



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Nadine Nader

SUBJECT: SEE BELOW

DATE: 01-09-09

Approved

Date

1/9/09

**SUBJECT: 2008-09 First Quarter Revenue Collection Strategic Plan Report
[Public Safety, Finance and Strategic Support Committee – Item G]**

On December 18, 2008, staff presented the report on the 2008-09 First Quarter Revenue Collection Strategic Plan to the Public Safety, Finance and Strategic Support Committee.

At the Committee's direction, this item is being cross-referenced to the January 13, 2009 Council agenda for full Council consideration. The Committee's recommendation and minutes are available online on the City Clerk's website.

NADINE NADER
Assistant to the City Manager

Attachment



Memorandum

TO: PUBLIC SAFETY, FINANCE AND
STRATEGIC SUPPORT COMMITTEE

FROM: Scott P. Johnson

SUBJECT: 2008-09 FIRST QUARTER REVENUE
COLLECTION STRATEGIC PLAN
REPORT

DATE: December 4, 2008

Approved

Diana Setra

Date

12/18/08

RECOMMENDATION

It is recommended that the Public Safety, Finance and Strategic Support Committee:

- Accept this report on the Finance Department's first quarter of Fiscal Year 2008-2009 Revenue Collection efforts.
- Forward the attached list of bad-debt write-offs to the City Council for approval. The list represents 92 accounts in the amount of \$1,848,382.09.

OUTCOME

To update the progress of the Finance Department's Revenue Collection efforts for the first quarter of Fiscal Year 2008-2009 (July 2008 through September 2008).

EXECUTIVE SUMMARY

The Finance Department began the Revenue Collection Strategic Plan (RCSP) in January 2007 with the restructure of operations to maximize the effectiveness of the time spent by Investigators/Collectors on collections. Staff's pro-active collection efforts during FY 2007-2008, the first full year of the RCSP, generated \$10,633,668.

The RCSP targeted goal for FY 2008-2009 is \$2,650,000. For the first quarter of FY 2008-09, staff has collected \$2,365,664 for the period from July 2008 through September 2008. This represents 89% of the collection target.

BACKGROUND

The Finance Department's Revenue Management Division is responsible for several tax and fee compliance programs in addition to the City's accounts receivable delinquency management program. The Business Tax, Accounts Receivable, and Revenue Compliance and Monitoring programs are in place to pro-actively monitor the revenue streams the City receives to facilitate the delivery of City services.

This report updates the collection results of the City's accounts receivable delinquency management and revenue compliance and monitoring programs for the first quarter FY 2008-09.

ANALYSIS

Collection Results

The Finance Department Revenue Management Division (RM) continues to implement the Revenue Collection Strategic Plan (RCSP), which began on January 6, 2007 for the purpose of improving the City's collection efforts and optimizing staff resources. Exhibit 1 below shows the results from July 2008 through September 2008.

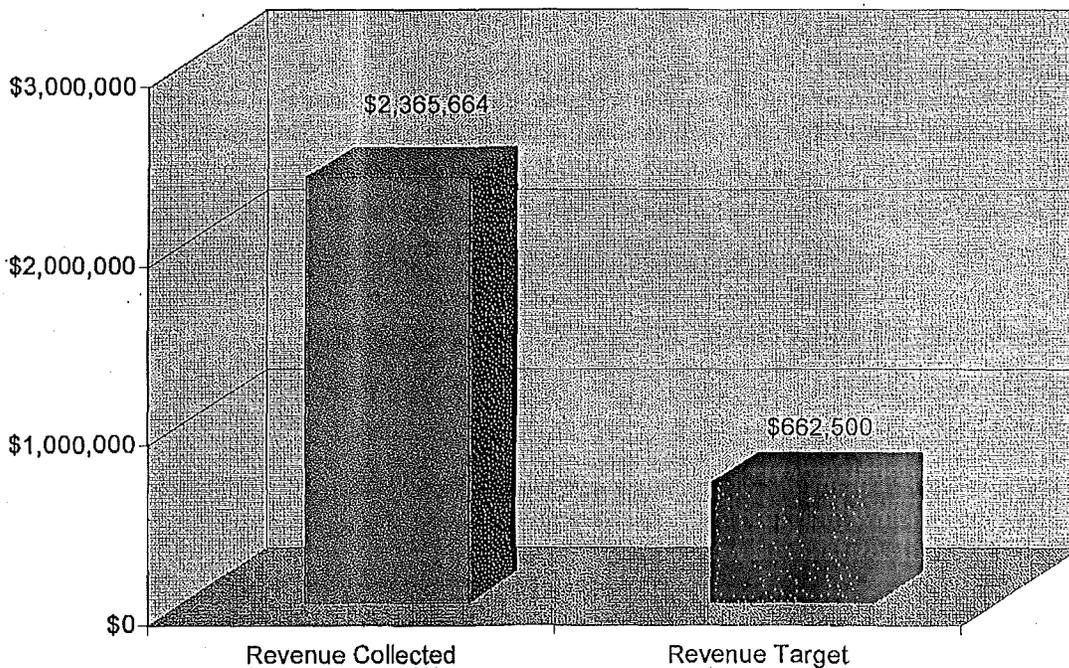
Exhibit 1:

