



DEPARTMENT SUMMARY

Finance

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

About Finance

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



Fiscal Year 2018 Budget Highlights

In collaboration with Information Technology staff, Finance staff will be implementing a new time & attendance system in Fiscal Year 2018. The new system will not only eliminate paper time sheets, but completely automate the timesheet preparation and approval process and create more efficiencies. In addition, the system will integrate with the current payroll system, track attendance each day and produce helpful management reports. Proposals were received in April 2017 and, after an evaluation and selection period, implementation is scheduled to begin in January 2018.



DEPARTMENT SUMMARY

Finance

Department Financial and Staffing Summary

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|--------------------------------------|-----------------------|---------------------|----------------------|----------------------|----------------------|
| Authorized Positions | 47.50 | 47.50 | 47.50 | 47.50 | 47.50 |
| Hourly Employee Hours | 1,451 | 5,016 | 925 | 4,732 | 4,502 |
| Revenues | | | | | |
| Donations | \$ 81,184 | \$ 82,742 | \$ 82,742 | \$ 84,149 | \$ 85,579 |
| Fees and Service Charges | 20,530,707 | 20,860,668 | 20,948,026 | 22,997,784 | 25,420,193 |
| Insurance Premiums | 3,156,625 | 3,497,901 | 3,497,901 | 3,430,585 | 3,466,358 |
| Interest Income | 78,363 | 64,100 | 68,800 | 75,000 | 77,600 |
| Inter-fund Reimbursement | 75,825 | 75,825 | 75,825 | 75,825 | 75,825 |
| Intergovernmental | 391,486 | 202,685 | 23,251 | 202,685 | 202,685 |
| Licenses | 14,502 | 14,600 | 14,600 | 14,600 | 14,600 |
| OSH Premiums | 231,057 | 251,864 | 251,864 | 260,000 | 270,000 |
| Other Revenue | 1,214,323 | 480,506 | 530,267 | 492,296 | 490,095 |
| Unemployment Ins. Premiums | 221,805 | 221,324 | 221,324 | 221,637 | 222,355 |
| Workers Comp. Premiums | 3,344,112 | 3,507,209 | 3,507,209 | 3,967,335 | 3,975,904 |
| Overhead Allocation Recovery | 3,483,273 | 3,631,215 | 3,631,215 | 3,759,931 | 3,925,368 |
| General Fund Subsidy | 1,332,979 | 1,747,145 | 1,488,297 | 1,315,193 | 1,361,773 |
| Total Department Revenue | \$34,156,241 | \$34,637,784 | \$ 34,341,321 | \$ 36,897,020 | \$ 39,588,335 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 5,113,414 | \$ 5,800,965 | \$ 5,502,567 | \$ 5,884,921 | \$ 6,052,461 |
| Supplies and Services | 30,937,761 | 27,585,999 | 27,630,112 | 29,990,799 | 32,542,327 |
| Special Projects | 579,408 | 992,328 | 951,223 | 1,023,316 | 1,072,883 |
| Appropriated Reserve | - | 21,300 | - | 21,300 | 21,300 |
| Capital Equipment | - | - | - | 125,000 | 25,000 |
| Non-Capital Equipment | 121,522 | 170,150 | 86,460 | 160,340 | 160,340 |
| Tax Expense | 8,446 | 8,700 | 8,575 | 8,900 | 9,000 |
| Transfers Out | 50,000 | 51,976 | 51,976 | 50,000 | 134,000 |
| Total Department Expenditures | \$36,810,551 | \$34,631,418 | \$ 34,230,913 | \$ 37,264,576 | \$ 40,017,311 |
| Addition to (Use of) Reserves | \$ (2,654,310) | \$ 6,366 | \$ 110,408 | \$ (367,556) | \$ (428,976) |

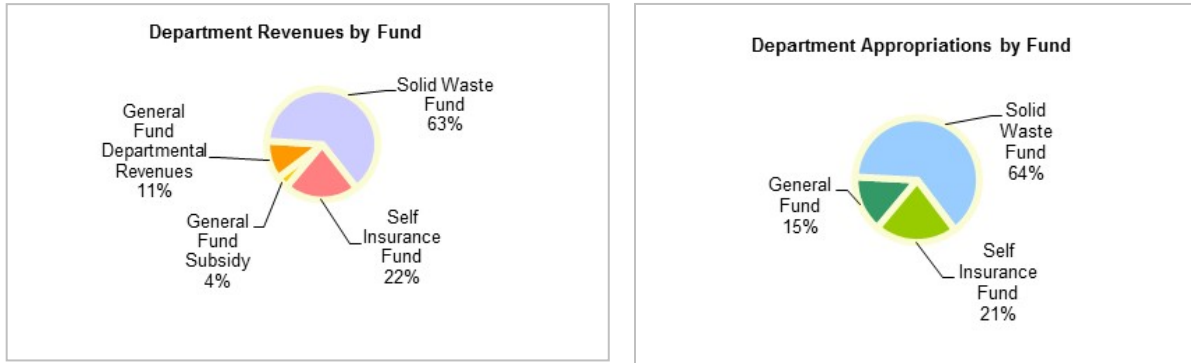
The Finance Department is budgeted in the General Fund, Self-Insurance Trust Fund, and Solid Waste Fund.



