



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department: Finance **2/2, 100% Objectives Achieved**
Division: Finance-Administration
Program Name and Number: Administration - Finance (1411)
Program Owner: Bob Samario
Program Mission: 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. Evaluate and modify as appropriate, the existing bidding thresholds for the purchase of ordinary goods and services.	
Comments:	Mid-Yr: The amendments to the purchasing code were adopted on September 11, 2015.	Yr-End: The amendments to the purchasing code were adopted on September 11, 2015.
Status	Measurable Objectives	Metric
Ahead of Target 107.5% of Target	1. Ensure that Finance Programs meet 80% of their program objectives.	Percent of Finance program objectives met
FY2016		
✓	UM	Target
✓	Target	Qtr1 Actual
	Qtr2 Actual	Mid-Year Actual
	Qtr3 Actual	Qtr4 Actual
	Year-to-Date	
	80%	13%
	86%	
Previous FY2015		
	80%	11%
	89%	89%
Comments:	Mid-Yr: The Finance Departments is on track to meet 96% of the department's objectives.	Yr-End:
FY2016		
Status	Other Program Measures	UM
As Projected 96.2% of Target	1. Santa Barbara City Employee Mortgage Loan Assistance Program (EMLAP) loans administered	Target
		Qtr1 Actual
		Qtr2 Actual
		Mid-Year Actual
		Qtr3 Actual
		Qtr4 Actual
		Year-to-Date
	26	25
	25	25
Previous FY2015		
	28	27
	27	26
	27	27



City of Santa Barbara Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department:	Finance	3/5, 60% 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"/> Not Completed	1. Produce and distribute the Adopted Two-Year Financial Plan for Fiscal Years 2016 and 2017 within 90 days of budget adoption.	Yr-End:
Comments: Mid-Yr:	<div style="border: 1px solid black; padding: 5px;"> The entire budget document was produced and distributed by July 27, except for the Fund Overviews section, which we typically produce for the GFOA award submission. Due to other higher priorities and staff shortages, completion of this final section of the budget document was deferred. We anticipate completing it in the early part of the 3rd quarter. </div>	<div style="border: 1px solid black; padding: 5px;"> The entire budget document was produced and distributed by July 27, except for the Fund Overviews section, which is produced for the GFOA award submission. Due to higher priorities & since the budget was not submitted to GFOA this was not completed. </div>
<input checked="" type="checkbox"/> Complete	2. Submit the Fiscal Year 2017 Recommended Mid-Cycle Budget Addendum to the City Council and City Clerk before May 1, 2016 in accordance with the Council-established budget filing deadline.	Yr-End:
Comments: Mid-Yr:	<div style="border: 1px solid black; height: 20px;"></div>	<div style="border: 1px solid black; height: 20px;"></div>
<input checked="" type="checkbox"/> Complete	3. Maintain minimum distribution of printed budget documents by only distributing to City Council and Executive Management to reduce paper use and waste.	Yr-End:
Comments: Mid-Yr:	<div style="border: 1px solid black; height: 20px;"></div>	<div style="border: 1px solid black; height: 20px;"></div>

Not Completed **4.** Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award for the Adopted Two-Year Financial Plan for Fiscal Years 2016 and 2017.

Comments: Mid-Yr: A conscious management decision was made to not complete this objective to complete other higher priorities, including booking carryovers and preparing the financial system payroll forecast for the next budget process. The most significant factors contributing to the decision were (1) the large volume of staff time needed to find workarounds for various issues and limitations of the next year payroll forecast that could not have been anticipated, (2) higher priorities, including the new responsibility of carryovers, that needed to be completed ahead of this objective, and (3) staff shortages due to scheduled annual leave, which needs to be taken each year to reduce comp time balances below the maximum limit, and family medical leave.

Yr-End: A conscious management decision was made to not complete this objective to complete other higher priorities, including booking carryovers and preparing the financial system payroll forecast for the next budget process.

Status	Measurable Objectives	Metric
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Ahead of Target 102.5% 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
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		FY2016						
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
<input checked="" type="checkbox"/>	Days	90.00%	94.83%	85.11%	90.48%	84.62%	98.85%	92.21%
		Previous FY2015						
		90.00%	100.00%	92.00%	96.00%	96.00%	92.00%	95.00%

Comments: Mid-Yr: **Yr-End:**

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
135.6% of Target	1. Budget adjustments		180	58	47	105	52	87	244
			<i>Previous FY2015</i>						
			140	74	49	123	54	116	293
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections . % of Target	2. Days to produce the adopted budget document after fiscal year-end		90	0	0	0	0	0	0
			<i>Previous FY2015</i>						
			45	44	0	44	0	0	44
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
77.4% of Target	3. Days to post the adopted core budget document to the City's website after fiscal year-end		31	24	0	24	0	0	24
			<i>Previous FY2015</i>						
			31	31	0	31	0	0	31
Comments:	<p>2. Mid-Yr: The entire budget document was produced and distributed by July 27, except for the Fund Overviews section, which we typically produce for the GFOA award submission. Due to other higher priorities and staff shortages, completion of this final section of the budget document was deferred. We anticipate completing it in the early part of the 3rd quarter.</p> <p>Yr-End: The entire budget document was produced and distributed by July 27, except for the Fund Overviews section, which is produced for the GFOA award submission. Due to higher priorities & since the budget was not submitted to GFOA this was not completed.</p>								



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department:	Finance	4/5, 80% 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 \$165 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	
<input checked="" type="checkbox"/>	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.
<input checked="" type="checkbox"/>	2. Purchase investments for the City's Investment Portfolio that are consistent with investment objectives.	
Comments:	Mid-Yr: All investments purchased through December 31, 2015 comply with the City's investment policy.	Yr-End: All investments purchased in FY16 comply with the City's investment policy.
<input checked="" type="checkbox"/>	3. Submit an annual Statement of Investment Policy for Fiscal Year 2016 to Council by September 30, 2015.	
Comments:	Mid-Yr: Statement of Investment Policy presented to Finance Committee on September 15, 2015 and adopted by Council on the same day.	Yr-End: Completed in September 2015.
<input type="checkbox"/>	4. Participate in the search for a new online payment system vendor, including analyzing responses to the Request for Proposal and testing of potential vendors for implementation in Fiscal Year 2016.	
Comments:	Mid-Yr: Vendor selected by project team in Fall 2015 and contract will be presented to Council for approval in January 2016. Implementation is scheduled for Spring 2016.	Yr-End: This project is 90% complete and scheduled to go live on August 3, 2016. New features of this online payment system include: payments using mobile devices, payment by text, scheduled payments and auto-payments via credit card or e-check.

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

		FY2016							
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	
✓		12	3	3	6	3	3	12	
		<i>Previous FY2015</i>							
		12	3	3	6	3	3	12	
Comments:		Mid-Yr: Expect to achieve objective.			Yr-End: Objective achieved.				
		FY2016							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 92.1% of Target	1. Average portfolio balance		\$165.00 M	\$154.60 M	\$146.90 M	\$150.75 M	\$150.80 M	\$155.80 M	\$152.03 M
		<i>Previous FY2015</i>							
			\$160.00 M	\$169.20 M	\$169.50 M	\$169.35 M	\$172.30 M	\$164.00 M	\$168.75 M
		FY2016							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 71.% of Target	2. Variance between the City portfolio and LAIF book rates of return	≤	1.00%	0.83%	0.75%	0.79%	0.69%	0.56%	0.71%
		<i>Previous FY2015</i>							
			1.00%	0.95%	0.92%	0.90%	0.89%	0.87%	0.90%
		FY2016							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 74.7% of Target	3. Average days to maturity of the portfolio		900	710	688	699	698	591	672
		<i>Previous FY2015</i>							
			1,000	947	861	904	812	756	844
		FY2016							
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%
		<i>Previous FY2015</i>							
			100%	100%	100%	100%	100%	100%	100%
Comments:		<p>1. Yr-End: The average portfolio balance is below target primarily due to additional cash needs for the Desalination project in FY16.</p> <p>3. Yr-End: Additional cash needs for the Desalination project impacted staff's ability to purchase certain long-term investments, thus impacting the average days to maturity of the portfolio.</p>							



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department:	Finance	3/3, 100% 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						
✓ Complete	1. Participate in the evaluation of the Munis Account Receivable module in order to make a software billing recommendation to the project team by December 31, 2015.						
Comments: Mid-Yr:	Evaluation performed in October 2015 and recommendation to request system enhancements of Munis Accounts Receivable forwarded to project team.	Yr-End: Objective met in October 2015.					
Status	Measurable Objectives	Metric					
101.% of Target	1. Accurately process 99% of treasury receipts on the day received.	Percent of treasury receipts processed on the day received					
FY2016							
✓ UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓	99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			Previous FY2015				
	99.0%	99.0%	100.0%	99.5%	100.0%	100.0%	99.8%
Comments: Mid-Yr:	Q1: 1,590 TR's processed. 0 TRs held over Q2: 1,643 TR's processed. 0 TR's held over			Yr-End:	Q3: 1232 TR's processed. 0 TRs held over Q4: 1405 TR's processed. 0 TRs held over		

Status	Measurable Objectives	Metric																												
42.9% of Target	2. Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed.	Correcting entries needed																												
----- FY2016 -----																														
✓	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 style="text-align: center;">7</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> <tr> <td colspan="7" style="text-align: center;">----- Previous FY2015 -----</td> </tr> <tr> <td style="text-align: center;">10</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> <td style="text-align: center;">2</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	7	1	2	3	0	0	3	----- Previous FY2015 -----							10	1	0	1	1	0	2
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																								
7	1	2	3	0	0	3																								
----- Previous FY2015 -----																														
10	1	0	1	1	0	2																								
✓	≤																													
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.																												

