We plan to continue to complete year-end closing in an efficient and accurate manner and complete the department's closing prior to the DTMB closing deadlines.

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- We plan to continue assisting DELEG Budget and Program areas by completing timely and accurate budget to actual forecasts. We plan to continue allocating central costs, Department of Technology, Management and Budget (DTMB) and program area pooled costs in an accurate, proper, and timely basis.
- We plan to continue processing cash receipts within established goals and forwarding back-up detail to the program areas in a timely manner.
- We plan to continue drawing federal funds in a timely manner so federal expenditures are properly funded and therefore does not negatively impact the state's general fund.
- We plan to continue providing excellent customer service and responding to phone calls and emails within 24 hours (with the exception of staff off on leave time).
- We plan to continue our efforts to reduce the cost of processing payment and receipt transactions.
- We plan to continue our efforts to assist Management and Budget in reducing the cost of fiscal year closing and close the FY11 books by November 15, 2011.
- We plan to increase our efforts to identify and attend training classes that will increase the knowledge and effectiveness of our staff if the executive directive placing a moratorium on training is lifted.
- We plan to continue our efforts working with program staff and other departments to migrate remaining large volume license renewals from the current manual cash receipting process to the automated process. We will be standing up replacement remittance processors (Unisys NDP300) in 12/10.
- We plan to work with DTMB to improve the Michigan Time & Expense system used for state employee reimbursements (e.g. travel) to improve the ease of its use and to decrease the time it takes to manage the post audit function.

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BUREAU WIDE:

- We plan to continue our efforts to reduce costs in cooperation with program staff in order to comply with the Governor's Executive Directives.
- We plan to continue our efforts to improve our expenditure and revenue projection data for all DLEG programs and to end FY10 without any spending authority overdrafts.
- We plan to continue our efforts to improve our expenditure and revenue projection data for all DLEG programs and to end FY10 without any spending authority overdrafts.
- We need to explore a dashboard type of approach to (building on the version used in the past couple of years but not being used this year because the quality and consistency of the reports from program to program left something to be desired) reporting our annual departmental wide performance measures. For 3 years now, we have used these reports to inform the Legislature of how we are doing as part of our budget development process. We have garnered a great deal of goodwill for doing this. Our fiscal year 2007-09 reports are now available on our Internet site. FY2010 will be on-line shortly.
- We plan to coordinate and submit all requests for emergency equipment replacement required to meet the Department's needs.
- We plan to establish and document processes to provide consistency and instruction for cross training between positions.
- We plan to continue administering the procurement card program through increased efficiencies by training department personnel on using Payment Net.
- We plan to continue to review all bureau-established contracts and grants to assure appropriate language approved by the Attorney General is included in order to protect the State.
- We plan to incorporate efficiencies in processing requests for commodities and services, including CS-138's, as it relates to obtaining internal approvals.
- We plan to ensure the intranet is updated timely and accurately.

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- We plan to provide department-wide training to new MAIN users including ADPICS and R*STARS transactions.
- Continue to reduce and consolidate office space to meet department/program requirements.
- Continue to implement and exercise energy reduction strategies.
- Continue to combine state cell phones under one vendor with shared minutes.
- Develop continuity for the emergency planning program.
- Continue the development of the continuity of business plan.

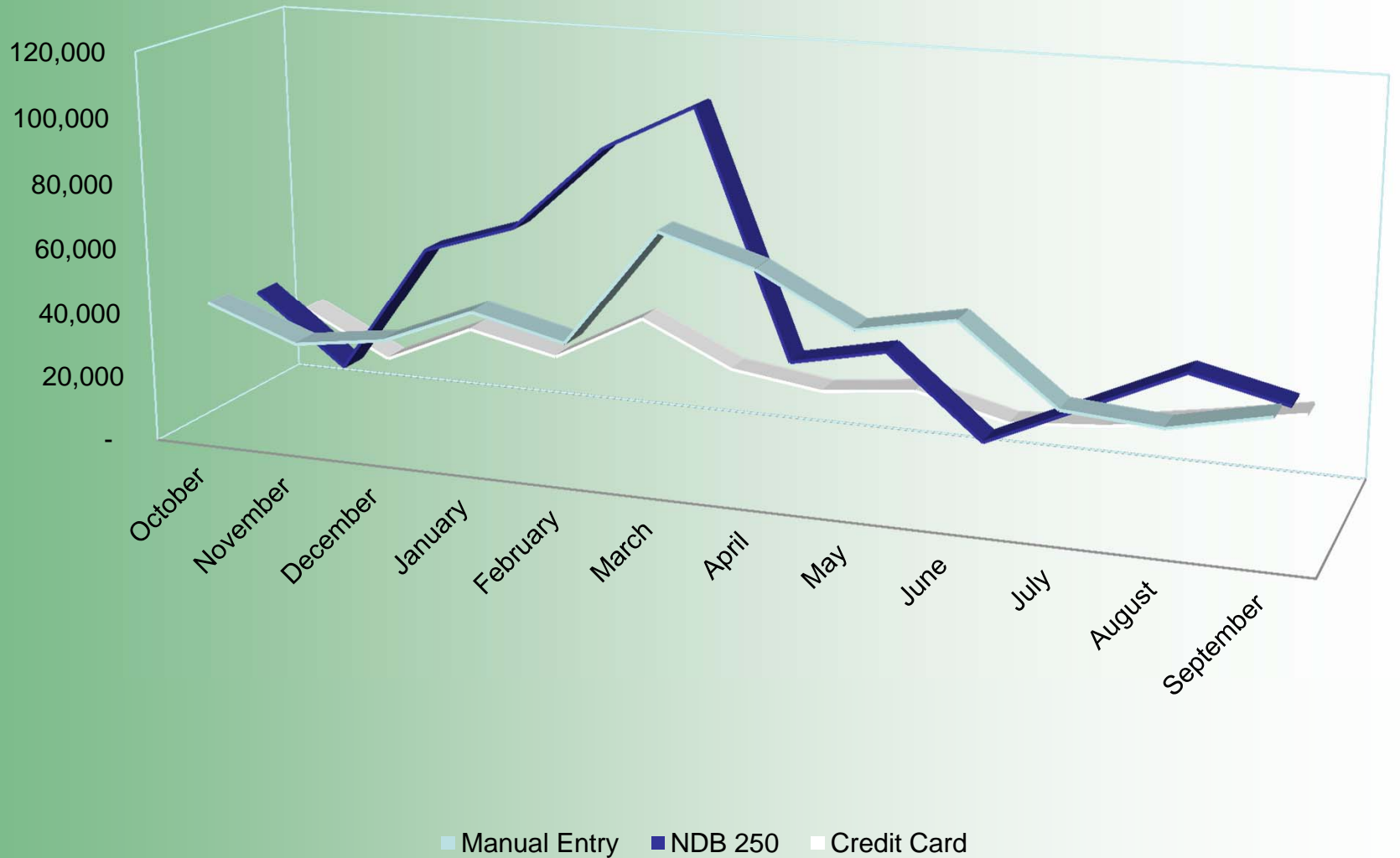
CHALLENGES FOR FY11 and BEYOND:

- Working with State Budget Office to successfully limit the negative impact of their planned use of “Accounting Service Centers” while maintaining the level of service our customers have become accustomed to.
- Our preliminary findings regarding the consolidation of HR services and Internal Audit services within Civil Service and the SBO show we will be paying significantly more for these services as a result of Executive Order 2007-32 than if these services remained in DELEG.
- Developing a succession plan to insure there is no drop in service as staff retires or leaves. We lost 8 staff in FY2007, replacing none of them. 40% of our staff are eligible to retire at the present time. 10 have notified us they will be retiring by 1/1/11.
- Continuing to improve our efficiency and effectiveness in light of budget and hiring constraints resulting from the Michigan economy.
- As part of our annual performance reporting, we need to improve the consistency of our reporting among programs if funding allows.
- There are new (additional) federal reporting requirements for the “Federal Transparency Act” for all grants received as of October 1, 2010 with less staff (1 due to retirement)



Receipts Processed 10/05/09 to 10/01/10

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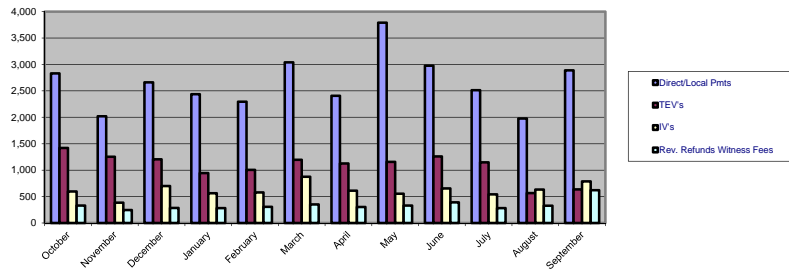
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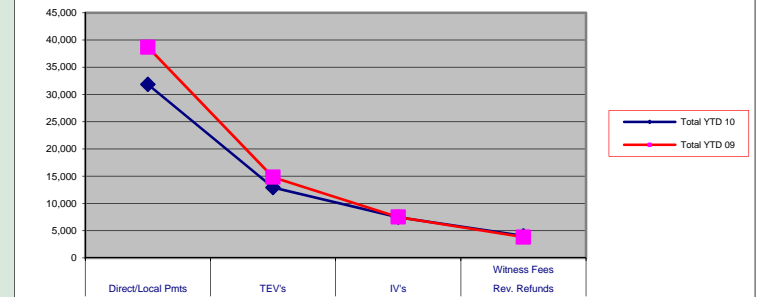
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FY10 Monthly Payments + Volume Comparison to Prev. Yr.