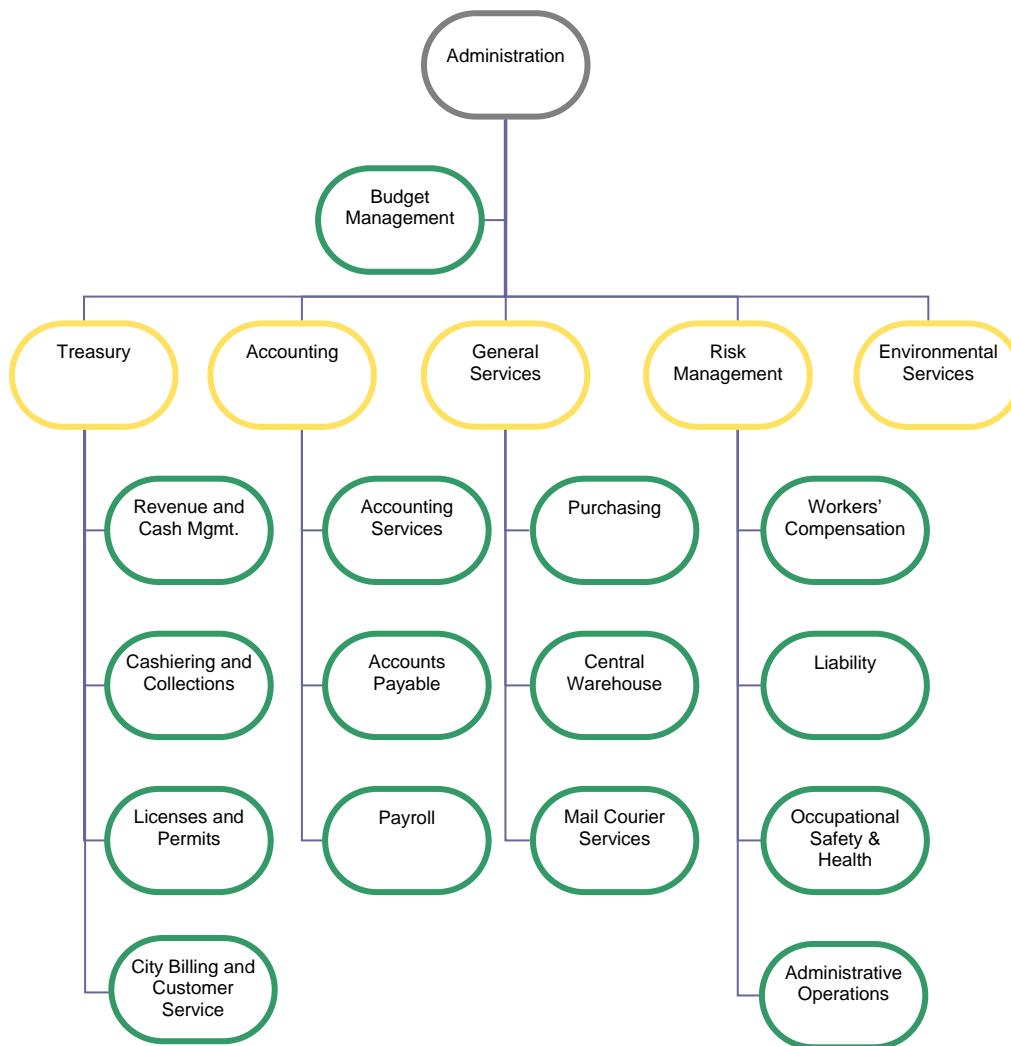
DEPARTMENT SUMMARY

Finance

Department Fund Composition



Program Organizational Chart



FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Assisted with the refinancing of the 2004 Wastewater Revenue Bonds, saving the Wastewater Fund approximately \$1.1 million over the next nine years.

Administration

(Program No. 1411)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Develop an implementation plan based on the responses received from a customer service survey issued to City departments in fiscal year 2017.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 1.30 | 1.25 | 1.25 | 1.21 | 1.21 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Other Revenue | \$ 29,731 | \$ 7,000 | \$ 37,000 | \$ 26,000 | \$ 26,000 |
| Overhead Allocation Recovery | 108,462 | 112,331 | 112,331 | 127,365 | 132,969 |
| General Fund Subsidy | 111,502 | 159,156 | 102,330 | 102,212 | 131,632 |
| Total Revenue | \$ 249,695 | \$ 278,487 | \$ 251,661 | \$ 255,577 | \$ 290,601 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 161,208 | \$ 168,331 | \$ 168,548 | \$ 187,743 | \$ 192,342 |
| Supplies and Services | 79,335 | 56,979 | 47,636 | 53,934 | 54,592 |
| Special Projects | 706 | 29,667 | 21,902 | - | 29,667 |
| Non-Capital Equipment | - | 14,810 | 5,000 | 5,000 | 5,000 |
| Tax Expense | 8,446 | 8,700 | 8,575 | 8,900 | 9,000 |
| Total Expenditures | \$ 249,695 | \$ 278,487 | \$ 251,661 | \$ 255,577 | \$ 290,601 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Ensure that Finance Programs meet 80% of their program objectives. | | | | |
| Percent of Finance program objectives met | 86% | 80% | 84% | 80% |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Santa Barbara City Employee Mortgage Loan Assistance Program (EMLAP) loans administered | 25 | 22 | 20 | 17 |

FINANCE PROGRAMS

- Administration
- **Budget Management**
- Revenue and Cash Management
- Cashiering and Collections
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- City Billing and Customer Service
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- Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Implemented additional budget analysis training for Finance staff serving as department budget submittal reviewers.