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 100.5% of Target	1. Payments processed at public counter		40,000	11,923	11,481	23,404	8,281	8,508	40,193
			Previous FY2015						
			42,000	11,777	12,091	23,868	11,421	11,942	47,231
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 90.8% of Target	2. Utility billing lockbox payments processed		140,000	30,405	30,245	60,650	32,891	33,560	127,101
			Previous FY2015						
			145,000	34,218	32,696	66,914	32,746	33,247	132,907
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
115.3% of Target	3. Transient Occupancy Tax (TOT) payments recorded and reconciled		2,600	957	774	1,731	594	672	2,997
			Previous FY2015						
			2,000	755	874	1,629	940	1,095	3,664
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
133.9% of Target	4. Utility Users Tax (UUT) payments recorded and reconciled		1,900	624	631	1,255	635	655	2,545
			Previous FY2015						
			1,900	560	543	1,103	558	578	2,239
Comments:	<p>1. Mid-Yr: Increase of payments processed at public counter due to departments submitting TRs with more Account Receivable payments received at the department level. Yr-End: Payments processed at public counter continue to drop as customers use online payment options.</p> <p>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.</p> <p>3. Mid-Yr: Vacation rental compliance has resulted in more TOT payments being recorded and reconciled. This time next year, less TOT payments will be received as Council's directive in August 2015 was to enforce the zoning ordinance which does not allow for vacation rental businesses in most neighborhoods. Yr-End: In response to Council's directive, the number of TOT payments reconciled in second half of the year dropped due to voluntary compliance by vacation rental operators to cease business.</p> <p>4. Mid-Yr: More Utility Provider Companies continue to retain customers in Santa Barbara which results in more UUT payment remittances being received. Yr-End: The trend continues that more Utility Provider Companies retain customers in Santa Barbara which results in more UUT payment remittances being received.</p>								



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

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	
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	1. Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses within the 75-minute free parking district. <div style="border: 1px solid black; padding: 2px;"> Billings set on time fiscal year-to-date: 675 3rd Qtr notices sent 09/29/15. 664 4th qtr notices sent 12/30/15. YTD = 1,339 notices sent </div>	Yr-End: Billings set on time fiscal year-to-date: 935 1st Qtr notices sent 3/30/16. 669 2nd Qtr notices sent 6/30/16. YTD = 2,943 notices sent
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	2. Send annual Downtown and Old Town Business Improvement District billings by February 28, 2016. <div style="border: 1px solid black; padding: 2px;"> Pro-rated Billing sent to 26 business on 7/1/15. Pro-rated Billing sent to 38 business on 10/16/15. YTD = 64 notices sent </div>	Yr-End: Annual Billing sent to 1405 businesses on 2/25/16 Pro-rated Billing sent to 115 businesses on 6/10/16. Pro-rated Billing sent to 17 businesses on 6/30/16. YTD = 1,601 notices sent
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	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="border: 1px solid black; padding: 2px;"> PBIA district audit done in September 2015. </div>	Yr-End: PBIA district audit done in September 2015. Downtown and Old Town district audits performed in February 2016.
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	4. Ensure that newly-licensed businesses are billed appropriately for the district assessments. <div style="border: 1px solid black; padding: 2px;"> New businesses in assessment districts identified and billed as registered and licensed. </div>	Yr-End: New businesses in assessment districts identified and billed as registered and licensed.
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	5. Send annual business license renewal notices no later than 30 days before current license expiration. <div style="border: 1px solid black; padding: 2px;"> Monthly renewals mailed on scheduled billing date. YTD = 8,896 mailed </div>	Yr-End: Monthly renewals mailed on scheduled billing date. YTD =15,489 mailed

<input checked="" type="checkbox"/> Complete	6. On a quarterly basis, send delinquency letters for unpaid PBIAs assessments.						
Comments: Mid-Yr:	Q1: 195 2nd Qtr delinquent notices mailed on 8/06/15. Q2: 191 3rd Qtr delinquent notices mailed on 11/04/15. YTD = 386 delinquent notices mailed	Yr-End:	Q3: 185 4th Qtr delinquent notices mailed 2/4/16 Q4: 273 1st Qtr delinquent notices mailed 5/5/16 YTD =844 delinquent notices mailed				
<input checked="" type="checkbox"/> Complete	7. Collect Tourism Business Improvement District (TBID) fees from hotels in the cities of Santa Barbara and Carpinteria and remit to Visit Santa Barbara on a monthly basis.						
Comments: Mid-Yr:	TBID Collections are distributed to Visit Santa Barbara on a monthly basis with no delays this fiscal year-to-date. Q1: \$542,144 Q2: \$544,646 YTD = \$1,086,790	Yr-End:	TBID Collections are distributed to Visit Santa Barbara on a monthly basis with no delays this fiscal year-to-date. Q3: \$425,321 Q4: \$510,316 YTD = \$2,022,427				
<input type="checkbox"/> Not Reportable	8. If the new Eastside Business Improvement District is formed, establish procedures necessary to send annual assessment billings by April 7, 2016.						
Comments: Mid-Yr:	Eastside Business Improvement District has not been formed as of 12/31/15.	Yr-End:	Eastside Business Improvement District has not been formed as 6/30/16.				
Status	Measurable Objectives	Metric					
Behind Target 93.6% 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					
		FY2016					
<input checked="" type="checkbox"/> UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
<input type="checkbox"/>	550	160	113	273	116	126	515
		Previous FY2015					
	400	183	143	326	92	121	539
Comments: Mid-Yr:	MuniServices tax revenue: Q1: \$ 9,407 (20 accounts) Q2: \$ 5,818 (21 accounts) Staff Review of Periodicals tax revenue: Q1: \$26,600 (140 accounts) Q2: \$14,021 (92 accounts) YTD=\$55,846	Yr-End:	MuniServices tax revenue: Q3: \$4,186 (28 accounts) Q4: \$3,520 (26 accounts) Staff Review of Periodicals tax revenue: Q3: \$20,678 (88 accounts) Q4: \$13,057 (100 accounts) YTD=\$97,287				

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 92.% of Target	1. New business licenses issued		2,000	450	314	764	540	535	1,839
			<i>Previous FY2015</i>						
			2,000	616	473	1,089	569	528	2,186
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 103.7% of Target	2. Business license renewals remitted		13,000	2,774	3,141	5,915	4,599	2,967	13,481
			<i>Previous FY2015</i>						
			13,000	2,695	3,155	5,850	4,412	2,979	13,241
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 108.3% of Target	3. Business license delinquency notices		3,400	947	827	1,774	1,159	750	3,683
			<i>Previous FY2015</i>						
			3,400	872	749	1,621	1,236	851	3,708
			FY2016						
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. Percent of business licenses paid by due date		75%	72%	72%	72%	80%	77%	75%
			<i>Previous FY2015</i>						
			75%	72%	74%	73%	73%	73%	73%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 99.9% of Target	5. Assessment district billings		4,550	701	702	1,403	2,340	801	4,544
			<i>Previous FY2015</i>						
			4,550	784	694	1,478	2,369	711	4,558
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 105.4% of Target	6. Assessment district delinquency notices		1,100	195	191	386	185	588	1,159
			<i>Previous FY2015</i>						
			1,100	193	164	357	186	542	1,085
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 95.3% of Target	7. Percent of PBIA assessments paid by due date		75.0%	71.0%	72.0%	71.5%	71.0%	72.0%	71.5%
			<i>Previous FY2015</i>						
			75.0%	74.0%	76.0%	75.0%	73.0%	75.0%	74.5%

Status	Other Program Measures	UM	FY2016						
			Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 100.% of Target	8. Percent of accounts sent to collections		2%	3%	3%	2%	0%	2%	2%
			Previous FY2015						
			2%	2%	3%	2%	2%	3%	2%

Comments:

- Mid-Yr: Decline in MuniServices submittals to city has caused the drop in new business licenses issued.
Yr-End: Decline in MuniServices submittals to city has caused the drop in new business licenses issued.
- Mid-Yr: Staff shortages have prevented having the time to make collection calls to business owners who are delinquent in paying their annual business license tax.
Yr-End: Collection calls made to advise owners payment was due has resulted in this objective being met.
- Mid-Yr: On target.
Yr-End: Decline in business owners paying the business license tax on time.
- Mid-Yr: Fewer business owners are making payment by due date listed on renewal notice.
Yr-End: More business owners made payment on time the second half of the fiscal year which contributed to meeting the target for FY16.
- Mid-Yr: Majority of assessment district billings are performed in the second half of the fiscal year. Annual Downtown/Old Town billing goes out in February of each year.
Yr-End: Billings were sent on time with no delays.
- Mid-Yr: Majority of delinquent notices occur in the 2nd half of the fiscal year due to the timing of the annual Downtown/Old Town billing.
Yr-End: Fewer business owners made payment by due date listed on the BID invoice.
- Mid-Yr: Fewer business owners are making payment by due date listed on the PBIA invoice.
Yr-End: Fewer business owners are making payment by due date listed on the PBIA invoice.
- Mid-Yr: Q1: 51 accounts sent to collections
Q2: 46 accounts sent to collections
YTD=97
Yr-End: Q3: 0 accounts sent to collections
Q4: 211 accounts sent to collections
YTD=308



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department:	Finance	8/10, 80% Objectives Achieved
Division:	Finance-Treasury	
Program Name and Number:	City Billing and Customer Service (1434)	
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 385,000 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 17,500 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"/>	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:		Staff has attended training the first half of the year on the new Office 2013, Preventing Workplace Harrassment, Munis, Excel and Word.	Yr-End: Staff has attended additional training on Munis and Excel.
<input type="checkbox"/>	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:		Both Accounting Assistants are in the process of being fully trained on Utility Billing, collections and Accounts Receivable.	Yr-End: Billing was short a staff member due to one Account Assistant transferring to Accounts Receivable. With the open Accounting Assistant position now filled, cross training has begun and should be completed by December of 2017.
<input checked="" type="checkbox"/>	3.	Evaluate the Munis Account Receivable module in order to make a software billing recommendation to the project team by December 31, 2015.	
Comments: Mid-Yr:		Evaluation performed in October 2015 and recommendation to request system enhancements of Munis Accounts Receivable forwarded to project team.	Yr-End: Objective met in October 2015.
<input type="checkbox"/>	4.	Participate in the search for a new online payment system vendor, including analyzing responses to the Request for Proposal and testing of potential vendors for implementation in Fiscal Year 2016.	
Comments: Mid-Yr:		Vendor selected by project team in Fall 2015 and contract will be presented to Council for approval in January 2016. Implementation is scheduled for Spring 2016.	Yr-End: This project is 90% complete and scheduled to go live on August 3, 2016. New feaures of this online payment system include: payments using mobile devices, payment by text, scheduled payments and auto-payments via credit card or e-check.

Status	Measurable Objectives	Metric						
On Target 100.% of Target	1. Notify 99% of Extraordinary Water Use applicants of credit determination within 15 days of receipt of application.	Percent of Extraordinary Water Use applicants notified within 15 days of credit determination						
FY2016								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓		99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%
Previous FY2015								
		99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%
Comments: Mid-Yr:		Expect to achieve objective.			Yr-End:		Objective achieved.	
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						
FY2016								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓		99%	99%	99%	99%	99%	99%	99%
Previous FY2015								
		99%	99%	99%	99%	99%	99%	99%
Comments: Mid-Yr:		Expect to achieve objective.			Yr-End:		Objective achieved.	
Status	Measurable Objectives	Metric						
On Target 100.% 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						
FY2016								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓		99%	99%	99%	99%	99%	99%	99%
Previous FY2015								
		99%	99%	99%	99%	99%	99%	99%
Comments: Mid-Yr:		Expect to achieve objective.			Yr-End:		Objective achieved.	
Status	Measurable Objectives	Metric						
On Target 100.% of Target	4. Enter new automatic payment accounts accurately 99% of the time.	Percent of new automatic payment accounts entered accurately						
FY2016								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓		99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%
Previous FY2015								
		99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%
Comments: Mid-Yr:		Expect to achieve objective.			Yr-End:		Objective achieved.	