FY10 Payment Volume by Month

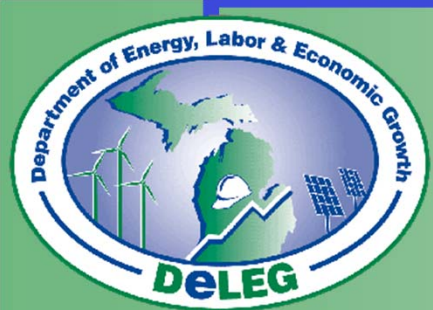


Volume Change FY10 to FY09



We processed 607 less or -10.96 % payments compared to FY09

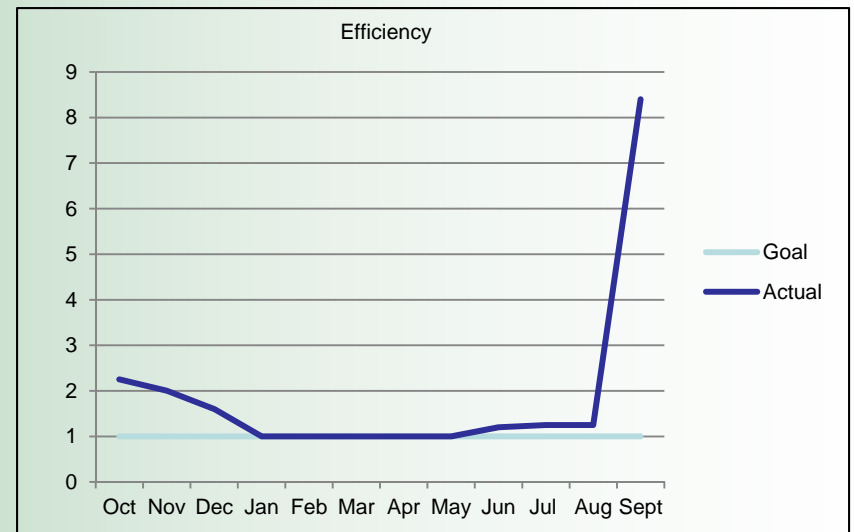
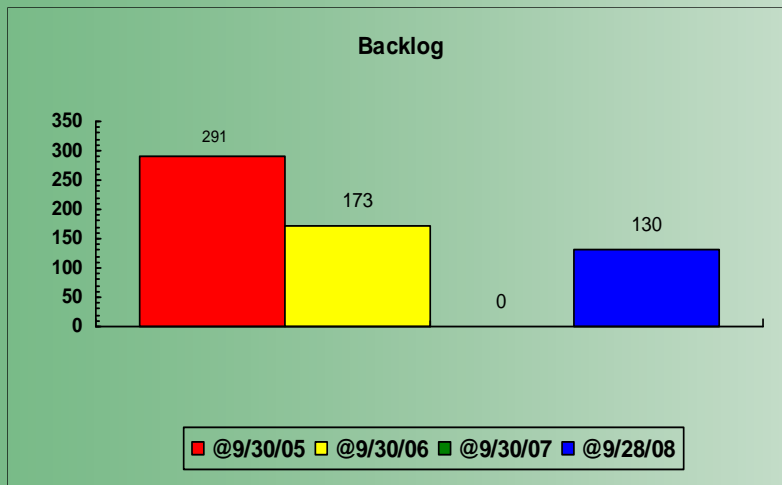
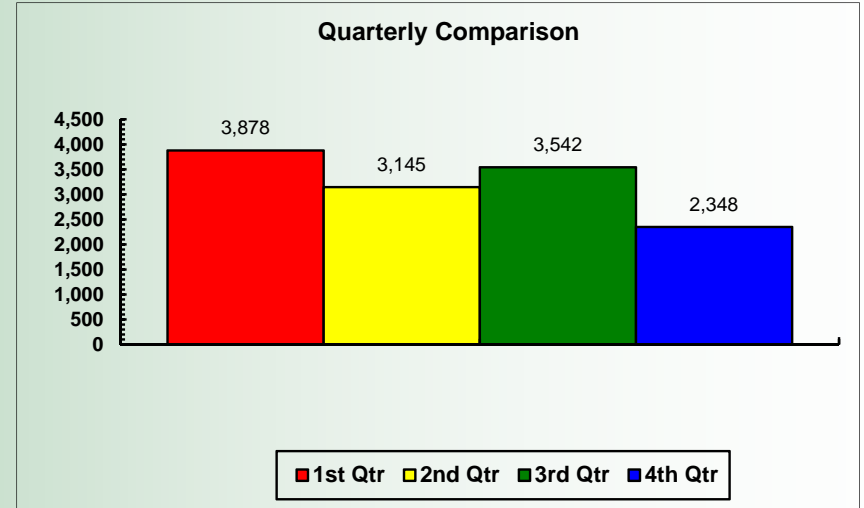
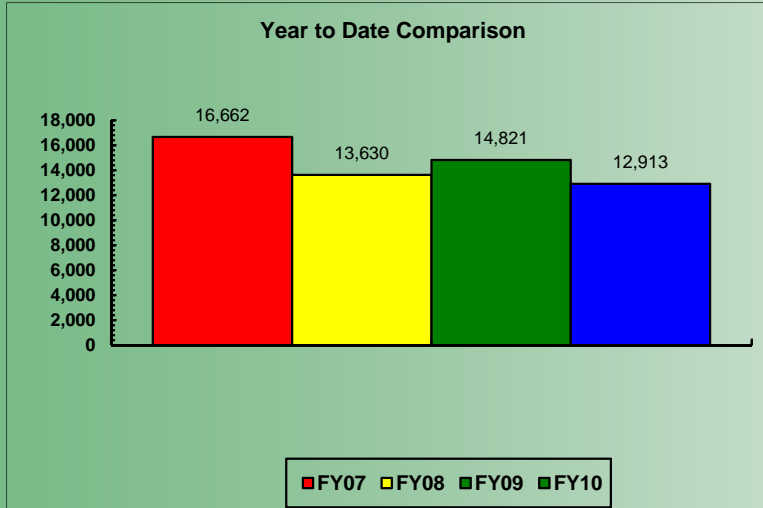
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Travel Reimbursements Processed/Audited 10/05/09 to 10/02/10

NOTE: DTMB implemented a New Travel Reimbursement System. Reimbursements are made via Payroll now, requiring post audit of requests. This is reflected in September Efficiency chart showing we are 907 behind or 3 weeks of processing.

