



City of Santa Barbara Finance Fiscal Year 2017 Performance Measure Results Table

Division Manager Division	Program Owner	Program (Program #)	Total # of Objectives	# of Objectives Reporting	# of Objectives On Target	# of Objectives Achieved	% of Objectives On Target/Achieved
Bob Samario							
	Bob Samario	Administration - Finance (1411)	3	3	3	3	100%/100%
	Michael Pease	Budget Management (1412)	4	4	4	3	100%/75%
Finance-Administration Division Totals			7	7	7	6	100%/86%
Julie Nemes							
	Julie Nemes	Revenue and Cash Management (1421)	5	5	5	5	100%/100%
	Brenda Craig	Cashiering and Collections (1422)	3	3	2	2	67%/67%
	Brenda Craig	Licenses and Permits (1423)	8	8	7	7	88%/88%
	Ursula Bosson	City Billing and Customer Service (1424)	10	8	7	7	88%/88%
Finance-Treasury Division Totals			26	24	21	21	88%/88%
Jennifer Tomaszewski							
	Jennifer Tomaszewski	Accounting Services (1431)	13	13	12	12	92%/92%
	Dorine Villapando	Payroll (1432)	11	6	6	6	100%/100%
	Dorine Villapando	Accounts Payable (1433)	7	5	5	5	100%/100%
Finance-Accounting Division Totals			31	24	23	23	96%/96%
Bill Hornung							
	Greg Corral	Purchasing (1441)	7	7	6	6	86%/86%
	Greg Corral	Central Warehouse (1442)	7	7	6	6	86%/86%
	Bill Hornung	Mail Courier Services (1443)	6	6	6	6	100%/100%
Finance-General Services Division Totals			20	20	18	18	90%/90%
Mark Howard							
	Mark Howard	Risk Management - Administrative Operations	2	2	2	2	100%/100%
	Robert Collet	Risk Management - Workers Compensation	6	6	6	6	100%/100%



**City of Santa Barbara
Finance
Fiscal Year 2017 Performance Measure Results Table**

Division Manager Division	Program Owner	Program (Program #)	Total # of Objectives	# of Objectives Reporting	# of Objectives On Target	# of Objectives Achieved	% of Objectives On Target/Achieved
Mark Howard							
	Marisa Kahn	Risk Management - Liability (1462)	4	4	4	4	100%/100%
	Julie Ruggieri	Risk Management - Occupational Safety/Health	6	6	6	6	100%/100%
Finance-Risk Management Division Totals			18	18	18	18	100%/100%
Matt Fore							
	Rene Eyerly	Solid Waste (1471)	10	10	7	7	70%/70%
Finance-Environmental Services Division Totals			10	10	7	7	70%/70%
DEPARTMENT TOTALS			112	103	94	93	91%/90%



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department: Finance
Division: Finance-Administration
Program Name and Number: Administration - Finance (1411)
Program Owner: Bob Samario
Program Mission:

3/3, 100%
Objectives
Achieved

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:

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

✓ Status	Project Objectives	
✓ Complete	1. Produce by April 20, 2017, a Budget-at-a-Glance which summarizes the Fiscal Year 2018 and 2019 Two Year Financial Plan within a pocket-sized, tri-folded form.	
Comments: Mid-Yr: <input style="width: 300px;" type="text"/>		Yr-End: <input style="width: 100px;" type="text"/>
✓ Complete	2. Complete a customer satisfaction survey for internal customers to identify areas where the Finance Department can improve the services provided to other City departments.	
Comments: Mid-Yr: <input style="width: 300px;" type="text"/>		Yr-End: <input style="width: 100px;" type="text"/>
Status	Measurable Objectives	Metric
Ahead of Target 112.5% of Target	1. Ensure that Finance Programs meet 80% of their program objectives.	Percent of Finance program objectives met
----- FY2017 -----		
✓	UM	Target
	Qtr1 Actual	Qtr2 Actual
	Mid-Year Actual	Qtr3 Actual
	Qtr4 Actual	Year-to-Date
✓	80%	90%
----- Previous FY2016 -----		
	80%	86%
Comments: Mid-Yr: <input style="width: 300px;" type="text"/>		Yr-End: <input style="width: 100px;" type="text"/>
----- FY2017 -----		
Status	Other Program Measures	UM
	Target	Qtr1 Actual
	Qtr2 Actual	Mid-Year Actual
	Qtr3 Actual	Qtr4 Actual
	Year-to-Date	
Ahead of Target 81.8% of Target	1. Santa Barbara City Employee Mortgage Loan Assistance Program (EMLAP) loans administered	22
		21
		18
----- Previous FY2016 -----		
		26
		25
		25



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department: Finance **3/4, 75% Objectives Achieved**
Division: Finance-Administration
Program Name and Number: Budget Management (1412)
Program Owner: Michael Pease
Program Mission: 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:

1. 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.
2. Provide guidance to departments on departmental revenue estimates.
3. Provide expertise to City Council and departments on economic and financial conditions and policy issues affecting the budget.
4. Provide ongoing budgetary guidance and support to all City departments in administering the annual budget.
5. Prepare and publish the City's Two-Year Financial Plan and Annual Budget.

✓ Status	Project Objectives	
<input type="checkbox"/>	1. Produce and distribute the Fiscal Year 2017 Mid-Cycle Budget Addendum within 45 days of budget adoption.	
Comments: Mid-Yr:	The budget document was produced and distributed by July 28, except for the budget message section. That section was delayed to focus on other priorities (some unanticipated), including time sensitive data requests for the year-end close/CAFR, booking carryovers, and preparing the financial system payroll forecast for the next budget process. This will be completed by year-end.	Yr-End: Achieved, but adopted budget message was produced after original target. It was posted to the website in mid-July 2017.
<input checked="" type="checkbox"/>	2. Submit the Proposed Two-Year Financial Plan for Fiscal Years 2018 and 2019 to the City Council and City Clerk before May 1, 2017 in accordance with the Council-established budget filing deadline.	
Comments: Mid-Yr:		Yr-End:
<input checked="" type="checkbox"/>	3. Maintain minimum distribution of printed budget documents by only distributing to City Council and Executive Management to reduce paper use and waste.	
Comments: Mid-Yr:		Yr-End:
Status	Measurable Objectives	Metric
Ahead of Target 102.9% of Target	1. Complete 90% of all budget journal entries to record budget amendments within 4 working days of approval.	Percent of budget journal entries completed within 4 working days
----- FY2017 -----		
✓	UM	Target
<input checked="" type="checkbox"/>	Target	Qtr1 Actual
	Qtr2 Actual	Mid-Year Actual
	Qtr3 Actual	Qtr4 Actual
	Year-to-Date	
	90%	91%
	95%	85%
	85%	90%
	99%	92%
----- Previous FY2016 -----		
Comments: Mid-Yr:		Yr-End:

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 127.8% of Target	1. Budget adjustments		180			105			230
			<i>Previous FY2016</i>						
			180	58	47	105	52	87	244
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 100.% of Target	2. Days to produce the adopted budget document after fiscal year-end		45	45		45			45
			<i>Previous FY2016</i>						
			90	0	0	0	0	0	0
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 90.3% of Target	3. Days to post the adopted core budget document to the City's website after fiscal year-end		31			28			28
			<i>Previous FY2016</i>						
			31	24	0	24	0	0	24
Comments:	<p>2. Mid-Yr: The budget document was produced and distributed by July 28, except for the budget message section. That section was delayed to focus on other priorities (some unanticipated), including time sensitive data requests for the year-end close/CAFR, booking carryovers, and preparing the financial system payroll forecast for the next budget process. This will be completed by year-end.</p> <p>Yr-End: Achieved, but adopted budget message was produced after original target. It was posted to the website in mid-July 2017.</p>								



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	5/5, 100% Objectives Achieved
Division:	Finance-Treasury	
Program Name and Number:	Revenue and Cash Management (1421)	
Program Owner:	Julie Nemes	
Program Mission:	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:

1. Manage investment portfolio of approximately \$155 million.
2. Submit monthly investment reports to Finance Committee and City Council.
3. Manage the City's banking relationships.
4. Ensure timely reconciliation of all cash transactions.
5. Assist departments in establishing appropriate controls and procedures for the receipt of cash and for petty cash disbursements.
6. Provide ongoing analysis of City revenues.
7. Forecast and manage cash to ensure adequate liquidity for expenditure requirements.
8. Conduct a monthly analysis of all City and Banking revenues.

✓ Status	Project Objectives
✓ Complete	1. Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.
Comments: Mid-Yr:	Analysis of revenues provided at each Quarter Review. Yr-End: Analysis of revenues provided at each Quarter Review.
✓ Complete	2. Purchase investments for the City's Investment Portfolio that are consistent with investment objectives.
Comments: Mid-Yr:	All investments purchased through December 31, 2016 comply with the City's investment policy. Yr-End: All investments purchased in FY17 comply with the City's investment policy.
✓ Complete	3. Submit an annual Statement of Investment Policy for Fiscal Year 2017 to Council by September 30, 2016.
Comments: Mid-Yr:	Statement of Investment Policy presented to Finance Committee on September 20, 2016 and adopted by Council on the same day. Yr-End: Completed in September 2016.
✓ Complete	4. Analyze all available features of new online payment system, implement applicable features, train staff on new system, and create user's manual.
Comments: Mid-Yr:	Staff has been fully trained on Invoice Cloud features and the Billing Office is in the process of creating a user's manual for Invoice Cloud processes. Yr-End: Staff fully trained and Invoice Cloud processes documented.

Status	Measurable Objectives	Metric
On Target 100.% of Target	1. Submit 100% of monthly investment reports to City Council within 30 days of month-end.	Number of months in which investment report is submitted within 30 days
----- FY2017 -----		
✓ UM	Target	Qtr1 Actual Qtr2 Actual Mid-Year Actual Qtr3 Actual Qtr4 Actual Year-to-Date

<input checked="" type="checkbox"/>	12	3	3	6	3	3	12
<i>Previous FY2016</i>							
	12	3	3	6	3	3	12

Comments: Mid-Yr: Yr-End:

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 107.1% of Target	1. Average portfolio balance		\$155.0 M	\$145.0 M	\$160.0 M	\$153.0 M	\$175.0 M	\$185.0 M	\$166.0 M
			Previous FY2016						
			\$165.0 M	\$154.6 M	\$146.9 M	\$150.8 M	\$150.8 M	\$155.8 M	\$152.0 M

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 45.% of Target	2. Variance between the City portfolio and LAIF book rates of return	≤	1.00%	0.48%	0.44%	0.46%	0.47%	0.42%	0.45%
			Previous FY2016						
			1.00%	0.83%	0.75%	0.79%	0.69%	0.56%	0.71%

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 76.5% of Target	3. Average days to maturity of the portfolio		750	523	540	531	613	620	574
			Previous FY2016						
			900	710	688	699	698	591	672

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 100.% of Target	4. Maintain annual credit rating of AAA for portfolio holdings 100% of the time		100%	100%	100%	100%	100%	100%	100%
			Previous FY2016						
			100%	100%	100%	100%	100%	100%	100%



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department: Finance **2/3, 67% Objectives Achieved**
Division: Finance-Treasury
Program Name and Number: Cashiering and Collections (1422)
Program Owner: Brenda Craig
Program Mission: Centrally process monies, ensuring funds are received when due, properly accounted for and safeguarded, and provide prompt, courteous customer service.

Program Activities:

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

✓ Status	Project Objectives	
<input type="checkbox"/> Deferred	1. Participate in the testing and upgrade of the Advanced Utility Billing software system during Fiscal Year 2017.	
Comments: Mid-Yr:	This project has been pushed back to FY18 as the vendor is unable to provide upgrade in FY17.	Yr-End: This project has been pushed back to FY18 as the vendor is unable to provide upgrade in FY17.