Budget Management (Program No. 1412)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Produce and distribute the Adopted Two-Year Financial Plan for Fiscal Years 2018 and 2019 within 90 days of budget adoption.
- Submit the Fiscal Year 2019 Recommended Mid-Cycle Budget Addendum to the City Council and City Clerk before May 1, 2018 in accordance with the Council-established budget filing deadline.
- Maintain minimum distribution of printed budget documents by only distributing to City Council and Executive Management to reduce paper use and waste.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 2.50 | 2.39 | 2.39 | 2.39 | 2.39 |
| Hourly Employee Hours | 0 | 3,330 | 0 | 3,396 | 3,464 |
| Revenues | | | | | |
| Overhead Allocation Recovery | \$ 232,776 | \$ 241,077 | \$ 241,077 | \$ 252,509 | \$ 263,619 |
| General Fund Subsidy | 225,083 | 290,098 | 233,969 | 223,316 | 243,464 |
| Total Revenue | \$ 457,859 | \$ 531,175 | \$ 475,046 | \$ 475,825 | \$ 507,083 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 364,388 | \$ 415,084 | \$ 360,337 | \$ 394,190 | \$ 402,848 |
| Supplies and Services | 91,809 | 96,091 | 94,709 | 81,635 | 84,235 |
| Special Projects | - | 20,000 | 20,000 | - | 20,000 |
| Non-Capital Equipment | 4,333 | - | - | - | - |
| Total Expenditures | \$ 460,530 | \$ 531,175 | \$ 475,046 | \$ 475,825 | \$ 507,083 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| 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 | 92% | 90% | 90% | 90% |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Budget adjustments | 244 | 180 | 200 | 200 |
| Days to produce the adopted budget document after fiscal year-end | N/A | 45 | N/A | 90 |
| Days to post the adopted core budget document to the City's website after fiscal year-end | 24 | 31 | 28 | 31 |

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- Administration
- Budget Management
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- Cashiering and Collections
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- Accounting Services
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RECENT PROGRAM ACHIEVEMENTS

Enhanced the monthly revenue analysis to ensure a more accurate and timelier review process.

Revenue and Cash Management

(Program No. 1421)

Mission Statement

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

Program Activities

- Manage investment portfolio of approximately \$156 million.
- Submit monthly investment reports to Finance Committee and City Council.
- Manage the City's banking relationships.
- Ensure timely reconciliation of all cash transactions.
- Assist departments in establishing appropriate controls and procedures for the receipt of cash and for petty cash disbursements.
- Provide ongoing analysis of City revenues.
- Forecast and manage cash to ensure adequate liquidity for expenditure requirements.
- Conduct a monthly analysis of all City and Banking revenues.

Project Objectives for Fiscal Year 2018

- Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.
- Purchase investments for the City's Investment Portfolio that are consistent with investment objectives.
- Submit an annual Statement of Investment Policy for Fiscal Year 2018 to Council by September 30, 2017.
- Issue a request for proposal for banking services, analyze responses, perform reviews and testing of potential service providers and implement new banking service provider by December 31, 2018.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 2.60 | 2.49 | 2.49 | 2.48 | 2.48 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Overhead Allocation Recovery | \$ 333,892 | \$ 322,581 | \$ 322,581 | \$ 395,458 | \$ 412,858 |
| General Fund Subsidy | 135,929 | 209,442 | 198,868 | 88,810 | 81,585 |
| Total Revenue | \$ 469,821 | \$ 532,023 | \$ 521,449 | \$ 484,268 | \$ 494,443 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 341,088 | \$ 353,024 | \$ 347,522 | \$ 356,212 | \$ 364,123 |
| Supplies and Services | 128,733 | 155,999 | 153,927 | 128,056 | 130,320 |
| Special Projects | - | 23,000 | 20,000 | - | - |
| Total Expenditures | \$ 469,821 | \$ 532,023 | \$ 521,449 | \$ 484,268 | \$ 494,443 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| 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 | 12 | 12 | 12 | 12 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Average portfolio balance | \$152.0 M | \$155.0 M | \$152.0 M | \$156.0 M |
| Variance between the City portfolio and LAIF book rates of return | 0.71% | 1.00% | 1.00% | 1.00% |
| Average days to maturity of the portfolio | 672 | 750 | 650 | 700 |
| Maintain annual credit rating of AAA for portfolio holdings 100% of the time | 100% | 100% | 100% | 100% |

FINANCE PROGRAMS

- Administration
- Budget Management
- Revenue and Cash Management
- **Cashiering and Collections**
- Licenses and Permits
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- Accounting Services
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- Occupational Safety/Health
- Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Performed an evaluation of business processes and procedures in the Cashiering and Collections Program and reallocated duties to improve efficiencies.