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																					
FY2016																							
✓	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 FY2015																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
99%	99%	99%	99%	99%	99%	99%																	
Comments: Mid-Yr:		Expect to achieve objective.																					
		Yr-End: Objective achieved.																					
Status	Measurable Objectives	Metric																					
Ahead of Target 458.5% of Target	6. Increase the number of customers opting out of printed utility bills in favor of online billing by 200.	Additional customers opting out of printed utility bills																					
FY2016																							
✓	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>200</td> <td>268</td> <td>247</td> <td>515</td> <td>223</td> <td>179</td> <td>917</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	200	268	247	515	223	179	917							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
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Previous FY2015																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
300	76	79	155	235	238	628																	
Comments: Mid-Yr:		Billing has exceeded (by 315) the annual target number of customers opting out of printed bills as of December 31, 2015. This was achieved by educating customers in office and by phone of our available billing options.																					
		Yr-End: Billing has exceeded (by 717) the annual target number of customers opting out of printed bills as of year-end. This was achieved by educating customers in office and by phone of our available billing options.																					

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 92.9% of Target	1. Bills issued annually		385,000	89,430	89,456	178,886	89,481	89,281	357,648
			Previous FY2015						
			385,000	91,617	91,503	183,120	91,775	92,149	367,044
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
106.2% of Target	2. Service orders prepared annually		17,500	5,109	4,581	9,690	4,373	4,515	18,578
			Previous FY2015						
			18,000	3,723	3,973	7,696	4,065	4,562	16,323
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 102.5% of Target	3. Customers on automatic pay		7,600	7,680	7,730	7,730	7,763	7,790	7,790
			Previous FY2015						
			7,500	7,210	7,287	7,287	7,353	7,510	7,510
Comments:	<p>1. Mid-Yr: Due to improved processes in Billing and Meter Reading, the number of manuals billings has decreased. Yr-End: Due to improved processes in Billing and Meter Reading, the number of manuals billings has decreased.</p> <p>2. Yr-End: Staff have experienced an increase in the number of customers requesting service orders to verify reads in the current fiscal year.</p>								



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department: Finance **9/12, 75%**
Division: Finance-Accounting **Objectives**
Program Name and Number: Accounting Services (1431) **Achieved**
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
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr: Expect to achieve objective <input checked="" type="checkbox"/> Complete	1. Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2016. Yr-End: Objective achieved 2. Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 7 days of presentation to City Council. Comments: Mid-Yr: The CAFR was presented to Council on December 15, 2015 and was published on the City's website on December 16, 2015. Yr-End: The CAFR was published on the City's website on December 16, 2015. <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 and Fixed Assets. The Project Accounting module and Electronic Time Entry projects will begin in January 2016. Yr-End: Staff continue to develop written procedures. Fixed Asset procedures will be documented during year end processes. The Project Accounting module project will begin in July 2017.

Status	Measurable Objectives	Metric
On Target 98.8% of Target	1. Compile and 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
----- FY2016 -----		
✓	UM	Target
	Qtr1 Actual	Qtr2 Actual
	Mid-Year Actual	Qtr3 Actual
	Qtr4 Actual	Year-to-Date

<input checked="" type="checkbox"/>	Days	170		168	168			168
<i>Previous FY2015</i>								
		170				213		213
Comments: Mid-Yr:		The CAFR was produced and sent to print on December 8, 2015, and presented to City Council on December 15, 2015, within the target date of 170 days.			Yr-End:		Objective achieved	
Status		Measurable Objectives				Metric		
On Target 100.% of Target		2. Receive an unmodified audit opinion for the annual financial statement audit for the City.				Unmodified audit opinion		
FY2016								
<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 FY2015</i>								
		1				1		1
Comments: Mid-Yr:		Objective of receiving an unmodified audit opinion was achieved.			Yr-End:		Objective achieved	
Status		Measurable Objectives				Metric		
On Target . % 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		
FY2016								
<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			0
<i>Previous FY2015</i>								
		1					1	1
Comments: Mid-Yr:		Submitted for the award on December 17, 2015, and expect to receive the award during the 4th Quarter.			Yr-End:		Objective achieved. Award received March 16, 2016.	
Status		Measurable Objectives				Metric		
Behind Target . % of Target		4. Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.				Percent of bank reconciliations completed within 45 days		
FY2016								
<input checked="" type="checkbox"/>	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
<input type="checkbox"/>		100%	0%	0%	0%	0%	0%	0%
<i>Previous FY2015</i>								
		100%	100%	100%	100%	100%	100%	100%
Comments: Mid-Yr:		Bank Reconciliations were behind due to staffing and year end reporting. Vacancies filled, remainder of the year expect to be completed within the 45 day target.			Yr-End:		Bank Reconciliations were behind target due to staffing levels, and averaged 82 days to complete. Finance is now fully staffed and the average has dropped to 66 days to complete as new staff learn the processes. Expect to be within target for FY17.	

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																					
----- FY2016 -----																							
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Previous FY2015																							
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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 92.% 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																					
----- FY2016 -----																							
✓	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>66%</td> <td>100%</td> <td>83%</td> <td>100%</td> <td>100%</td> <td>92%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	100%	66%	100%	83%	100%	100%	92%							
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Previous FY2015																							
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100%	100%	100%	100%	100%	100%	100%																	
Comments:	Mid-Yr: July interims were entered on day 47, as this was the first interim completed by new Accounting Manager. All subsequent interims have been entered within 45 days.	Yr-End:																					
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																					
----- FY2016 -----																							
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Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
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
Behind Target 125.4% of Target	8. Complete the annual reserve allocation within 130 days of year-end.	Days from year-end to complete the annual reserve allocation
FY2016		
<input checked="" type="checkbox"/>	UM	Target
		Qtr1 Actual
		Qtr2 Actual
		Mid-Year Actual
		Qtr3 Actual
		Qtr4 Actual
		Year-to-Date
<input type="checkbox"/>	Days	130
		163
		163
Previous FY2015		
		130
		173
		173
		173
Comments:	Mid-Yr: The first draft of the reserves allocation was submitted for review before target date, on November 3, 2015. Due to work effort required with new Accounting Manager and staff changes, final draft not completed until December 10, 2015.	Yr-End: The first draft of the reserves allocation was submitted for review before target date, on November 3, 2015. Due to work effort required with new Accounting Manager and staff changes, final draft not completed until December 10, 2015.

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
FY2016		
<input checked="" type="checkbox"/>	UM	Target
		Qtr1 Actual
		Qtr2 Actual
		Mid-Year Actual
		Qtr3 Actual
		Qtr4 Actual
		Year-to-Date
<input checked="" type="checkbox"/>	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	100%
	100%	0%
	100%	100%
Comments:	Mid-Yr: On target to achieve 100% input into Legistream within 45 days.	Yr-End: FY16 3rd Quarter Review submitted within 45 days of month-end. Quarter 4 is N/A.

		FY2016							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections . % of Target	1. Audit adjustments required by independent auditor		2	0	0	0	0	0	0
Previous FY2015									
			2	0	0	0	0	0	0

		FY2016							
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 104.8% of Target	2. Journal entries posted		1,800	717	349	1,066	417	403	1,886
Previous FY2015									
			1,700	544	419	963	399	461	1,823

Comments:

1. Mid-Yr: This was not published in the adopted FY16 budget-It will be unstated on FY17 Budget. All adjustments made during the audit were corrections prepared by City Accounting Staff, not at the direction of the independent auditor.

2. Mid-Yr: This was not published in the adopted FY16 budget-It will be unstated on FY17 Budget.



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department:	Finance	8/10, 80% Objectives Achieved
Division:	Finance-Accounting	
Program Name and Number:	Payroll (1432)	
Program Owner:	John Martony	
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 checked="" type="checkbox"/> Complete	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:	<div style="border: 1px solid black; padding: 5px;"> Supervisor audited 25 of the biweekly payroll processing reports during the first half of FY 16, including Accumulator Gross Verify report, G/L Distribution Journal report, Time Entry Proof Summary/Detail report, and No Time Cards report. No programming enhancements were necessary. Payroll staff also worked with Information Systems staff to create a new report, Multi-Batch Time Entries, in order to flag employees who may be in multiple batches, thus preventing any duplicate payments or overpayments to employees. </div>
Yr-End:	<div style="border: 1px solid black; padding: 5px;"> Supervisor and Accounting Manager reviewed over 25 reports, including Accumulator Gross Verify, Employee Accumulator, Multiple Worksite Report, Flexible Period Tax Register Detail Report, and Wage Plan Reports. No programming and enhancements were needed. </div>

Complete 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: Supervisor is working with Payroll and IS Department staff to continue transitioning from paper processes to electronic processes. One new automated procedure that has been identified is to have employees begin using the new Munis ESS system to enter their W-4 and DE-4 tax changes online, which will save time and paper each biweekly period. A second new automated procedure that has been identified is to begin using the new Munis ESS system for employee time entry of payroll timesheets. This will be rolled out beginning in FY 16 to a first test group, and then gradually rolled out to all departments in various stages, with an estimated completion date in FY 17.

Yr-End: Supervisor worked with IS Department to streamline the annual Government Compensation Report, which is now fully electronic. Payroll staff is still working with IS to implement electronic timesheet entry, which is expected to go live July 1, 2017.

Complete 3. Prepare 2015 W-2 forms for distribution by January 21, 2016.

Comments: Mid-Yr: This will be achieved in second half of FY 16.

Yr-End: 2,125 W-2 forms were prepared for distribution by January 21, 2016.

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: Supervisor is continuing to audit the 52 Payroll Imprest Fund accounts in order to reconcile all FY 16 activity consistently each bi-week. The majority of accounts are clean, and are requiring either no adjustments, or minor adjustments through journal vouchers or payroll refund adjustments. Supervisor is continuing to work with the Senior Accountant as well as the Accounting Technician in Payroll to reconcile these accounts and make all necessary general ledger adjustments on an ongoing basis.

Yr-End: All Payroll liability accounts have been reconciled and General Ledger accounts tie to payroll records for FY 16.

On Target 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: Supervisor met with payroll and accounts payable staff in July to discuss project objective and develop an outline and schedule for attending City computer training classes. Staff met again during the first half of FY 16, in order to schedule and approve what classes and training programs will be best to take for their job duties and job growth. Staff are attending classes on a rotating basis to ensure proper office coverage and to minimize disruption to daily office workload deadlines and processes.

Yr-End: All Payroll staff are new in their roles in the Accounting Division, and all are currently being trained for these new roles. Training will be an ongoing focus in FY 17.

Complete 6. Prepare and electronically submit the Local Government Compensation Report for calendar year 2014 to the State Controller's Office by October 18, 2015.

Comments: Mid-Yr: The Local Government Compensation Report for calendar year 2014 was prepared and electronically submitted to the State Controller's Office on October 15, 2015. Beginning with the calendar year 2015 report and continuing for future years, financial reports filed in the electronic file format prescribed by the State Controller's Office will now have a due date of April 30th each year, beginning in 2016.

Yr-End: The calendar year 2015 report was also submitted during the FY 16 due to the State changing reporting due dates. The 2015 report was due by April 30th, and it was submitted on April 21st.

Complete 7. Prepare comprehensive written procedures for the Payroll component of the City's new Financial Management System.