Status	Measurable Objectives		Metric					
On Target 100.9% of Target	1. Accurately process 99% of treasury receipts on the day received.		Percent of treasury receipts processed on the day received					
----- FY2017 -----								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓		99.0%	100.0%	100.0%	100.0%	99.9%	99.9%	99.9%
----- Previous FY2016 -----								
		99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Comments: Mid-Yr:	Q1: 1,556 TR's processed. 0 TRs held over Q2: 1,379 TR's processed. 0 TR's held over	Yr-End:	Q3: 1,350 TR's processed. 2 TRs held over. Waiting Department Correction. Q4: 1,398 TR's processed. 1 TRs held over. Waiting Department Correction.
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Status	Measurable Objectives	Metric																					
On Target 66.7% of Target	2. Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed.	Correcting entries needed																					
FY2017																							
✓	UM	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>1</td> <td>2</td> <td>3</td> <td>0</td> <td>1</td> <td>4</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	6	1	2	3	0	1	4							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
6	1	2	3	0	1	4																	
☑	≤	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7" style="text-align: center;"><i>Previous FY2016</i></th> </tr> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>1</td> <td>2</td> <td>3</td> <td>0</td> <td>0</td> <td>3</td> </tr> </tbody> </table>	<i>Previous FY2016</i>							Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	7	1	2	3	0	0	3
<i>Previous FY2016</i>																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
7	1	2	3	0	0	3																	
Comments:	Mid-Yr: Staff continues to improve performance by verifying deposit amounts match cash/checks being submitted to bank.	Yr-End: Objective met as staff ensured deposits were correct prior to submitting to bank.																					
FY2017																							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date														
Below Projections 63.7% of Target	1. Payments processed at public counter		47,000	8,298	7,568	15,866	6,962	7,134	29,962														
Previous FY2016			40,000	11,923	11,481	23,404	8,281	8,508	40,193														
FY2017																							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date														
Below Projections 88.7% of Target	2. Utility billing lockbox payments processed		126,000	30,273	27,699	57,972	27,359	26,432	111,763														
Previous FY2016			140,000	30,405	30,245	60,650	32,891	33,560	127,101														
FY2017																							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date														
Exceeds Projections 137.6% of Target	3. Transient Occupancy Tax (TOT) payments recorded and reconciled		1,800	863	813	1,676	507	293	2,476														
Previous FY2016			2,600	957	774	1,731	594	672	2,997														
FY2017																							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date														
Exceeds Projections 103.4% of Target	4. Utility Users Tax (UUT) payments recorded and reconciled		2,500	642	645	1,287	648	651	2,586														
Previous FY2016			1,900	624	631	1,255	635	655	2,545														
Comments:	1. Mid-Yr: Customers are using online payment options more, resulting in fewer payment being made in person. Yr-End: Payments processed at public counter continue to drop as customers use online payment options. 2. Mid-Yr: Customers are using online payment options more, resulting in fewer payments being mailed in. Yr-End: Customers are using online payment options more, resulting in fewer payments being mailed in. 3. Mid-Yr: Anticipated a higher impact to the number of TOT payments from vacation rental enforcement. Yr-End: Anticipated a higher impact to the number of TOT payments from vacation rental enforcement.																						



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	7/8, 88% Objectives Achieved
Division:	Finance-Treasury	
Program Name and Number:	Licenses and Permits (1423)	
Program Owner:	Brenda Craig	
Program Mission:	Administer the collection and audit of business taxes, permits, and assessments to ensure compliance with the Santa Barbara Municipal Code (SBMC).	

Program Activities:

1. Manage the Business Tax and Permit Program.
2. Administer the monthly collections of Transient Occupancy Tax.
3. 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.
4. Process delinquency notices and initiate collection efforts for past due accounts.
5. Process and issue over 13,000 City licenses and permits.
6. Review outside sources and publications to identify unlicensed businesses.

✓	Status	Project Objectives
✓	Complete	1. Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses within the 75-minute free parking district. <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Comments: Mid-Yr: Billings sent on time fiscal year-to-date: 653 3rd Qtr notices sent 09/29/16. 669 4th Qtr notices sent 12/29/16. YTD = 1,322 notices sent </div> <div style="width: 45%;"> Yr-End: Billings sent on time fiscal year-to-date: 956 1st Qtr notices sent 03/29/17. 692 2nd Qtr notices sent 06/29/17. YTD = 2,970 notices sent </div> </div>
✓	Complete	2. Send annual Downtown and Old Town Business Improvement District billings by February 28, 2017. <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Comments: Mid-Yr: Pro-rated Billing sent to 35 business on 11/21/16. YTD = 35 notices sent </div> <div style="width: 45%;"> Yr-End: Annual Billing sent to 1477 businesses on 2/28/17. Pro-rated Billing sent to 35 businesses on 4/25/17. YTD = 1,547 notices sent </div> </div>
✓	Complete	3. 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. <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Comments: Mid-Yr: PBIA district audit done in September 2016. </div> <div style="width: 45%;"> Yr-End: Downtown and Old Town district audits performed in February 2017. </div> </div>
✓	Complete	4. Ensure that newly-licensed businesses are billed appropriately for the district assessments. <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Comments: Mid-Yr: New businesses in assessment districts identified and billed as registered and licensed. </div> <div style="width: 45%;"> Yr-End: New businesses in assessment districts identified and billed as registered and licensed. </div> </div>
✓	Complete	5. Send annual business license renewal notices no later than 30 days before current license expiration. <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Comments: Mid-Yr: Monthly renewals mailed on scheduled billing date. YTD = 8,750 mailed </div> <div style="width: 45%;"> Yr-End: Monthly renewals mailed on scheduled billing date. YTD = 15,398 mailed </div> </div>

<input checked="" type="checkbox"/> Complete	6. On a quarterly basis, send delinquency letters for unpaid PBIAs assessments.						
Comments: Mid-Yr:	Q1: 215 2nd Qtr delinquent notices mailed on 8/04/16. Q2: 207 3rd Qtr delinquent notices mailed on 11/03/16. YTD = 422 delinquent notices mailed						
Yr-End:	Q3: 217 4th Qtr delinquent notices mailed 2/7/17 Q4: 251 1st Qtr delinquent notices mailed 5/4/17 YTD = 890 delinquent notices mailed						
<input checked="" type="checkbox"/> Complete	7. Collect Tourism Business Improvement District (TBID) fees from hotels in the city of Santa Barbara and remit to Visit Santa Barbara on a monthly basis.						
Comments: Mid-Yr:	TBID Collections are distributed to Visit Santa Barbara on a monthly basis with no delays this fiscal year-to-date. Q1: \$561,357 Q2: \$582,808 YTD = \$1,144,165						
Yr-End:	TBID Collections are distributed to Visit Santa Barbara on a monthly basis with no delays this fiscal year-to-date. Q3: \$472,378 Q4: \$567,487 YTD = \$2,184,030						
Status	Measurable Objectives	Metric					
Behind Target 89.3% of Target	1. Locate 550 unlicensed businesses using periodicals, MuniServices, Franchise Tax Board and State Board of Equalization sources.	New businesses located from reference sources					
FY2017							
<input checked="" type="checkbox"/> UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
<input type="checkbox"/>	550	114	89	203	153	135	491
Previous FY2016							
	550	160	113	273	116	126	515
Comments: Mid-Yr:	The goal is to meet this objective by the end of the 4th quarter. Behind target as MuniServices is not identifying as many leads as they had in prior years. MuniServices tax revenue: Q1: \$ 4,376. (20 accounts) Q2: \$ 475 (7 accounts) Staff Review of Periodicals tax revenue: Q1: \$9,251 (94 accounts) Q2: \$8,342 (82 accounts) YTD=\$22,445			Yr-End:	Missed Target: Training of New Staff took time away from objective. MuniServices tax revenue (\$, accts): Q3: \$6,265 (37) Q4: \$1942 (11) Staff Review of Periodicals tax revenue: Q3: \$17,028 (116) Q4: \$14,743 (126) YTD=\$62,423		

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 133.4% of Target	1. New business licenses issued		1,600	519	400	919	593	623	2,135
			Previous FY2016						
			2,000	450	314	764	540	535	1,839
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 100.% of Target	2. Business license renewals remitted		13,300	2,708	3,320	6,028	4,386	2,885	13,299
			Previous FY2016						
			13,000	2,774	3,141	5,915	4,599	2,967	13,481
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 96.5% of Target	3. Business license delinquency notices		3,700	886	725	1,611	1,144	816	3,571
			Previous FY2016						
			3,400	947	827	1,774	1,159	750	3,683
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 102.8% of Target	4. Percent of business licenses paid by due date		72%	74%	77%	76%	74%	71%	74%
			Previous FY2016						
			75%	72%	72%	72%	80%	77%	75%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 98.2% of Target	5. Assessment district billings		4,600	653	704	1,357	2,433	727	4,517
			Previous FY2016						
			4,550	701	702	1,403	2,340	801	4,544
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 99.3% of Target	6. Assessment district delinquency notices		1,200	215	207	422	217	553	1,192
			Previous FY2016						
			1,100	195	191	386	185	588	1,159
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 96.5% of Target	7. Percent of PBIA assessments paid by due date		72.0%	68.0%	68.0%	68.0%	68.0%	74.0%	69.5%
			Previous FY2016						
			75.0%	71.0%	72.0%	71.5%	71.0%	72.0%	71.5%

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 150.% of Target	8. Percent of accounts sent to collections		2%	0%	3%	3%	0%	3%	3%
			Previous FY2016						
			2%	3%	3%	2%	0%	2%	2%
Comments:	8. Yr-End: 1. More New Biz started than expected 3. More Biz paid on time than expected 4. Biz paid tax when due 5. High Vacancy within districts this past year 7. Fewer Biz Paid their PBIA assessment by due date 8 145 accounts sent to collections								



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	7/8, 88% Objectives Achieved
Division:	Finance-Treasury	
Program Name and Number:	City Billing and Customer Service (1424)	
Program Owner:	Ursula Bosson	
Program Mission:	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:

1. Prepare and mail approximately 375,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
2. Prepare and mail approximately 23,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
3. Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
4. Maintain and manage an automatic payment option for customers to have their bills paid automatically from their checking account.
5. Process approximately 18,500 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

✓ Status	Project Objectives	
<input checked="" type="checkbox"/> Complete	1. Ensure that program staff attends relevant training classes appropriate to assigned job duties in order to maintain and/or upgrade technical skills.	Comments: Mid-Yr: Employees have completed training in Ergonomics, Workplace Security, Excel, and Munis. The Billing Supervisor has also attended training at the annual Harris Advanced CIS Users Conference and completed the Ethics in Public Service class.
		Yr-End: Employees have completed training in Ergonomics, Workplace Security, Excel, and Munis. The Billing Supervisor has also attended training at the annual Harris Advanced CIS Users Conference and completed the Ethics in Public Service class.
<input type="checkbox"/> In-Process	2. Implement and conduct cross training for all Billing staff to ensure they are fully cross-trained on Accounts Receivable, Utility Billing, and collections processing.	Comments: Mid-Yr: Staff is in the process of cross training for each position in the Billing Office.
		Yr-End: Due to unexpected staff leaves, not all staff are fully cross-trained. Staff is in the process of cross training for each position in the Billing Office.
<input checked="" type="checkbox"/> Complete	3. Work with Information Systems and Tyler Technologies to develop and implement enhancements to the Munis Accounts Receivable module for more functionality.	Comments: Mid-Yr: The Billing Office is meeting weekly with IS, Parking, Airport, Accounting, and others to develop an RFP for a new AR software provider.
		Yr-End: Multiple enhancements to the system were made. In addition, an RFP for a new AR software provider has been completed and sent out. Awaiting responses.
<input checked="" type="checkbox"/> Complete	4. Analyze all available features of new online payment system, implement applicable features, train staff on new system, and create user's manual.	Comments: Mid-Yr: Staff has been fully trained on Invoice Cloud features and the Billing Office is in the process of creating a user's manual for Invoice Cloud processes.
		Yr-End: Staff has been fully trained on Invoice Cloud features and the Billing Office has documented most Invoice Cloud processes.