Cashiering and Collections

(Program No. 1422)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Work with Information Technology to initiate the upgrade of the Advanced Utility Billing software system to Version 4 in Fiscal Year 2018 to be completed in Fiscal Year 2019.
- Perform testing of the interface between Tyler Cashiering and the new accounts receivable system replacing Tyler Munis AR, once implemented in Fiscal Year 2018.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 4.15 | 4.15 | 4.15 | 4.85 | 4.85 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Other Revenue | \$ 124 | \$ - | \$ - | \$ - | \$ - |
| Overhead Allocation Recovery | 446,765 | 462,700 | 462,700 | 449,205 | 468,970 |
| General Fund Subsidy | 40,284 | 70,783 | 19,672 | 98,636 | 97,332 |
| Total Revenue | \$ 487,173 | \$ 533,483 | \$ 482,372 | \$ 547,841 | \$ 566,302 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 394,200 | \$ 433,402 | \$ 383,341 | \$ 466,970 | \$ 482,013 |
| Supplies and Services | 92,973 | 100,081 | 99,031 | 80,871 | 84,289 |
| Total Expenditures | \$ 487,173 | \$ 533,483 | \$ 482,372 | \$ 547,841 | \$ 566,302 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Accurately process 99% of treasury receipts on the day received. | | | | |
| Percent of treasury receipts processed on the day received | 100% | 99% | 99% | 99% |
| Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed. | | | | |
| Correcting entries needed | 3 | 6 | 6 | 6 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Payments processed at public counter | 40,193 | 47,000 | 35,000 | 35,000 |
| Utility billing mail in payments processed (bank lockbox) | 127,101 | 126,000 | 115,000 | 120,000 |
| Transient Occupancy Tax (TOT) payments recorded and reconciled | 2,997 | 1,800 | 2,700 | 960 |
| Utility Users Tax (UUT) payments recorded and reconciled | 2,545 | 2,500 | 2,500 | 2,500 |

FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Cross trained staff on new business license tax regulations and the process of notifying new businesses of the local business tax requirements.

Licenses and Permits

(Program No. 1423)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses within the 75-minute free parking district.
- Send annual Downtown and Old Town Business Improvement District billings by February 28, 2018.
- Perform an annual audit of all businesses within the 3 downtown assessment districts by street address to ensure that all current businesses are billed as required.
- Ensure that newly-licensed businesses are billed appropriately for the district assessments.
- Send annual business license renewal notices no later than 30 days before current license expiration.
- On a quarterly basis, send delinquency letters for unpaid PBIA assessments.
- Collect Tourism Business Improvement District (TBID) fees from hotels in the city of Santa Barbara and remit to Visit Santa Barbara on a monthly basis.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 4.50 | 4.50 | 4.50 | 3.80 | 3.80 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Fees and Service Charges | \$ 71,141 | \$ 66,400 | \$ 66,400 | \$ 67,728 | \$ 69,082 |
| Licenses | 14,502 | 14,600 | 14,600 | 14,600 | 14,600 |
| Other Revenue | 275 | 300 | 300 | 300 | 300 |
| Overhead Allocation Recovery | 138,162 | 143,090 | 143,090 | 157,032 | 163,941 |
| General Fund Subsidy | 269,506 | 320,148 | 304,782 | 232,474 | 236,404 |
| Total Revenue | \$ 493,586 | \$ 544,538 | \$ 529,172 | \$ 472,134 | \$ 484,327 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 433,936 | \$ 466,870 | \$ 457,663 | \$ 399,504 | \$ 410,883 |
| Supplies and Services | 59,650 | 77,668 | 71,509 | 72,630 | 73,444 |
| Total Expenditures | \$ 493,586 | \$ 544,538 | \$ 529,172 | \$ 472,134 | \$ 484,327 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Locate 550 unlicensed businesses using periodicals, MuniServices, Franchise Tax Board and State Board of Equalization sources. | | | | |
| New businesses located from reference sources | 515 | 550 | 550 | 450 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| New business licenses issued | 1,839 | 1,600 | 2,000 | 1,800 |
| Business license renewals remitted | 13,481 | 13,300 | 13,300 | 13,300 |
| Business license delinquency notices | 3,683 | 3,700 | 3,700 | 3,700 |
| Percent of business licenses paid by due date | 75% | 72% | 72% | 72% |
| Assessment district billings | 4,544 | 4,600 | 4,600 | 4,600 |
| Assessment district delinquency notices | 1,159 | 1,200 | 1,200 | 1,200 |
| Percent of PBIA assessments paid by due date | 71.5% | 72.0% | 72.0% | 72.0% |
| Percent of accounts sent to collections | 2% | 2% | 2% | 2% |

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- Revenue and Cash Management
- Cashiering and Collections
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- Accounting Services
- Payroll
- Accounts Payable
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- Mail Courier Services
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- Workers Compensation
- Liability
- Occupational Safety/Health
- Solid Waste



RECENT PROGRAM ACHIEVEMENTS

Implemented the first upgrade of the City's utility billing software system, requiring six months of testing and verification of records in the database.