PERIOD FY 08-09	COLLECTION AMOUNTS	STAFF/CONSULTANT COST	\$ Return on Investment (ROI)*
First Quarter	\$2,365,664	\$277,934	\$8.51

*ROI = Return on Investment resulting in \$ generated per \$1.00 in cost.

This analysis is a result of an evaluation of staff resources and how it has benefited the collection efforts of Business Tax, Accounts Receivable, Revenue Compliance, and various other collection strategies described in this RCSP report. It should be noted that, as shown in Exhibit 1 above, the costs represent those that were incurred directly related to the program, which only include Investigator/Collectors⁽¹⁾ and Consultants' time. The chart below summarizes the revenue collection results for the first quarter.

**Revenue Collection and Target
Quarter Ending 9/30/08**



Summary Results

The summary results break down the revenue, costs, and return on investments (as generated per \$1.00 in cost) for the fourth quarter period. ⁽²⁾ Exhibit 2 details the two major components of the RCSP, which are delinquency management and revenue compliance.

Exhibit 2:

PROGRAM	ADDITIONAL REVENUE AND/OR CASH FLOW	STAFF/CONSULTANT COST	\$ GENERATED / TOTAL COST (*ROI)
Business Tax Delinquencies	\$467,901	\$111,758	\$4.19
Accounts Receivable Delinquencies	\$1,214,599	\$58,492	\$20.77
Revenue Compliance/Monitoring	\$683,164	\$107,684	\$6.34
TOTALS	\$2,365,664	\$277,934	\$8.51

*ROI = Return on Investment resulting in \$ generated per \$1.00 in cost.

(1) Includes salary and benefits.

(2) Includes "new" revenue as well as cash collected for revenue previously recognized but not yet collected.

Collection Performance Breakdown

- Business Tax Delinquencies (BT)
 - Business Tax Turnover – Business Tax has historically shown a 20% business turnover rate in the City each year. Due to the high turnover rate, it becomes vital for RM staff, specifically the Investigator/Collectors (IC's), to interact directly with the business community to assure the highest level of business tax compliance.
 - Business License Information Program (BLIP) – Currently, the Finance Department is working on an aggressive revenue collection campaign intended to increase the BT revenue base and to reduce the average number of days the active accounts remain past due. The Finance Department continues to notify thousands of non-compliant businesses that have never paid a business tax to come into compliance with the City's BT requirements. Staff continues to send 1,650 notices per week, and anticipates that it will continue to do so through June 2009.
 - Business Discovery Program (BDP) – This fiscal year RM implemented a Field Inspection Program designed to enforce BT compliance for unregistered businesses and delinquent collections.
 - Business Tax Return on Investment – As noted in Exhibit 2, during the first quarter, IC's recovered \$467,901 from delinquent and non-compliant BT accounts at a cost of \$111,758. This represents a \$4.19 return for every dollar spent on staff resources.