Status	Measurable Objectives	Metric
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100.% of Target	¹ determination within 15 days of receipt of application.	applicants notified within 15 days of credit determination																												
FY2017																														
<input checked="" type="checkbox"/>	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> </tr> <tr> <td colspan="7" style="text-align: center;">Previous FY2016</td> </tr> <tr> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	99%	99%	99%	99%	99%	99%	99%	Previous FY2016							99%	99%	99%	99%	99%	99%	99%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																								
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99%	99%	99%	99%	99%	99%	99%																								
Comments: Mid-Yr:		Yr-End:																												
Status	Measurable Objectives	Metric																												
On Target 100.% of Target	2. Enter 99% of Utility User Tax (UUT) exemption applications within 10 days of receipt.	Percent of UUT exemption applications entered within 10 days																												
FY2017																														
<input checked="" type="checkbox"/>	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> </tr> <tr> <td colspan="7" style="text-align: center;">Previous FY2016</td> </tr> <tr> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	99%	99%	99%	99%	99%	99%	99%	Previous FY2016							99%	99%	99%	99%	99%	99%	99%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																								
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99%	99%	99%	99%	99%	99%	99%																								
Comments: Mid-Yr:		Yr-End:																												
Status	Measurable Objectives	Metric																												
Not Reportable of Target	3. Enter 99% of automatic payment account data within 10 days of receipt.	Percent of new automatic payment accounts entered within 10 days																												
FY2017																														
<input checked="" type="checkbox"/>	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>99%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="7" style="text-align: center;">Previous FY2016</td> </tr> <tr> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	99%							Previous FY2016							99%	99%	99%	99%	99%	99%	99%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																								
99%																														
Previous FY2016																														
99%	99%	99%	99%	99%	99%	99%																								
Comments: Mid-Yr: With the implementation of Invoice Cloud this objective is no longer processed in-house.		Yr-End: With the implementation of Invoice Cloud this objective is no longer processed in-house.																												
Status	Measurable Objectives	Metric																												
Not Reportable of Target	4. Enter new automatic payment accounts accurately 99% of the time.	Percent of new automatic payment accounts entered accurately																												
FY2017																														
<input checked="" type="checkbox"/>	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>99%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="7" style="text-align: center;">Previous FY2016</td> </tr> <tr> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	99%							Previous FY2016							99%	99%	99%	99%	99%	99%	99%
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Previous FY2016																														
99%	99%	99%	99%	99%	99%	99%																								
Comments: Mid-Yr: With the implementation of Invoice Cloud this objective is no longer processed in-house.		Yr-End: With the implementation of Invoice Cloud this objective is no longer processed in-house.																												

Status	Measurable Objectives	Metric																					
On Target 100.% of Target	5. Enter 99% of electronic service requests submitted by the City's trash hauler within 10 days.	Percent of electronic service requests entered within 10 days																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	99%	99%	99%	99%	99%	99%	99%							
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Previous FY2016																							
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99%	99%	99%	99%	99%	99%	99%																	
Comments: Mid-Yr: <input type="text"/> Yr-End: <input type="text"/>																							

Status	Measurable Objectives	Metric																					
Ahead of Target 131.8% of Target	6. Increase the number of customers opting out of printed utility bills in favor of online billing by 400.	Additional customers opting out of printed utility bills																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>400</td> <td>79</td> <td>116</td> <td>195</td> <td>158</td> <td>174</td> <td>527</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	400	79	116	195	158	174	527							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
400	79	116	195	158	174	527																	
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Previous FY2016																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
200	268	247	515	223	179	917																	
Comments: Mid-Yr: <input type="text"/> Yr-End: <input type="text"/>																							
<p>Mid-Yr: With the implementation of Invoice Cloud, we are on target to increase the number of customers opting out of printed utility bills.</p> <p>Yr-End: With the implementation of Invoice Cloud, we were able to not only meet but exceed our target of 400 customers opting out of printed utility bills by 127.</p>																							

		FY2017							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 94.4% of Target	1. Bills issued annually		375,000	88,633	88,108	176,741	88,615	88,484	353,840
			Previous FY2016						
			385,000	89,430	89,456	178,886	89,481	89,281	357,648

		FY2017							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 106.5% of Target	2. Service orders prepared annually		18,500	5,152	4,720	9,872	4,757	5,065	19,694
			Previous FY2016						
			17,500	5,109	4,581	9,690	4,373	4,515	18,578

		FY2017							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 108.1% of Target	3. Customers on automatic pay		8,000	8,044	8,320	8,320	8,332	8,651	8,651
			Previous FY2016						
			7,600	7,680	7,730	7,730	7,763	7,790	7,790



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department: Finance **12/13, 92% Objectives Achieved**
Division: Finance-Accounting
Program Name and Number: Accounting Services (1431)
Program Owner: Jennifer Tomaszewski
Program Mission: 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:

1. 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.
2. 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.
3. 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.
4. Provide financial analysis and fiscal information to department users, management, and the City Council as needed.

✓ Status	Project Objectives
✓ Complete	1. Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2017.
Comments:	Mid-Yr: Expect to achieve objective Yr-End: Objective achieved
✓ Complete	2. Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 5 days of presentation to City Council.
Comments:	Mid-Yr: The CAFR was presented to Council on December 13, 2016 and was published on the City's website on December 13, 2016, as well. Yr-End: The CAFR was published on the City's website on December 13, 2016.
<input type="checkbox"/> In-Process	3. Prepare comprehensive written procedures for the General Ledger, Fixed Assets and Project Accounting components of the City's Financial Management System.
Comments:	Mid-Yr: Staff continue to develop and document comprehensive procedures for month-end processes, year end closing, Fixed Assets and CAFR Processes. The Electronic Time Entry project will begin in June 2017. The Project Accounting module project has been delayed until FY 18 due to limited staff (Accounting and IT) resources and the need to implement MUNIS v11.3 beforehand. Yr-End: Staff will continue to develop and document comprehensive procedures. Staff have documented CAFR Process checklists and timelines, instructions for CaseWare (the software used to prepare the CAFR) as well as documenting most workload processes.

Status	Measurable Objectives	Metric						
On Target 97.6% of Target	1. Produce the annual Comprehensive Annual Financial Report (CAFR) for the City within 170 days of fiscal year-end.	Days after June 30 to issue City CAFR						
----- FY2017 -----								
✓	UM Target	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Qtr1 Actual</td> <td style="text-align: center;">Qtr2 Actual</td> <td style="text-align: center;">Mid-Year Actual</td> <td style="text-align: center;">Qtr3 Actual</td> <td style="text-align: center;">Qtr4 Actual</td> <td style="text-align: center;">Year-to-Date</td> </tr> </table>	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date			

<input checked="" type="checkbox"/>	Days	170		166	166		166
<i>Previous FY2016</i>							
		170		168	168		168

Comments: Mid-Yr: The CAFR was produced and sent to print on December 6, 2016, and presented to City Council on December 13, 2016, within the target date of 170 days.

Yr-End: Objective achieved

Status	Measurable Objectives	Metric
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100.% of Target	2. Receive an unmodified audit opinion for the annual financial statement audit for the City.	Unmodified audit opinion
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<i>FY2017</i>								
<input checked="" type="checkbox"/>	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
<input checked="" type="checkbox"/>		1		1	1			1

<i>Previous FY2016</i>								
		1		1	1			1

Comments: Mid-Yr: Objective of receiving an unmodified audit opinion was achieved.

Yr-End: Objective achieved

Status	Measurable Objectives	Metric
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On Target 100.% of Target	3. Receive the Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.	Award for financial reporting
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<i>FY2017</i>								
<input checked="" type="checkbox"/>	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
<input checked="" type="checkbox"/>		1	0	0	0	1		1

<i>Previous FY2016</i>								
		1	0	0	0			0

Comments: Mid-Yr: Submitted for award on December 14, 2016, and expect to receive the award during the 4th Quarter.

Yr-End: Objective achieved. Award received in March 2017.

Status	Measurable Objectives	Metric																					
On Target 100.% of Target	4. Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.	Percent of bank reconciliations completed within 45 days																					
----- FY2017 -----																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	100%	100%	100%	100%	100%	100%	100%							
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Previous FY2016																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
100%	0%	0%	0%	0%	0%	0%																	
Comments: Mid-Yr:	Bank Reconciliations were completed within the 45 days. The accounting program added another staff member in FY 16. Prior to this new position, bank reconciliations were often completed after the 45 day target. Since the new position has been filled and the staff trained on this function, bank reconciliations have all been completed within the 45 day target.	Yr-End: Objective achieved. All bank reconciliations were completed within 45 days.																					

Status	Measurable Objectives	Metric																					
On Target 100.% of Target	5. Complete 100% of general ledger closings within 7 working days of month-end (excluding June).	Percent of general ledger closings completed within 7 working days of month-end																					
----- FY2017 -----																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	100%	100%	100%	100%	100%	100%	100%							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
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Previous FY2016																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
100%	100%	100%	100%	100%	100%	100%																	
Comments: Mid-Yr:	To date all general ledger closings have been completed within 7 working days of month-end.	Yr-End: Objective achieved																					

Status	Measurable Objectives	Metric																					
On Target 100.% of Target	6. Complete and input 100% of regular monthly interim financial reports into Legistream within 45 days of month-end.	Percent of interim financial reports input into Legistream within 45 days																					
----- FY2017 -----																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	100%	100%	100%	100%	100%	100%	100%							
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Previous FY2016																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
100%	66%	100%	83%	100%	100%	92%																	
Comments: Mid-Yr:	To date all monthly interim reports have been entered into Legistream within 45 days of month-end.	Yr-End: Objective achieved																					

Status	Measurable Objectives	Metric																					
On Target 100.% of Target	7. Complete and file all State Controller's Reports before the deadlines.	Percent of State Controller's Reports prepared and filed before the deadlines																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>0%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	100%	0%	100%	100%	100%	0%	100%							
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Previous FY2016																							
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100%	0%	100%	100%	0%	0%	100%																	
Comments: Mid-Yr:	The State Controller's Reports for the City and Financing Authority (Financial Transactions Report & Government Compensation Report), The Streets Report and the Police and Fire Pension Fund Report were prepared and submitted in the 2nd quarter, before their respective due dates.	Yr-End: Objective achieved																					
Status	Measurable Objectives	Metric																					
On Target 95.4% of Target	8. Complete the annual reserve allocation within 130 days of year-end.	Days from year-end to complete the annual reserve allocation																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>130</td> <td>0</td> <td>124</td> <td>124</td> <td>0</td> <td>0</td> <td>124</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	130	0	124	124	0	0	124							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
130	0	124	124	0	0	124																	
✓	Days	<table border="1"> <thead> <tr> <th colspan="7">Previous FY2016</th> </tr> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>130</td> <td></td> <td>163</td> <td>163</td> <td></td> <td></td> <td>163</td> </tr> </tbody> </table>	Previous FY2016							Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	130		163	163			163
Previous FY2016																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
130		163	163			163																	
Comments: Mid-Yr:	The reserves allocation was submitted for review before the target date, on October 28, 2016. It was submitted to Departments on November 9, 2016. However, it was not yet finalized due to additional information needed from Fleet Services, until January.	Yr-End: The reserves allocation was submitted for review before the target date, on October 28, 2016. It was submitted to Departments on November 9, 2016. However, it was not yet finalized due to additional information needed from Fleet Services, until January.																					
Status	Measurable Objectives	Metric																					
On Target 100.% of Target	9. Prepare and input 100% of first quarter, third quarter, and mid-year interim financial reviews into Legistream within 45 days of month-end.	Percent interim financial reviews input into Legistream within 45 days																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td></td> <td>100%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	100%	100%	100%	100%	100%		100%							
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100%	100%	100%	100%	100%		100%																	
Comments: Mid-Yr:	On target to achieve 100% input into Legistream within 45 days.	Yr-End: FY 17 Quarter review submitted within 45 days of month-end. Quarter 4 is N/A.																					