City Billing and Customer Service

(Program No. 1424)

Mission Statement

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

Program Activities

- Prepare and mail or email approximately 340,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
- Prepare and mail approximately 15,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
- Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
- Manage and provides support to online customer billing records and customer payment options with the City's online payment vendor.
- Process approximately 18,500 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

Project Objectives for Fiscal Year 2018

- Ensure that program staff attends relevant training classes appropriate to assigned job duties in order to maintain and/or upgrade technical skills.
- Implement and conduct cross training for all Billing staff to ensure they are fully cross-trained on Accounts Receivable, Utility Billing, and collections processing.
- Work with Information Technology, Airport staff, and Downtown Parking staff to create a request for proposal, review responses, select a vendor, and implement a new accounts receivable system.
- Work with Information Technology to initiate the upgrade of the Advanced Utility Billing software system to Version 4 in Fiscal Year 2018 to be completed in Fiscal Year 2019.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 4.35 | 4.20 | 4.20 | 4.20 | 4.20 |
| Hourly Employee Hours | 159 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Other Revenue | \$ 309,727 | \$ 310,000 | \$ 310,000 | \$ 310,000 | \$ 310,000 |
| Overhead Allocation Recovery | 716,270 | 741,817 | 741,817 | 754,652 | 787,857 |
| Total Revenue | \$ 1,025,997 | \$ 1,051,817 | \$ 1,051,817 | \$ 1,064,652 | \$ 1,097,857 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 368,229 | \$ 413,650 | \$ 399,015 | \$ 433,561 | \$ 455,614 |
| Supplies and Services | 264,476 | 309,496 | 288,851 | 274,928 | 278,326 |
| Non-Capital Equipment | 1,173 | - | - | - | - |
| Total Expenditures | \$ 633,878 | \$ 723,146 | \$ 687,866 | \$ 708,489 | \$ 733,940 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| 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 | 99% | 99% | 99% | 99% |
| Enter 99% of Utility User Tax (UUT) exemption applications within 10 days of receipt. | | | | |
| Percent of UUT exemption applications entered within 10 days | 99% | 99% | 99% | 99% |
| 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 | 99% | 99% | 99% | 99% |
| Increase the number of customers opting out of printed utility bills in favor of paperless billing by 400. | | | | |
| Additional customers opting out of printed utility bills | 917 | 400 | 400 | 400 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Utility Bills issued annually | 357,648 | 375,000 | 375,000 | 375,000 |
| Service orders prepared annually | 18,578 | 18,500 | 18,500 | 18,500 |
| Customers on automatic pay | 7,790 | 8,000 | 8,400 | 9,000 |
| Customers opting for paperless billing | N/A | N/A | 8,520 | 9,000 |
| Customers registering for billing text notifications | N/A | N/A | 490 | 750 |

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- Cashiering and Collections
- Licenses and Permits
- City Billing and Customer Service
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RECENT PROGRAM ACHIEVEMENTS

Presented CAFR within the GFOA Award submission period with no request for extension.

Accounting Services (Program No. 1431)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2018.
- Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 5 days of presentation to City Council.
- Prepare comprehensive written procedures for the General Ledger, Fixed Assets and Project Accounting components of the City's Financial Management System.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 4.60 | 4.74 | 4.74 | 4.73 | 4.73 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Other Revenue | \$ 5,797 | \$ 6,552 | \$ 6,437 | \$ 6,552 | \$ 1,819 |
| Overhead Allocation Recovery | 413,305 | 474,972 | 474,972 | 452,033 | 471,922 |
| General Fund Subsidy | 373,340 | 410,614 | 409,118 | 447,739 | 456,213 |
| Total Revenue | \$ 792,442 | \$ 892,138 | \$ 890,527 | \$ 906,324 | \$ 929,954 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 557,241 | \$ 646,210 | \$ 650,056 | \$ 685,256 | \$ 707,017 |
| Supplies and Services | 235,201 | 244,968 | 239,511 | 220,108 | 221,977 |
| Non-Capital Equipment | - | 960 | 960 | 960 | 960 |
| Total Expenditures | \$ 792,442 | \$ 892,138 | \$ 890,527 | \$ 906,324 | \$ 929,954 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| 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 | 168 | 170 | 170 | 170 |
| Receive an unmodified audit opinion for the annual financial statement audit for the City. | | | | |
| Unmodified audit opinion | 1 | 1 | 1 | 1 |
| Receive the Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR. | | | | |
| Award for financial reporting | 0 | 1 | 1 | 1 |
| Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements. | | | | |
| Percent of bank reconciliations completed within 45 days | 0% | 100% | 100% | 100% |
| 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 | 100% | 100% | 100% | 100% |
| 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 | 92% | 100% | 100% | 100% |

PROGRAMS & SERVICES

Accounting Services (Continued)

Measurable Objectives for Fiscal Year 2018 Cont'd)

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Complete and file all State Controller's Reports before the deadlines. | | | | |
| Percent of State Controller's Reports prepared and filed before the deadlines | 100% | 100% | 100% | 100% |
| 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 | 100% | 100% | 100% | 100% |
| Submit the audited OMB-A133 Single Audit for the City to the Federal Government within 275 days of year-end. | | | | |
| Days after June 30 to submit Single Audit | N/A | 275 | 275 | 275 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Audit adjustments required by independent auditor | 0 | 2 | 1 | 2 |
| Journal entries posted | 1,886 | 2,000 | 1,500 | 1,800 |

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FINANCE PROGRAMS

Administration
Budget Management
Revenue and Cash Management
Cashiering and Collections
Licenses and Permits
City Billing and Customer Service
Accounting Services

➤ **Payroll**

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



RECENT PROGRAM ACHIEVEMENTS

Staff have been
crossed trained with
Accounts Payable.
Quarterly Payroll Tax
Returns, Year-end W-2
and 1099R processes
are fully documented.