Comments: Mid-Yr: Supervisor met regularly with City Finance staff, City Information Systems staff and Tyler Technologies Munis staff on all issues and aspects of the City's Financial Management System Replacement project. During the first half of FY 16 payroll staff continued compiling, drafting, reviewing and documenting comprehensive written procedures for the Payroll component, and will continue to do so on an ongoing basis during the second half of FY 16.

Yr-End: Payroll supervisor and payroll staff have completed a Payroll processing manual. Supervisor and Accounting Manager have also completed written instructions for payroll reporting for both the Annual Compensation Report and Payroll Tax Return processing.

Status	Measurable Objectives	Metric
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On Target 100.% 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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		FY2016						
UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	
<input checked="" type="checkbox"/>	99.90%	99.96%	99.98%	99.97%	99.87%	99.95%	99.92%	
		Previous FY2015						
	99.90%	99.97%	99.98%	99.98%	99.95%	99.98%	99.97%	

Comments: Mid-Yr: Total timecards = 24,476 Number of errors = 7
Yr-End: Total timecards = 43,735 Number of errors = 37

Status	Measurable Objectives	Metric
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Behind Target 99.% of Target	2. Achieve a 96% accuracy rate of timesheets submitted by departments during the fiscal year.	Accuracy rate of timesheets submitted by departments
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		FY2016						
UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	
<input type="checkbox"/>	96.00%	95.92%	97.51%	96.77%	95.05%	92.25%	95.01%	
		Previous FY2015						
	96.00%	96.60%	96.35%	96.46%	97.04%	97.12%	96.76%	

Comments: Mid-Yr: Total timecards = 24,476 Number of errors = 791
Yr-End: Total timecards = 43,735 Number of errors = 2,182

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
FY2016		
<input checked="" type="checkbox"/>	UM	Year-to-Date
	Target	Actual
	Qtr1 Actual	Qtr2 Actual
	Qtr3 Actual	Qtr4 Actual
	Mid-Year Actual	Year-to-Date
<input checked="" type="checkbox"/>	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
Previous FY2015		
	100.0%	100.0%
	100.0%	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 2015 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: All insurance billings were reconciled within 30 days of receipt. Discrepancies were forwarded to Benefits Division, to contact the insurance administrator and make corrections as necessary.

Status	Measurable Objectives	Metric
Not Reportable 52.% of Target	4. Increase the number of employees opting out of printed pay advices by 50 to a projected 850 employees.	Additional employees opting out of printed pay advices
FY2016		
<input checked="" type="checkbox"/>	UM	Year-to-Date
	Target	Actual
	Qtr1 Actual	Qtr2 Actual
	Qtr3 Actual	Qtr4 Actual
	Mid-Year Actual	Year-to-Date
<input type="checkbox"/>	50	26
	16	10
	0	0
	0	0
	26	26
	50	26
	16	10
	0	0
	0	0
	26	26
	50	26
Previous FY2015		
	50	34
	19	15
	6	10
	10	10
	50	50
Comments: Mid-Yr:	The "Direct Deposit Opt-Out" was implemented during FY 07, and approximately 826 employees are currently taking advantage of this feature, a net increase of 26 employees participating during the first half of FY 16. Supervisor will continue to work with payroll and accounting staff as needed to electronically distribute bi-weekly pay information to all City employees with e-mail accounts, along with e-mail campaigns urging employees who still receive paper pay advices and are not currently "Opting-Out" to do so.	Yr-End: The target of an additional 50 employees transitioning to direct deposit is no longer a feasible target. Of all the active, full time permanent employees, only 23 remaining employees, 1.9%, receive printed pay advices. All new employees are paperless.

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 50.6% of Target	1. Value of benefits and withholding accounts reconciled bi-weekly per payroll staff member		\$5.20 M	\$1.32 M	\$1.26 M	\$2.58 M	\$1.23 M	\$1.27 M	\$2.63 M
			Previous FY2015						
			\$5.10 M	\$1.35 M	\$1.26 M	\$2.61 M	\$1.26 M	\$1.25 M	\$5.13 M
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 110.8% of Target	2. City employees per payroll staff member		660	693	677	684	712	833	731
			Previous FY2015						
			650	679	660	669	650	671	665
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 125.8% of Target	3. Program cost per paycheck issued		\$6.25	\$6.62	\$7.22	\$6.93	\$10.41	\$5.78	\$7.86
			Previous FY2015						
			\$5.75	\$7.10	\$5.38	\$6.20	\$6.63	\$5.64	\$6.15
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 124.2% of Target	4. Program cost per timesheet processed		\$6.45	\$7.07	\$7.38	\$7.23	\$10.65	\$5.87	\$8.01
			Previous FY2015						
			\$5.95	\$7.33	\$5.41	\$6.31	\$7.19	\$5.97	\$6.41
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 105.5% of Target	5. W-2s issued annually		2,015	0	0	0	2,125		2,125
			Previous FY2015						
			2,030	0	0	0	2,013	0	2,013
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 106.4% of Target	6. Percent of staff hours worked per quarter		89.50%	94.37%	85.09%	89.40%	94.48%	95.21%	95.22%
			Previous FY2015						
			89.00%	90.32%	90.23%	90.27%	86.48%	92.45%	90.00%
Comments:	<p>1. Mid-Yr: Dollar value = \$ 33,512,401 divided by 13 pay periods. Yr-End: Dollar value = \$68,344,350 divided by 26 pay periods.</p> <p>2. Mid-Yr: 20,459 employees divided by 13 pay periods divided by 2.3 FTE. Yr-End: 43,735 employees divided by 26 pay periods divided by 2.3 FTE. This amount increased in the fourth quarter, as there were only 2 payroll employees for the last three months of the year.</p> <p>3. Mid-Yr: Program cost = \$ 177,036.27 divided by checks = 25,533 Yr-End: Program cost = \$350,215 divided by checks = 44,580. Costs in Q3 & Q4 are skewed due to timing differences in the program costs.</p> <p>4. Mid-Yr: Program cost = \$ 177,036.27 divided by timecards = 24,476 Yr-End: Program cost = \$ 350,215 divided by timecards =43,735</p> <p>5. Mid-Yr: W-2 forms are issued during 3rd quarter.</p>								

Yr-End: 2,125 W-2s were issued in 3rd quarter.

6. Mid-Yr: Staff hours worked = 2,676.50 divided by maximum hours available = 2,994.00

Yr-End: Staff hours worked = 5,256 divided by manimum hours available = 5,520



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department:	Finance	5/7, 71% Objectives Achieved
Division:	Finance-Accounting	
Program Name and Number:	Accounts Payable (1433)	
Program Owner:	John Martony	
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 by diskette.
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 checked="" type="checkbox"/> Complete	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: Three reports were audited during the first half of FY 16: PO Liquidation/Receiving report, Invoice Entry Proof List report, and Invoice Aging report. No programming enhancements were necessary on the first two reports, and Accounts Payable Staff are working with Information Systems staff to enhance or replace Invoice Aging report so that new report will help eliminate manual tracking of vendor payments issued within 4 working days of receipt of direct pay invoices.	Yr-End: Began utilizing Vendor Audit List Report to add level of review. Supervisor now reviews all weekly vendor changes, allowing for better checks and balances. Staff is in testing phase of P Cards which will increase efficiency for Accounts Payable program.
<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: Supervisor met with accounts payable and payroll staff during the first half of FY 16 to discuss project objective, and also developed an outline and schedule for training / cross training staff on these accounts payable duties and processes, which will occur during the second half of FY 16. Payroll staff will continue to work with the accounts payable staff person on a regular basis throughout the fiscal year in order to learn these processes.	Yr-End: New Accounts Payable (AP) and Payroll (PR) staff were hired in 3rd Quarter. An extensive training effort was initiated, including documentation of all processes and cross training of both AP and PR duties. Monthly training sessions for depts were held.

<input checked="" type="checkbox"/> Complete	3. Prepare 2015 1099-MISC forms for distribution by January 21, 2016.
Comments: Mid-Yr:	This will be achieved in second half of FY 2016.
Yr-End:	257 1099-MISC forms were prepared and printed for distribution by January 21, 2016.
<input type="checkbox"/> Delayed	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:	Supervisor met with accounts payable and payroll staff in July to discuss project objective and develop an outline and schedule for attending City computer training classes. Staff met again during the first half of FY 16, in order to schedule and approve what classes and training programs will be best to take for their job duties and job growth. Staff are attending classes on a rotating basis to ensure proper office coverage and to minimize disruption to daily office workload deadlines and processes.
Yr-End:	Due to turnover in staff positions, all staff trainings involved internal departmental trainings emphasizing duties. Once remaining vacant position is filled, staff will resume incorporating computer trainings into training schedule.
<input type="checkbox"/> In-Process	5. Prepare comprehensive written procedures for the Accounts Payable component of the City's new Financial Management System.
Comments: Mid-Yr:	Supervisor met regularly with City Finance staff, City Information Systems staff and Tyler Technologies Munis staff on all issues and aspects of the City's Financial Management System Replacement project. During the first half of FY 16 accounts payable staff continued compiling, drafting, reviewing and documenting comprehensive written procedures for the Accounts Payable component, and will continue to do so on an ongoing basis during the second half of FY 16.
Yr-End:	Staff have developed extensive written procedures relating the Accounts Payable and year end activities. New staff continue to refine and add more information into the documentation. 90% completed.

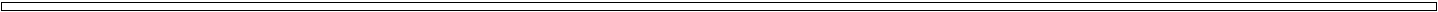
Status	Measurable Objectives	Metric
On Target 115.3% of Target	1. Issue 85% of vendor payments within 4 working days of receipt of direct pay invoice for payment.	Percent of payments issued within 4 working days after receipt of direct pay invoice

✓	UM	FY2016						Year-to-Date
		Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	
<input checked="" type="checkbox"/>		85.00%	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%
Previous FY2015								
		99.00%	75.00%	77.00%	76.00%	77.00%	71.00%	75.00%

Comments: Mid-Yr:	98.00% of direct pay invoices were paid by Accounts Payable staff within 4 working days of receipt from Departments.
Yr-End:	

Status	Measurable Objectives	Metric																												
Ahead of Target 100.2% of Target	2. Issue 99% of payments to vendors, error free.	Percent of payments issued error free to vendors																												
		FY2016																												
✓	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>99.00%</td> <td>99.14%</td> <td>99.25%</td> <td>99.20%</td> <td>99.07%</td> <td>99.26%</td> <td>99.18%</td> </tr> <tr> <td colspan="7" style="text-align: center;">Previous FY2015</td> </tr> <tr> <td>99.00%</td> <td>99.14%</td> <td>98.92%</td> <td>99.03%</td> <td>99.42%</td> <td>99.53%</td> <td>99.25%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	99.00%	99.14%	99.25%	99.20%	99.07%	99.26%	99.18%	Previous FY2015							99.00%	99.14%	98.92%	99.03%	99.42%	99.53%	99.25%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																								
99.00%	99.14%	99.25%	99.20%	99.07%	99.26%	99.18%																								
Previous FY2015																														
99.00%	99.14%	98.92%	99.03%	99.42%	99.53%	99.25%																								
✓																														
Comments:	Mid-Yr: 10,444 checks total; 84 were voids = 99.20%	Yr-End: 20,559 checks total; 168 were voids = 99.18%																												

