



# DEPARTMENT SUMMARY

## Finance

Provide financial guidance to City Council and departments and manage the City's financial operations.

### About Finance

The Finance Department is responsible for providing financial expertise and guidance to the City Council and departments, managing the City's daily financial operations, and maintaining the financial integrity of the City. The department's major functional areas include accounting, revenue management, budget, payroll, purchasing, and investment management. The department also administers one internal service fund and one enterprise fund: the Self-Insurance Trust Fund manages the City's insurance portfolio and self-insured workers' compensation program, and the Solid Waste Fund manages the City's operations related to solid waste in support of State AB 939.



### Fiscal Year 2016 Budget Highlights

The Finance Department will be updating the dollar thresholds that establish the when the purchase of ordinary goods and services require formal and informal bids. The current thresholds have not changed in ten years and do not reflect the increases the cost of goods and services. An increase in thresholds will streamline the purchasing process and allow City staff to focus its efforts on purchases where the most opportunity for savings can be achieved through a formal, competitive, process. In conjunction with updating purchasing thresholds, the City will be evaluating options for expanding the use of credit cards to provide a more efficient method for small purchases and for items where the use of a purchase order is not practical, such as hotel reservations and on-line purchases.



# DEPARTMENT SUMMARY

## Finance

### Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>47.05</b>	<b>47.55</b>	<b>47.55</b>	<b>47.50</b>	<b>47.50</b>
<b>Hourly Employee Hours</b>	<b>4,479</b>	<b>1,602</b>	<b>2,245</b>	<b>2,440</b>	<b>1,690</b>
<b>Revenues</b>					
Donations	\$ 80,000	\$ 80,927	\$ 80,927	\$ 82,546	\$ 84,196
Fees and Service Charges	19,932,720	20,139,093	20,266,244	20,434,589	20,561,878
Insurance Premiums	2,756,112	2,785,022	2,785,022	3,156,625	3,497,901
Interest Income	59,901	55,200	44,073	52,400	51,300
Inter-fund Reimbursement	-	75,825	75,825	75,825	75,825
Intergovernmental	563,207	317,342	382,342	361,642	346,478
Licenses	14,494	14,000	14,000	14,000	14,000
OSH Premiums	193,833	203,462	203,462	231,057	240,294
Other Revenue	989,798	462,642	493,111	472,598	475,471
Unemployment Ins. Premiums	-	-	-	221,805	221,324
Workers Comp. Premiums	2,950,702	3,388,165	3,388,165	3,342,571	3,517,238
Overhead Allocation Recovery	3,084,697	3,144,720	3,144,720	3,478,337	3,641,276
General Fund Subsidy	1,317,311	1,616,543	1,346,201	1,536,232	1,696,510
<b>Total Department Revenue</b>	<b>\$31,942,775</b>	<b>\$32,282,941</b>	<b>\$ 32,224,092</b>	<b>\$ 33,460,227</b>	<b>\$ 34,423,691</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 4,657,423	\$ 5,220,415	\$ 5,051,553	\$ 5,593,259	\$ 5,889,653
Supplies and Services	24,795,761	25,799,695	25,679,950	26,755,816	27,349,007
Special Projects	637,997	677,920	613,567	613,990	679,134
Appropriated Reserve	-	10,000	-	25,000	25,000
Non-Capital Equipment	29,433	155,157	52,374	156,749	160,629
Tax Expense	8,208	8,000	8,000	8,000	8,000
Transfers Out	67,556	50,000	50,000	50,000	50,000
<b>Total Department Expenditures</b>	<b>\$30,196,378</b>	<b>\$31,921,187</b>	<b>\$ 31,455,444</b>	<b>\$ 33,202,814</b>	<b>\$ 34,161,423</b>
<b>Addition to (Use of) Reserves</b>	<b>\$ 1,746,397</b>	<b>\$ 361,754</b>	<b>\$ 768,648</b>	<b>\$ 257,413</b>	<b>\$ 262,268</b>

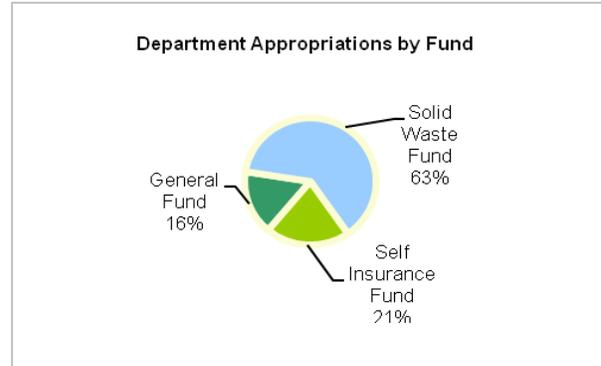
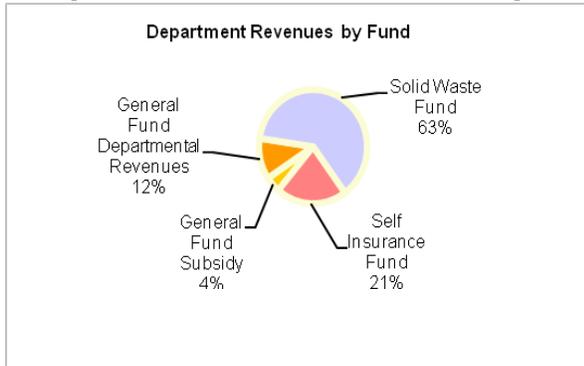
The Finance Department is budgeted in the General Fund, Self-Insurance Trust Fund, and Solid Waste Fund.



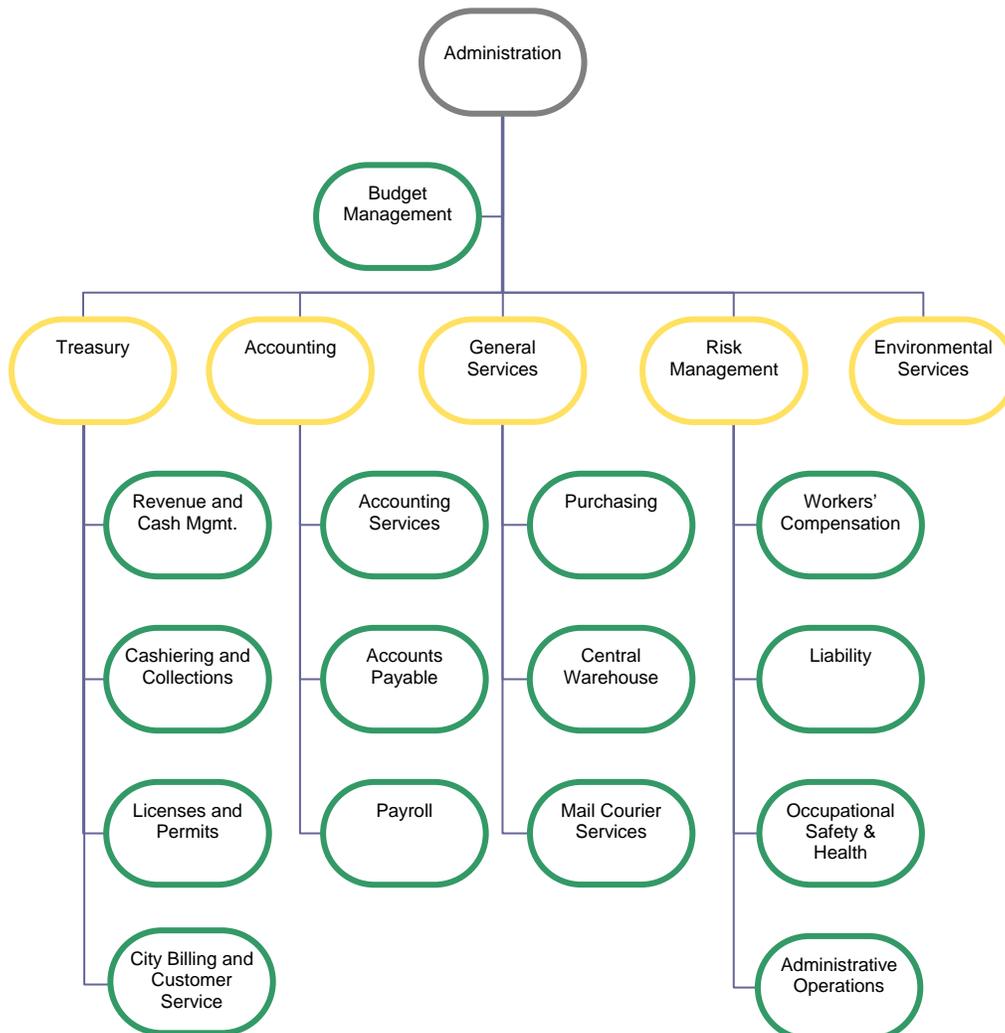
# DEPARTMENT SUMMARY

## Finance

### Department Fund Composition



### Program Organizational Chart



## FINANCE PROGRAMS

- **Administration**
  - Budget Management
  - Revenue and Cash Management
  - Cashiering and Collections
  - Licenses and Permits
  - City Billing and Customer Service
  - Accounting Services
  - Payroll
  - Accounts Payable
  - Purchasing
  - Central Warehouse
  - Mail Courier Services
  - Workers Compensation
  - Liability
  - Occupational Safety/Health
  - Risk Management Administrative Operations
  - Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

Produced a "Budget at a Glance" document to supplement the fiscal year 2016 and 2017 two-year financial plan, which highlights the recommended budget.