Status	Measurable Objectives	Metric														
On Target 98.9% of Target	10. Submit the audited OMB-A133 Single Audit for the City to the Federal Government within 275 days of year-end.	Days after June 30 to submit Single Audit														
FY2017																
✓	UM	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>275</td> <td>0</td> <td>0</td> <td>0</td> <td>272</td> <td></td> <td>272</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	275	0	0	0	272		272
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
275	0	0	0	272		272										
☑	Days															
Previous FY2016																
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Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
Comments:	Mid-Yr: On target to submit Single Audit for the City to the Federal Government within 275 days of year-end.	Yr-End: Objective achieved.														
FY2017																
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date							
Below Projections 50.% of Target	1. Audit adjustments required by independent auditor		2	0	1	1	0	0	1							
Previous FY2016			2	0	0	0	0	0	0							
FY2017																
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date							
Below Projections 71.8% of Target	2. Journal entries posted		2,000	382	362	744	378	314	1,436							
Previous FY2016			1,800	717	349	1,066	417	403	1,886							
Comments:	<p>1. Mid-Yr: This was not published in the adopted FY16 budget-It will be unstated on FY17 Budget. There was 1 adjustment made at the direction of th independent auditor. All other adjustments made during the audit were corrections prepared by City Accounting Staff, not at the direction of the independent auditor.</p> <p>2. Mid-Yr: This was not published in the adopted FY16 budget-It will be unstated on FY17 Budget. Yr-End: At June 30th, 2017 not all the journal entries have been entered for FY 17. Journal entries will continue to post until the books close mid-September.</p>															



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	6/6, 100% Objectives Achieved
Division:	Finance-Accounting	
Program Name and Number:	Payroll (1432)	
Program Owner:	Dorine Villapando	
Program Mission:	Pay City employees and benefit providers accurately and timely and ensure compliance with Federal and State laws and regulations.	

Program Activities:

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

✓ Status	Project Objectives		
<input type="checkbox"/> Not Reportable	1.	Review 45 printed payroll reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate or consolidate them as appropriate.	
Comments: Mid-Yr:		Current Supervisor audited all biweekly payroll processing reports during the first half of FY 17, including Accumulator Gross Verify report, G/L Distribution Journal report, Time Entry Proof Summary/Detail report, and No Time Cards report, to ensure accurate payroll processing. This measure is no longer an effective tool for measuring efficiency, as all payroll reports have been reviewed since implementing Munis Payroll.	Yr-End: This measure is no longer an effective tool for measuring efficiency, as all payroll reports have been reviewed since implementing Munis Payroll. This measure has been eliminated for FY 18.
<input type="checkbox"/> Not Reportable	2.	Identify and implement two new automated procedures as determined by Payroll staff (in collaboration with Information Systems staff) and report any paper reduction realized.	
Comments: Mid-Yr:		The original intent of this objective was to identify small procedures that can be converted from paper to electronic, but the focus has changed to implementing electronic timesheets for a more significant reduction of paper. Payroll and IT Department staff continue transitioning from paper to electronic timesheets. The MUNIS timesheets module is now scheduled to begin implementation in June 2017.	Yr-End: This measure has been eliminated for FY 18. Payroll and IT Department staff continue transitioning from paper to electronic timesheets. The MUNIS timesheets module is now scheduled to begin implementation in February 2018.

<input checked="" type="checkbox"/> Complete	3. Prepare 2016 W-2 forms for distribution by January 26, 2017.
Comments: Mid-Yr:	This will be achieved in third quarter of FY 17.
Yr-End:	2,179 W-2 forms were prepared for distribution by January 26, 2017.
<input checked="" type="checkbox"/> Complete	4. Audit and reconcile all payroll tax and liability accounts, and adjust the general ledger as necessary on an ongoing basis throughout the fiscal year.
Comments: Mid-Yr:	Payroll is continuing to audit the Payroll Imprest Fund accounts in order to reconcile all FY 17 activity consistently each payroll period. All accounts were reconciled and adjusted for all prior year activity. There are a few accounts, however, that will need manual adjustments each year, before year end.
Yr-End:	All payroll liability accounts have been reconciled and general ledger accounts tie to payroll records for FY 17.
<input checked="" type="checkbox"/> Complete	5. Ensure that 100% of program staff attends City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
Comments: Mid-Yr:	All staff have attended computer training classes related to job duties in order to maintain and/or upgrade computer skills, in addition to other technical trainings.
Yr-End:	Objective achieved
<input checked="" type="checkbox"/> Complete	6. Prepare and electronically submit the Local Government Compensation Report for calendar year 2016 to the State Controller's Office by April 30, 2017.
Comments: Mid-Yr:	Expect to achieve objective in the fourth quarter of FY 17.
Yr-End:	Objective achieved
<input checked="" type="checkbox"/> Complete	7. Prepare comprehensive written procedures for the Payroll component of the City's new Financial Management System.
Comments: Mid-Yr:	Payroll staff have comprehensive written procedures for both payroll processing and quarterly reporting. In addition, staff are preparing written procedures for preparing W-2s and 1099-R's, which will be completed before year end.
Yr-End:	Payroll staff have comprehensive written procedures for both payroll processing and quarterly reporting. In addition, staff prepared written procedures for preparing W-2s and 1099-R's, for calendar yearend processing.

Status	Measurable Objectives	Metric
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Not Reportable of Target	1. Process and pay payroll accurately and timely 99.9% of the time.	Accuracy rate of timesheet data entry
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		FY2017					
UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
<input checked="" type="checkbox"/>	99.90%	99.91%	99.97%	99.94%			
		Previous FY2016					
<input type="checkbox"/>	99.90%	99.96%	99.98%	99.97%	99.87%	99.95%	99.92%

Comments: Mid-Yr:	Total timecards = 21,809, Number of errors 14
Yr-End:	Process for tracking errors involved tracking in a separate excel spreadsheet. This process was cumbersome and labor intensive to track error and reasons for the errors, therefore was discontinued. This measure has been replaced for FY 18.

Status	Measurable Objectives	Metric														
Not Reportable of Target	2. Achieve a 96% accuracy rate of timesheets submitted by departments during the fiscal year.	Accuracy rate of timesheets submitted by departments														
----- FY2017 -----																
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>96.00%</td> <td>92.20%</td> <td>93.48%</td> <td>93.00%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	96.00%	92.20%	93.48%	93.00%			
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
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96.00%	95.92%	97.51%	96.77%	95.05%	92.25%	95.01%										
Comments: Mid-Yr:	Payroll staff continue to work with departments on timesheet errors, but it is unlikely that this objective will be achieved this year. Once implemented, electronic timesheets should help eliminate many of these errors by using software restrictions on the time entry. The MUNIS timesheet module implementation is scheduled to begin in June 2017. Total timecards = 21,809, Number of errors = 1,573	Yr-End: Process for tracking errors involved tracking in a separate excel spreadsheet. This process was cumbersome and labor intensive to track error and reasons for the errors, therefore was discontinued. This measure has been replaced for FY 18.														

Status	Measurable Objectives	Metric														
On Target 100.% of Target	3. Reconcile 100% of monthly insurance billings within 30 days of receipt from benefits administrator.	Percent of insurance billings reconciled within 30 days														
----- FY2017 -----																
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%										
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100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%										
Comments: Mid-Yr:	Payroll staff members reconciled and balanced July through December 2016 insurance billings within 30 days of receipt. Discrepancies were forwarded to Benefits Division. Benefits will forward discrepancies to our insurance administrator, Empyrean, for correction.	Yr-End: Objective achieved														

Status	Measurable Objectives	Metric						
Not Reportable . % of Target	4. Increase the number of employees opting out of printed pay advices by 25 to a projected 875 employees.	Additional employees opting out of printed pay advices						
							FY2017	
<input checked="" type="checkbox"/>	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
<input type="checkbox"/>		25	0	0	0	0	0	0
							Previous FY2016	
		50	16	10	26	0	0	26
Comments:	Mid-Yr:	The target of an additional 25 employees transitioning to direct deposit is no longer a feasible target. Of all the active, full time permanent employees, only 24 remaining employees, 1.8%, receive printed pay advices. All new employees are paperless.			Yr-End:	Measure replaced for FY 18. The target of an additional 25 employees transitioning to direct deposit is no longer a feasible target. All new employees are paperless.		

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 102.% of Target	1. Value of benefits and withholding accounts reconciled bi-weekly per payroll staff member		\$5.20 M	\$1.29 M	\$1.36 M	\$2.65 M	\$1.30 M	\$1.34 M	\$5.30 M
			Previous FY2016						
			\$5.20 M	\$1.32 M	\$1.26 M	\$2.58 M	\$1.23 M	\$1.27 M	\$2.63 M
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 112.8% of Target	2. City employees per payroll staff member		670	855	621	129	705	842	756
			Previous FY2016						
			660	693	677	684	712	833	731
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 122.3% of Target	3. Program cost per paycheck issued		\$6.50	\$7.28	\$8.10	\$7.65	\$8.44	\$8.06	\$7.95
			Previous FY2016						
			\$6.25	\$6.62	\$7.22	\$6.93	\$10.41	\$5.78	\$7.86
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 120.% of Target	4. Program cost per timesheet processed		\$6.75	\$7.49	\$8.24	\$7.83	\$8.58	\$8.14	\$8.10
			Previous FY2016						
			\$6.45	\$7.07	\$7.38	\$7.23	\$10.65	\$5.87	\$8.01
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 103.8% of Target	5. W-2s issued annually		2,100	0	0	0	2,179	0	2,179
			Previous FY2016						
			2,015	0	0	0	2,125		2,125
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 99.6% of Target	6. Percent of staff hours worked per quarter		89.5%	86.8%	86.8%	86.8%	96.4%	86.3%	89.1%
			Previous FY2016						
			89.5%	94.4%	85.1%	89.4%	94.5%	95.2%	95.2%
Comments:	<p>1. Mid-Yr: Dollar value = \$34,462,755 divided by 13 pay periods Yr-End: Dollar value = \$68,809,752 divided by 26 pay periods</p> <p>2. Mid-Yr: 21,809 employees divided by 13 pay periods divided by 2.3 FTE. Yr-End: 43,274 employees divided by 26 pay periods divided by 2.3 FTE.</p> <p>3. Mid-Yr: Program cost = \$170,871 divided by checks = 22,325 Yr-End: Program cost = \$350,567 divided by checks = 44,069</p> <p>4. Mid-Yr: Program cost = \$170,871 divided by timecards = 21,809 Yr-End: Program cost = \$350,567 divided by checks = 43,274</p> <p>5. Mid-Yr: W-2 forms are issued during 3rd quarter. Yr-End: 2,179 W-2s were issued in the 3rd quarter.</p>								

6. Mid-Yr: Staff hours worked = 3,333 divided by maximum hours available = 3,840
Yr-End: staff hours worked = 6841 divided by maximum hours available = 7680



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	5/5, 100% Objectives Achieved
Division:	Finance-Accounting	
Program Name and Number:	Accounts Payable (1433)	
Program Owner:	Dorine Villapando	
Program Mission:	Process and issue payments to City vendors to ensure timely and accurate payment for materials, supplies, and services received.	