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 99.2% of Target	1. Invoices processed		44,000	10,515	11,145	21,660	10,513	11,464	43,637
			Previous FY2015						
			54,000	10,694	10,096	20,790	10,608	10,997	42,395
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 112.9% of Target	2. Program cost per payment issued		\$11.50	\$11.40	\$12.76	\$12.08	\$16.18	\$11.57	\$12.98
			Previous FY2015						
			\$10.80	\$11.67	\$10.82	\$11.24	\$10.66	\$11.22	\$11.09
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 90.5% of Target	3. Percent of available discounts taken by departments		85.00%	74.82%	84.52%	80.71%	74.73%	70.28%	76.96%
			Previous FY2015						
			55.00%	81.91%	85.59%	84.21%	79.42%	71.85%	79.97%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 22.5% of Target	4. Percent of available discounts taken by Accounts Payable staff		2.00%	1.53%	0.85%	1.12%	0.00%	0.00%	0.45%
			Previous FY2015						
			30.00%	2.53%	1.75%	2.04%	1.62%	1.47%	1.79%
			FY2016						
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. Total value of discounts available		\$10,700	\$2,121	\$3,280	\$5,401	\$1,755	\$3,350	\$10,506
			Previous FY2015						
			\$11,000	\$2,001	\$3,336	\$5,337	\$2,983	\$2,592	\$10,912
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 87.4% of Target	6. Total value of discounts utilized		\$9,250	\$1,620	\$2,800	\$4,420	\$1,312	\$2,354	\$8,086
			Previous FY2015						
			\$9,350	\$1,690	\$2,913	\$4,603	\$2,418	\$1,900	\$8,921
Comments:	<p>1. Mid-Yr: 21,660 invoices processed Yr-End: 43,637 invoices processed</p> <p>2. Mid-Yr: Program cost = \$ 126,270.95 divided by checks = 10,444 Yr-End: Program cost = \$266,139.85 divided by checks = 20,559</p> <p>3. Mid-Yr: Discounts taken by Departments = \$ 4,359.38 divided by Total discounts available= \$5,401.39 Yr-End: Discounts taken by Departments = \$8,085.64 divided by the Total discounts available = \$10,506.49</p> <p>4. Mid-Yr: Discounts taken by A/P staff = \$60.39 divided by Total discounts available = \$ 5,401.39 Yr-End: Purchases made by AP staff in third and fourth quarters did not offer discounts available for timely processing.</p> <p>6. Mid-Yr: Discounts taken by Departments = \$ 4,359.38 + Discounts taken by A/P staff = \$ 60.39 Yr-End: Discounts taken by Departments = \$ 8,086 + Discounts taken by A/P staff = \$ 60.39</p>								





City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department: Finance
Division: Finance-General Services
Program Name and Number: Purchasing (1441)
Program Owner: Greg Corral
Program Mission:

**8/8, 100%
Objectives
Achieved**

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		
✓ 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:		A Professional Services Agreement class involving Purchasing, Risk and the Clerks Office was conducted on September 16, 2015. We also discuss purchasing procedures and policies at our quarterly MPUG meetings. A Prevailing Wage Workshop was held on October 21, 2015 and was attended by various City Departments.	Yr-End: Purchasing, Accounts Payable, and Information Systems continue to host quarterly MPUG meetings with various departments to share knowledge and to discuss Munis and financial processes. Purchasing also worked with IS for Blanket PO classes.
✓ Complete	2.	Complete an external customer (vendors/contractors) survey by June 30, 2016.	
Comments: Mid-Yr:		We have arranged to have a survey through Survey Monkey within the next month.	Yr-End: On 4/4/16 we sent a Purchasing Customer Service Survey out and received an overall satisfaction rating of 100%.
✓ Complete	3.	Conduct semi-annual compliance audits of at least two (2) Blanket Purchase Orders (BPOs).	
Comments: Mid-Yr:		Purchasing will randomly select multiple BPO's to audit since the payment history is in the Munis system.	Yr-End: Part of our year end process is to look at random Blanket Purchase Orders to make sure they are being used properly. We also audit any Blanket that has a change order applied to it throughout the year before we approve it.

<input checked="" type="checkbox"/> Complete	4. Track and publish cost savings on formal bids & quick quotes for ordinary services and goods.								
Comments: Mid-Yr:	<table border="1"> <tr> <td>Qtr 1 Savings - QQ = \$2,885.65 Bid = \$65,897.75</td> <td>Yr-End: Qtr 3 Savings - QQ = \$26,585.18 Bid = \$205,003.31</td> </tr> <tr> <td>Qtr 2 Savings - QQ = \$49,615.11 Bid = \$321,153.08</td> <td>Qtr 4 Savings - QQ = \$11,613.80 Bid = \$127,479.54</td> </tr> <tr> <td colspan="2">Total Savings - \$439,551.59</td> </tr> <tr> <td colspan="2">Total Savings for the year = \$810,233.42</td> </tr> </table>	Qtr 1 Savings - QQ = \$2,885.65 Bid = \$65,897.75	Yr-End: Qtr 3 Savings - QQ = \$26,585.18 Bid = \$205,003.31	Qtr 2 Savings - QQ = \$49,615.11 Bid = \$321,153.08	Qtr 4 Savings - QQ = \$11,613.80 Bid = \$127,479.54	Total Savings - \$439,551.59		Total Savings for the year = \$810,233.42	
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Total Savings - \$439,551.59									
Total Savings for the year = \$810,233.42									
<input checked="" type="checkbox"/> Complete	5. Implement Munis Bidding or a third-party Bid Management System and Munis Vender Self Service Module by June 30, 2016.								
Comments: Mid-Yr:	<table border="1"> <tr> <td>Issued RFP 3806 which is due in January 12, 2016. We are scheduled to select a final proposer by March 2, 2016.</td> <td>Yr-End: Purchasing has selected PlanetBids as our Bid Management System. We are reaching out to vendors to let them know of the change in our process.</td> </tr> </table>	Issued RFP 3806 which is due in January 12, 2016. We are scheduled to select a final proposer by March 2, 2016.	Yr-End: Purchasing has selected PlanetBids as our Bid Management System. We are reaching out to vendors to let them know of the change in our process.						
Issued RFP 3806 which is due in January 12, 2016. We are scheduled to select a final proposer by March 2, 2016.	Yr-End: Purchasing has selected PlanetBids as our Bid Management System. We are reaching out to vendors to let them know of the change in our process.								

Status	Measurable Objectives	Metric																												
Ahead of Target 24.% of Target	1. Issue Informal Purchase Orders within ten (10) calendar days from receipt of complete requisitions.	Average number of days to process informal requisitions into purchase orders																												
----- FY2016 -----																														
<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>10.0</td> <td>3.5</td> <td>1.7</td> <td>2.6</td> <td>1.9</td> <td>2.4</td> <td>2.4</td> </tr> <tr> <td colspan="7" style="text-align: center;">----- Previous FY2015 -----</td> </tr> <tr> <td>10.0</td> <td>2.0</td> <td>2.2</td> <td>2.1</td> <td>2.2</td> <td>2.7</td> <td>2.3</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	10.0	3.5	1.7	2.6	1.9	2.4	2.4	----- Previous FY2015 -----							10.0	2.0	2.2	2.1	2.2	2.7	2.3
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																								
10.0	3.5	1.7	2.6	1.9	2.4	2.4																								
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10.0	2.0	2.2	2.1	2.2	2.7	2.3																								
<input checked="" type="checkbox"/>	Days																													
Comments: Mid-Yr:	Buyers are working hard to issue lower end Purchase Orders so they may concentrate more time and effort on the formal bids.	Yr-End: Buyers are using a variety of methods to work quickly through the informal process such as cooperatives and history of vendors for quicker response times.																												

Status	Measurable Objectives	Metric																												
Ahead of Target 85.6% 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																												
----- FY2016 -----																														
<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>45.0</td> <td>32.0</td> <td>40.0</td> <td>36.0</td> <td>35.0</td> <td>47.0</td> <td>38.5</td> </tr> <tr> <td colspan="7" style="text-align: center;">----- Previous FY2015 -----</td> </tr> <tr> <td>45.0</td> <td>36.5</td> <td>25.9</td> <td>30.3</td> <td>23.2</td> <td>9.2</td> <td>19.9</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	45.0	32.0	40.0	36.0	35.0	47.0	38.5	----- Previous FY2015 -----							45.0	36.5	25.9	30.3	23.2	9.2	19.9
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																								
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45.0	36.5	25.9	30.3	23.2	9.2	19.9																								
<input checked="" type="checkbox"/>	Days																													
Comments: Mid-Yr:	Below the average target date.	Yr-End: Buyers remained ahead of the target for the year.																												

Status	Measurable Objectives	Metric														
Ahead of Target 111.1% 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														
----- FY2016 -----																
✓	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 style="text-align: center;">90%</td> <td></td> <td></td> <td style="text-align: center;">0%</td> <td></td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	90%			0%		100%	100%
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90%																
Comments:	Mid-Yr: We have arranged to have a survey through Survey Monkey within the next month.	Yr-End: Completed Survey on 4/4/16 and received a 100% satisfaction rating.														