## Administration

(Program No. 1411)

### Mission Statement

Provide management and administrative support to Finance programs and provide the City Council and departments with responsive financial expertise and analysis to ensure that the City's financial interests are protected and enhanced.

### Program Activities

- Manage the operations of the department.
- Ensure management and the City Council are informed of all matters materially affecting the financial health of the City.
- Assist with policy formulation and implementation of Council direction.
- Provide staff support to the City Council Finance Committee.
- Provide financial and budgetary support and guidance to all City departments.
- Provide oversight of the City's investment portfolio.
- Manage the City's long-term debt, including new-money and refunding debt.
- Manage the City's Employee Mortgage Loan Assistance Program (EMLAP).

### Project Objectives for Fiscal Year 2016

- Evaluate and modify as appropriate, the existing bidding thresholds for the purchase of ordinary goods and services.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Other Revenue	\$ 7,958	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Overhead Allocation Recovery	129,736	132,251	132,251	108,309	112,642
General Fund Subsidy	98,271	121,158	121,158	123,626	158,597
<b>Total Revenue</b>	<b>\$ 235,965</b>	<b>\$ 260,409</b>	<b>\$ 260,409</b>	<b>\$ 238,935</b>	<b>\$ 278,239</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 149,939	\$ 166,393	\$ 166,393	\$ 175,424	\$ 183,385
Supplies and Services	62,908	56,349	56,349	55,511	57,187
Special Projects	-	29,667	29,667	-	29,667
Non-Capital Equipment	14,910	-	-	-	-
Tax Expense	8,208	8,000	8,000	8,000	8,000
<b>Total Expenditures</b>	<b>\$ 235,965</b>	<b>\$ 260,409</b>	<b>\$ 260,409</b>	<b>\$ 238,935</b>	<b>\$ 278,239</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Ensure that Finance Programs meet 80% of their program objectives.</b>				
Percent of Finance program objectives met	84%	80%	80%	80%

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Santa Barbara City Employee Mortgage Loan Assistance Program (EMLAP) loans administered	30	28	27	26

## FINANCE PROGRAMS

- Administration
- **Budget Management**
- Revenue and Cash Management
- Cashiering and Collections
- Licenses and Permits
- City Billing and Customer Service
- Accounting Services
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- Mail Courier Services
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- Liability
- Occupational Safety/Health
- Risk Management Administrative  
Operations
- Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

Implemented a web-based financial transparency tool to provide the community with user-friendly access to the City's financial data.

## Budget Management (Program No. 1412)

### Mission Statement

Manage the development and implementation of the City's two year financial plan and annual budget to support effective decision-making and public communication.

### Program Activities

- Manage the City's annual budget process, including training and support to departments, analysis of department budget requests, and public presentation of the recommended budget.
- Provide guidance to departments on departmental revenue estimates.
- Provide expertise to City Council and departments on economic and financial conditions and policy issues affecting the budget.
- Provide ongoing budgetary guidance and support to all City departments in administering the annual budget.
- Prepare and publish the City's Two-Year Financial Plan and Annual Budget.

### Project Objectives for Fiscal Year 2016

- Produce and distribute the Adopted Two-Year Financial Plan for Fiscal Years 2016 and 2017 within 90 days of budget adoption.
- Submit the Fiscal Year 2017 Recommended Mid-Cycle Budget Addendum to the City Council and City Clerk before May 1, 2016 in accordance with the Council-established budget filing deadline.
- Maintain minimum distribution of printed budget documents by only distributing to City Council and Executive Management to reduce paper use and waste.
- Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award for the Adopted Two-Year Financial Plan for Fiscal Years 2016 and 2017.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>1,000</b>
<b>Revenues</b>					
Overhead Allocation Recovery	\$ 212,464	\$ 216,575	\$ 216,575	\$ 232,448	\$ 241,745
General Fund Subsidy	207,748	259,137	244,807	257,410	306,181
<b>Total Revenue</b>	<b>\$ 420,212</b>	<b>\$ 475,712</b>	<b>\$ 461,382</b>	<b>\$ 489,858</b>	<b>\$ 547,926</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 348,913	\$ 360,358	\$ 347,069	\$ 390,807	\$ 426,031
Supplies and Services	71,261	95,054	94,068	99,051	101,895
Special Projects	-	20,000	20,000	-	20,000
Non-Capital Equipment	39	300	245	-	-
<b>Total Expenditures</b>	<b>\$ 420,212</b>	<b>\$ 475,712</b>	<b>\$ 461,382</b>	<b>\$ 489,858</b>	<b>\$ 547,926</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Complete 90% of all budget journal entries to record budget amendments within 4 working days of approval.</b>				
Percent of budget journal entries completed within 4 working days	92%	90%	90%	90%

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Budget adjustments	197	140	200	180
Days to produce the adopted budget document after fiscal year-end	107	45	44	90
Days to post the adopted core budget document to the City's website after fiscal year-end	N/A	31	31	31

## FINANCE PROGRAMS

- Administration
- Budget Management
- **Revenue and Cash Management**
- Cashiering and Collections
- Licenses and Permits
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## RECENT PROGRAM ACHIEVEMENTS

Entered into new contracts for banking, armored car and courier services in January 2015.

## Revenue and Cash Management (Program No. 1421)

### Mission Statement

Invest public funds in a manner that will provide maximum security, adequate liquidity and sufficient yield, while conforming to relevant statutes and regulations, and ensure all revenues are received timely and recorded properly.

### Program Activities

- Manage investment portfolio of approximately \$165 million.
- Submit monthly investment reports to Finance Committee and City Council.
- Manage the City's banking relationships.
- Ensure timely reconciliation of all cash transactions.
- Assist departments in establishing appropriate controls and procedures for the receipt of cash and for petty cash disbursements.
- Provide ongoing analysis of City revenues.
- Forecast and manage cash to ensure adequate liquidity for expenditure requirements.
- Conduct a monthly analysis of all City and Banking revenues.

### Project Objectives for Fiscal Year 2016

- Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.
- Purchase investments for the City's Investment Portfolio that are consistent with investment objectives.
- Submit an annual Statement of Investment Policy for Fiscal Year 2016 to Council by September 30, 2015.
- Participate in the search for a new online payment system vendor, including analyzing responses to the Request for Proposal and testing of potential vendors for implementation in Fiscal Year 2016.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>
<b>Hourly Employee Hours</b>	<b>63</b>	<b>0</b>	<b>990</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Overhead Allocation Recovery	\$ 308,263	\$ 314,300	\$ 314,300	\$ 333,454	\$ 323,475
General Fund Subsidy	157,363	205,155	144,885	158,976	188,216
<b>Total Revenue</b>	<b>\$ 465,626</b>	<b>\$ 519,455</b>	<b>\$ 459,185</b>	<b>\$ 492,430</b>	<b>\$ 511,691</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 333,443	\$ 343,397	\$ 323,626	\$ 358,947	\$ 376,049
Supplies and Services	115,073	107,473	119,824	118,483	120,642
Special Projects	17,000	67,600	15,000	15,000	15,000
Non-Capital Equipment	110	985	735	-	-
<b>Total Expenditures</b>	<b>\$ 465,626</b>	<b>\$ 519,455</b>	<b>\$ 459,185</b>	<b>\$ 492,430</b>	<b>\$ 511,691</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Submit 100% of monthly investment reports to City Council within 30 days of month-end.</b>				
Number of months in which investment report is submitted within 30 days	12	12	12	12

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Average portfolio balance	\$164.8 M	\$160.0 M	\$165.0 M	\$165.0 M
Variance between the City portfolio and LAIF book rates of return	0.96%	1.00%	1.00%	1.00%
Average days to maturity of the portfolio	1,012	1,000	900	900
Maintain annual credit rating of AAA for portfolio holdings 100% of the time	100%	100%	100%	100%

## FINANCE PROGRAMS

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- Risk Management Administrative Operations
- Solid Waste



### RECENT PROGRAM ACHIEVEMENTS

Implemented remote deposit banking capabilities at the Airport, Waterfront and Police Departments.