Payroll (Program No. 1432)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Prepare 2017 W-2 forms for distribution by January 26, 2018.
- Ensure that 100% of program staff attends City offered training classes related to job duties in order to maintain and/or upgrade job skills.
- Prepare and electronically submit the Local Government Compensation Report for calendar year 2017 to the State Controller's Office by April 30, 2018.
- Update comprehensive written procedures for the Payroll component of the City's Financial Management System.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 2.45 | 3.00 | 3.00 | 2.75 | 2.75 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Overhead Allocation Recovery | \$ 156,090 | \$ 161,655 | \$ 161,655 | \$ 163,766 | \$ 170,972 |
| General Fund Subsidy | 193,291 | 214,992 | 194,174 | 219,483 | 228,657 |
| Total Revenue | \$ 349,381 | \$ 376,647 | \$ 355,829 | \$ 383,249 | \$ 399,629 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 251,265 | \$ 278,237 | \$ 258,614 | \$ 300,470 | \$ 313,690 |
| Supplies and Services | 116,225 | 98,410 | 97,215 | 82,779 | 85,939 |
| Total Expenditures | \$ 367,490 | \$ 376,647 | \$ 355,829 | \$ 383,249 | \$ 399,629 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Reconcile 100% of monthly insurance billings within 30 days of receipt from benefits administrator. | | | | |
| Percent of insurance billings reconciled within 30 days | 100% | 100% | 100% | 100% |
| Process all biweekly payrolls on time. | | | | |
| Number of paydays in which direct deposit bank files are submitted electronically and checks are printed and distributed on time | N/A | 26 | 26 | 26 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Value of benefits and withholding accounts reconciled bi-weekly per payroll staff member | \$5.13 M | \$5.20 M | \$5.16 M | \$5.20 M |
| City employees per payroll staff member | 731 | 670 | 675 | 670 |
| Program cost per paycheck issued | \$7.86 | \$6.50 | \$6.90 | \$6.50 |
| Program cost per timesheet processed | \$8.01 | \$6.75 | \$7.20 | \$6.75 |
| W-2s issued annually | 2,125 | 2,100 | 2,125 | 2,100 |
| Manual checks issued annually | N/A | 225 | 250 | 225 |
| Manual checks issued due to payroll errors in processing | N/A | 10 | 10 | 10 |

FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

New Accounts Payable staff have been trained and crossed trained with Payroll. Year-end 1099 processes are fully documented.

Accounts Payable (Program No. 1433)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Prepare 2017 1099-MISC forms for distribution by January 26, 2018.
- Ensure that 100% of program staff attends City offered training classes related to job duties in order to maintain and/or upgrade job skills.
- Update comprehensive written procedures for the Accounts Payable component of the City's Financial Management System.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 1.75 | 1.40 | 1.40 | 1.65 | 1.65 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Overhead Allocation Recovery | \$ 178,398 | \$ 184,762 | \$ 184,762 | \$ 214,928 | \$ 224,385 |
| General Fund Subsidy | 88,739 | 110,632 | 100,762 | 15,266 | 15,331 |
| Total Revenue | \$ 267,137 | \$ 295,394 | \$ 285,524 | \$ 230,194 | \$ 239,716 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 179,939 | \$ 197,189 | \$ 188,365 | \$ 177,274 | \$ 184,873 |
| Supplies and Services | 106,821 | 98,205 | 97,159 | 52,920 | 54,843 |
| Total Expenditures | \$ 286,760 | \$ 295,394 | \$ 285,524 | \$ 230,194 | \$ 239,716 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Review and approve vendor invoices and process payment within 5 days on average. | | | | |
| Average number of days to approve and issue payment within 5 days after receipt of invoice | N/A | 5 | 5 | 5 |
| Issue 90% of vendor payments within 30 days. | | | | |
| Percent of payments issued within 30 days after entry into Munis | N/A | 90% | 90% | 90% |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---------------------------------|-------------------|-------------------|----------------------|---------------------|
| Invoices processed | 43,637 | 44,000 | 39,000 | 42,000 |
| Program cost per payment issued | \$12.98 | \$11.75 | \$15.37 | \$12.00 |

FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Successfully implemented an electronic bidding system, PlanetBids, and SmartProcure that allows staff to check sourcing and prices.