- Accounts Receivable Delinquencies (AR)
 - Delinquency Management – The AR Unit proactively collects on citations issued by Code Enforcement and the Fire Department on administrative citations, reimbursement for sidewalk repairs. Additionally, RM collects on invoices as a result of damage to City property and other miscellaneous delinquent accounts from various City departments. IC's use skip tracing tools to locate debtors and recover outstanding amounts owed the City. The successful management of delinquent accounts increases cash flow for both investments and use of funds to pay for City programs. This strategy is aimed at reducing the City's aging of AR accounts, which may otherwise be subject to future write-offs as uncollectable debts owed the City.
 - Accounts Receivable Return on Investment – During the first quarter, the IC's collected \$1,214,599 in delinquent accounts receivables. The cost related to this program during the first quarter totaled \$58,492. This represents a \$20.77 return for every dollar spent on staff resources.
 - Collaboration with other City Departments and Public Agencies – The Finance Department is proactive in working with other City departments and Public Agencies to collect revenues due the City. In prior years, the City has contracted with collection agencies to augment the overall collection efforts. The Finance Department has successfully contracted with two collection agencies (Professional Recovery Systems of San Jose and Collection Bureau of America of Hayward) to assist with the collection of delinquent accounts. Staff released 1,000 accounts to each of the agencies in the initial phase of the program and will continue to submit 1,000 per week until all 15,000 accounts have been exhausted. Prior to the RCSP strategy, the accounts receivables program had over \$31 million in outstanding accounts. A goal of the RCSP in FY 2007-2008 was to reduce the greater than 90 days past due receivables through collection efforts by 30%. In FY 2007-2008 there was a decrease of 26.6% (\$4,619,656) in the City's accounts receivables over 90 days past due. Staff will continue their aggressive collections efforts. In addition, in order to generate additional revenues for the City the Finance Department is working in collaboration with the County Assessor's Office and the State Board of Equalization to conduct compliance verifications for unsecured property tax and sales tax.
- Revenue Compliance and Monitoring
 - Revenue Compliance Efforts – The Revenue Compliance and Monitoring (RCM) Unit conducts compliance audits and reviews of businesses required to collect taxes and fees, and franchise holders. Revenues in this category include: Sales and Use Tax, Utility Users Tax, Franchise Fees, Transient Occupancy Tax, Emergency Communications System Support Fee, City Tow Franchises, and Commercial Solid Waste Fees. In the first quarter, the total Sales and Use Tax revenues generated was \$565,800 as a result of this program.

- Compliance Audits and Sales Tax Reviews – During the first quarter, the RCM unit generated \$22,133 from Utility Users Tax compliance reviews. Transient Occupancy Tax audits in the first quarter contributed \$34,169 in findings. The Emergency Communications System Support Fee compliance review has generated an additional \$60,454, along with \$608 in unclaimed funds recovered from the State Controllers Office.
- Revenue Compliance Return on Investment – In summary, the RCM audits have generated \$683,164 in additional revenue at a cost of \$107,684. This represents a \$6.34 return for every dollar spent in program costs.
- City Wide Accounts Receivable Program/Bad Debt Write-offs
 - On May 13, 2008 Council directed the Finance Department to provide an annual update on the City's bad debt exposure. As a result, the Finance Department will submit an update and request for write-off on a quarterly or semi-annual basis in order to comply with this Council directive. At the present time, the Finance Department is requesting the PSFSS committee forward the attached list of delinquent accounts, in the amount of \$1,848,382.09 to the City Council for write-off approval.
 - Writing off the City's uncollectible debts is appropriate to maintain an accurate accounts receivable record and is not deemed a relinquishment of the City's claim. The City's reserves for bad debt are funded to cover the amount being submitted for write-off. As a last resort, staff will assign these delinquent accounts to the collection agencies, which will make an attempt for further collection action, in order to exhaust all remedies available to the City.
 - These uncollectible accounts were from debtors where:
 1. Debtor has no assets or no indication of future assets;
 2. Debtor is deceased and has no estate;
 3. Debtor is incarcerated for an extended or unknown period;
 4. Debtor has filed bankruptcy;
 5. Debtor has "skipped" or has moved and has no forwarding information; or
 6. Statute of limitations has expired.

EVALUATION AND FOLLOW-UP

The Finance Department will continue to manage existing revenue compliance review programs and continue to explore additional opportunities to implement programs for collecting taxes and fees due to the City. Other methods and programs will also be reviewed to decrease delinquent receivables and increase cash flow for the City.

POLICY ALTERNATIVES

N/A

PUBLIC OUTREACH/INTEREST

- Criteria 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criteria 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- Criteria 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council, or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

COORDINATION

This memorandum has been coordinated with the City Manager's Budget Office and the City Attorney's Office.