## Cashiering and Collections

(Program No. 1422)

### Mission Statement

Centrally process monies, ensuring funds are received when due, properly accounted for and safeguarded, and provide prompt, courteous customer service.

### Program Activities

- Operate a City Hall cashiering function.
- Process payments received from the public and City departments and process bank wires and transfers.
- Prepare daily deposits and related accounting documents.
- Verify payment data from the utility billing lock-box operation.
- Record and reconcile major sources of revenue.
- Audit petty cash claims and assist departments in petty cash procedures.

### Project Objectives for Fiscal Year 2016

- Participate in the evaluation of the Munis Account Receivable module in order to make a software billing recommendation to the project team by December 31, 2015.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>
<b>Hourly Employee Hours</b>	<b>302</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Overhead Allocation Recovery	\$ 381,781	\$ 389,351	\$ 389,351	\$ 446,136	\$ 463,982
General Fund Subsidy	78,015	99,632	75,501	67,439	75,077
<b>Total Revenue</b>	<b>\$ 459,796</b>	<b>\$ 488,983</b>	<b>\$ 464,852</b>	<b>\$ 513,575</b>	<b>\$ 539,059</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 377,713	\$ 396,320	\$ 375,589	\$ 415,796	\$ 437,832
Supplies and Services	82,083	92,663	89,263	97,779	101,227
<b>Total Expenditures</b>	<b>\$ 459,796</b>	<b>\$ 488,983</b>	<b>\$ 464,852</b>	<b>\$ 513,575</b>	<b>\$ 539,059</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Accurately process 99% of treasury receipts on the day received.</b>				
Percent of treasury receipts processed on the day received	99.8%	99.0%	99.0%	99.0%
<b>Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed.</b>				
Correcting entries needed	10	10	7	7

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Payments processed at public counter	43,812	42,000	40,000	40,000
Utility billing lockbox payments processed	143,208	145,000	140,000	140,000
Transient Occupancy Tax (TOT) payments recorded and reconciled	2,011	2,000	2,600	2,600
Utility Users Tax (UUT) payments recorded and reconciled	1,892	1,900	1,900	1,900

## FINANCE PROGRAMS

Administration  
Budget Management  
Revenue and Cash Management  
Cashiering and Collections  
➤ Licenses and Permits  
City Billing and Customer Service  
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Occupational Safety/Health  
Risk Management Administrative  
Operations  
Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

Assisted Visit Santa Barbara with the renewal of the Santa Barbara South Coast Tourism Business Improvement District.

## Licenses and Permits

(Program No. 1423)

### Mission Statement

Administer the collection and audit of business taxes, permits, and assessments to ensure compliance with the Santa Barbara Municipal Code (SBMC).

### Program Activities

- Manage the Business Tax and Permit Program.
- Administer the monthly collections of Transient Occupancy Tax.
- Administer the billing and collections for the city's four assessment districts: Parking and Business Improvement Area (PBIA), Old Town Business Improvement District, Downtown Business Improvement District, & the new Tourism Business Improvement District.
- Process delinquency notices and initiate collection efforts for past due accounts.
- Process and issue over 13,000 City licenses and permits.
- Review outside sources and publications to identify unlicensed businesses.

### Project Objectives for Fiscal Year 2016

- Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses within the 75-minute free parking district.
- Send annual Downtown and Old Town Business Improvement District billings by February 28, 2016.
- Perform an annual audit of all businesses within the 3 downtown assessment districts by street address to ensure that all current businesses are billed as required.
- Ensure that newly-licensed businesses are billed appropriately for the district assessments.
- Send annual business license renewal notices no later than 30 days before current license expiration.
- On a quarterly basis, send delinquency letters for unpaid PBIA assessments.
- Collect Tourism Business Improvement District (TBID) fees from hotels in the cities of Santa Barbara and Carpinteria and remit to Visit Santa Barbara on a monthly basis.
- If the new Eastside Business Improvement District is formed, establish procedures necessary to send annual assessment billings by April 7, 2016.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>Hourly Employee Hours</b>	<b>476</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 43,143	\$ 46,328	\$ 67,800	\$ 92,883	\$ 93,041
Licenses	14,494	14,000	14,000	14,000	14,000
Other Revenue	1,084	900	739	900	900
Overhead Allocation Recovery	133,680	136,353	136,353	137,968	143,486
General Fund Subsidy	279,510	302,170	259,099	263,340	283,749
<b>Total Revenue</b>	<b>\$ 471,911</b>	<b>\$ 499,751</b>	<b>\$ 477,991</b>	<b>\$ 509,091</b>	<b>\$ 535,176</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 397,230	\$ 417,309	\$ 403,013	\$ 440,021	\$ 464,362
Supplies and Services	74,681	82,442	74,978	69,070	70,814
<b>Total Expenditures</b>	<b>\$ 471,911</b>	<b>\$ 499,751</b>	<b>\$ 477,991</b>	<b>\$ 509,091</b>	<b>\$ 535,176</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Locate 550 unlicensed businesses using periodicals, MuniServices, Franchise Tax Board and State Board of Equalization sources.</b>				
New businesses located from reference sources	556	400	550	550

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
New business licenses issued	1,996	2,000	2,000	2,000
Business license renewals remitted	13,279	13,000	13,000	13,000
Business license delinquency notices	3,330	3,400	3,400	3,400
Percent of business licenses paid by due date	76%	75%	75%	75%
Assessment district billings	4,906	4,550	4,550	4,550
Assessment district delinquency notices	1,103	1,100	1,100	1,100
Percent of PBIA assessments paid by due date	75.5%	75.0%	75.0%	75.0%
Percent of accounts sent to collections	2%	2%	2%	2%

## FINANCE PROGRAMS

Administration  
Budget Management  
Revenue and Cash Management  
Cashiering and Collections  
Licenses and Permits  
➤ **City Billing and Customer Service**  
Accounting Services  
Payroll  
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Workers Compensation  
Liability  
Occupational Safety/Health  
Risk Management Administrative  
Operations  
Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

Implemented Munis Accounts Receivable and are on track to meet 90-100% of the objectives for Fiscal Year 2015.

## City Billing and Customer Service

(Program No. 1434)

### Mission Statement

To accurately bill customers on behalf of City departments, ensure the timely collection of related revenues, and to respond to customer inquiries in a courteous and professional manner.