Program Activities:

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

✓ Status	Project Objectives		
<input type="checkbox"/> Not Reportable	1. Review 5 accounts payable financial reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate, consolidate them as appropriate.	Comments: Mid-Yr: With the training of new staff, there has been little time to review accounts payable financial reports to look for opportunities to improve effectiveness and usefulness of existing reports. As new staff have been hired, however, staff are looking at existing practices and looking to create more efficient processes both in Munis and within the accounts payable program.	Yr-End: Focus has shifted to reviewing the effectiveness of all accounts payable processes, as opposed to Munis reports. To date, all accounts payable reports have been reviewed, therefore this measure is no longer applicable, and has been removed for FY 18.
<input checked="" type="checkbox"/> Complete	2. 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 Payable Module.	Comments: Mid-Yr: All accounts payable and payroll staff have been trained in both programs. There is no longer one full time accounts payable staff. There are now two staff dedicated 50% to accounts payable and 50% to payroll functions. Both staff will continue to gain additional knowledge in payroll over the next year.	Yr-End: All staff have been fully cross trained in both programs. Objective achieved.
<input checked="" type="checkbox"/> Complete	3. Prepare 2016 1099-MISC forms for distribution by January 26, 2017.	Comments: Mid-Yr: This will be achieved in the third quarter of FY 17.	Yr-End: Objective achieved.

<input checked="" type="checkbox"/> Complete	4. Ensure that 100% of program staff attends City computer training classes related to job duties in order to maintain and/or upgrade computer skills.	
Comments: Mid-Yr:	All staff have attended computer training classes related to job duties in order to maintain and/or upgrade computer skills, in addition to other technical trainings.	Yr-End: All staff have attended computer training classes related to job duties in order to maintain and/or upgrade computer skills, in addition to other technical trainings.
<input checked="" type="checkbox"/> Complete	5. Prepare comprehensive written procedures for the Accounts Payable component of the City's new Financial Management System.	
Comments: Mid-Yr:	Comprehensive written procedures for Accounts Payable have been written. Staff are now updating these procedures. In addition, staff are also preparing written procedures for the year end process for preparing 1099s.	Yr-End: Objective achieved
Status	Measurable Objectives	Metric
Not Reportable . % of Target	1. Issue 90% of vendor payments within 4 working days of receipt of direct pay invoice for payment.	Percent of payments issued within 4 working days after receipt of direct pay invoice
FY2017		
<input checked="" type="checkbox"/> UM	Target	Qtr1 Actual
<input type="checkbox"/>	90.0%	0.0%
		Qtr2 Actual
		0.0%
		Mid-Year Actual
		0.0%
		Qtr3 Actual
		0.0%
		Qtr4 Actual
		0.0%
		Year-to-Date
		0.0%
Previous FY2016		
	85.0%	98.0%
		98.0%
		98.0%
		98.0%
		98.0%
		98.0%
Comments: Mid-Yr:	The report that tracks this performance measure in the accounting system is no longer available.	Yr-End: The report that tracks this performance measure in the accounting system is no longer available. This measure has been removed for FY 18.
Status	Measurable Objectives	Metric
On Target 100.1% of Target	2. Issue 99% of payments to vendors, error free.	Percent of payments issued error free to vendors
FY2017		
<input checked="" type="checkbox"/> UM	Target	Qtr1 Actual
<input checked="" type="checkbox"/>	99.0%	99.1%
		Qtr2 Actual
		99.1%
		Mid-Year Actual
		99.1%
		Qtr3 Actual
		99.0%
		Qtr4 Actual
		99.3%
		Year-to-Date
		99.1%
Previous FY2016		
	99.0%	99.1%
		99.3%
		99.2%
		99.1%
		99.3%
		99.2%
Comments: Mid-Yr:	8,932 checks total; 81 were voids = 99.1%	Yr-End: 18,202 checks total; 156 were voids = 99.1%

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 90.% of Target	1. Invoices processed		44,000	9,800	9,312	19,112	10,601	9,900	39,613
			Previous FY2016						
			44,000	10,515	11,145	21,660	10,513	11,464	43,637
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 129.9% of Target	2. Program cost per payment issued		\$11.75	\$14.95	\$15.85	\$15.37	\$16.03	\$14.29	\$15.26
			Previous FY2016						
			\$11.50	\$11.40	\$12.76	\$12.08	\$16.18	\$11.57	\$12.98
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Not Reportable of Target	3. Percent of available discounts taken by departments		85.0%	70.0%	82.0%	75.0%			
			Previous FY2016						
			85.0%	74.8%	84.5%	80.7%	74.7%	70.3%	77.0%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Not Reportable of Target	4. Percent of available discounts taken by Accounts Payable staff		2.0%	0.0%	0.0%	0.0%			
			Previous FY2016						
			2.0%	1.5%	0.9%	1.1%	0.0%	0.0%	0.5%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Not Reportable of Target	5. Total value of discounts available		\$11,000	\$2,666	\$2,095	\$4,761			
			Previous FY2016						
			\$10,700	\$2,121	\$3,280	\$5,401	\$1,755	\$3,350	\$10,506
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Not Reportable of Target	6. Total value of discounts utilized		\$9,000	\$1,865	\$1,715	\$3,580			
			Previous FY2016						
			\$9,250	\$1,620	\$2,800	\$4,420	\$1,312	\$2,354	\$8,086

Comments:

- Mid-Yr: 19,112 invoices processed
Yr-End: 39,613 invoices processed
- Mid-Yr: Program costs = \$137,312.21 divided by checks = 8,932. Checks are now being processed twice a week, as opposed to every day. This has reduced the number of checks for vendors with multiple invoices.
Yr-End: Program cost = \$277,775 divided by checks = 18,202. Checks are now processed twice a week. This has reduced the number of checks for vendors with multiple invoices. Approximately 2,400 less checks were processed compared to prior year.
- Mid-Yr: Discounts taken by Departments = \$2,685 divided by the total discounts available = \$3642
Yr-End: Process for tracking discounts involved tracking all invoices in a separate spreadsheet. This process was cumbersome and labor intensive, therefore discontinued. This measure has been removed for FY 18.
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City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	6/7, 86% Objectives Achieved
Division:	Finance-General Services	
Program Name and Number:	Purchasing (1441)	
Program Owner:	Greg Corral	
Program Mission:	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:

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

✓ Status	Project Objectives		
<input checked="" type="checkbox"/>	Complete	1. 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.	
Comments: Mid-Yr:		Purchasing has conducted classes to the Building Maintenance division and also the Airport. Purchasing also worked with Risk and the Clerks Office to put on a Professional Service Agreement process in the second quarter. We are also still hosting quarterly MPUG meetings.	Yr-End: Conducted an MPUG meeting for closing out Fiscal Year 17 and entering requisitions for Fiscal Year 18. Also conducted Purchasing Class' with Environmental Services and Police Department.
<input type="checkbox"/>	Delayed	2. Complete an external customer (vendors/contractors) survey by June 30, 2017.	
Comments: Mid-Yr:		Purchasing conducts it's customer surveys in the last quarter.	Yr-End: Working with PlanetBids to see if a survey can be conducted through their website..
<input checked="" type="checkbox"/>	Complete	3. Conduct semi-annual compliance audits of at least two (2) Blanket Purchase Orders (BPOs).	
Comments: Mid-Yr:		Purchasing uses the PO history in Munis to make sure the BPO's are being used correctly. We routinely look at all change order to BPO's to audit each one that comes in.	Yr-End: Continued auditing all Blanket PO's that are over the \$7,500.00 threshold.
<input checked="" type="checkbox"/>	Complete	4. Track and publish cost savings on formal bids & quick quotes for ordinary services and goods.	
Comments: Mid-Yr:		Bid Savings QTR1 - \$107,181.03 QQ Savings QTR1 - \$33,714.35 Bid Savings QTR2 - \$52,258.79 QQ Savings QTR2 - \$18,797.27	Yr-End: Bid Savings QTR3 - \$107,853.81 QQ Savings QTR3 - \$31,486.16 Bid Savings QTR4 - \$343,207.20 QQ Savings QTR4 - \$22,798.51 Yearly Total Cost Savings - \$717,297.12
Status	Measurable Objectives	Metric	
Ahead of Target	1. Issue Informal Purchase Orders within ten (10) calendar days from	Average number of days to process	

25.0% of Target	receipt of complete requisitions.		informal requisitions into purchase orders					
FY2017								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
☑	Days	8.0	2.4	2.8	2.6	1.6	1.1	2.0
Previous FY2016								
		10.0	3.5	1.7	2.6	1.9	2.4	2.4
Comments:	Mid-Yr:	Buyers continue to make sure they work to get the small dollar requisitions out as soon as possible.			Yr-End:	Finished ahead of target.		
Status	Measurable Objectives		Metric					
Ahead of Target 81.8% of Target	2. Issue Formal Purchase Orders within forty-five (45) calendar days from receipt of complete requisition.		Average number of days to process formal requisitions into purchase orders					
FY2017								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
☑	Days	45.0	28.0	35.0	31.5	42.0	42.0	36.8
Previous FY2016								
		45.0	32.0	40.0	36.0	35.0	47.0	38.5
Comments:	Mid-Yr:	Buyers are using PlanetBids to issue and receive bids.			Yr-End:	Buyers were able to put together very complicated bids in the final two quarters including the citywide uniform bid and office supply bids.		
Status	Measurable Objectives		Metric					
Ahead of Target 106.7% of Target	3. Complete an annual internal customer satisfaction survey and achieve an overall customer satisfaction rating of 90% or higher.		Overall customer satisfaction rating					
FY2017								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
☑		90%	96%	96%	96%	96%	96%	96%
Previous FY2016								
		90%			0%		100%	100%
Comments:	Mid-Yr:	Purchasing will continue to do our surveys in QTR 4.			Yr-End:	Only 4% were dissatisfied.		