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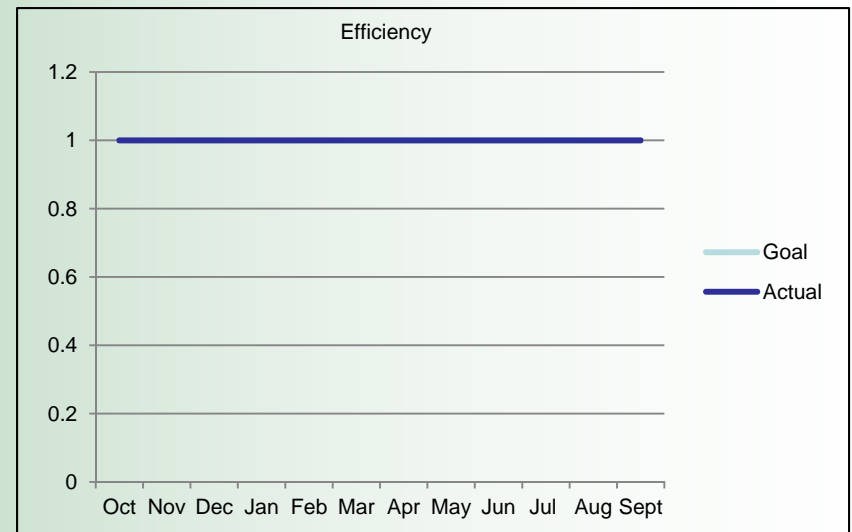
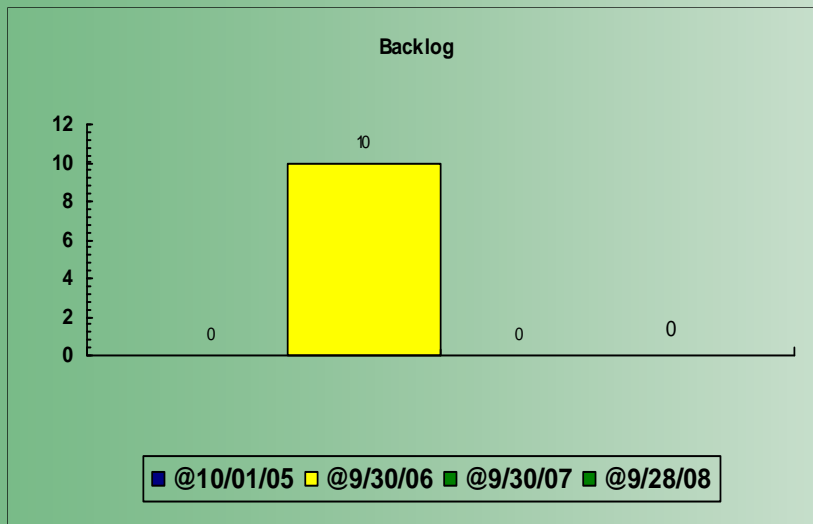
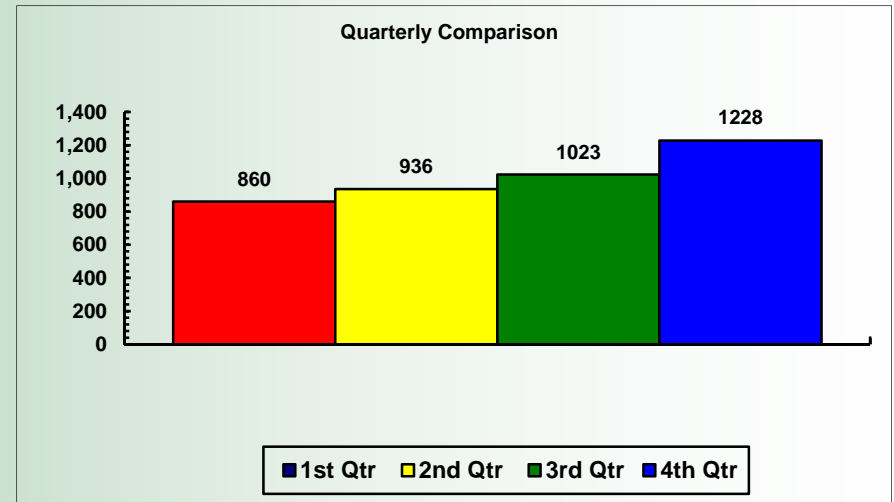
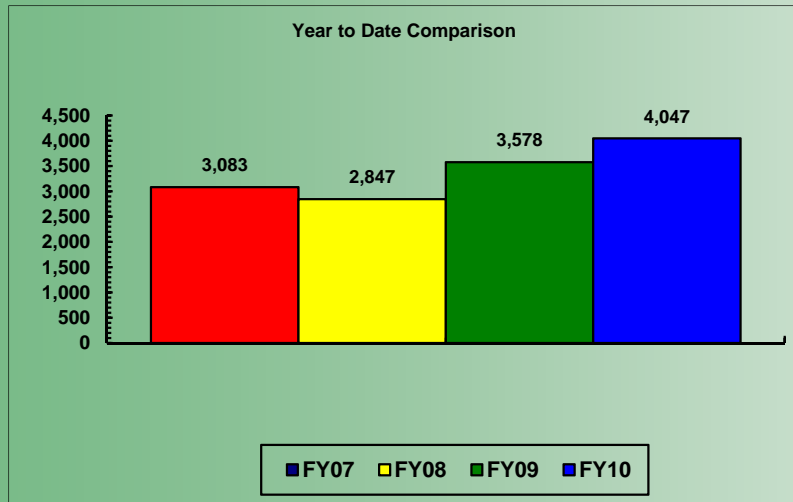


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Revenue Refunds and Witness Fee Payments Processed 10/05/09 to 10/02/09