### Program Activities

- Prepare and mail approximately 385,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
- Prepare and mail approximately 23,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
- Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
- Maintain and manage an automatic payment option for customers to have their bills paid automatically from their checking account.
- Process approximately 17,500 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

### Project Objectives for Fiscal Year 2016

- Ensure that program staff attends relevant training classes appropriate to assigned job duties in order to maintain and/or upgrade technical skills.
- Implement and conduct cross training for all Billing staff to ensure they are fully cross-trained on Accounts Receivable, Utility Billing, and collections processing.
- Evaluate the Munis Account Receivable module in order to make a software billing recommendation to the project team by December 31, 2015.
- Participate in the search for a new online payment system vendor, including analyzing responses to the Request for Proposal and testing of potential vendors for implementation in Fiscal Year 2016.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>4.10</b>	<b>4.10</b>	<b>4.10</b>	<b>4.35</b>	<b>4.35</b>
<b>Hourly Employee Hours</b>	<b>1,496</b>	<b>0</b>	<b>517</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Other Revenue	\$ 327,307	\$ 300,000	\$ 330,000	\$ 310,000	\$ 310,000
Overhead Allocation Recovery	677,965	691,525	691,525	715,262	743,872
<b>Total Revenue</b>	<b>\$ 1,005,272</b>	<b>\$ 991,525</b>	<b>\$ 1,021,525</b>	<b>\$ 1,025,262</b>	<b>\$ 1,053,872</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 272,921	\$ 389,663	\$ 376,691	\$ 419,808	\$ 449,831
Supplies and Services	317,993	339,822	274,831	285,194	293,647
Special Projects	57,500	-	-	-	-
Non-Capital Equipment	247	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 648,661</b>	<b>\$ 729,485</b>	<b>\$ 651,522</b>	<b>\$ 705,002</b>	<b>\$ 743,478</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Notify 99% of Extraordinary Water Use applicants of credit determination within 15 days of receipt of application.</b>				
Percent of Extraordinary Water Use applicants notified within 15 days of credit determination	89.0%	99.0%	99.0%	99.0%
<b>Enter 99% of Utility User Tax (UUT) exemption applications within 10 days of receipt.</b>				
Percent of UUT exemption applications entered within 10 days	99%	99%	99%	99%
<b>Enter 99% of automatic payment account data within 10 days of receipt.</b>				
Percent of new automatic payment accounts entered within 10 days	96%	99%	99%	99%
<b>Enter new automatic payment accounts accurately 99% of the time.</b>				
Percent of new automatic payment accounts entered accurately	99.0%	99.0%	99.0%	99.0%
<b>Enter 99% of electronic service requests submitted by the City's trash hauler within 10 days.</b>				
Percent of electronic service requests entered within 10 days	93%	99%	99%	99%
<b>Increase the number of customers opting out of printed utility bills in favor of online billing by 200.</b>				
 Additional customers opting out of printed utility bills	131	300	300	200

## City Billing And Customer Service (Continued)

### Other Program Measures

	Actual	Budget	Projected	Adopted
	FY 2014	FY 2015	FY 2015	FY 2016
Bills issued annually	387,364	385,000	385,000	385,000
Service orders prepared annually	17,282	18,000	17,500	17,500
Customers on automatic pay	7,276	7,500	7,500	7,600

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➤ **Accounting Services**

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Accounts Payable  
Purchasing  
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Workers Compensation  
Liability  
Occupational Safety/Health  
Risk Management Administrative  
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### RECENT PROGRAM ACHIEVEMENTS

Implemented the General Ledger and Fixed Assets components of the new financial management system during Fiscal Year 2014.

## Accounting Services (Program No. 1431)

### Mission Statement

Maintain and ensure integrity of the City's financial records and audits and report financial information to Council, the public, and to State and Federal regulatory agencies in an accurate and timely manner.

### Program Activities

- Establish and maintain an accounting system of funds, accounts, and internal controls in accordance with Governmental Accounting Standards Board standards and Generally Accepted Accounting Principles.
- Prepare year-end closing entries, balance and reconcile all funds and accounts, coordinate and communicate with the City's independent auditors, and prepare the Comprehensive Annual Financial Report for the City.
- Prepare and submit fiscal reports, including compliance audits of grant funds and various State Controller's Reports to State and Federal agencies, in an accurate and timely manner.
- Provide financial analysis and fiscal information to department users, management, and the City Council as needed.

### Project Objectives for Fiscal Year 2016

- Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2016.
- Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 7 days of presentation to City Council.
- Prepare comprehensive written procedures for the General Ledger, Fixed Assets and Project Accounting components of the City's Financial Management System.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>3.85</b>	<b>3.85</b>	<b>3.85</b>	<b>4.60</b>	<b>4.60</b>
<b>Hourly Employee Hours</b>	<b>321</b>	<b>1,012</b>	<b>67</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Overhead Allocation Recovery	\$ 280,967	\$ 285,753	\$ 285,753	\$ 412,659	\$ 476,288
General Fund Subsidy	424,018	358,943	346,787	397,310	378,511
<b>Total Revenue</b>	<b>\$ 704,985</b>	<b>\$ 644,696</b>	<b>\$ 632,540</b>	<b>\$ 809,969</b>	<b>\$ 854,799</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 451,153	\$ 483,458	\$ 420,802	\$ 601,083	\$ 637,234
Supplies and Services	246,824	161,238	211,738	208,886	216,605
Special Projects	5,800	-	-	-	-
Non-Capital Equipment	1,209	-	-	-	960
<b>Total Expenditures</b>	<b>\$ 704,985</b>	<b>\$ 644,696</b>	<b>\$ 632,540</b>	<b>\$ 809,969</b>	<b>\$ 854,799</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Compile and produce the annual Comprehensive Annual Financial Report (CAFR) for the City within 170 days of fiscal year-end.</b>				
Days after June 30 to issue City CAFR	190	170	208	170
<b>Receive an unmodified audit opinion for the annual financial statement audit for the City.</b>				
Unmodified audit opinion	1	1	1	1
<b>Receive the Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.</b>				
Award for financial reporting	1	1	1	1
<b>Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.</b>				
Percent of bank reconciliations completed within 45 days	84%	100%	100%	100%
<b>Complete 100% of general ledger closings within 7 working days of month-end (excluding June).</b>				
Percent of general ledger closings completed within 7 working days of month-end	83%	100%	100%	100%
<b>Complete and input 100% of regular monthly interim financial reports into Legistream within 45 days of month-end.</b>				
Percent of interim financial reports input into Legistream within 45 days	100%	100%	100%	100%

## Accounting Services (Continued)

### Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Complete and file all State Controller's Reports before the deadlines.</b>				
Percent of State Controller's Reports prepared and filed before the deadlines	100%	100%	100%	100%
<b>Complete the annual reserve allocation within 130 days of year-end.</b>				
Days from year-end to complete the annual reserve allocation	134	130	173	130
<b>Prepare and input 100% of first quarter, third quarter, and mid-year interim financial reviews into Legistream within 45 days of month-end.</b>				
Percent interim financial reviews input into Legistream within 45 days	100%	100%	100%	100%

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➤ **Payroll**

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### RECENT PROGRAM ACHIEVEMENTS

The Payroll component of the City's Financial Management System Replacement project was implemented successfully and went live on November 4, 2014.

## Payroll (Program No. 1432)

### Mission Statement

Pay City employees and benefit providers accurately and timely and ensure compliance with Federal and State laws and regulations.

### Program Activities

- Perform audit and data entry of timesheets.
- Make tax payments and file quarterly tax reports.
- Reconcile payroll deductions and benefits payable to the general ledger.
- Reconcile billing statements with receivables and payroll withholdings by person for current and former employees and retirees.
- Pay benefit providers.
- Process payments to the Public Employees Retirement System (PERS) and reconcile to reports and payroll withholdings.
- Maintain the payroll system to reflect annual changes in tax tables, employee contracts, dues, or other items for paycheck accuracy.
- Perform electronic fund transfers for direct deposits, PERS, deferred compensation, and taxes.
- Provide customer service to all City employees, departments and benefit providers.
- Implement technological enhancements to improve payroll processing efficiency.

### Project Objectives for Fiscal Year 2016

- 📌 Review 45 printed payroll reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate or consolidate them as appropriate.
- 📌 Identify and implement two new automated procedures as determined by Payroll staff (in collaboration with Information Systems staff) and report any paper reduction realized.
- Prepare 2015 W-2 forms for distribution by January 21, 2016.
- Audit and reconcile all payroll tax and liability accounts, and adjust the general ledger as necessary on an ongoing basis throughout the fiscal year.