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 94.3% of Target	1. Purchase Orders (all categories) issued including change orders for services and goods		2500	1005	384	1389	443	526	2358
			Previous FY2016						
			2800	1053	419	1472	504	389	2365
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 51.9% of Target	2. Purchase Orders (PO) issued for ordinary services and supplies over market price		1,400	340	105	445	87	194	726
			Previous FY2016						
			1,400	580	241	821	104	92	1,017
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 117.1% of Target	3. Blanket Purchase Orders (BPO) issued for ordinary services and supplies		475	465	41	506	17	33	556
			Previous FY2016						
			500	421	26	447	23	7	477
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 103.5% of Target	4. Contracts issued for Professional Services		230	59	61	120	42	76	238
			Previous FY2016						
			150	71	45	116	48	44	208
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 52.4% of Target	5. Change Orders (CO) issued to purchase orders and contracts		1,000	361	38	399	75	50	524
			Previous FY2016						
			1,000	463	60	523	109	42	674
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 136.% of Target	6. Request for Proposals/Qualifications (RFPs/RFQs)		25	7	10	17	6	11	34
			Previous FY2016						
			24	8	7	15	7	5	27
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 145.% of Target	7. Formal Bids for ordinary services and supplies		40	8	16	24	12	22	58
			Previous FY2016						
			60	6	10	16	13	9	38

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 65.7% of Target	8. Percent of sole source (SS) purchase orders for ordinary services and supplies		7.0%	5.0%	5.0%	5.0%	4.5%	3.8%	4.6%
			Previous FY2016						
			7.0%	5.0%	11.0%	8.0%	3.5%	5.0%	6.1%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Anomaly 300.% of Target	9. Percent of after-the-fact purchase orders (internal)	≥	1%	1%	2%	2%	3%	6%	3%
			Previous FY2016						
			1%	1%	3%	2%	1%	1%	2%

Comments:

- Mid-Yr: Purchase orders are entered on the second line while the change orders are the third line.
Yr-End: Purchase Orders came just under target.
- Mid-Yr: Quarter two had a pretty steep drop due to a slow down for winter.
Yr-End: Finished behind projection.
- Mid-Yr: More Blankets were entered than expected.
Yr-End: Came in above target. Blanket entry slows down in QTR 3 and 4 since they do not carry forward.
- Mid-Yr: More Contracts are being projected since the addition of Personal Service Contracts.
Yr-End: Finished the year ahead of target.
- Mid-Yr: Liine 2 is PO's
Line 3 is Contracts
Yr-End: Line 2 is PO's
Line 3 is Contracts
- Mid-Yr: More and more departments are asking for guidance and assistance from Purchasing.
Yr-End: Departments are finding value in Purchasing handling their RFP's
- Mid-Yr: Ahead of projected target.
Yr-End: Finished ahead of target.
- Mid-Yr: Qtr 1 Sole Source - 39
Qtr 2 Sole Source - 16
Yr-End: Qtr 3 Sole Source - 16
Qtr 4 Sole Source - 18
- Mid-Yr: Although the total amount of After-the-fact purchase orders remain low, there was an uptick in them since we are trying to minimize the unencumbered claims that are entered into the Munis system.
Yr-End: Purchasing Created a Commodity to Track After the Fact PO's. Purchasing worked with AP to make sure Departments did not process services as unencumbered invoices. This caused an uptick in QTR 4 as Departments had to process more PO's to include T&C's



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department: Finance
Division: Finance-General Services
Program Name and Number: Central Warehouse (1442)
Program Owner: Greg Corral
Program Mission:

6/7, 86%
Objectives
Achieved

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:

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

✓ Status	Project Objectives
✓ Complete	1. Perform a customer satisfaction survey by June 30, 2017.
Comments:	Mid-Yr: Purchasing does all of our surveys in the 4th Quarter. Yr-End: Survey completed in QTR 4
✓ Complete	2. Track auction proceeds from surplus items (excluding vehicles).
Comments:	Mid-Yr: Qtr 1 - \$1,598.59 Qtr 2 - \$65.31 Yr-End: Qtr 3 - \$170.80 Qtr 4 - \$627.91 Total Amount for FY17 - \$2,462.61
✓ Complete	3. Track cost saving from bids and quotes on inventory items.
Comments:	Mid-Yr: QTR 1 - \$612.72 QTR 2 - \$479.35 Yr-End: QTR 3 - \$721.74 QTR 4 - \$567.03 Total Amount Saved - \$2,380.84

Status	Measurable Objectives	Metric
Behind Target 99.9% of Target	1. Maintain an accuracy rate of 99.9% for the monthly inventory count.	Accuracy rate for the monthly inventory count
----- FY2017 -----		
✓	UM	Target
□	Target	Qtr1 Actual
	Qtr2 Actual	Mid-Year Actual
	Qtr3 Actual	Qtr4 Actual
	Year-to-Date	
	99.9%	99.9%
	99.9%	99.5%
	99.9%	99.7%
	99.9%	100.0%
	99.9%	99.7%
	99.9%	99.8%
----- Previous FY2016 -----		
	99.9%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	99.4%
	99.9%	99.9%
Comments:	Mid-Yr: Below Target.	Yr-End: Just below target.

Status	Measurable Objectives	Metric																					
On Target 100.% of Target	2. Process and fill 99% of issue requisitions within one day.	Percent of issue requisitions processed within one working day																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> <td>99%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	99%	99%	99%	99%	99%	99%	99%							
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<i>Previous FY2016</i>																							
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99%	99%	99%	99%	99%	99%	99%																	
Comments: Mid-Yr: On Target.		Yr-End: On Target.																					
Status	Measurable Objectives	Metric																					
On Target 100.% of Target	3. Complete 100% of monthly inventory counts within one day.	Percent of monthly inventory counts completed within 1 working day																					
FY2017																							
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Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
100%	100%	100%	100%	100%	100%	100%																	
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<i>Previous FY2016</i>																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
100%	100%	100%	100%	100%	100%	100%																	
Comments: Mid-Yr: All inventory counts are done within the same day.		Yr-End: All inventory counts are done within the same day.																					
Status	Measurable Objectives	Metric																					
Ahead of Target 112.5% of Target	4. Competitively award at least 80% of the inventory purchases of stock items.	Percent of competitively awarded inventory purchases of stock items																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>80%</td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	80%	90%	90%	90%	90%	90%	90%							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
80%	90%	90%	90%	90%	90%	90%																	
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<i>Previous FY2016</i>																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
80%	84%	84%	84%	90%	88%	86%																	
Comments: Mid-Yr: The Warehouse Lead has been moving more and more of his inventory purchases onto cooperatives or bidding them out.		Yr-End: Almost all inventory that moves is bid out or on a cooperative.																					

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 106.1% of Target	1. Issue requisitions processed		2,600	689	687	1,376	620	762	2,758
			Previous FY2016						
			3,000	700	445	1,145	1,031	836	3,012
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 74.4% of Target	2. Replenishment orders		375	81	72	153	56	70	279
			Previous FY2016						
			375	93	93	186	76	56	318
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 100.2% of Target	3. Stock items on hand		1,293	1,296	1,296	1,296	1,296	1,296	1,296
			Previous FY2016						
			1,292	1,292	1,293	1,292	1,292	1,292	1,292
Comments:									
1. Mid-Yr: Ahead of projected target. Yr-End: Came in above target.									
2. Mid-Yr: Less than projected. Yr-End: Warehouse Lead has been working with the Departments to bring in more stock per order to avoid running out to avoid backorders and excess replenishment orders.									
3. Mid-Yr: Ahead of projected target. Yr-End: Ahead of target.									



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department: Finance
Division: Finance-General Services
Program Name and Number: Mail Courier Services (1443)
Program Owner: Bill Hornung
Program Mission: Process outgoing certified mail, and collect and distribute U.S. Postal Service and interdepartmental mail to all City departments accurately and efficiently.

6/6, 100%
Objectives
Achieved

Program Activities:

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

✓ Status	Project Objectives	
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	1. Notify customers of changes in postal rates and post rates on SharePoint. <div style="border: 1px solid black; padding: 2px; width: fit-content;">Donald notified his mail contacts and is in the process of updating his portal page</div>	Yr-End: Donald notified his mail contacts during his mail run of any changes and sent an email as well.
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	2. Provide Finance with timely accurate postal charges by department each month. <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	Yr-End: Reports were provided on schedule to Finance for charging departments for the postage for their mailings.

Status	Measurable Objectives	Metric
On Target 101.% of Target	1. Process incoming and outgoing U.S.P.S. mail within 1 working day or more of the time.	99% Percent of outgoing U.S.P.S. mail sent within 1 working day
FY2017		
✓	UM	Target
✓		Qtr1 Actual
		Qtr2 Actual
		Mid-Year Actual
		Qtr3 Actual
		Qtr4 Actual
		Year-to-Date
		99.00%
		100.00%
		100.00%
		100.00%
		100.00%
		100.00%
		100.00%
Previous FY2016		
		99.00%
		99.80%
		100.00%
		99.90%
		100.00%
		100.00%
		100.00%
		99.95%
Comments: Mid-Yr: <div style="border: 1px solid black; width: 100%; height: 20px;"></div> Yr-End: <div style="border: 1px solid black; width: 100%; height: 20px;"></div>		

Status	Measurable Objectives	Metric														
On Target 100.% of Target	2. Provide mail services according to the published schedules 99% or more of the time.	Percent of mail stops serviced in accordance with the mail schedule														
FY2017																
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>99%</td> <td></td> <td>98%</td> <td>98%</td> <td></td> <td>99%</td> <td>99%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	99%		98%	98%		99%	99%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
99%		98%	98%		99%	99%										
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99%	100%	100%	100%	100%	100%	100%										
Comments: Mid-Yr: <input type="text"/> Yr-End: <input type="text"/>																

Status	Measurable Objectives	Metric														
Ahead of Target 111.1% of Target	3. Complete a Customer Survey by June 30 and achieve an overall customer satisfaction rating of 90% or higher.	Overall Customer Satisfaction rating														
FY2017																
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td></td> <td>100%</td> <td>100%</td> <td></td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	90%		100%	100%		100%	100%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
90%		100%	100%		100%	100%										
Previous FY2016																
		<table border="1"> <tbody> <tr> <td>90%</td> <td>0%</td> <td>25%</td> <td>25%</td> <td></td> <td>90%</td> <td>90%</td> </tr> </tbody> </table>	90%	0%	25%	25%		90%	90%							
90%	0%	25%	25%		90%	90%										
Comments: Mid-Yr: <input type="text"/> Survey is conducted between April and June Yr-End: <input type="text"/> A survey was issued in June with a 38% response rate. And 100% of the respondents were satisfied or very satisfied.																

Status	Measurable Objectives	Metric														
On Target 100.% of Target	4. Bi-monthly (24) cross-training with Central Stores	Cross-training sessions held														
FY2017																
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>24</td> <td></td> <td>12</td> <td>12</td> <td></td> <td>12</td> <td>24</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	24		12	12		12	24
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
24		12	12		12	24										
Previous FY2016																
		<table border="1"> <tbody> <tr> <td>24</td> <td>6</td> <td>6</td> <td>12</td> <td>6</td> <td>6</td> <td>24</td> </tr> </tbody> </table>	24	6	6	12	6	6	24							
24	6	6	12	6	6	24										
Comments: Mid-Yr: <input type="text"/> Yr-End: <input type="text"/>																

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 104.5% of Target	1. Pieces of outgoing USPS mail processed		121,000		65,144	65,144		61,257	126,401
			Previous FY2016						
			120,000			72,254		63,464	135,718
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target . % of Target	2. Percent of damaged/spoiled mail		0.02%	0.00%	0.00%	0.00%		0.00%	0.00%
			Previous FY2016						
			0.02%			0.00%			0.00%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
#Num!	3. Percent of returned mail for incorrect postage		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			Previous FY2016						
			0.00%			0.00%			0.00%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 93.1% of Target	4. Labor cost per piece of outgoing U.S.P.S. mail		\$0.35	\$0.00	\$0.34	\$0.34		\$0.32	\$0.33
			Previous FY2016						
			\$0.35			\$0.29			\$0.32
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 75.3% of Target	5. Pieces of outgoing certified mail processed		1,400	0	444	444		610	1,054
			Previous FY2016						
			1,600			641		756	1,397
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 99.6% of Target	6. Cost Savings from processing certified mail in-house		\$1,428	\$0	\$599	\$599		\$824	\$1,423
			Previous FY2016						
			\$2,160			\$856		\$1,021	\$1,886
Comments:									
1. Mid-Yr: Slight above the estimated mail volume									
2. Mid-Yr: On Target									
3. Mid-Yr: On Target Yr-End: As Projected									
5. Mid-Yr: Slightly below the estimated volume									
6. Mid-Yr: We save a \$1.35 per letter by doing electronic receipts									



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department: Finance **2/2, 100%**
Division: Finance-Risk Management **Objectives**
Program Name and Number: Risk Management - Administrative Operations (1464) **Achieved**
Program Owner: Mark Howard
Program Mission: Manage division programs and assist operating departments to assess exposure to loss.