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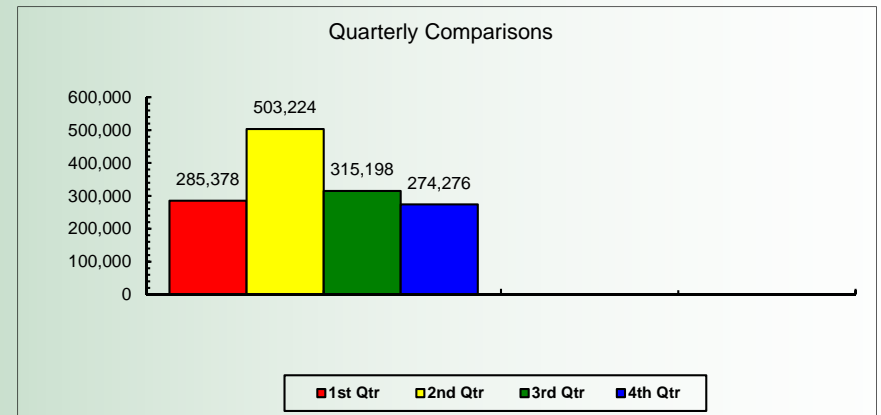
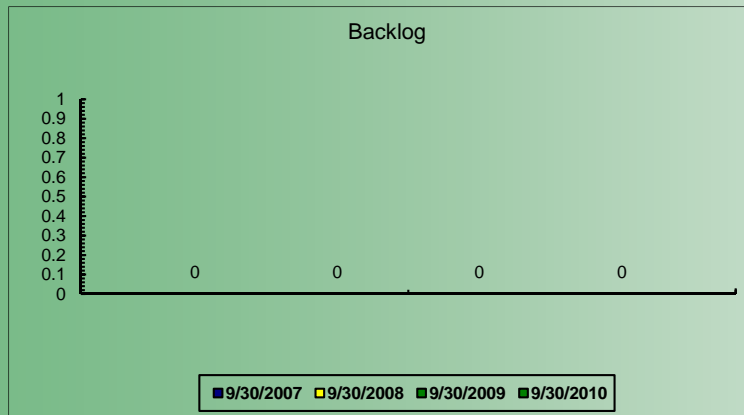
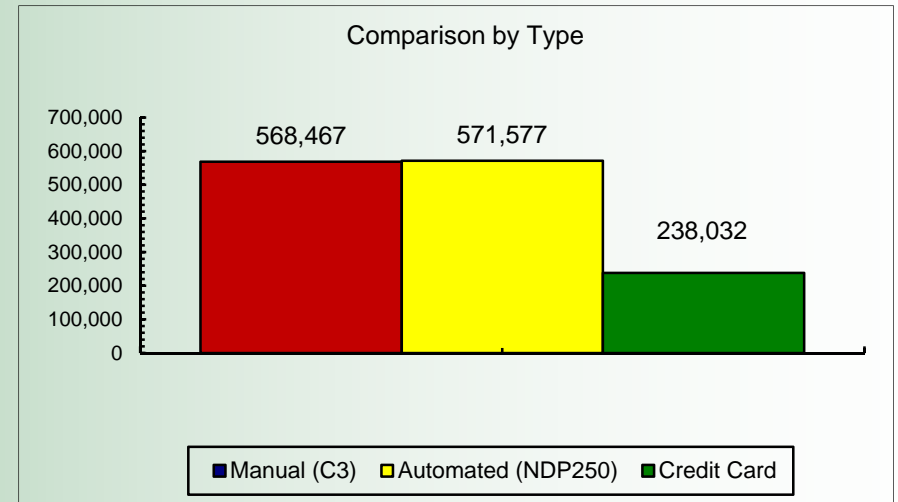
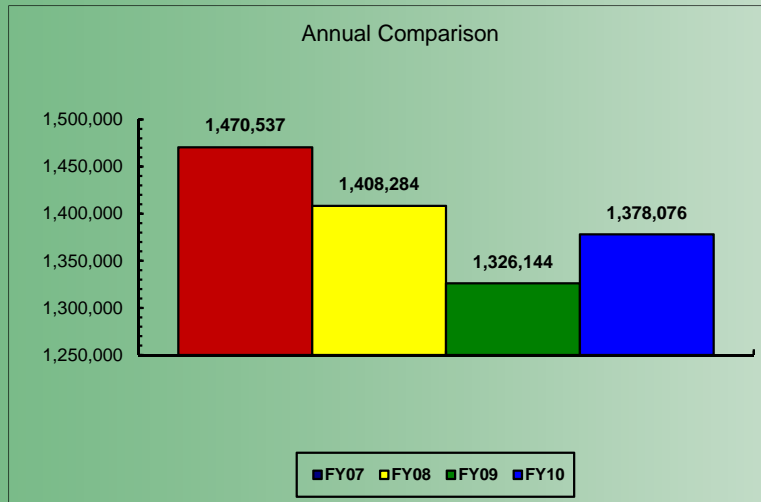


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Cash Receipt Transactions Processed 10/05/09 to 10/02/10