## Project Objectives for Fiscal Year 2016 (Cont'd)

- Ensure that 100% of program staff attends City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
- Prepare and electronically submit the Local Government Compensation Report for calendar year 2014 to the State Controller's Office by October 18, 2015.
- Prepare comprehensive written procedures for the Payroll component of the City's new Financial Management Systems.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>2.45</b>	<b>2.45</b>	<b>2.45</b>	<b>2.45</b>	<b>2.45</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Overhead Allocation Recovery	\$ 124,916	\$ 127,352	\$ 127,352	\$ 155,870	\$ 162,103
General Fund Subsidy	166,082	190,421	189,931	216,281	224,949
<b>Total Revenue</b>	<b>\$ 290,998</b>	<b>\$ 317,773</b>	<b>\$ 317,283</b>	<b>\$ 372,151</b>	<b>\$ 387,052</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 239,284	\$ 254,735	\$ 254,735	\$ 265,792	\$ 276,398
Supplies and Services	51,692	62,303	62,303	106,359	110,654
Non-Capital Equipment	22	735	245	-	-
<b>Total Expenditures</b>	<b>\$ 290,998</b>	<b>\$ 317,773</b>	<b>\$ 317,283</b>	<b>\$ 372,151</b>	<b>\$ 387,052</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Process and pay payroll accurately and timely 99.9% of the time.</b>				
Accuracy rate of timesheet data entry	99.94%	99.90%	99.96%	99.90%
<b>Achieve a 96% accuracy rate of timesheets submitted by departments during the fiscal year.</b>				
Accuracy rate of timesheets submitted by departments	96.74%	96.00%	96.40%	96.00%
<b>Reconcile 100% of monthly insurance billings within 30 days of receipt from benefits administrator.</b>				
Percent of insurance billings reconciled within 30 days	100.0%	100.0%	100.0%	100.0%
<b>Increase the number of employees opting out of printed pay advices by 50 to a projected 850 employees.</b>				
 Additional employees opting out of printed pay advices	53	50	52	50

## Payroll (Continued)

### Other Program Measures

	Actual	Budget	Projected	Adopted
	FY 2014	FY 2015	FY 2015	FY 2016
Value of benefits and withholding accounts reconciled bi-weekly per payroll staff member	\$5.14 M	\$5.10 M	\$5.20 M	\$5.20 M
City employees per payroll staff member	663	650	660	660
Program cost per paycheck issued	\$5.76	\$5.75	\$6.00	\$6.25
Program cost per timesheet processed	\$5.93	\$5.95	\$6.20	\$6.45
W-2s issued annually	2,014	2,030	2,013	2,015
Percent of staff hours worked per quarter	91.2%	89.0%	90.0%	89.5%

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➤ **Accounts Payable**

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### RECENT PROGRAM ACHIEVEMENTS

The Accounts Payable module of the Financial Management System Replacement project went live on January 8, 2014. Discounts utilized during calendar year 2014 resulted in City savings of \$8,001.

## Accounts Payable (Program No. 1433)

### Mission Statement

Process and issue payments to City vendors to ensure timely and accurate payment for materials, supplies, and services received.

### Program Activities

- Perform audit and data entry of claims submitted for payment.
- Make State sales tax payments and file quarterly reports.
- Initiate monthly independent contractor reporting by diskette.
- Review claims for accounts payable and purchasing policy compliance.
- Maintain files for all City payments to vendors.
- Review and adjust claims for vendor discounts when available.
- Provide customer service to departments and vendors.
- Reconcile and send 'Positive Pay' check disbursement reports to the bank daily.

### Project Objectives for Fiscal Year 2016

- Review 5 accounts payable financial reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate, consolidate them as appropriate.
- Implement and conduct accounts payable training for accounts payable staff and cross-training for all payroll staff to ensure they are fully trained / cross-trained on calendar year-end and fiscal year-end processing duties in the new Tyler Munis Accounts
- Prepare 2015 1099-MISC forms for distribution by January 21, 2016.
- Ensure that 100% of program staff attends City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
- Prepare comprehensive written procedures for the Accounts Payable component of the City's new Financial Management System.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Overhead Allocation Recovery	\$ 145,943	\$ 148,820	\$ 148,820	\$ 178,147	\$ 185,274
General Fund Subsidy	78,293	90,564	91,961	81,998	84,803
<b>Total Revenue</b>	<b>\$ 224,236</b>	<b>\$ 239,384</b>	<b>\$ 240,781</b>	<b>\$ 260,145</b>	<b>\$ 270,077</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 159,785	\$ 164,475	\$ 165,872	\$ 170,902	\$ 177,927
Supplies and Services	64,451	74,909	74,909	89,243	92,150
<b>Total Expenditures</b>	<b>\$ 224,236</b>	<b>\$ 239,384</b>	<b>\$ 240,781</b>	<b>\$ 260,145</b>	<b>\$ 270,077</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Issue 85% of vendor payments within 4 working days of receipt of direct pay invoice for payment.</b>				
Percent of payments issued within 4 working days after receipt of direct pay invoice	83.0%	99.0%	85.0%	85.0%
<b>Issue 99% of payments to vendors, error free.</b>				
Percent of payments issued error free to vendors	99.4%	99.0%	99.0%	99.0%

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Invoices processed	47,047	54,000	42,000	44,000
Program cost per payment issued	\$11.40	\$10.80	\$11.25	\$11.50
Percent of available discounts taken by departments	59.0%	55.0%	84.0%	85.0%
Percent of available discounts taken by Accounts Payable staff	30.6%	30.0%	2.0%	2.0%
Total value of discounts available	\$10,420	\$11,000	\$10,674	\$10,700
Total value of discounts utilized	\$8,161	\$9,350	\$9,206	\$9,250

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## RECENT PROGRAM ACHIEVEMENTS

Implemented the new Tyler Munis Purchasing module that replaced the old Financial Management System (FMS) successfully in early 2014.

## Purchasing (Program No. 1441)

### Mission Statement

Maintain public trust and fiscal responsibility by competitively obtaining quality goods and general services that meet or exceed department specifications, by encouraging open and fair competition among suppliers, and providing value added services to support the City's mission.

### Program Activities

- Prepare Quick Quote, Bid and Proposal packages and track cost savings.
- Advertise and solicit for competitive bids for goods, materials, and general services that meet the City's needs.
- Leverage the City's purchasing power and resources by utilizing cooperative purchasing contracts when the goods and materials meet department specifications and needs.
- Educate City staff and potential bidders on the City's procurement processes.
- Assist departments and divisions with developing procurement strategies for achieving their goals

### Project Objectives for Fiscal Year 2016

- Conduct at least one class to train City staff on City's purchasing policies and procedures, on the professional service agreement process, or on managing Living Wage agreements.
- Complete an external customer (vendors/contractors) survey by June 30, 2016.
- Conduct semi-annual compliance audits of at least two (2) Blanket Purchase Orders (BPOs).
- Track and publish cost savings on formal bids & quick quotes for ordinary services and goods.
- Implement Munis Bidding or a third-party Bid Management System and Munis Vender Self Service Module by June 30, 2016.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>4.75</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Other Revenue	\$ 248	\$ -	\$ -	\$ -	\$ -
Overhead Allocation Recovery	519,204	529,280	529,280	514,752	535,341
General Fund Subsidy	76,783	113,886	107,260	211,872	225,600
<b>Total Revenue</b>	<b>\$ 596,235</b>	<b>\$ 643,166</b>	<b>\$ 636,540</b>	<b>\$ 726,624</b>	<b>\$ 760,941</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 480,916	\$ 508,977	\$ 510,909	\$ 544,599	\$ 572,793
Supplies and Services	115,319	129,189	124,431	177,025	183,148
Special Projects	-	5,000	1,200	5,000	5,000
<b>Total Expenditures</b>	<b>\$ 596,235</b>	<b>\$ 643,166</b>	<b>\$ 636,540</b>	<b>\$ 726,624</b>	<b>\$ 760,941</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Issue Informal Purchase Orders within ten (10) calendar days from receipt of complete requisitions.</b>				
Average number of days to process informal requisitions into purchase orders	5.0	10.0	7.0	10.0
<b>Issue Formal Purchase Orders within forty-five (45) calendar days from receipt of complete requisition.</b>				
Average number of days to process formal requisitions into purchase orders	33.5	45.0	31.0	45.0
<b>Complete an annual internal customer satisfaction survey and achieve an overall customer satisfaction rating of 90% or higher.</b>				
Overall customer satisfaction rating	N/A	90%	90%	90%

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Purchase Orders (all categories) issued including change orders for services and goods	2,128	3,100	2,874	2,800
Purchase Orders (PO) issued for ordinary services and supplies over market price	866	1,400	1,320	1,400
Blanket Purchase Orders (BPO) issued for ordinary services and supplies	463	500	350	500

## Purchasing (Continued)

### Other Program Measures (Cont'd)

	Actual	Budget	Projected	Adopted
	FY 2014	FY 2015	FY 2015	FY 2016
Purchase Orders (PO) and Contracts issued for Professional Services	233	200	146	150
Change Orders (CO) issued to purchase orders and contracts	605	1,000	900	1,000
Request for Proposals/Qualifications (RFPs/RFQs)	31	24	22	24
Formal Bids for ordinary services and supplies	81	80	58	60
Percent of sole source (SS) purchase orders for ordinary services and supplies	10.9%	7.0%	4.1%	7.0%
Percent of after-the-fact purchase orders (internal)	1%	1%	1%	1%

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## RECENT PROGRAM ACHIEVEMENTS

Purchasing, receiving and issuing all stock items through the new City Financial System (Tyler Munis) that was implemented successfully in early 2014.