Purchasing (Program No. 1441)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Conduct at least two classes to train City staff on City's purchasing policies and procedures, on the professional service agreement process, or on managing Living Wage agreements.
- Complete an external customer (vendors/contractors) survey by June 30, 2018.
- Conduct semi-annual compliance audits of at least five (5) percent of Blanket Purchase Orders (BPOs).
- Track and publish cost savings on formal bids & quick quotes for ordinary services and goods.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 4.60 | 4.54 | 4.54 | 4.54 | 4.54 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Overhead Allocation Recovery | \$ 515,478 | \$ 533,862 | \$ 533,862 | \$ 589,204 | \$ 615,129 |
| General Fund Subsidy | 200,506 | 199,402 | 199,969 | 127,229 | 120,514 |
| Total Revenue | \$ 715,984 | \$ 733,264 | \$ 733,831 | \$ 716,433 | \$ 735,643 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 541,582 | \$ 553,011 | \$ 561,665 | \$ 566,735 | \$ 579,870 |
| Supplies and Services | 174,402 | 175,253 | 170,166 | 144,698 | 150,773 |
| Special Projects | - | 5,000 | 2,000 | 5,000 | 5,000 |
| Total Expenditures | \$ 715,984 | \$ 733,264 | \$ 733,831 | \$ 716,433 | \$ 735,643 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Issue Market Price Purchase Orders within five (5) calendar days from receipt of complete requisitions. | | | | |
| Average number of days to process informal requisitions into purchase orders | 2.4 | 8.0 | 3 | 5.0 |
| 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 | 38.5 | 45.0 | 31.5 | 45.0 |
| Issue Informal Purchase Orders within twenty one (21) calendar days from receipt of complete requisition. | | | | |
| Calendar Days | N/A | N/A | N/A | 21 |
| Complete an annual internal customer satisfaction survey and achieve an overall customer satisfaction rating of 90% or higher. | | | | |
| Overall customer satisfaction rating | 100% | 90% | 90% | 90% |

PROGRAMS & SERVICES

Purchasing (Continued)

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Purchase Orders (all categories) issued including change orders for services and goods | 2,365 | 2,500 | 2,500 | 2,250 |
| Purchase Orders (PO) issued for ordinary services and supplies over market price | 1,017 | 1,400 | 890 | 1,000 |
| Blanket Purchase Orders (BPO) issued for ordinary services and supplies | 477 | 475 | 550 | 475 |
| Contracts Processed | 208 | 230 | 240 | 300 |
| Change Orders (CO) issued to purchase orders and contracts | 674 | 1,000 | 800 | 700 |
| Request for Proposals/Qualifications (RFPs/RFQs) | 27 | 25 | 34 | 25 |
| Formal Bids for ordinary services and supplies | 38 | 40 | 48 | 40 |
| Percent of sole source (SS) purchase orders for ordinary services and supplies | 6.1% | 7.0% | 5.0% | 1.0% |
| Percent of after-the-fact purchase orders (internal) | 2% | 1% | 1% | 1% |

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FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Implemented a system to assist our walk up customers with looking up inventoried items.

Central Warehouse

(Program No. 1442)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Perform a customer satisfaction survey by June 30, 2018.
- Track auction proceeds from surplus items (excluding vehicles).
- Track cost saving from bids and quotes on inventory items.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Overhead Allocation Recovery | \$ 193,975 | \$ 200,894 | \$ 200,894 | \$ 168,059 | \$ 175,454 |
| General Fund Subsidy | 13,982 | 14,739 | 17,409 | 26,659 | 24,353 |
| Total Revenue | \$ 207,957 | \$ 215,633 | \$ 218,303 | \$ 194,718 | \$ 199,807 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 122,648 | \$ 123,301 | \$ 127,351 | \$ 125,246 | \$ 127,886 |
| Supplies and Services | 85,309 | 92,332 | 90,952 | 69,472 | 71,921 |
| Total Expenditures | \$ 207,957 | \$ 215,633 | \$ 218,303 | \$ 194,718 | \$ 199,807 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Maintain an accuracy rate of 99.9% for the monthly inventory count. | | | | |
| Accuracy rate for the monthly inventory count | 99.9% | 99.9% | 99.8% | 99.9% |
| Process and fill 99% of issue requisitions within one day. | | | | |
| Percent of issue requisitions processed within one working day | 99% | 99% | 99% | 99% |
| Complete 100% of monthly inventory counts within one day. | | | | |
| Percent of monthly inventory counts completed within 1 working day | 100% | 100% | 100% | 100% |
| Competitively award at least 80% of the inventory purchases of stock items. | | | | |
| Percent of competitively awarded inventory purchases of stock items | 86% | 80% | 95% | 80% |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|------------------------------|-------------------|-------------------|----------------------|---------------------|
| Issue requisitions processed | 3,012 | 2,600 | 2,700 | 2,600 |
| Replenishment orders | 318 | 375 | 300 | 300 |
| Stock items on hand | 1,292 | 1,293 | 1,296 | 1,293 |

FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Most recent customer satisfaction survey showed 90% of our mail customers were either satisfied or very satisfied.

Mail Courier Services (Program No. 1443)

Mission Statement

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

Program Activities

- Collect the City's United States Postal Service (U.S.P.S.) mail twice daily.
- Provide interoffice mail courier service to 33 stops at City offices and selected outside agencies.
- Process 99% of the outgoing U.S.P.S. mail the same day.
- Post mail information on the Courier's SharePoint page.
- Maintain departmental billing records.
- Process certified mail in-house and track the cost savings.