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 84.5% of Target	1. Purchase Orders (all categories) issued including change orders for services and goods		2,800	1,053	419	1,472	504	389	2,365
			Previous FY2015						
			3,100	933	504	1,437	488	396	2,321
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 72.6% of Target	2. Purchase Orders (PO) issued for ordinary services and supplies over market price		1,400	580	241	821	104	92	1,017
			Previous FY2015						
			1,400	486	174	660	197	222	1,079
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 95.4% of Target	3. Blanket Purchase Orders (BPO) issued for ordinary services and supplies		500	421	26	447	23	7	477
			Previous FY2015						
			500	332	6	338	2	1	341
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 138.7% of Target	4. Purchase Orders (PO) and Contracts issued for Professional Services		150	71	45	116	48	44	208
			Previous FY2015						
			200	48	25	73	60	106	239
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 67.4% of Target	5. Change Orders (CO) issued to purchase orders and contracts		1,000	463	60	523	109	42	674
			Previous FY2015						
			1,000	314	136	450	108	121	683
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 112.5% of Target	6. Request for Proposals/Qualifications (RFPs/RFQs)		24	8	7	15	7	5	27
			Previous FY2015						
			24	6	5	11	9	8	28
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 63.3% of Target	7. Formal Bids for ordinary services and supplies		60	6	10	16	13	9	38
			Previous FY2015						
			80	12	17	29	2	22	53

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 87.1% of Target	8. Percent of sole source (SS) purchase orders for ordinary services and supplies		7.0%	5.0%	11.0%	8.0%	3.5%	5.0%	6.1%
			Previous FY2015						
			7.0%	3.5%	5.0%	4.1%	4.8%	9.8%	5.3%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 200.% of Target	9. Percent of after-the-fact purchase orders (internal)	≥	1%	1%	3%	2%	1%	1%	2%
			Previous FY2015						
			1%	1%	0%	0%	1%	1%	1%

Comments:

- Mid-Yr: Change Orders at the end of the year may bring our projections back up to the target amount.
Yr-End: Total amount counting change orders came in below target.
- Mid-Yr: On track.
Yr-End: Raising the threshold to \$7,500.00 brought our total down towards the latter half of this year.
- Mid-Yr: Most Blanket PO's are created at the beginning of the Fiscal Year.
Yr-End: Total fell just under projection.
- Mid-Yr: Departments are using the Contracts Module for all Professional Services.
Yr-End: Departments are making sure that all Professional Service and Personal Service Contracts are routed through the Contracts Module.
- Mid-Yr: Change Orders occur more in the later part of the fiscal year when Departments need to move money around.
Yr-End: Departments are utilizing less and less change orders at the end of the year to move money around. More often then not they will request to close the Purchase Order or Contract.
- Mid-Yr: Working with more departments in the creation and review of RFP's.
Yr-End: Departments are asking Purchasing to help with RFP's more often.
- Mid-Yr: Most bids are done in the months when the weather is more favorable. The increase of the formal threshold might bring the total amount down by a little.
Yr-End: Bids are fewer than expected probably due to the higher bid threshold along with Departments requesting multi-year Purchase Order for service bids.
- Mid-Yr: Sole Sources trended up in Qtr 2.
Yr-End: Sole Source PO's went down in the latter half of the year.
- Mid-Yr: Purchasing has worked with the few departments that had a more than usual upturn in "After the Fact" Purchase Orders through training of staff.
Yr-End: Purchasing is getting fewer and fewer "After the Fact" Purchase Orders since we are reaching out to departments through MPUG meetings and other training opportunities.



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

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

7/7, 100%
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
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	1. Perform a customer satisfaction survey by June 30, 2016. <div style="border: 1px solid black; padding: 2px; margin: 5px 0;">We have arranged to have a survey through Survey Monkey within the next month.</div> Yr-End: <div style="border: 1px solid black; padding: 2px; margin: 5px 0;">A survey was issued on 4/15/16 with 100% of the responses for each question coming back satisfied.</div>
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	2. Track Auction proceeds from surplus items (excluding vehicles). <div style="border: 1px solid black; padding: 2px; margin: 5px 0;">QTR 1 Proceeds - \$16,710.00 QTR 2 Proceeds - \$3,432.00 Total Proceeds - \$20,142.00</div> Yr-End: <div style="border: 1px solid black; padding: 2px; margin: 5px 0;">Qtr 3 Proceeds - \$6,022.00 Qtr 4 Proceeds - \$780.00 Total Proceeds - \$6,802.00 Total Yearly Proceeds - \$26,944.00</div>
<input checked="" type="checkbox"/> Complete Comments: Mid-Yr:	3. Track cost saving from bids and quotes on inventory items. <div style="border: 1px solid black; padding: 2px; margin: 5px 0;">QTR 1 Savings - \$290.45 QTR 2 Savings - \$2,904.28 Total Savings - \$3,194.73</div> Yr-End: <div style="border: 1px solid black; padding: 2px; margin: 5px 0;">QTR 3 Savings - \$0.00 QTR 4 Savings - \$497.76 Total Yearly Savings - \$3,692.49</div>

Status	Measurable Objectives	Metric
On Target 100.% of Target	1. Maintain an accuracy rate of 99.9% for the monthly inventory count.	Accuracy rate for the monthly inventory count
FY2016		
✓	UM	Target
✓	Target	Actual
	Qtr1	Qtr2
	Actual	Actual
	Mid-Year	Qtr3
	Actual	Actual
	Qtr4	Year-to-Date
	Actual	Actual
	99.9%	99.9%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
Previous FY2015		
	99.9%	99.9%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
	100.0%	100.0%
Comments: Mid-Yr:	Counts have been on target.	Yr-End: <div style="border: 1px solid black; padding: 2px;">We held a wall to wall inventory count with multiple members of Finance counting the inventory.</div>

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																					
----- FY2016 -----																							
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99%	100%	100%	100%	100%	100%	100%																	
Comments:	Mid-Yr: The only requisitions that are not done the same day are the scheduled pickups by the Waterfront and Fire Departments.	Yr-End: Most are requisitions are filled within a few minutes of the order since a large majority are walk up orders.																					

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																					
----- FY2016 -----																							
✓	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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100%	100%	100%	100%	100%	100%	100%																	
Comments:	Mid-Yr: All counts are completed the same day.	Yr-End: All counts are completed within one day.																					

Status	Measurable Objectives	Metric																					
Ahead of Target 107.5% of Target	4. Competitively award at least 80% of the inventory purchases of stock items.	Percent of competitively awarded inventory purchases of stock items																					
----- FY2016 -----																							
✓	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>84%</td> <td>84%</td> <td>84%</td> <td>90%</td> <td>88%</td> <td>86%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	80%	84%	84%	84%	90%	88%	86%							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
80%	84%	84%	84%	90%	88%	86%																	
✓	≥	<table border="1"> <thead> <tr> <th colspan="7">Previous FY2015</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></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Previous FY2015							Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date							
Previous FY2015																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
Comments:	Mid-Yr: Almost all inventory items have been bid out, Quick-Quoted or are purchased through a cooperative.	Yr-End: Almost all new inventory ordered is either through bid, quick quote or cooperative purchase.																					

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 100.4% of Target	1. Issue requisitions processed		3,000	700	445	1,145	1,031	836	3,012
			<i>Previous FY2015</i>						
			3,000	720	766	1,486	670	777	2,933
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 84.8% of Target	2. Replenishment orders		375	93	93	186	76	56	318
			<i>Previous FY2015</i>						
			375	95	98	193	76	88	357
			FY2016						
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	3. Stock items on hand		1,292	1,292	1,293	1,292	1,292	1,292	1,292
			<i>Previous FY2015</i>						
			1,292	1,292	1,292	1,292	1,291	1,291	1,292
Comments:	<p>1. Mid-Yr: End of Calendar Year is usually slower than most. Yr-End: Issues ticked up in 3rd quarter.</p> <p>2. Mid-Yr: The Warehouse Lead has been stocking up with larger orders to make sure we have everything we need for this El Nino. It may cause us to order less in the Spring and Summer months. Yr-End: The Warehouse Lead works with the departments to make sure enough stock is ordered for upcoming projects.</p> <p>3. Mid-Yr: Stock items are remaining pretty consistent. Yr-End: Stock items rarely move.</p>								



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

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							
✓ Complete	1.	Notify customers of changes in postal rates and post rates on SharePoint.						
Comments: Mid-Yr:	The discounted "Metered Mail" category will remain unchanged for 2016 as well as the rate for each additional ounce.							
✓ Complete	2.	Provide Finance with timely accurate postal charges by department each month.						
Comments: Mid-Yr:								
Status	Measurable Objectives	Metric						
Ahead of 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						
----- FY2016 -----								
✓	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓		99.00%	99.80%	100.00%	99.90%	100.00%	100.00%	99.95%
----- Previous FY2015 -----								
		99.00%	99.00%	100.00%	99.13%	100.00%	100.00%	99.75%
Comments: Mid-Yr:								
Yr-End:								

Status	Measurable Objectives	Metric														
On Target 101.% 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														
FY2016																
✓	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>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	99%	100%	100%	100%	100%	100%	100%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
99%	100%	100%	100%	100%	100%	100%										
Previous FY2015																
✓		<table border="1"> <tbody> <tr> <td>99%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>99%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	99%	100%	100%	100%	99%	100%	100%							
99%	100%	100%	100%	99%	100%	100%										
Comments:	Mid-Yr:	Yr-End:														

Status	Measurable Objectives	Metric														
On Target 100.% 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														
FY2016																
✓	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>0%</td> <td>25%</td> <td>25%</td> <td></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	90%	0%	25%	25%		90%	90%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
90%	0%	25%	25%		90%	90%										
Previous FY2015																
✓		<table border="1"> <tbody> <tr> <td>90%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	90%													
90%																
Comments:	Mid-Yr: Developing questions and will conduct the survey by the end of February	Yr-End: 90% of the customer survey 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														
FY2016																
✓	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>6</td> <td>6</td> <td>12</td> <td>6</td> <td>6</td> <td>24</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	24	6	6	12	6	6	24
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
24	6	6	12	6	6	24										
Previous FY2015																
✓		<table border="1"> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>														
Comments:	Mid-Yr:	Yr-End:														

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 113.1% of Target	1. Pieces of outgoing USPS mail processed		120,000			72,254		63,464	135,718
			Previous FY2015						
			120,000			59,615		58,278	117,893
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected . % of Target	2. Percent of damaged/spoiled mail		0.02%			0.00%			0.00%
			Previous FY2015						
			0.02%			0.00%			0.00%
			FY2016						
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	3. Percent of returned mail for incorrect postage		0%			0%			0%
			Previous FY2015						
			0%			0%			0%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 90.2% of Target	4. Labor cost per piece of outgoing U.S.P.S. mail		\$0.35			\$0.29			\$0.32
			Previous FY2015						
			\$0.35			\$0.35			\$0.35
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
87.3% of Target	5. Pieces of outgoing certified mail processed		1,600			641		756	1,397
			Previous FY2015						
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 87.3% of Target	6. Cost Savings from processing certified mail in-house		\$2,160			\$856		\$1,021	\$1,886
			Previous FY2015						
Comments:	<p>1. Yr-End: The volume of mail processed exceed the project by a little over 13%.</p> <p>2. Yr-End: Since working with departments on paper specifications and replacing the old mailing system, we have not had any mail damaged during processing.</p> <p>4. Mid-Yr: Labor cost per piece of outgoing mail is lower than projected Yr-End: Labor cost per piece of outgoing mail was slightly lower than projected.</p> <p>5. Mid-Yr: Slightly below projections</p> <p>6. Mid-Yr: This is our first year tracking saving and savings are slightly below the projection (save \$1.35 per letter).</p>								



City of Santa Barbara Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department: Finance **2/2, 100% Objectives Achieved**
Division: Finance-Risk Management
Program Name and Number: Risk Management - Administrative Operations (1464)
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
On Target 118.8% of Target	1. Ensure 80% completion of Division program objectives.	Percent of objectives achieved
✓	UM	
	Target	Year-to-Date
✓	80%	95%
	FY2016	
	Qtr1 Actual	Qtr2 Actual
	Mid-Year Actual	Qtr3 Actual
	Qtr4 Actual	Year-to-Date
	80%	95%
	Previous FY2015	
	80%	85%
	19%	19%
	19%	85%
	85%	85%
Comments:	Mid-Yr:	Yr-End:

Status	Measurable Objectives	Metric
On Target 100.% of Target	2. Compile and post semi-annual loss data.	Post loss data semi annually
✓	UM	
	Target	Year-to-Date
✓	2	2
	FY2016	
	Qtr1 Actual	Qtr2 Actual
	Mid-Year Actual	Qtr3 Actual
	Qtr4 Actual	Year-to-Date
	1	1
	1	1
	1	1
	1	1
	Previous FY2015	
	2	2
	1	0
	1	1
	1	1
	1	1
	2	2
Comments:	Mid-Yr:	Yr-End:

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 166.% of Target	1. Dollar value of property damage and worker's compensation expenses recovered from negligent third parties		\$190,000			\$262,133			\$315,327
			Previous FY2015						
			\$75,000		\$151,048	\$151,048		\$165,475	\$316,523
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 85.% of Target	2. Total cost of risk as percentage of city operating and capital expenditures		2.0%			1.7%			1.7%
			Previous FY2015						
			2.0%		2.0%	2.0%		1.9%	1.9%



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department: Finance
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.