FISCAL/POLICY ALIGNMENT

The RCSP is consistent with the budget balancing strategy principle to focus on improving employee productivity and continuously improving business practices. The RCSP includes streamlining, innovating, and simplifying City operations so that services can be delivered at a higher level of quality, with better flexibility, and at a lower cost. This program maximizes revenue generation and furthers the City's overall economic goals.

COST SUMMARY/IMPLICATIONS

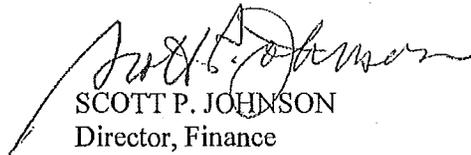
The budgeted target for the RCSP for FY 2008-2009 is to generate collections of at least \$2,650,000. Collection results for the first quarter FY 2008-2009 are \$2,365,664, which represents 89% of the Finance Department's targeted goal.

BUDGET REFERENCE

N/A

CEQA

Not a project.


SCOTT P. JOHNSON
Director, Finance

Write-off List
November 18, 2008

Department #	Fund #	Account #	Name	Account Code Type	Payment Received	Invoice Date	Invoice Amount	Current Balance (Write-Off Amount)	Reason for Write-off
42	1	101082	AMERICAN GI FORUM		5/15/2000	6/3/1997	\$ 50,824.41	\$ 50,824.41	Settlement w/City
42	1	101304	AMERICAN GI FORUM		5/19/2000	6/10/1998	\$ 78,017.82	\$ 78,017.82	Settlement w/City
42	1	101195	AMERICAN GI FORUM		6/22/2000	3/3/1999	\$ 109,467.74	\$ 109,467.74	Settlement w/City
42	1	100736	AMERICAN GI FORUM		5/15/2000	10/2/1998	\$ 111,940.10	\$ 111,940.10	Settlement w/City
42	1	100756	AMERICAN GI FORUM		5/19/2000	7/7/1998	\$ 112,780.04	\$ 112,780.04	Settlement w/City
42	1	101982	ARMSTRONG, RICKY DEFORRES		8/31/1998	10/30/1997	\$ 9,688.22	\$ 9,688.22	Statute of Limitations
42	1	102664	BANK STEVEN		10/26/2001	5/11/1999	\$ 27,246.77	\$ 6,746.77	Statute of Limitations
42	1	100055	CHAVARRIA ROGER MURO (DRIVER)		11/30/1999	6/23/1997	\$ 26,510.17	\$ 26,510.17	Statute of Limitations
42	1	101427	CUSHING STEVE BRIAN (DL)		5/19/2000	10/28/1997	\$ 67,011.58	\$ 67,011.58	Statute of Limitations
42	1	100202	DE LA ROSA, RENATO B. (DRIVER)		5/15/2000	6/23/1997	\$ 10,276.11	\$ 10,276.11	Statute of Limitations
42	1	100355	FOLEY, LLOYD THOMAS		6/25/1998	10/30/1997	\$ 59,500.00	\$ 59,500.00	Statute of Limitations
42	1	101332	HERNANDEZ, ALFREDO MORALES		6/22/2000	9/8/1997	\$ 76,593.39	\$ 76,593.39	Statute of Limitations
42	1	100891	HOYT, HENRY WAYNE		2/5/2001	6/23/1997	\$ 15,498.02	\$ 15,498.02	Statute of Limitations
42	1	105901	KIELOCK, BRUCE EDWARD		3/5/2001	1/5/2000	\$ 123,627.92	\$ 78,706.77	Statute of Limitations
42	1	101088	MENDOZA, ROCKY G		8/27/2001	4/30/1999	\$ 42,232.07	\$ 23,732.07	Statute of Limitations
42	1	101767	MEZA ARMANDO		6/22/2000	4/1/1999	\$ 9,487.11	\$ 9,487.11	Statute of Limitations
42	1	101640	RAMSEY, DANIEL P		9/20/2000	1/9/1998	\$ 69,470.50	\$ 52,720.50	Statute of Limitations
42	1	100472	ROGERS MAXINE		6/22/2000	6/23/1997	\$ 5,855.54	\$ 5,855.54	Statute of Limitations
42	1	101044	SARAVIA, VICTOR MANUEL		4/27/1999	4/5/1999	\$ 46,852.03	\$ 46,852.03	Statute of Limitations
42	1	102619	VILLEGAS, MANUEL R.		6/28/2000	3/5/1991	\$ 22,137.79	\$ 22,137.79	Statute of Limitations