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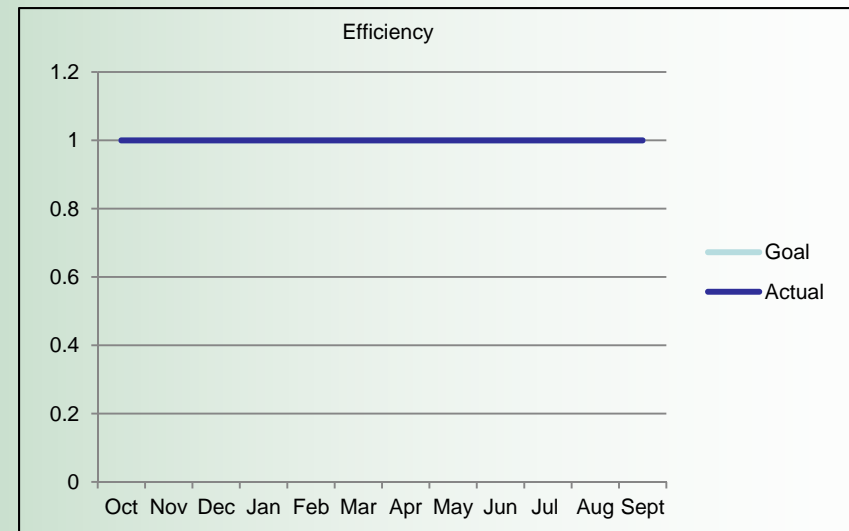
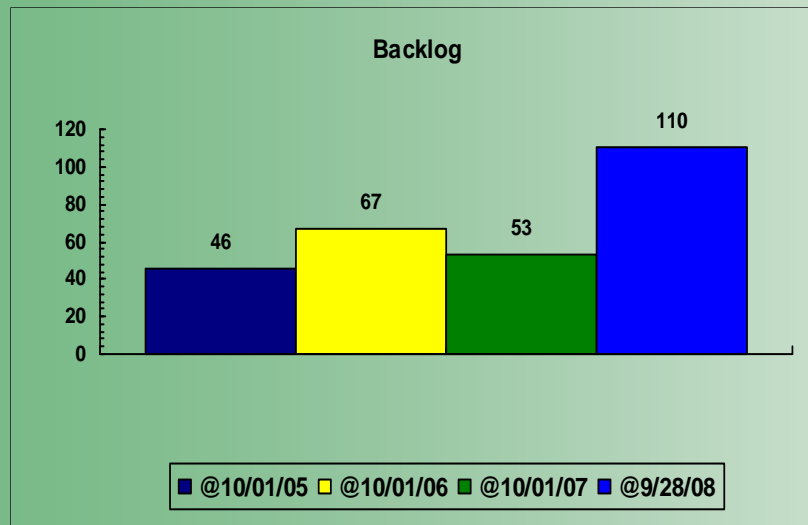
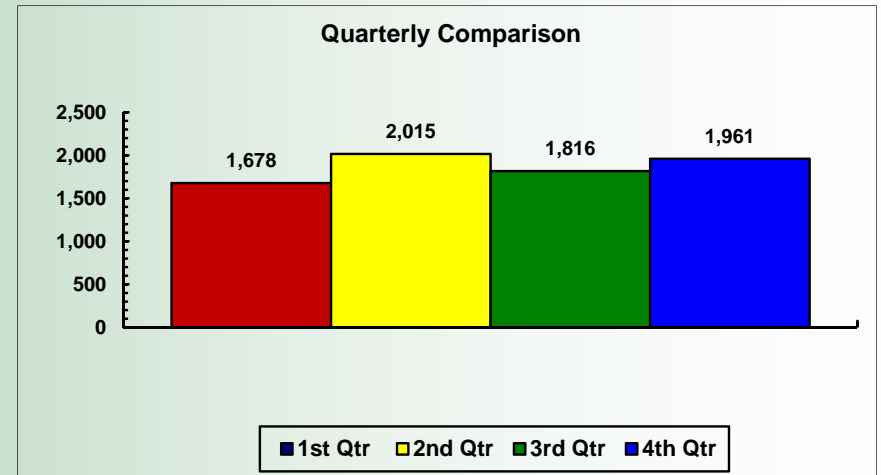
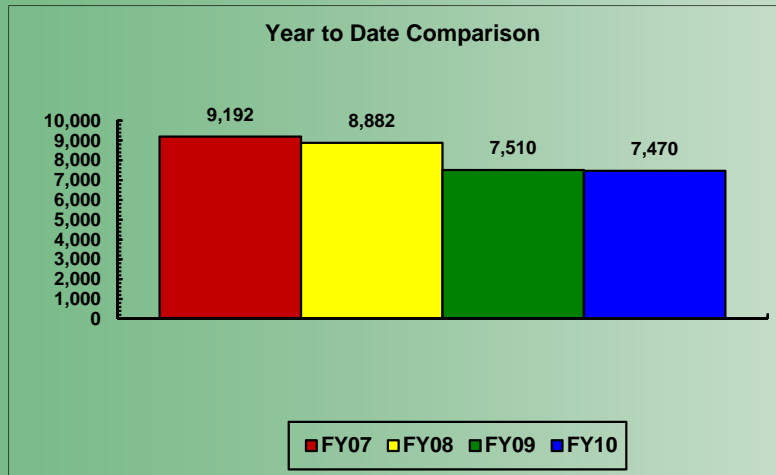


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Invoice Vouchers Processed 10/05/09 to 10/02/10

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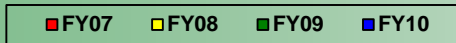
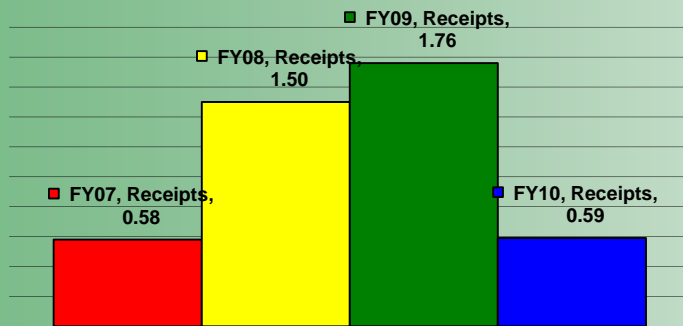
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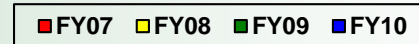
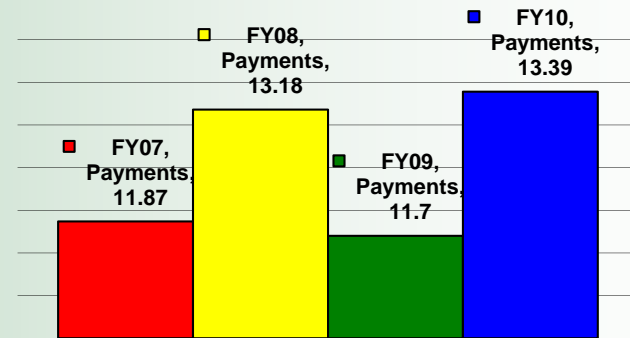
Payments and Receipts Processing Costs 4 Year Comparison

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Transaction Costs- Receipts Processed
Objective: Increase Efficiency
Outcome: Cost has remained steady/transaction



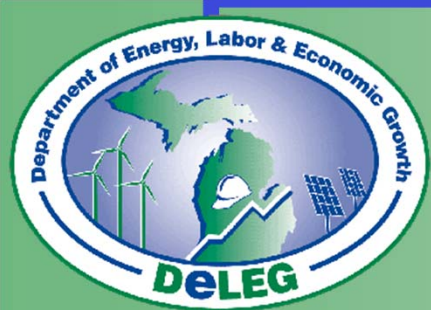
Transaction Cost-Payments
Objective: Increase Efficiency
Outcome: Cost increased \$1.29/payment



FY07 cost figures only include payroll costs plus FAS overhead costs.