## Central Warehouse

(Program No. 1442)

### Mission Statement

Competitively purchase inventory and issue goods that meet or exceed our customers' specifications, partner with our customers to identify new or better products, provide services that exceed our customers' expectations, and dispose of City surplus in accordance with the Municipal Code.

### Program Activities

- Issue inventory.
- Maintain inventory accuracy through monthly cycle counts.
- Reorder stock as necessary.
- Package similar stock items together for bidding purposes and track annual cost savings.
- Dispose of surplus City property and track auction proceeds.

### Project Objectives for Fiscal Year 2016

- Perform a customer satisfaction survey by June 30, 2016.
- Track Auction proceeds from surplus items (excluding vehicles).
- Track cost saving from bids and quotes on inventory items.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>1.20</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Overhead Allocation Recovery	\$ 126,292	\$ 128,817	\$ 128,817	\$ 193,702	\$ 201,451
General Fund Subsidy	43,378	65,674	68,456	9,233	10,219
<b>Total Revenue</b>	<b>\$ 169,670</b>	<b>\$ 194,491</b>	<b>\$ 197,273</b>	<b>\$ 202,935</b>	<b>\$ 211,670</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 94,070	\$ 112,729	\$ 117,858	\$ 118,383	\$ 124,148
Supplies and Services	75,599	81,762	79,415	84,552	87,522
<b>Total Expenditures</b>	<b>\$ 169,670</b>	<b>\$ 194,491</b>	<b>\$ 197,273</b>	<b>\$ 202,935</b>	<b>\$ 211,670</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Maintain an accuracy rate of 99.9% for the monthly inventory count.</b>				
Accuracy rate for the monthly inventory count	100.0%	99.9%	99.9%	99.9%
<b>Process and fill 99% of issue requisitions within one day.</b>				
Percent of issue requisitions processed within one working day	100%	99%	99%	99%
<b>Complete 100% of monthly inventory counts within one day.</b>				
Percent of monthly inventory counts completed within 1 working day	100%	100%	100%	100%
<b>Competitively award at least 80% of the inventory purchases of stock items.</b>				
Percent of competitively awarded inventory purchases of stock items	N/A	80%	80%	80%

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Issue requisitions processed	2,698	3,000	3,000	3,000
Replenishment orders	356	375	375	375
Stock items on hand	1,292	1,292	1,292	1,292

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## RECENT PROGRAM ACHIEVEMENTS

Purchased a new mail machine that allowed us to implement in-house Certified Mailing, thus avoiding the long lines at the Post Office and enabling better cost tracking.

## Mail Courier Services

(Program No. 1443)

### Mission Statement

Process outgoing certified mail, and collect and distribute U.S. Postal Service and interdepartmental mail to all City departments accurately and efficiently.

### Program Activities

- Collect the City's United States Postal Service (U.S.P.S.) mail twice daily.
- Provide interoffice mail courier service to 34 stops at City offices and selected outside agencies.
- Process outgoing U.S.P.S. mail daily.
- Post mail information on the Courier's SharePoint page.
- Maintain departmental billing records.
- Process certified mail in-house and track the cost savings

### Project Objectives for Fiscal Year 2016

- Notify customers of changes in postal rates and post rates on SharePoint.
- Provide Finance with timely accurate postal charges by department each month.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>1.20</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Overhead Allocation Recovery	\$ 43,486	\$ 44,343	\$ 44,343	\$ 49,630	\$ 51,617
General Fund Subsidy	64,462	71,843	66,359	69,007	71,002
<b>Total Revenue</b>	<b>\$ 107,948</b>	<b>\$ 116,186</b>	<b>\$ 110,702</b>	<b>\$ 118,637</b>	<b>\$ 122,619</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 95,346	\$ 92,897	\$ 93,860	\$ 96,039	\$ 99,794
Supplies and Services	11,327	23,289	16,842	22,598	22,825
Non-Capital Equipment	1,275	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 107,948</b>	<b>\$ 116,186</b>	<b>\$ 110,702</b>	<b>\$ 118,637</b>	<b>\$ 122,619</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Process incoming and outgoing U.S.P.S. mail within 1 working day 99% or more of the time.</b>				
Percent of outgoing U.S.P.S. mail sent within 1 working day	99.50%	99.00%	99.00%	99.00%
<b>Provide mail services according to the published schedules 99% or more of the time.</b>				
Percent of mail stops serviced in accordance with the mail schedule	100%	99%	99%	99%
<b>Complete a Customer Survey by June 30 and achieve an overall customer satisfaction rating of 90% or higher.</b>				
Overall Customer Satisfaction rating	N/A	90%	90%	90%
<b>Bi-monthly (24) cross-training with Central Stores</b>				
Cross-training sessions held	N/A	24	24	24

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Pieces of outgoing USPS mail processed	122,748	120,000	120,000	120,000
Percent of damaged/spoiled mail	0.00%	0.02%	0.02%	0.02%
Percent of returned mail for incorrect postage	0%	0%	0%	0%
Labor cost per piece of outgoing US.P.S. mail	\$0.33	\$0.35	\$0.35	\$0.35
Pieces of outgoing certified mail processed	N/A	N/A	N/A	1,600
Cost Savings from processing certified mail in-house	N/A	N/A	N/A	\$2,160

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Licenses and Permits  
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Accounts Payable  
Purchasing  
Central Warehouse  
Mail Courier Services  
➤ **Workers Compensation**  
Liability  
Occupational Safety/Health  
Risk Management Administrative  
Operations  
Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

The amount of Workers' Compensation payments for Temporary Total Disability (TTD) was reduced by \$449,000 in FY 2014 through the success of the modified duty program.

## Workers Compensation (Program No. 1461)

### Mission Statement

Provide workers' compensation benefits to eligible employees, ensure compliance with Federal and State regulations, and minimize associated costs.

### Program Activities

- Collect, maintain, and analyze loss data.
- Ensure compliance with Federal and California laws; monitor legislation, legal opinions, and case law for changes.
- Investigate, evaluate, and authorize all new lost time claims.
- Approve the use of salary continuation.
- Approve expenditures, evaluate and recommend settlement proposals, and obtain approval for settlement payments.
- Ensure that the third party administrator completes all required elements of contracts.
- Assist outside legal counsel to defend claims, and coordinate subrogation recovery.
- Notify management of any permanent work restriction for injured employees and evaluate industrial disability retirement applications.
- Assist managers and supervisors to return an injured employee to regular or modified duty and develop a modified duty contract.
- Respond to employee, supervisor, and management inquiries; provide training on workers' compensation.

### Project Objectives for Fiscal Year 2016

- Update the Risk Management Frequency and Severity Report by September 30, 2015.
- Update the Injury & Illness Prevention Program Policy on Modified Duty by March 31, 2016.
- Conduct annual claim review of the Third Party Administrator by March 31, 2016.
- 🌱 Develop a new template for electronic claim file maintenance by December 31, 2015.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.25</b>	<b>1.25</b>
<b>Hourly Employee Hours</b>	<b>250</b>	<b>250</b>	<b>200</b>	<b>250</b>	<b>250</b>
<b>Revenues</b>					
Other Revenue	\$ 39,509	\$ -	\$ -	\$ -	\$ -
Unemployment Ins. Premiums	-	-	-	221,805	221,324
Workers' Comp. Premiums	2,950,702	3,388,165	3,388,165	3,342,571	3,517,238
<b>Total Revenue</b>	<b>\$ 2,990,211</b>	<b>\$ 3,388,165</b>	<b>\$ 3,388,165</b>	<b>\$ 3,564,376</b>	<b>\$ 3,738,562</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 158,246	\$ 211,979	\$ 211,979	\$ 197,547	\$ 208,879
Supplies and Services	2,058,468	2,727,074	2,727,074	3,076,162	3,250,766
Special Projects	-	121	121	-	121
Non-Capital Equipment	22	622	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,216,735</b>	<b>\$ 2,939,796</b>	<b>\$ 2,939,174</b>	<b>\$ 3,273,709</b>	<b>\$ 3,459,766</b>
<b>Addition to (Use of ) Reserves</b>	<b>\$ 773,475</b>	<b>\$ 448,369</b>	<b>\$ 448,991</b>	<b>\$ 290,667</b>	<b>\$ 278,796</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Obtain 75% of industrial injury preventability determination reports from the operating departments.</b>				
Percent of preventability reports received	68%	50%	70%	75%
<b>Investigate 50% of the industrial injuries with lost time within 45 days.</b>				
Percent of investigations completed	100%	50%	35%	50%
<b>Conduct annual claim review with four departments with the highest claims frequency.</b>				
Claim reviews conducted	5	3	4	4