49	1	120840	CONNELL, STEPHEN CONNELL, STEPHEN PAUL II	49PS		10/8/2004	\$ 5,182.97	\$ 5,182.97	Statute of Limitations
49	1	113377	FLORES, MARIANE BETTENCOUR	49PS		11/27/2002	\$ 14,725.00	\$ 14,725.00	Statute of Limitations
49	1	117565	WORLD VACATION EXPO	67RTM		11/13/2003	\$ 5,042.50	\$ 5,042.50	Out of business
51	1	100759	CARAPINHA, GLORIA		6/28/2000	11/13/1995	\$ 6,801.98	\$ 6,801.98	Statute of Limitations
51	1	112390	RAMLOGAN, RAJMATIE G			9/9/2002	\$ 16,651.12	\$ 16,651.12	Statute of Limitations
51	1	119352	SANCHEZ, MIGUEL A	5107		5/12/2004	\$ 13,196.34	\$ 13,196.34	Uncollectable per CAO
51	1	116897	TELLEZ, BERNARDO DELUCIO, JUANA	5107		9/11/2003	\$ 7,922.47	\$ 7,922.47	Statute of Limitations
53	1	100326	CERVANTES, PEDRO LEYVA		6/28/2000	11/27/1989	\$ 7,819.12	\$ 7,819.12	Statute of Limitations
53	1	100339	GOYETTE, MICHAEL DUANE		6/28/2000	1/26/1990	\$ 8,153.12	\$ 8,153.12	Statute of Limitations
53	1	101773	HERNANDEZ, ARISTEL J		6/28/2000	2/27/1990	\$ 12,049.63	\$ 12,049.63	Statute of Limitations
53	1	101478	MACK, RICHARD ERNEST		6/28/2000	10/22/1990	\$ 6,429.39	\$ 6,429.39	Statute of Limitations
53	1	101634	MARTIN, JOSE SANCHE		6/28/2000	4/13/1990	\$ 5,452.52	\$ 5,452.52	Statute of Limitations
57	1	111319	BROOKS FIBER COMMUNICATIONS ATTN: JEROLD E SLAGEL	57PWFO		6/7/2002	\$ 5,066.68	\$ 5,066.68	Bankruptcy
57	1	111064	BROOKS FIBER COMMUNICATIONS ATTN: JEROLD E SLAGEL	57PWFO		5/21/2002	\$ 9,450.86	\$ 9,450.86	Bankruptcy
57	1	109177	GLOBAL CROSSING	57PWFO		12/20/2001	\$ 6,971.11	\$ 6,971.11	Statute of Limitations
57	1	109178	GLOBAL PHOTON SYSTEMS MR. BILL HARKNESS	57PWFO		12/20/2001	\$ 6,974.42	\$ 6,974.42	Statute of Limitations
57	1	108410	GLOBAL PHOTON SYSTEMS MR. BILL HARKNESS	57PWFO		10/17/2001	\$ 9,816.71	\$ 9,816.71	Statute of Limitations
57	1	103329	ICG TELECOM GROUP ATN: CURT HELEY	57PWFO		8/23/2000	\$ 5,617.01	\$ 5,617.01	Statute of Limitations
57	1	102199	ICG TELECOM GROUP, INC.			6/7/2000	\$ 5,025.02	\$ 5,025.02	Statute of Limitations
57	1	110544	MCI METRO ATTN: RAY CASTELLANOS	57PWFO		4/16/2002	\$ 5,340.33	\$ 5,340.33	Statute of Limitations
57	1	111787	MCI WORLDCOM ATTN: JERRY STAGEL	57PWFO		7/18/2002	\$ 5,750.01	\$ 5,750.01	Statute of Limitations
57	1	120863	MCI-FIBER OPTIC	57PWFI		10/12/2004	\$ 5,827.87	\$ 5,827.87	Statute of Limitations
57	1	107687	METRICOM INC ATTN:NETWORK REAL ESTATE DEPT	57PWRE		8/8/2001	\$ 37,500.00	\$ 37,500.00	Bankruptcy
57	1	107689	METRICOM INC ATTN:NETWORK REAL ESTATE DEPT	57PWRE		8/8/2001	\$ 37,500.00	\$ 37,500.00	Bankruptcy
57	1	105191	METROMEDIA FIBER NETWORK ATTN: ELIZABETH ADAMS	57PWFO		1/16/2001	\$ 6,858.50	\$ 6,858.50	Statute of Limitations
57	1	107912	MOBILE STAR NETWORK CORP REF:166/2077 AIRPORT BLVD	57PWRE		9/6/2001	\$ 60,000.00	\$ 60,000.00	Company sold/Statute of Limitations
58	1	100690	BEVAN, WARREN ALEXANDER	58AR	6/22/2000	1/12/1999	\$ 6,959.00	\$ 6,959.00	Bankruptcy
58	1	100560	BEVAN, WARREN ALEXANDER	58AR	6/22/2000	4/29/1999	\$ 14,700.00	\$ 14,700.00	Bankruptcy
58	1	102324	BEVAN, WARREN ALEXANDER	58AR	11/30/1999	11/18/1999	\$ 17,850.00	\$ 17,850.00	Bankruptcy