Program Activities:

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

Status	Measurable Objectives	Metric
Ahead of Target 125.% of Target	1. Ensure 80% completion of Division program objectives.	Percent of objectives achieved
----- FY2017 -----		
✓	UM	Target
✓	Qtr1 Actual	Qtr2 Actual
	Qtr3 Actual	Qtr4 Actual
	Year-to-Date	
	80%	12%
	100%	100%
----- Previous FY2016 -----		
	80%	25%
	95%	
Comments:	Mid-Yr:	Yr-End:

Status	Measurable Objectives	Metric
On Target 100.% of Target	2. Compile and post semi-annual loss data.	Most loss data semi annually
----- FY2017 -----		
✓	UM	Target
✓	Qtr1 Actual	Qtr2 Actual
	Qtr3 Actual	Qtr4 Actual
	Year-to-Date	
	2	1
	1	1
	1	1
	2	2
----- Previous FY2016 -----		
	2	1
	1	1
	1	1
	2	2
Comments:	Mid-Yr:	Yr-End:

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 155.2% of Target	1. Dollar value of property damage and worker's compensation expenses recovered from negligent third parties		\$300,000		\$234,315	\$234,315		\$465,463	\$465,463
			<i>Previous FY2016</i>						
			\$190,000			\$262,133			\$315,327
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 70.% of Target	2. Total cost of risk as percentage of city operating and capital expenditures		2.00%		1.09%	1.09%		1.40%	1.40%
			<i>Previous FY2016</i>						
			2.00%			1.70%			1.70%
Comments:	2. Yr-End: This calculation uses the budget figures posted as of July 19th. The final calculation may change when Fiscal Year 2017 officially closes in September.								



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	6/6, 100% Objectives Achieved
Division:	Finance-Risk Management	
Program Name and Number:	Risk Management - Workers Compensation (1461) (1464)	
Program Owner:	Robert Collet	
Program Mission:	Provide workers' compensation benefits to eligible employees, ensure compliance with Federal and State regulations, and minimize associated costs.	

Program Activities:

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

✓ Status	Project Objectives
✓ Complete	1. Update the Risk Management Frequency and Severity Report by September 30, 2016.
Comments:	Mid-Yr: Completed August 23, 2016. Yr-End: []
✓ Complete	2. Update the Injury & Illness Prevention Program Chapter 4 - Industrial Injury Leave: How To Direct, Manage And Supervise An Injured Employee by March 31, 2017.
Comments:	Mid-Yr: Will be completed during the third quarter. Yr-End: Finalized January 24, 2017
✓ Complete	3. Conduct semi-annual claim reviews of the Third Party Administrator by September 30, 2016 and March 31, 2017.
Comments:	Mid-Yr: First claim review completed on September 13, 2016. Second claim review scheduled for March 14, 2017. Yr-End: Completed March 14, 2017.

Status	Measurable Objectives	Metric
Ahead of Target 116.% of Target	1. Obtain 75% of industrial injury preventability determination reports from the operating departments.	Percent of preventability reports received
----- FY2017 -----		
✓	UM	Target
	Qtr1 Actual	Qtr2 Actual
	Mid-Year Actual	Qtr3 Actual
	Qtr4 Actual	Year-to-Date
✓	75%	86%
	86%	87%
	87%	87%
----- Previous FY2016 -----		
	75%	86%
	86%	83%
Comments:	Mid-Yr: []	Yr-End: []

Status	Measurable Objectives	Metric						
On Target 100.% of Target	2. Investigate 50% of the industrial injuries with lost time within 45 days.	Percent of investigations completed						
----- FY2017 -----								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓		50%		64%	64%		50%	50%
----- Previous FY2016 -----								
		50%			50%			56%
Comments: Mid-Yr:					Yr-End:			
Status	Measurable Objectives	Metric						
133.3% of Target	3. Conduct annual claim review with three departments with the highest claims frequency.	Claim reviews conducted						
----- FY2017 -----								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓		3		0	0		4	4
----- Previous FY2016 -----								
		4			0	4	1	5
Comments: Mid-Yr: To be scheduled in the third quarter.					Yr-End: Completed May 31, 2017 (Fire), May 3, 2017 (Police), March 20, 2017 (City Administrator), and March 8, 2017 (Public Works).			

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 41.4% of Target	1. Claim costs (paid and reserved) for the current fiscal year		\$2.3 M		280,969.0	280,969.0			951,109.0
			Previous FY2016						
			886,769.0			1.1 M			1.8 M
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 177.3% of Target	2. Annual gross amount of medical costs billed (all open claims)		\$2.0 M		\$2.0 M	\$2.0 M		\$3.5 M	\$3.5 M
			Previous FY2016						
			3.1 M			918,379.0			3.2 M
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 127.6% of Target	3. Annual gross amount of medical costs paid (all open claims)		\$770,000		\$531,000	\$531,000		\$982,168	\$982,168
			Previous FY2016						
			803,599			340,040			1 M
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 97.8% of Target	4. Annual cost of professional medical bill review services (all open claims)		\$68,400		\$33,687	\$33,687		\$66,861	\$66,861
			Previous FY2016						
			68,400			34,200			68,400
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 83.% of Target	5. Claims filed (current fiscal year only)		147		58	58		122	122
			Previous FY2016						
			134			83			152
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 115.1% of Target	6. Open claims all years at Fiscal Year End		205		224	224		236	236
			Previous FY2016						
			171			227			232
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 73.7% of Target	7. Litigation ratio (Number of active litigated claims divided by the number of open claims (all years))		19%		17%	17%		14%	14%
			Previous FY2016						
			25%			19%			14%

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 107.6% of Target	8. Percent of claims filed without lost time		66%		71%	71%		71%	71%
			Previous FY2016						
			67%			66%			56%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 69.3% of Target	9. Modified duty days worked		2,055		820	820		1,424	1,424
			Previous FY2016						
			2,051			934			1,718
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 70.4% of Target	10. Modified duty cost savings		\$331,266		\$116,768	\$116,768		\$233,203	\$233,203
			Previous FY2016						
			\$466,236			\$126,706			\$235,744
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 81.6% of Target	11. Average number of days claims are open		1095		589	589		894	894
			Previous FY2016						
Comments:									
1. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.									
2. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.									
3. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.									
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5. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.									
6. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.									
7. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.									

- 8.** Yr-End: The results tabulation for this measure is consistent year-over-year.
The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.
- 9.** Yr-End: The results tabulation for this measure is consistent year-over-year.
The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.
- 10.** Yr-End: The results tabulation for this measure is consistent year-over-year.
The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.
- 11.** Mid-Yr: Includes claims for all FYs closed during FY17.
Yr-End: The results tabulation for this measure is consistent year-over-year.
The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.



City of Santa Barbara Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	4/4, 100% Objectives Achieved
Division:	Finance-Risk Management	
Program Name and Number:	Risk Management - Liability (1462)	
Program Owner:	Marisa Kahn	
Program Mission:	Prudently investigate City incidents and adjust damage claims, correct potential hazards, and provide loss prevention training.	

Program Activities:

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

✓ Status	Project Objectives							
✓ Complete	1. Update the Risk Management Frequency and Severity Report by September 30, 2016.							
Comments:	Mid-Yr:						Yr-End:	
Status	Measurable Objectives						Metric	
Ahead of Target 110.% of Target	1. Complete 90% of claims investigations within 45 days.						Percent of claims acted upon within 45 days of receipt	
----- FY2017 -----								
✓ UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	
✓	90%		99%	99%		100%	99%	
----- Previous FY2016 -----								
	90%		100%	100%		97%	97%	
Comments:	Mid-Yr:						Yr-End:	The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.

Status	Measurable Objectives	Metric														
Ahead of Target 104.4% of Target	2. Route 90% of public hazard concerns to the appropriate department within 7 working days.	Percent of public hazard complaints (Fix-Its) routed to appropriate department within 7 working days of receipt														
FY2017																
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>90%</td> <td></td> <td>95%</td> <td>95%</td> <td></td> <td>93%</td> <td>94%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	90%		95%	95%		93%	94%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
90%		95%	95%		93%	94%										
Previous FY2016																
☑		<table border="1"> <tbody> <tr> <td>90%</td> <td></td> <td>88%</td> <td>88%</td> <td></td> <td>94%</td> <td>94%</td> </tr> </tbody> </table>	90%		88%	88%		94%	94%							
90%		88%	88%		94%	94%										
Comments: Mid-Yr: <input type="text"/>		Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.														

Status	Measurable Objectives	Metric														
Ahead of Target 115.% of Target	3. Obtain 80% of collision preventability determination reports from the operating departments.	Percent of preventability reports received														
FY2017																
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>80%</td> <td></td> <td>94%</td> <td>94%</td> <td></td> <td>90%</td> <td>92%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	80%		94%	94%		90%	92%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
80%		94%	94%		90%	92%										
Previous FY2016																
☑		<table border="1"> <tbody> <tr> <td>80%</td> <td></td> <td>90%</td> <td>90%</td> <td></td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	80%		90%	90%		95%	95%							
80%		90%	90%		95%	95%										
Comments: Mid-Yr: <input type="text"/>		Yr-End: <input type="text"/>														

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 122.6% of Target	1. Liability claims filed (current fiscal year)		124		73	73		79	152
			Previous FY2016						
			128		58	58		74	132
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 114.3% of Target	2. Current open claims inventory		84		91	91		96	96
			Previous FY2016						
			84		62	62		72	72
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 60.3% of Target	3. Annual claims cost paid		\$640,000		\$199,368	\$199,368		\$386,036	\$386,036
			Previous FY2016						
			\$491,917		\$202,887	\$202,887		\$113,575	\$316,462
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 180.% of Target	4. Litigation ratio		10%		18%	18%		18%	18%
			Previous FY2016						
			9%		12%	12%		17%	15%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 157.1% of Target	5. Open litigation ratio		21%		37%	37%		28%	33%
			Previous FY2016						
			20%		26%	26%		26%	26%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 97.6% of Target	6. Claims closed ratio (within 11 months of filing)		84%		83%	83%		80%	82%
			Previous FY2016						
			84%		86%	86%		82%	84%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 132.6% of Target	7. Reported fleet incidents		86		63	63		51	114
			Previous FY2016						
			83		56	56		50	106

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 95.2% of Target	8. Fleet claims/incidents ratio		21%		16%	16%		24%	20%
			Previous FY2016						
			22%		14%	14%		26%	20%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 133.2% of Target	9. Preventable collisions cost		\$32,097		\$13,221	\$13,221		\$29,543	\$42,764
			Previous FY2016						
			\$37,170		\$6,704	\$6,704		\$24,604	\$31,308
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 102.2% of Target	10. Site visits conducted		93		42	42		53	95
			Previous FY2016						
			123		53	53		39	92
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 66.2% of Target	11. Incident reports completed		145		53	53		43	96
			Previous FY2016						
			155		45	45		27	72
Comments:	<ol style="list-style-type: none"> Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results. Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results. 								