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Total claim costs (paid and reserved) current FY	\$1.1 M	\$852,731	\$1.3 M	\$886,769
Annual gross amount of medical costs billed (all open claims)	\$3.2 M	\$2.7	\$2.7 M	\$3.1 M
Annual gross amount of medical costs paid (all open claims)	\$816,504	\$761,292	\$800,000	\$803,599
Annual cost of professional medical bill review services (all open claims)	\$68,400	\$68,400	\$68,400	\$68,400

## Workers Compensation

(Continued)

### Other Program Measures

	Actual	Budget	Projected	Adopted
	FY 2014	FY 2015	FY 2015	FY 2016
Claims filed (current FY only)	126	142	142	134
Open claims all years at FYE	179	169	190	171
Litigation ratio (Number of active litigated claims divided by the number of open claims (all years))	30%	20%	20%	25%
Percent of claims filed without lost time	70%	66%	66%	67%
Modified duty days worked	2,333	2,204	2,600	2,051
Modified Duty cost savings	\$449,000	\$486,427	\$350,000	\$466,236

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Central Warehouse  
Mail Courier Services  
Workers Compensation

➤ **Liability**

Occupational Safety/Health  
Risk Management Administrative  
Operations  
Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

Liability program staff recovered \$193,000 in restitution for damage to City property from responsible third parties.

## Liability (Program No. 1462)

### Mission Statement

Prudently investigate City incidents and adjust damage claims, correct potential hazards, and provide loss prevention training.

### Program Activities

- Administer incident and claims procedures.
- Investigate departmental activities relative to claimed damages.
- Pay or deny claims and communicate findings to claimants.
- Represent the City in small claims court.
- Request and track hazard mitigation throughout City activities.
- Assess and provide tailored loss prevention techniques to City personnel.
- Obtain preventability reports of vehicle and equipment damage from appropriate departments.
- Report fleet loss data monthly and annually.
- Respond to citizen and public requests for assistance.

### Project Objectives for Fiscal Year 2016

- Update the Risk Management Frequency and Severity Report by September 30, 2015.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>
<b>Hourly Employee Hours</b>	<b>340</b>	<b>340</b>	<b>350</b>	<b>440</b>	<b>440</b>
<b>Revenues</b>					
Insurance Premiums	\$ 1,514,146	\$ 1,479,771	\$ 1,479,771	\$ 1,729,771	\$ 1,928,362
Inter-fund Reimbursement	-	75,825	75,825	75,825	75,825
Other Revenue	457,076	-	-	-	-
<b>Total Revenue</b>	<b>\$ 1,971,221</b>	<b>\$ 1,555,596</b>	<b>\$ 1,555,596</b>	<b>\$ 1,805,596</b>	<b>\$ 2,004,187</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 134,812	\$ 156,708	\$ 156,708	\$ 162,906	\$ 176,142
Supplies and Services	1,583,010	1,441,905	1,489,638	1,582,169	1,671,398
Non-Capital Equipment	22	622	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,717,844</b>	<b>\$ 1,599,235</b>	<b>\$ 1,646,346</b>	<b>\$ 1,745,075</b>	<b>\$ 1,847,540</b>
<b>Addition to (Use of ) Reserves</b>	<b>\$ 253,377</b>	<b>\$ (43,639)</b>	<b>\$ (90,750)</b>	<b>\$ 60,521</b>	<b>\$ 156,647</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Proposed FY 2016
<b>Complete 90% of claims investigations within 45 days.</b>				
Percent of claims acted upon within 45 days of receipt	98%	90%	95%	90%
<b>Route 90% of public hazard concerns to the appropriate department within 4 working days.</b>				
Percent of public hazard complaints (Fix-Its) routed to appropriate department within 4 working days of receipt	92%	90%	88%	90%
<b>Obtain 80% of collision preventability determination reports from the operating departments.</b>				
Percent of preventability reports received	80%	80%	85%	80%

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Liability claims filed during the year	111	132	120	128
Current open claims	76	83	80	84
Annual claim costs paid	\$762,436	\$502,314	\$600,000	\$491,917
Percent of claims filed resulting in litigation	11%	8%	12%	9%
Percent of open claims litigated	23%	19%	25%	20%

# PROGRAMS & SERVICES

## Liability (Continued)

### Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Percent of claims closed within 11 months of filing	81%	82%	80%	84%
Reported vehicle incidents	88	87	90	83
Percent of vehicle incidents resulting in claims	13%	24%	20%	22%
Preventable collision costs	\$39,724	\$41,077	\$20,000	\$37,170
Site visits conducted	98	91	110	123
Incident reports completed	163	152	100	155

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Liability  
➤ **Occupational Safety/Health**  
Risk Management Administrative  
Operations  
Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

Hired a Safety Coordinator to re-energize the development and administration of the City's Injury and Illness Prevention Program.

## Occupational Safety and Health

(Program No. 1463)

### Mission Statement

Ensure a safe work environment for the City's work force and preserve the City's financial resources through training, medical screening, and safety analysis.

### Program Activities

- Review and update the Injury Illness Prevention Program (IIPP) to conform to Occupational Safety and Health Act (OSHA) regulatory changes.
- Maintain and schedule master IIPP compliance activities and other safety training regulations according to state law.
- Provide training guidance and resources to supervisors.
- Respond to hazards and safety concerns identified by employees.
- Provide semi-annual loss data reports.
- Maintain network of internal occupational safety and health trainers.
- Consult with departments to assess workplace security needs.

### Project Objectives for Fiscal Year 2016

- Coordinate monthly IIPP Training calendar.
- Create a new proactive training module for Fleet Safety before December 31, 2015.
- Complete the Facility Safety Audit Inspection of Public Works (main campus - Garden/Laguna) by March 31, 2016.
- Post Cal/OSHA Log 300A electronically by February 1, 2016.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>1.10</b>	<b>1.10</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
OSH Premiums	\$ 193,833	\$ 203,462	\$ 203,462	\$ 231,057	\$ 240,294
<b>Total Revenue</b>	<b>193,833</b>	<b>203,462</b>	<b>203,462</b>	<b>231,057</b>	<b>240,294</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 71,757	\$ 98,307	\$ 98,307	\$ 128,731	\$ 137,714
Supplies and Services	54,005	117,206	120,315	112,140	114,928
Non-Capital Equipment	-	622	-	-	-
<b>Total Expenditures</b>	<b>\$ 125,762</b>	<b>\$ 216,135</b>	<b>\$ 218,622</b>	<b>\$ 240,871</b>	<b>\$ 252,642</b>
<b>Addition to (Use of ) Reserves</b>	<b>\$ 68,071</b>	<b>\$ (12,673)</b>	<b>\$ (15,160)</b>	<b>\$ (9,814)</b>	<b>\$ (12,348)</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Ensure the number of occupational injuries at the level do not exceed the 5 year average.</b>				
Occupational injury claims filed	126	142	140	134
<b>Utilize in-house staff to coordinate 60% of the annual training topics identified on the IIPP training calendar.</b>				
Percent of in-house staff who teach IIPP classes	N/A	50%	50%	60%
<b>Ensure compliance with State and Federal OSHA mandates.</b>				
Percent compliance with State and Federal OSHA mandates	100%	100%	100%	100%

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Lost work days due to occupational injuries	1,179	1,059	2,118	1,080
IIPP training sessions conducted	87	85	85	83
Employees attending Injury Illness Prevention Program training sessions	1,823	1,615	2,122	1,774
Occupational Safety Trainers	88	84	85	85

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Occupational Safety/Health  
➤ Risk Management Administrative  
Operations  
Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

Reorganized the Division to improve internal operations and the professional services provided for the operating departments.