Write-off List
November 18, 2006

Department #	Fund #	Account #	Name	Account Code Type	Payment Received	Invoice Date	Invoice Amount	Current Balance (Write-Off Amount)	Reason for Write-off
58	1	101290	BEVAN, WARREN ALEXANDER	58AR	5/16/2000	9/16/1999	\$ 58,011.00	\$ 58,011.00	Bankruptcy
58	1	110984	BEVIS, WILEY G.	58AR		5/13/2002	\$ 18,909.00	\$ 18,909.00	Statute of Limitations
58	1	111414	CABALLERO, MICAELA	58AR		6/12/2002	\$ 11,200.00	\$ 11,200.00	Property sold/lien unpaid
58	1	101816	CABALLERO, MICAELA	58AR	6/28/2000	8/4/1999	\$ 10,540.90	\$ 10,540.90	Property sold/lien unpaid
58	1	108211	CISMONDI, ED JR.	58AR		10/2/2001	\$ 6,700.00	\$ 6,700.00	Statute of Limitations
58	1	101439	FRIAS RAYMOND	58AR	11/30/1999	12/16/1999	\$ 26,850.00	\$ 26,850.00	Statute of Limitations
58	1	101352	GARCIA, CARMEN	58AR	6/28/2000	11/23/1999	\$ 6,529.90	\$ 6,529.90	Statute of Limitations
58	1	101694	GARCIA, CARMEN	58AR	6/22/2000	5/15/2000	\$ 20,700.00	\$ 20,700.00	Statute of Limitations
58	1	100351	GARCIA, CARMEN	58AR	6/22/2000	3/2/2000	\$ 22,000.00	\$ 22,000.00	Statute of Limitations
58	1	101363	KRVAVICA JAMES & JOHN	58AR	6/28/2000	12/16/1999	\$ 7,588.95	\$ 7,588.95	Statute of Limitations
58	1	100182	LIQU, YAW-JU	58AR	6/28/2000	3/23/2000	\$ 15,718.00	\$ 15,718.00	Statute of Limitations
58	1	100212	MONTANO AL & LYDIA J	58AR	6/28/2000	3/23/2000	\$ 15,529.90	\$ 15,529.90	Statute of Limitations
58	1	102032	OROZCO, PAUL RUBEN	58AR	6/22/2000	11/4/1998	\$ 10,588.95	\$ 10,588.95	Uncollectable per CAO
58	1	102019	OROZCO, PAUL RUBEN	58AR	6/22/2000	11/4/1998	\$ 15,707.05	\$ 15,707.05	Uncollectable per CAO
58	1	100903	PALOMBO ROCCO	58CUP	6/28/2000	12/15/1998	\$ 6,730.52	\$ 6,730.52	Statute of Limitations
58	1	103751	PASCENCIA, RIGOBERTO	58AR	10/18/2000	9/13/2000	\$ 27,200.00	\$ 26,200.00	Statute of Limitations
58	1	104481	ROMO, MANUELA	58AR		11/1/2000	\$ 7,011.00	\$ 7,011.00	Property sold/lien unpaid
58	1	113498	SANCHEZ, AURELIO	58AR		12/17/2002	\$ 5,700.00	\$ 5,700.00	Uncollectable per CAO
58	1	101645	SARTORIS LOUIS AND ARVILLA		5/15/2000	2/4/1997	\$ 10,864.20	\$ 10,864.20	Statute of Limitations
58	1	101637	SARTORIS LOUIS AND ARVILLA		5/19/2000	2/4/1997	\$ 19,391.20	\$ 19,391.20	Statute of Limitations
59	1	101399	BRACAMONTE, LIZ		6/22/2000	11/28/1989	\$ 15,929.22	\$ 15,929.22	Statute of Limitations
59	1	102231	CONLON, JOHN THOMAS (DRIVER)		6/28/2000	7/12/1989	\$ 7,800.65	\$ 7,800.65	Statute of Limitations