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department: Finance **6/6, 100% Objectives Achieved**
Division: Finance-Risk Management
Program Name and Number: Risk Management - Occupational Safety/Health (1463)
Program Owner: Julie Ruggieri
Program Mission: 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:

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

✓ Status	Project Objectives	
✓ Complete	1. Coordinate monthly Illness and Injury Prevention Program training calendar.	
Comments:	Mid-Yr: <input type="text"/>	Yr-End: <input type="text"/>
✓ Complete	2. Complete Annual Facility Safety Audit by March 31, 2017.	
Comments:	Mid-Yr: Safety Audit was conducted November 2-3, 2016. Report from industrial hygienist expected early January 2017. Presentations to Waterfront and Public Works will be scheduled for March 2017.	Yr-End: Report was received from the industrial hygienist on January 24, 2017 and presented to Public Works on March 14, 2017 and to Waterfront on March 20, 2017.
✓ Complete	3. Post Cal/OSHA Log 300A electronically by February 1, 2017.	
Comments:	Mid-Yr: <input type="text"/>	Yr-End: <input type="text"/>
Status	Measurable Objectives	Metric
Ahead of Target 91.% of Target	1. Ensure the number of occupational injuries at the level do not exceed the 5 year average.	Occupational injury claims filed
----- FY2017 -----		
✓	UM	Target
	Qtr1 Actual	Qtr2 Actual
	Qtr3 Actual	Qtr4 Actual
	Year-to-Date	
✓	134	58
	58	64
	122	
----- Previous FY2016 -----		
	134	83
		152
Comments:	Mid-Yr: Occupational injury claims filed thus far in FY17 are well below the 5 year average.	Yr-End: The results tabulation for this measure is consistent year-over-year. The amount reported for actual Year-to-Date represents the value at a specific point in time; the amount is not a summation or cumulative value of the previous quarter results.

Status	Measurable Objectives	Metric																					
Ahead of Target 111.7% of Target	2. Utilize in-house staff to coordinate 60% of the annual training topics identified on the IIPP training calendar.	Percent of in-house staff who teach IIPP classes																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>60%</td> <td></td> <td>67%</td> <td>67%</td> <td></td> <td>67%</td> <td>67%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	60%		67%	67%		67%	67%							
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Previous FY2016																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
60%			67%			67%																	
Comments: Mid-Yr: <input type="text"/> Yr-End: <input type="text"/>																							

Status	Measurable Objectives	Metric																					
On Target 100.% of Target	3. Ensure compliance with State and Federal OSHA mandates.	Percent compliance with State and Federal OSHA mandates																					
FY2017																							
✓	UM	<table border="1"> <thead> <tr> <th>Target</th> <th>Qtr1 Actual</th> <th>Qtr2 Actual</th> <th>Mid-Year Actual</th> <th>Qtr3 Actual</th> <th>Qtr4 Actual</th> <th>Year-to-Date</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td></td> <td>100%</td> <td>100%</td> <td></td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	100%		100%	100%		100%	100%							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
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Previous FY2016																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
100%			100%			100%																	
Comments: Mid-Yr: <input type="text"/> Yr-End: <input type="text"/>																							

		FY2017							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 254.6% of Target	1. Lost work days due to occupational injuries		1,021		1,368	1,368		1,231	2,599
			Previous FY2016						
			1,080			1,473			3,214

		FY2017							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 314.3% of Target	2. IIPP training sessions conducted		126		240	240		156	396
			Previous FY2016						
			83			182			391

		FY2017							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 319.1% of Target	3. Employees attending Injury Illness Prevention Program training sessions		2,283		3,588	3,588		3,698	7,286
			Previous FY2016						
			1,774			3,296			6,860

Comments: 1. Mid-Yr: In FY16, we changed the way we reported this data resulting in much higher numbers. The trade off was more accurate data.
Yr-End: While the year-to-date number exceeds projections, there was a 19% reduction in the number of lost work days due to occupational injuries in FY17 (2599) as compared to FY16 (3214). This is significant.



City of Santa Barbara

Fiscal Year 2017 Performance Measure Results

Reporting Period: From 7/1/2016 to 6/30/2017

Department:	Finance	7/10, 70% Objectives Achieved
Division:	Finance-Environmental Services	
Program Name and Number:	Solid Waste (1471)	
Program Owner:	Rene Eyerly	
Program Mission:	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:

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

✓ Status	Project Objectives	
<input checked="" type="checkbox"/> Complete	1. Conduct the Spirit of Service Awards.	Comments: Mid-Yr: Facility and caterer secured for event.
		Yr-End: Four award recipients were selected this year and 100 guests attended the awards program.
<input checked="" type="checkbox"/> Complete	2. Hold two electronic waste collection events.	Comments: Mid-Yr: Held first of two events on October 21-22, 2016.
		Yr-End: Held second of two events on April 28-29, 2017.
<input type="checkbox"/> Not Completed	3. Evaluate and expand comprehensive mixed recycling programs at three City facilities.	Comments: Mid-Yr: In contact with Fire Department to select three fire stations to receive assesments and presentations.
		Yr-End: 2 of 3 selected Fire Stations (Stations 1&3) received assessments and presentations. Staff made 3 attempts to coordinate an assesment with Station 4, but was unsuccessful. Recommend to Fire Business Mgr that future assesments go through one point person.
<input checked="" type="checkbox"/> Complete	4. 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.	Comments: Mid-Yr: Council authorized the City Administrator to execute the Material Delivery Agreement with the County on December 13, 2016.
		Yr-End: Council authorized the City Administrator to execute the Material Delivery Agreement with the County on December 13, 2016.
<input checked="" type="checkbox"/> Complete	5. Monitor compliance of retailers that are subject to the Single Use Bag ordinance and take appropriate enforcement action.	Comments: Mid-Yr: Annual reports for Tier 1 stores near completion (two stores past due) and notice for Tier 2 stores have been sent (due date is February 24, 2017).
		Yr-End: All annual reports for Tier 1 and Tier 2 stores have been received.

<input checked="" type="checkbox"/> Complete	6. Actively promote the revised Waste Enclosure Guidelines to architects, developers, and building industry stakeholders to facilitate its consistent and widespread use throughout the development process.
Comments: Mid-Yr:	The Enclosure Guide is distributed to stakeholders in the City's Design Review and Development Review processes. It is also available through the City's Building and Safety Handouts webpage.
Yr-End:	The Enclosure Guide is distributed to stakeholders in the City's Design Review and Development Review processes. It is also available through the City's Building and Safety Handouts webpage.
<input type="checkbox"/> Delayed	7. Explore options for reducing per-customer household hazardous waste disposal costs.
Comments: Mid-Yr:	The Manager left the Division in October 2016. No progress has been made to date on this objective. Work on this objective will commence when the new Division Manager is hired (expected in early spring of 2017).
Yr-End:	Looking at options for a downtown HHW site.

Status	Measurable Objectives	Metric
Ahead of Target 142.5% of Target	1. Meet with 200 new and existing business clients to establish or to maintain onsite diversion programs.	Business contacts made to establish or to maintain onsite diversion programs.
FY2017		
<input checked="" type="checkbox"/>	UM	
	Target	Year-to-Date
	Qtr1 Actual	Qtr2 Actual
	Qtr3 Actual	Qtr4 Actual
	Mid-Year Actual	Year-to-Date
<input checked="" type="checkbox"/>	200	285
	96	
	85	
	181	
	55	
	49	
Previous FY2016		
	200	531
	107	
	100	
	207	
	144	
	180	
Comments: Mid-Yr:	We expect a drop in Quarter 3 due to low staffing.	Yr-End: Quarter 3&4 lower than normal due to vacancies in both recycling coordinator positions, who are primarily responsible for business outreach. Year to date goal has still been exceeded. Salesforce has been an effective tool to track business interactions.

Status	Measurable Objectives	Metric
Behind Target 83.7% of Target	2. Respond to 98% of code enforcement calls within one business day.	Percent of code enforcement calls responded to within one business day
FY2017		
<input checked="" type="checkbox"/>	UM	
	Target	Year-to-Date
	Qtr1 Actual	Qtr2 Actual
	Qtr3 Actual	Qtr4 Actual
	Mid-Year Actual	Year-to-Date
<input type="checkbox"/>	98%	82%
	86%	
	63%	
	75%	
	86%	
	95%	
Previous FY2016		
	98%	98%
	98%	
	98%	
	98%	
	98%	
Comments: Mid-Yr:	Improved reporting has exposed that we are not making our target. The Dario Pini Task Force Preparation/Inspections had also slowed response.	Yr-End: 30% lower staffing office-wide during quarters 2 and 3 contributed to lower numbers during this time.

Status	Measurable Objectives	Metric						
On Target 99.9% of Target	3. Divert from landfill disposal, a minimum of 3,200 tons of source-separated food scraps on an annual basis.	Tons of source-separated food scraps						
		FY2017						
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
☑		3,200	865	785	1,650	744	804	3,198
		Previous FY2016						
Comments:	Mid-Yr: Commercial Foodscraps program is mature and well developed and we don't expect the numbers to change much until we move into the residential sector.	Yr-End: Commercial Foodscraps program is mature and well developed and we don't expect the numbers to change much until we move into the residential sector.						

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 103.3% of Target	1. Tons of solid waste disposed of at Tajiguas Landfill		90000	23130	23872	47002	23332	22619	92953
			Previous FY2016						
			83500	21716	23202	44918	23099	22586	90603
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 107.7% of Target	2. Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)		19000	5121	4880	10001	5315	5150	20466
			Previous FY2016						
			19000	5060	4961	10021	5231	5236	20488
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 106.5% of Target	3. Mixed recyclables diverted from Tajiguas Landfill as a percentage of trash (franchise only)		31.0%	32.0%	34.0%	33.0%	33.0%	33.0%	33.0%
			Previous FY2016						
			30.0%	32.0%	32.0%	32.0%	31.0%	32.0%	31.8%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 90.2% of Target	4. Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)		15200	3348	3116	6464	3111	4134	13709
			Previous FY2016						
			13300	3323	3203	6526	3202	3872	13600
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Behind Target 91.1% of Target	5. Greenwaste diverted from Tajiguas Landfill as a percentage of trash disposed (franchise only)		28.0%	24.0%	24.0%	24.0%	24.0%	30.0%	25.5%
			Previous FY2016						
			24.0%	24.0%	24.0%	24.0%	24.0%	28.0%	25.0%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 96.8% of Target	6. Tons of foodscraps diverted from Tajiguas Landfill		3300	839	816	1655	741	797	3193
			Previous FY2016						
			3300	885	829	1714	719	804	3237
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 121.4% of Target	7. Hauler service complaints reported to MarBorg		1100	340	324	664	310	361	1335
			Previous FY2016						
			135	363	348	711	363	366	1440

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 147.7% of Target	8. Number of calls handled by Code Enforcement staff		132	66	27	93	58	44	195
			Previous FY2016						
			132	58	52	110	55	64	229
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 100.% of Target	9. Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste, and/or foodscraps		23.0%	23.0%	23.0%	23.0%	23.0%	23.0%	23.0%
			Previous FY2016						
			23.0%	22.0%	23.0%	22.5%	23.0%	23.0%	22.8%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 102.5% of Target	10. Percent of single-family residential accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste		79.0%	81.0%	81.0%	81.0%	81.0%	81.0%	81.0%
			Previous FY2016						
			79.0%	78.0%	80.0%	79.0%	80.0%	80.0%	79.5%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 108.7% of Target	11. Percent of multi-unit residential account with 2/3 or more of monthly trash service dedicated to recycling and greenwaste		23.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
			Previous FY2016						
			23.0%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
On Target 101.3% of Target	12. 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 foodscraps		15.0%	13.0%	13.0%	13.0%	19.0%	16.0%	15.2%
			Previous FY2016						
			15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 115.% of Target	13. Pounds of household hazardous waste collected at the City ABOP and UCSB facility (less electronic waste)		322870	97987	75347	173334	99852	98012	371198
			Previous FY2016						
			322870	92186	77032	169218	79200	91804	340222

			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 129.8% of Target	14. Pounds of electronics waste collected at City-sponsored events and In-City collection		270644	23931	128716	152647	30608	168120	351375
			<i>Previous FY2016</i>						
			270644	28180	121641	149821	31806	166424	348051
			FY2017						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Ahead of Target 251.% of Target	15. Development projects reviewed		100	59	34	93	73	85	251
			<i>Previous FY2016</i>						
			100	24	39	63	46	52	161