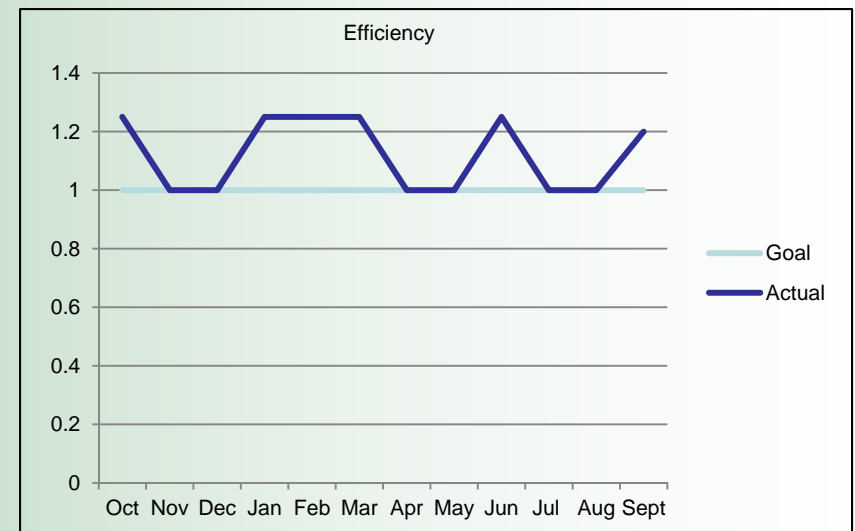
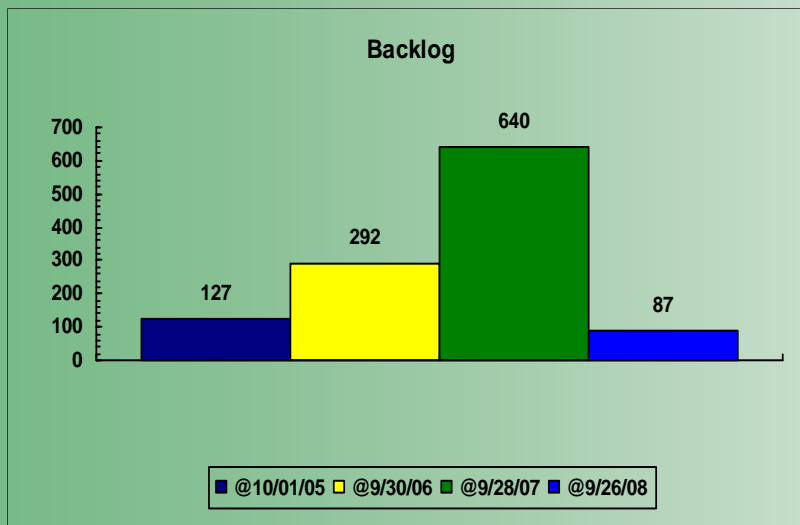
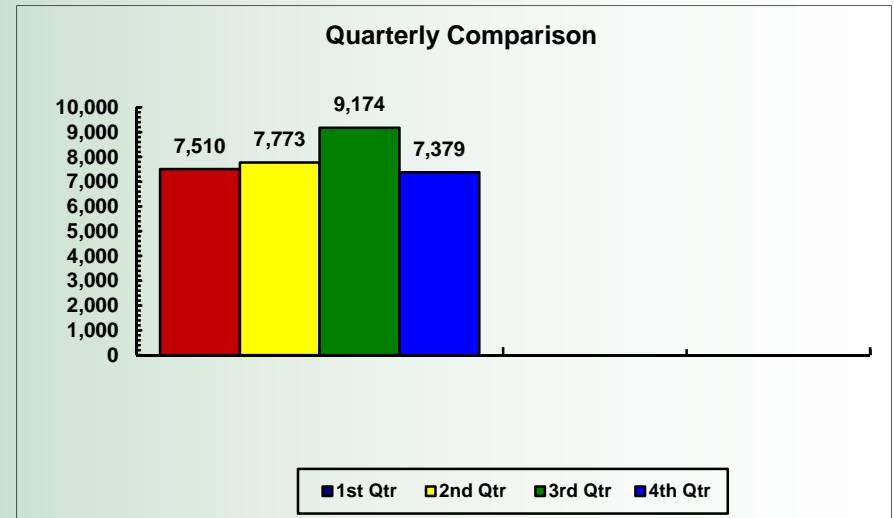
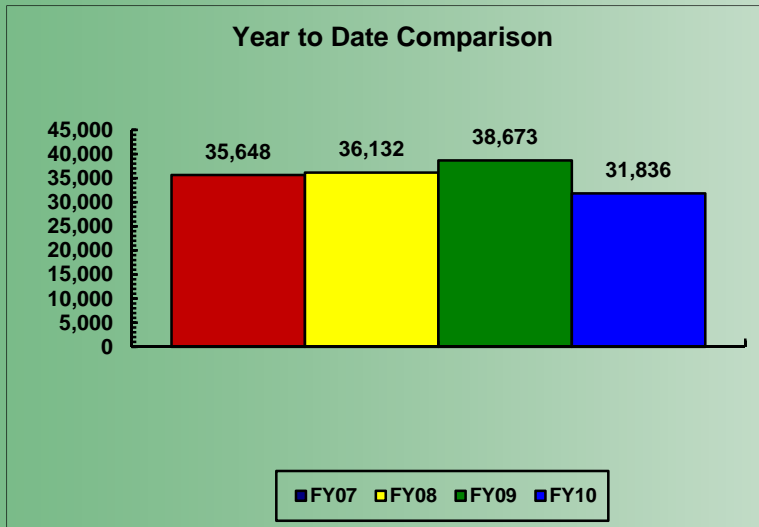
FY08-10 costs represent the time and effort of the FAS staff and now include DIT support and rental costs for a more accurate picture. Data entry/approval time of program staff for direct Vouchers (estimated to be 5-7 minutes per document are not included).

2 individuals retired in our receipting area in FY09 . We replaced one. One person retired in Accounts Payable. We did not replace before 10/1.