59	1	102051	MENDOZA, SERGIO HERNANDEZ (DR)		6/28/2000	2/13/1990	\$ 5,286.45	\$ 5,286.45	Statute of Limitations
59	1	100510	PRANGE, SCOTT MICHAEL (DR/RO)		6/28/2000	6/9/1992	\$ 6,579.40	\$ 6,579.40	Statute of Limitations
64	1	100130	GONZALES JOE SR		6/28/2000	1/11/1999	\$ 5,990.40	\$ 5,990.40	Statute of Limitations
64	1	101268	HERNANDEZ, NICHOLAS AND ANNIE		6/22/2000	5/9/1994	\$ 13,362.25	\$ 13,362.25	Statute of Limitations
64	1	101848	MAYFAIR COMMUNITY GARDENS		5/10/1999	11/7/1997	\$ 7,293.16	\$ 7,293.16	Statute of Limitations
64	1	101449	MEXICO AUTO BODY		6/28/2000	3/13/1990	\$ 7,709.95	\$ 7,709.95	Statute of Limitations
76	541	101192	BENECIA FOODS FLAG SHIP FOODS			1/12/1999	\$ 5,108.40	\$ 5,108.40	Bankruptcy
76	541	100948	BENECIA FOODS FLAG SHIP FOODS			12/4/1998	\$ 6,440.50	\$ 6,440.50	Bankruptcy
76	541	105112	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI	76SSUC	4/11/2003	1/9/2001	\$ 6,448.20	\$ 5,104.50	Bankruptcy
76	541	105870	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI	76SSUC		2/26/2001	\$ 5,267.90	\$ 5,267.90	Bankruptcy
76	541	112254	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI	76SSUC		8/27/2002	\$ 6,482.30	\$ 6,482.30	Bankruptcy
76	541	107166	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI	76SSUC		6/26/2001	\$ 6,898.10	\$ 6,898.10	Bankruptcy
76	541	107637	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI	76SSUC		8/3/2001	\$ 7,707.70	\$ 7,707.70	Bankruptcy
76	541	106585	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI	76SSUC		5/3/2001	\$ 10,950.50	\$ 10,950.50	Bankruptcy
76	541	102491	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI		4/27/1999	2/28/2000	\$ 5,869.60	\$ 5,869.60	Bankruptcy
76	541	100833	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI		4/14/2000	5/3/2000	\$ 6,096.20	\$ 6,096.20	Bankruptcy
76	541	101951	INT'L MICROELECTRONIC PRODUCTS ATTN: ROY CHETI			6/22/2000	\$ 13,820.40	\$ 13,820.40	Bankruptcy
76	541	106373	LIGHTWAVE MICROSYSTEMS CORP	76AC		4/12/2001	\$ 9,791.63	\$ 9,791.63	Statute of Limitations
76	541	101050	STORMEDIA ATTN:LORI EARL			8/5/1998	\$ 10,949.40	\$ 10,949.40	Statute of Limitations
76	541	100438	STORMEDIA ATTN:LORI EARL		4/27/1999	6/2/1998	\$ 11,401.50	\$ 11,401.50	Statute of Limitations
83	541	100992	BENECIA FOODS FLAG SHIP FOODS			8/7/1990	\$ 13,091.00	\$ 13,091.00	Bankruptcy
							\$ 1,951,967.39	\$ 1,848,382.09	