## Risk Management Administrative Operations (Program No. 1464)

### Mission Statement

Manage division programs and assist operating departments to assess exposure to loss.

### Program Activities

- Create and maintain a risk management information system.
- Review and execute contracts, agreements, leases, and grants.
- Identify, evaluate, and rate all risks of accidental loss.
- Respond to employee, supervisor and management requests for assistance.
- Market and negotiate placement of commercial insurance policies.
- Initiate investigation and recovery of costs for loss or damage to City property caused by insurable perils or a negligent third party.
- Notarize City and employee documents.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>0.70</b>	<b>0.70</b>	<b>0.70</b>	<b>0.70</b>	<b>0.70</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Insurance Premiums	\$ 1,241,966	\$ 1,305,251	\$ 1,305,251	\$ 1,426,854	\$ 1,569,539
Interest Income	59,901	55,200	40,300	40,200	39,400
<b>Total Revenue</b>	<b>\$ 1,301,867</b>	<b>\$ 1,360,451</b>	<b>\$ 1,345,551</b>	<b>\$ 1,467,054</b>	<b>\$ 1,608,939</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 88,679	\$ 104,466	\$ 104,466	\$ 107,901	\$ 113,443
Supplies and Services	1,398,233	1,317,208	1,317,208	1,523,915	1,687,200
Non-Capital Equipment	22	1,488	245	-	-
<b>Total Expenditures</b>	<b>\$ 1,486,933</b>	<b>\$ 1,423,162</b>	<b>\$ 1,421,919</b>	<b>\$ 1,631,816</b>	<b>\$ 1,800,643</b>
<b>Addition to (Use of ) Reserves</b>	<b>\$ (185,066)</b>	<b>\$ (62,711)</b>	<b>\$ (76,368)</b>	<b>\$ (164,762)</b>	<b>\$ (191,704)</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Ensure 80% completion of Division program objectives.</b>				
Percent of objectives achieved	94%	80%	80%	80%
<b>Compile and post semi-annual loss data.</b>				
 Post loss data semi annually	2	2	2	2

## Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Dollar value of property damage and worker's compensation expenses recovered from negligent third parties	\$702,500	\$75,000	\$125,000	\$190,000
Total cost of risk as percentage of city operating and capital expenditures	1.9%	2.0%	2.0%	2.0%

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Operations

➤ Solid Waste



## RECENT PROGRAM ACHIEVEMENTS

The Environmental Services Division successfully implemented the Single Use Bag Ordinance at all Tier 1 and Tier 2 stores.

## Solid Waste

(Program No. 1471,1472)

### Mission Statement

Provide reliable, cost-effective collection of residential and commercial recyclables, greenwaste, foodscraps and refuse through the City's franchised hauler, with a primary focus on maximizing diversion of solid waste from landfill disposal.

### Program Activities

- Design solid waste programs that protect public health and the environment; maintain the City's compliance with State solid waste mandates.
- Develop a cost-effective solid waste management system to allow the City to maintain control of its waste stream
- Pursue long-term alternatives to disposal and continuously reduce the volume of material disposed in landfills through aggressive recycling, composting and related diversion strategies.
- Ensure contract compliance with the franchised hauler.
- Manage all components of the City's waste management system.
- Provide information to the public and respond to concerns about hauling services.
- Participate in regional solid waste forums such as the Multi-Jurisdictional Solid Waste Task Group (MJSWTG).

### Project Objectives for Fiscal Year 2016

- ✔ Conduct the Spirit of Service Awards.
- ✔ Hold two electronic waste collection events.
- ✔ Evaluate and expand comprehensive mixed recycling programs at three City facilities.
- ✔ Negotiate final terms with the Resource Recovery Project vendor. If terms are acceptable, bring the Material Delivery Agreement, Joint Powers Agreement and CEQA findings to the City Council for consideration.
- ✔ Monitor compliance of retailers that are subject to the Single Use Bag ordinance and take appropriate enforcement action.
- ✔ Distribute the revised Waste Enclosure Guidelines to architects, developers, and building industry stakeholders and solicit feedback and suggested revisions to improve the usability and efficacy of the document.
- ✔ Explore options for improving the efficiency of solid waste collection services with the City Council and its subcommittees.

## Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
<b>Authorized Positions</b>	<b>8.55</b>	<b>9.05</b>	<b>9.05</b>	<b>8.00</b>	<b>8.00</b>
<b>Hourly Employee Hours</b>	<b>1,231</b>	<b>0</b>	<b>121</b>	<b>1,250</b>	<b>0</b>
<b>Revenues</b>					
Donations	\$ 80,000	\$ 80,927	\$ 80,927	\$ 82,546	\$ 84,196
Fees and Service Charges	19,889,577	20,092,765	20,198,444	20,341,706	20,468,837
Interest Income	-	-	3,773	12,200	11,900
Intergovernmental	563,207	317,342	382,342	361,642	346,478
Other Revenue	156,616	154,742	155,372	154,698	157,571
<b>Total Revenue</b>	<b>\$ 20,689,401</b>	<b>\$ 20,645,776</b>	<b>\$ 20,820,858</b>	<b>\$ 20,952,792</b>	<b>\$ 21,068,982</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 803,217	\$ 958,244	\$ 923,676	\$ 998,573	\$ 1,027,691
Supplies and Services	18,412,836	18,889,809	18,746,764	19,047,679	19,166,399
Special Projects	557,697	555,532	547,579	593,990	609,346
Appropriated Reserve	-	10,000	-	25,000	25,000
Non-Capital Equipment	11,556	149,783	50,904	156,749	159,669
Transfers Out	67,556	50,000	50,000	50,000	50,000
<b>Total Expenditures</b>	<b>\$ 19,852,861</b>	<b>\$ 20,613,368</b>	<b>\$ 20,318,923</b>	<b>\$ 20,871,991</b>	<b>\$ 21,038,105</b>
<b>Addition to (Use of ) Reserves</b>	<b>\$ 836,540</b>	<b>\$ 32,408</b>	<b>\$ 501,935</b>	<b>\$ 80,801</b>	<b>\$ 30,877</b>

## Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
<b>Meet with 200 new and existing business clients about the environmental and financial benefits of recycling.</b>				
 Business contacts made regarding the benefits of recycling	141	200	200	200
<b>Generate 5,200 cubic yards of additional diversion at food-serving businesses on an annualized basis.</b>				
 Cubic yards of additional diversion at food-serving businesses (annualized)	5,888	5,200	5,664	5,200
<b>Respond to 98% of code enforcement calls within one business day.</b>				
Percent of code enforcement calls responded to within one business day	100%	98%	98%	98%

## Solid Waste (Continued)

### Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
 Tons of solid waste disposed of at Tajiguas Landfill	82,403	88,000	80,376	83,500
 Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	19,431	19,000	19,718	19,000
 Mixed recyclables diverted from Tajiguas Landfill as a percentage of trash (franchise only)	31.0%	30.0%	31.0%	30.0%
 Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)	14,616	15,200	13,270	13,300
 Greenwaste diverted from Tajiguas Landfill as a percentage of trash disposed (franchise only)	27.0%	28.0%	24.0%	24.0%
 Tons of foodscrap diverted from Tajiguas Landfill	3,159	3,300	3,184	3,300
 Hauler service complaints reported to MarBorg	N/A	N/A	N/A	135
 Calls handled by Code Enforcement staff	144	132	70	132
 Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste, and/or foodscrap	23.0%	23.0%	22.0%	23.0%
 Percent of single-family residential accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste	77.0%	76.0%	79.0%	79.0%
 Percent of multi-unit residential account with 2/3 or more of monthly trash service dedicated to recycling and greenwaste	21.0%	21.0%	23.0%	23.0%
 Percent of buildings and facilities owned, operated, or controlled by the City with 2/3 or more of monthly trash service dedicated to recycling, greenwaste, or foodscrap	12.0%	15.0%	12.0%	15.0%
 Pounds of household hazardous waste collected at the City ABOP and UCSB facility (less electronic waste)	331,537	322,870	187,788	322,870
 Pounds of electronics waste collected at City-sponsored events and In-City collection	368,128	270,644	440,516	270,644
 Development projects reviewed	N/A	N/A	N/A	100