7/7, 100%
Objectives
Achieved

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, 2015.
Comments: Mid-Yr:		<input type="text"/>
Yr-End:		Completed September 10, 2015.
✓ Complete	2.	Update the Injury & Illness Prevention Program Policy on Modified Duty by March 31, 2016.
Comments: Mid-Yr:		On target to complete by March 31, 2016.
Yr-End:		Completed February 9, 2016.
✓ Complete	3.	Conduct annual claim review of the Third Party Administrator by March 31, 2016.
Comments: Mid-Yr:		<input type="text"/>
Yr-End:		Completed September 15, 2015 and September 22, 2015.
✓ Complete	4.	Develop a new template for electronic claim file maintenance by December 31, 2015.
Comments: Mid-Yr:		<input type="text"/>
Yr-End:		Completed.
Status	Measurable Objectives	Metric
Ahead of Target 110.7% of Target	1. Obtain 75% of industrial injury preventability determination reports from the operating departments.	Percent of preventability reports received
----- FY2016		
✓	UM	Target
	Qtr1 Actual	Qtr2 Actual
	Mid-Year Actual	Qtr3 Actual
	Qtr4 Actual	Year-to-Date
✓	75%	86%
	83%	
----- Previous FY2015		
	50%	90%
	90%	75%
	75%	83%
Comments: Mid-Yr:		<input type="text"/>
Yr-End:		<input type="text"/>

Status	Measurable Objectives	Metric														
Ahead of Target 112.% of Target	2. Investigate 50% of the industrial injuries with lost time within 45 days.	Percent of investigations completed														
----- FY2016 -----																
✓	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>50%</td> <td></td> <td></td> <td>50%</td> <td></td> <td></td> <td>56%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	50%			50%			56%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
50%			50%			56%										
----- Previous FY2015 -----																
☑		<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td>50%</td> <td></td> <td>0%</td> <td>0%</td> <td></td> <td></td> <td>0%</td> </tr> </tbody> </table>	50%		0%	0%			0%							
50%		0%	0%			0%										
Comments: Mid-Yr: <input type="text"/> Yr-End: <input type="text"/>																

Status	Measurable Objectives	Metric														
Ahead of Target 125.% of Target	3. Conduct annual claim review with four departments with the highest claims frequency.	Claim reviews conducted														
----- FY2016 -----																
✓	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>4</td> <td></td> <td></td> <td>0</td> <td>4</td> <td>1</td> <td>5</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	4			0	4	1	5
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date										
4			0	4	1	5										
----- Previous FY2015 -----																
☑		<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td>3</td> <td></td> <td>0</td> <td>0</td> <td>0</td> <td>4</td> <td>4</td> </tr> </tbody> </table>	3		0	0	0	4	4							
3		0	0	0	4	4										
Comments: Mid-Yr: Claim reviews are conducted in the third and fourth quarters. Yr-End: Completed April 11, 2016																

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 206.% of Target	1. Claim costs (paid and reserved) for the current fiscal year		\$886,769.0			\$1.1 M			\$1.8 M
			Previous FY2015						
			\$852,731.0			\$462,846.0			\$3.1 M
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 102.% of Target	2. Annual gross amount of medical costs billed (all open claims)		\$3.1 M			\$918,379.0			\$3.2 M
			Previous FY2015						
			\$2.7 M			\$2.8 M			\$5.6 M
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 150.8% of Target	3. Annual gross amount of medical costs paid (all open claims)		\$803,599			\$340,040			\$1 M
			Previous FY2015						
			\$761,292			\$889,512			\$2 M
			FY2016						
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. Annual cost of professional medical bill review services (all open claims)		\$68,400			\$34,200			\$68,400
			Previous FY2015						
			\$68,400			\$34,200			\$68,400
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 113.4% of Target	5. Claims filed (current fiscal year only)		134			83			152
			Previous FY2015						
			142			63			137
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 135.7% of Target	6. Open inventory fiscal year end		171			227			232
			Previous FY2015						
			169			197			213
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 56.% of Target	7. Litigation ratio (Number of active litigated claims divided by the number of open claims (all years))		25%			19%			14%
			Previous FY2015						
			20%			20%			18%

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 83.6% of Target	8. Percent of claims filed without lost time in current year.		67%			66%			56%
			Previous FY2015						
			66%			49%			58%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 83.8% of Target	9. Modified duty days worked in current year.		2,051			934			1,718
			Previous FY2015						
			2,204		171	171		318	489
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 50.6% of Target	10. Modified duty cost savings in current year.		\$466,236			\$126,706			\$235,744
			Previous FY2015						
			\$486,427		\$23,430	\$23,430		\$43,573	\$67,003



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

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, 2015.						
Comments:	Mid-Yr: Completed 9/10/2015.	Yr-End:					
Status	Measurable Objectives	Metric					
Ahead of Target 107.8% of Target	1. Complete 90% of claims investigations within 45 days.	Percent of claims acted upon within 45 days of receipt					
----- FY2016 -----							
✓ UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
✓	90%		100%	100%		97%	97%
----- Previous FY2015 -----							
	90%		100%	100%		98%	99%
Comments:	Mid-Yr: Fifty eight claims were filed in the 1st and 2nd quarters of FY 16. Seven claims not acted upon had been open for less than 45 days.	Yr-End: 132 claims were filed in FY 16. Four claims not acted upon within 45 days required additional investigation.					

Status	Measurable Objectives	Metric																					
Ahead of Target 104.4% of Target	2. Route 90% of public hazard concerns to the appropriate department within 4 working days.	Percent of public hazard complaints (Fix-Its) routed to appropriate department within 4 working days of receipt																					
FY2016																							
✓	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>88%</td> <td>88%</td> <td></td> <td>94%</td> <td>94%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	90%		88%	88%		94%	94%							
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90%		88%	88%		100%	94%																	
Comments: Mid-Yr:	Four notices of public hazards were generated by SBPD Records and were not routed within the allotted time frame. All four required site visits and additional time to investigate.	Yr-End: Five notices of public hazards were generated by SBPD Records and/or private citizens and were not routed within the allotted time frame. All five required site visits and additional time to investigate.																					

Status	Measurable Objectives	Metric																					
Ahead of Target 118.8% of Target	3. Obtain 80% of collision preventability determination reports from the operating departments.	Percent of preventability reports received																					
FY2016																							
✓	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>90%</td> <td>90%</td> <td></td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	80%		90%	90%		95%	95%							
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<i>Previous FY2015</i>																							
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																	
80%		98%	98%		93%	96%																	
Comments: Mid-Yr:	Four Collision Preventability Reports were not submitted in the 1st and 2nd quarters of FY 16. Two collisions involved SBPD; one involved PW and the remaining one involved Parks & Recreation.	Yr-End: Five Collision Preventability Reports were not submitted in FY 16. Two collisions involved SBPD; two involved Fire and the remaining one involved Airport.																					

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 103.1% of Target	1. Liability claims filed during the year		128		58	58		74	132
			Previous FY2015						
			132		54	54		65	119
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 85.7% of Target	2. Current open claims		84		62	62		72	72
			Previous FY2015						
			83		81	81		77	158
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 64.3% of Target	3. Annual claim costs paid		\$491,917		\$202,887	\$202,887		\$113,575	\$316,462
			Previous FY2015						
			\$502,314		\$428,777	\$428,777		\$306,909	\$735,686
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 166.7% of Target	4. Percent of claims filed resulting in litigation		9%		12%	12%		17%	15%
			Previous FY2015						
			8%		12%	12%		16%	14%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 130.% of Target	5. Percent of open claims litigated		20%		26%	26%		26%	26%
			Previous FY2015						
			19%		28%	28%		23%	26%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 100.% of Target	6. Percent of claims closed within 11 months of filing		84%		86%	86%		82%	84%
			Previous FY2015						
			82%		81%	81%		87%	84%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 127.7% of Target	7. Reported vehicle incidents		83		56	56		50	106
			Previous FY2015						
			87		51	51		45	96

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 90.9% of Target	8. Percent of vehicle incidents resulting in claims		22%		14%	14%		26%	20%
			Previous FY2015						
			24%		10%	10%		11%	10%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 84.2% of Target	9. Preventable collision costs		\$37,170		\$6,704	\$6,704		\$24,604	\$31,308
			Previous FY2015						
			\$41,077		\$7,803	\$7,803		\$11,953	\$19,756
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 74.8% of Target	10. Site visits conducted		123		53	53		39	92
			Previous FY2015						
			91		56	56		40	96
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 46.5% of Target	11. Incident reports completed		155		45	45		27	72
			Previous FY2015						
			152		61	61		54	115

- Comments:**
- Mid-Yr: Includes all claims filed during the reporting period regardless of the date of occurrence.
Yr-End: Includes all claims filed during the reporting period regardless of the date of occurrence.
 - Mid-Yr: As of the end of the 2nd quarter, 41% of the projected amount for claims costs has been paid. Payment sum reflects high dollar settlements made pre-trial on two cases.
Yr-End: As of the end of the 4th quarter, 64% of the projected amount for claims costs has been paid. Payment sum reflects high dollar settlements made pre-trial on three cases.
 - Mid-Yr: Data for the current fiscal year is not used because of the period of time between the filing of claims and the possible subsequent filing of a civil complaint.
Yr-End: Data for the current fiscal year is not used because of the period of time between the filing of claims and the possible subsequent filing of a civil complaint.
 - Mid-Yr: This result includes claims filed between 01/01/2014 and 12/31/2014 for 2nd quarter.
Yr-End: This result includes claims filed between 07/01/2014 and 06/30/2015.
 - Mid-Yr: Quarter 2 results will be adjusted to account for incidents that will be reported after January, yet occurred before January.
Yr-End: Quarter 2 results were adjusted to account for incidents that were reported after January, yet occurred before January.
 - Mid-Yr: Quarter 2 results will be adjusted to account for claims that will be submitted after January, yet the incidents occurred before January.
Yr-End: Quarter 2 results were adjusted to account for claims that were submitted after January, yet the incidents occurred before January.
 - Mid-Yr: This result reflects the settlement of eight claims for auto property damage only. As of the end of the 2nd quarter, expenditures were only 18% of the projected amount for claims relating to preventable collisions.
Yr-End: This result reflects the settlement of nineteen claims for auto property damage only and one claim for auto and bodily injury damage combined. FY 16 expenditures were only 84% of the projected amount for

claims relating to preventable collisions.