Direct Vouchers Processed 10/05/09 to 10/01/10

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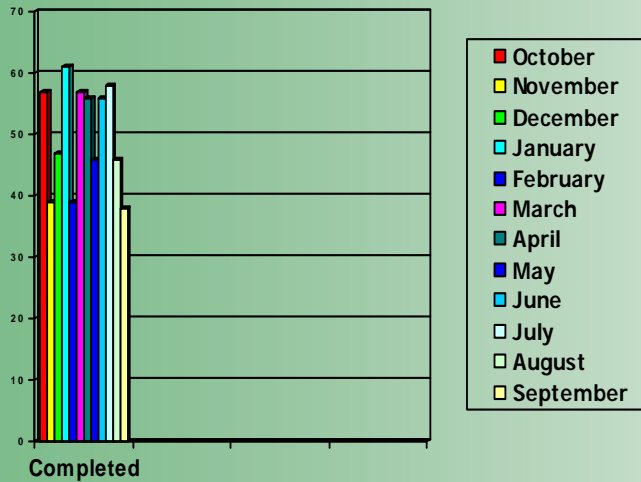
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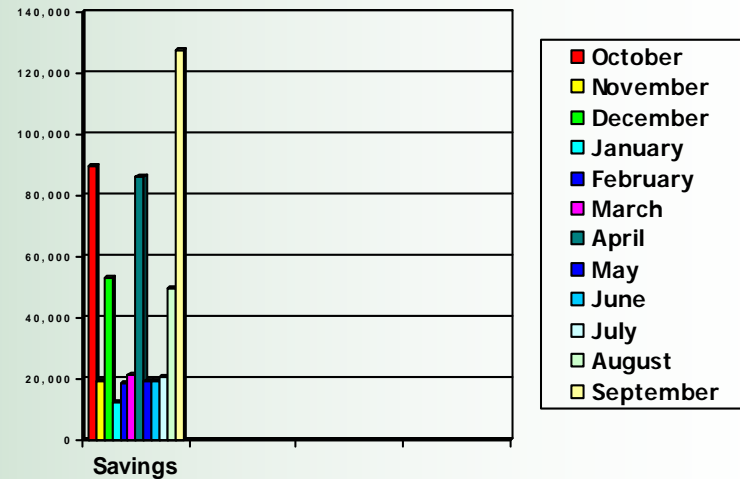
Office Services Construction Report For Jobs Completed FY 10

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Volume



Monthly Savings



Total jobs completed for FY 10 – 570

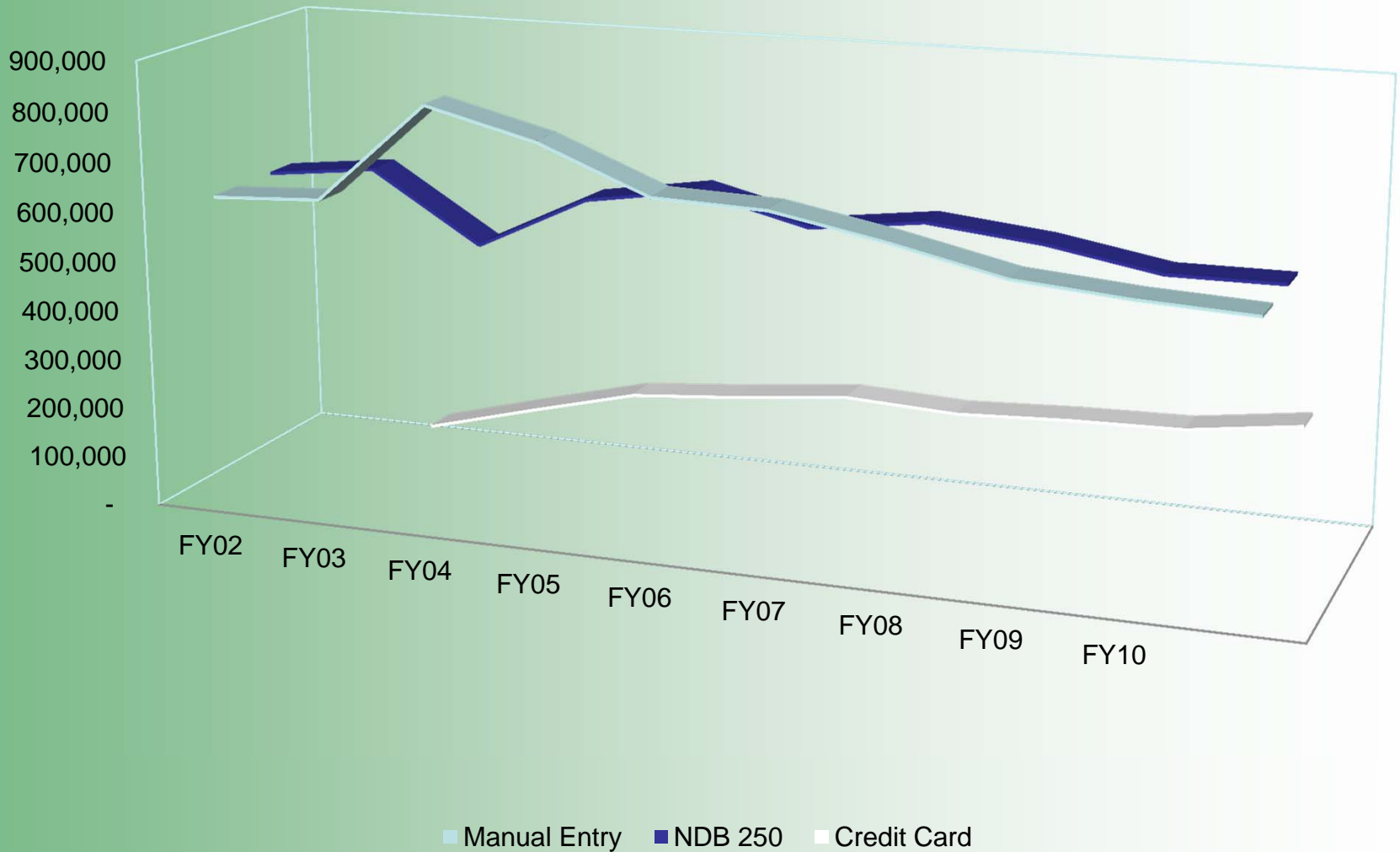
Total material savings for FY 10 – \$537,023.82

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Receipts Processed Fiscal Years Ending 2001-2010

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