11. Mid-Yr: Quarter 2 results will be adjusted at year-end to account for the incidents that will be reported and entered after January, yet occurred before January.

Yr-End: Quarter 2 results were adjusted at year-end to account for the incidents that were reported and entered after January, yet occurred before January.



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department: Finance **6/7, 86%**
Division: Finance-Risk Management **Objectives**
Program Name and Number: Risk Management - Occupational Safety/Health (1463) **Achieved**
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: Completed through mid-year. On target to achieve objective at year-end.	Yr-End: <input type="text"/>
✓ Complete	2. Create a new proactive training module for Fleet Safety before December 31, 2015.	
Comments:	Mid-Yr: <input type="text"/>	Yr-End: <input type="text"/>
✓ Complete	3. Complete the Facility Safety Audit Inspection of Public Works (main campus - Garden/Laguna) by March 31, 2016.	
Comments:	Mid-Yr: Audit conducted on December 1 & 2. Awaiting final report from industrial hygienist and presentation to Public Works.	Yr-End: Presented report to Public Works March 7, 2016.
✓ Complete	4. Post Cal/OSHA Log 300A electronically by February 1, 2016.	
Comments:	Mid-Yr: On target to achieve this objective by year-end.	Yr-End: <input type="text"/>
Status	Measurable Objectives	Metric
Behind Target 113.4% of Target	1. Ensure the number of occupational injuries does not exceed the 5 year average.	Occupational injury claims filed
----- FY2016 -----		
✓	UM	Target
	Qtr1 Actual	Qtr2 Actual
	Qtr3 Actual	Qtr4 Actual
	Year-to-Date	
☐	134	83
	152	
----- Previous FY2015 -----		
	142	68
	68	69
	137	
Comments:	Mid-Yr: <input type="text"/>	Yr-End: The current five-year average is 141 injury claims per year; 152 claims were filed, which exceeded the target value.

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																												
----- FY2016 -----																														
✓	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 style="text-align: center;">60%</td> <td></td> <td></td> <td style="text-align: center;">67%</td> <td></td> <td></td> <td style="text-align: center;">67%</td> </tr> <tr> <td colspan="7" style="text-align: center;">----- Previous FY2015 -----</td> </tr> <tr> <td style="text-align: center;">50%</td> <td></td> <td></td> <td style="text-align: center;">40%</td> <td></td> <td style="text-align: center;">67%</td> <td style="text-align: center;">67%</td> </tr> </tbody> </table>	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date	60%			67%			67%	----- Previous FY2015 -----							50%			40%		67%	67%
Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date																								
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----- Previous FY2015 -----																														
50%			40%		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																												
----- FY2016 -----																														
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100%					100%	100%																								
Comments: Mid-Yr: 100% compliant through mid-year. Yr-End: 100% compliant through year-end.																														

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 297.6% of Target	1. Lost work days due to occupational injuries		1,080			1,473			3,214
			<i>Previous FY2015</i>						
			1,059		699	699		492	1,191
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 471.1% of Target	2. IIPP training sessions conducted		83			182			391
			<i>Previous FY2015</i>						
			85		92	92		110	202
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 386.7% of Target	3. Employees attending Injury Illness Prevention Program training sessions		1,774			3,296			6,860
			<i>Previous FY2015</i>						
			1,615		1,091	1,091		2,026	3,117
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Below Projections 94.1% of Target	4. Occupational Safety Trainers		85			80			80
			<i>Previous FY2015</i>						
			84		82	82			82
Comments:	1. Yr-End: Current data tracking differs from previous fiscal years.								



City of Santa Barbara

Fiscal Year 2016 Performance Measure Results

Reporting Period: From 7/1/2015 to 6/30/2016

Department: Finance
Division: Finance-Environmental Services
Program Name and Number: Solid Waste (1471)
Program Owner: Matt Fore
Program Mission:

**8/10, 80%
Objectives
Achieved**

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: Date set and facility secured. Preparing for nomination process.	Yr-End: Six award recipients were honored in an awards program attended by 100 guests.
<input checked="" type="checkbox"/> Complete	2. Hold two electronic waste collection events.	Comments: Mid-Yr: Events occur in October and April. October event held on 10/23/15 - 10/24/15.	Yr-End: Events took place in October 2015 and April 2016.
<input checked="" type="checkbox"/> Complete	3. Evaluate and expand comprehensive mixed recycling programs at three City facilities.	Comments: Mid-Yr: Facilities have been selected: Police Dispatch at 1221 Anacapa, and two Fire Stations (to be determined by the Fire Chief).	Yr-End: The Police Dispatch facility at 1221 Anacapa and two Fire Stations (Stations 2 and 8) were selected. Assessments were given and training was given via online video.
<input type="checkbox"/> Not Completed	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: Final negotiations with the vendor are scheduled for spring of 2016.	Yr-End: Negotiations with vendor are complete; Material Delivery Agreement and CEQA findings may be brought to Council in fall of 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: Tier 2 stores have been notified that annual reports providing information on reusable bag sales will be due no later than February 2016. A second reminder will be sent during the month of January.	Yr-End: Collected annual reports from Tier 2 stores. In April, gave a presentation to City Council on the effectiveness of the ordinance.

<input checked="" type="checkbox"/> Complete	6. Distribute the revised Waste Enclosure Guidelines to architects, developers, and building industry stakeholders and solicit feedback and suggested revisions to improve the usability and efficacy of the document.	Comments: Mid-Yr: Draft sent out to be reviewed by City departments, private sector architects, and property managers.	Yr-End: Final guide is complete.
<input type="checkbox"/> Not Completed	7. Present a plan for co-collection of organics to the Sustainability Committee.	Comments: Mid-Yr: City commissioned a study on the ability of the proposed MRF to sort the "Dry" container under a Wet/Dry collection system. Study received in January 2016.	Yr-End: City commissioned a study on the ability of the proposed MRF to sort the "Dry" container under a Wet/Dry collection system. Study received in January 2016. Presentation to the Sustainability Committee is deferred until RRP is operational.

Status	Measurable Objectives	Metric														
Ahead of Target 265.5% of Target	1. Meet with 200 new and existing business clients about the environmental and financial benefits of recycling.	Business contacts made regarding the benefits of recycling														
FY2016																
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200	11	69	80	91	96	267										
Comments: Mid-Yr:		Yr-End:														

Status	Measurable Objectives	Metric														
Ahead of Target 119.2% of Target	2. Generate 5,200 cubic yards of additional diversion at food-serving businesses on an annualized basis.	Cubic yards of additional diversion at food-serving businesses (annualized)														
FY2016																
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Comments: Mid-Yr:		Yr-End:														

Status	Measurable Objectives	Metric														
On Target 100.% of Target	3. Respond to 98% of code enforcement calls within one business day.	Percent of code enforcement calls responded to within one business day														
FY2016																
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98%	98%	98%	98%	98%	98%	98%										
Previous FY2015																
	<table border="1"> <tbody> <tr> <td>98%</td> <td>98%</td> <td>98%</td> <td>98%</td> <td>98%</td> <td>98%</td> <td>98%</td> </tr> </tbody> </table>	98%	98%	98%	98%	98%	98%	98%								
98%	98%	98%	98%	98%	98%	98%										
Comments: Mid-Yr:		Yr-End:														

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 108.5% of Target	1. Tons of solid waste disposed of at Tajiguas Landfill		83,500	21,716	23,202	44,918	23,099	22,586	90,603
			Previous FY2015						
			88,000	20,094	22,117	42,211	19,766	19,901	81,878
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 107.8% of Target	2. Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)		19,000	5,060	4,961	10,021	5,231	5,236	20,488
			Previous FY2015						
			19,000	4,902	4,957	9,859	5,181	5,008	20,048
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 106.% of Target	3. Mixed recyclables diverted from Tajiguas Landfill as a percentage of trash (franchise only)		30.0%	32.0%	32.0%	32.0%	31.0%	32.0%	31.8%
			Previous FY2015						
			30.0%	30.0%	32.0%	31.0%	32.0%	32.0%	31.5%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 102.3% of Target	4. Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)		13,300	3,323	3,203	6,526	3,202	3,872	13,600
			Previous FY2015						
			15,200	3,442	3,193	6,635	3,643	3,647	13,925
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 104.2% of Target	5. Greenwaste diverted from Tajiguas Landfill as a percentage of trash disposed (franchise only)		24.0%	24.0%	24.0%	24.0%	24.0%	28.0%	25.0%
			Previous FY2015						
			28.0%	24.0%	24.0%	24.0%	25.0%	25.0%	24.5%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 98.1% of Target	6. Tons of foodscraps diverted from Tajiguas Landfill		3,300	885	829	1,714	719	804	3,237
			Previous FY2015						
			3,300	778	796	1,574	764	840	3,178
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 1066.7% of Target	7. Hauler service complaints reported to MarBorg		135	363	348	711	363	366	1440
			Previous FY2015						
			10	0	1	1	1	0	2

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 173.5% of Target	8. Number of calls handled by Code Enforcement staff		132	58	52	110	55	64	229
			Previous FY2015						
			132	35	29	64	32	39	135
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 99.1% 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%	22.0%	23.0%	22.5%	23.0%	23.0%	22.8%
			Previous FY2015						
			23.0%	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 100.6% 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%	78.0%	80.0%	79.0%	80.0%	80.0%	79.5%
			Previous FY2015						
			76.0%	78.0%	79.0%	78.5%	79.0%	79.0%	78.8%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 104.3% 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%	24.0%	24.0%	24.0%	24.0%	24.0%	24.0%
			Previous FY2015						
			21.0%	22.0%	23.0%	22.5%	23.0%	23.0%	22.8%
			FY2016						
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	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%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
			Previous FY2015						
			15.0%	12.0%	12.0%	12.0%	12.0%	15.0%	12.8%
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
As Projected 105.4% of Target	13. Pounds of household hazardous waste collected at the City ABOP and UCSB facility (less electronic waste)		322,870	92,186	77,032	169,218	79,200	91,804	340,222
			Previous FY2015						
			322,870	93,894	68,053	161,947	81,917	85,869	329,733

			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 128.6% of Target	14. Pounds of electronics waste collected at City-sponsored events and In-City collection		270,644	28,180	121,641	149,821	31,806	166,424	348,051
			<i>Previous FY2015</i>						
			270,644	32,668	187,590	220,258	34,013	170,685	424,956
			FY2016						
Status	Other Program Measures	UM	Target	Qtr1 Actual	Qtr2 Actual	Mid-Year Actual	Qtr3 Actual	Qtr4 Actual	Year-to-Date
Exceeds Projections 161.% of Target	15. Development projects reviewed		100	24	39	63	46	52	161
			<i>Previous FY2015</i>						
Comments:	7. Yr-End: We are measuring complaints differently - instead of the number of complaints we get in the City Trash & Recycling Office regarding MarBorg, we took the number of complaints that MarBorg receives directly.								