Project Objectives for Fiscal Year 2018

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

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 1.15 | 1.15 | 1.15 | 1.15 | 1.15 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Overhead Allocation Recovery | \$ 49,700 | \$ 51,474 | \$ 51,474 | \$ 35,720 | \$ 37,292 |
| General Fund Subsidy | 72,936 | 75,810 | 71,195 | 89,532 | 90,205 |
| Total Revenue | \$ 122,636 | \$ 127,284 | \$ 122,669 | \$ 125,252 | \$ 127,497 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 96,650 | \$ 99,221 | \$ 98,519 | \$ 99,299 | \$ 101,173 |
| Supplies and Services | 25,986 | 28,063 | 24,150 | 25,953 | 26,324 |
| Total Expenditures | \$ 122,636 | \$ 127,284 | \$ 122,669 | \$ 125,252 | \$ 127,497 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Process incoming and outgoing U.S.P.S. mail within 1 working day 99% or more of the time. | | | | |
| Percent of outgoing U.S.P.S. mail sent within same day | 99.95% | 99.00% | 99.00% | 99.00% |
| 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 | 100% | 99% | 99% | 99% |
| Complete a Customer Survey by June 30 and achieve an overall customer satisfaction rating of 90% or higher. | | | | |
| Overall Customer Satisfaction rating | 90% | 90% | 90% | 90% |
| Bi-monthly (24) cross-training with Central Stores. | | | | |
| Cross-training sessions held | 24 | 24 | 24 | 24 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Pieces of outgoing USPS mail processed | 135,718 | 121,000 | 121,000 | 120,000 |
| Labor cost per piece of outgoing US.P.S. mail | \$0.32 | \$0.35 | \$0.34 | \$0.35 |
| Pieces of outgoing certified mail processed | 1,397 | 1,400 | 900 | 1,000 |
| Cost Savings from processing certified mail in-house | \$1,886 | \$1,428 | \$1,215 | \$1,300 |
| Zero Customer Complaints | N/A | N/A | N/A | 0 |

FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Increased the
dedicated coverage
limits for Earthquake
insurance by 50%.

Risk Management Administrative Operations (Program No. 1464)

Mission Statement

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

Program Activities

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

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|---------------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| Insurance Premiums | \$ 1,426,854 | \$ 1,569,539 | \$ 1,569,539 | \$ 1,857,829 | \$ 1,864,856 |
| Interest Income | 52,494 | 41,800 | 41,000 | 44,700 | 46,200 |
| Total Revenue | \$ 1,479,348 | \$ 1,611,339 | \$ 1,610,539 | \$ 1,902,529 | \$ 1,911,056 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 105,111 | \$ 112,539 | \$ 112,639 | \$ 116,115 | \$ 117,693 |
| Supplies and Services | 1,406,249 | 1,500,033 | 1,428,006 | 1,405,559 | 1,427,672 |
| Capital Equipment | - | - | - | 125,000 | 25,000 |
| Total Expenditures | \$ 1,511,360 | \$ 1,612,572 | \$ 1,540,645 | \$ 1,646,674 | \$ 1,570,365 |
| Addition to (Use of) Reserves | \$ (32,012) | \$ (1,233) | \$ 69,894 | \$ 255,855 | \$ 340,691 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Ensure 80% completion of Division program objectives. | | | | |
| Percent of objectives achieved | 95% | 80% | 80% | 80% |
| Compile and post semi-annual loss data. | | | | |
| Post loss data semi annually | 2 | 2 | 2 | 2 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Dollar value of property damage and worker's compensation expenses recovered from negligent third parties | \$315,327 | \$300,000 | \$300,000 | \$444,783 |
| Total cost of risk as percentage of city operating and capital expenditures | 1.70% | 2.00% | 2.00% | 2.00% |

FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Utilized contract terms to reduce administrative costs for the Third Party Claims Administrator, create internal efficiencies, and reduce costs.

Workers Compensation (Program No. 1461)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Update the Risk Management Frequency and Severity Report by September 30, 2017.
- Issue an RFP for Workers' Compensation Third Party Administrator (TPA) by November 1, 2017.
- Conduct semi-annual claim reviews of the Third Party Administrator by September 30, 2017 and March 31, 2018.
- Develop an 'after hours coverage' guideline by March 31, 2018.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|---------------------------------------|-----------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 1.25 | 1.24 | 1.24 | 1.24 | 1.24 |
| Hourly Employee Hours | 143 | 249 | 246 | 498 | 254 |
| Revenues | | | | | |
| Other Revenue | \$ - | \$ - | \$ 1,521 | \$ - | \$ - |
| Unemployment Ins. Premiums | 221,805 | 221,324 | 221,324 | 221,637 | 222,355 |
| Workers' Comp. Premiums | 3,344,112 | 3,507,209 | 3,507,209 | 3,967,335 | 3,975,904 |
| Total Revenue | \$ 3,565,917 | \$ 3,728,533 | \$ 3,730,054 | \$ 4,188,972 | \$ 4,198,259 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 143,293 | \$ 203,058 | \$ 203,933 | \$ 220,558 | \$ 210,951 |
| Supplies and Services | 7,824,668 | 3,287,503 | 3,651,881 | 4,048,163 | 4,274,080 |
| Special Projects | 3 | 121 | 121 | 121 | 121 |
| Transfers Out | - | 165 | 165 | - | - |
| Total Expenditures | \$ 7,967,964 | \$ 3,490,847 | \$ 3,856,100 | \$ 4,268,842 | \$ 4,485,152 |
| Addition to (Use of) Reserves | \$ (4,402,047) | \$ 237,686 | \$ (126,046) | \$ (79,870) | \$ (286,893) |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Obtain 75% of industrial injury preventability determination reports from the operating departments. | | | | |
| Percent of preventability reports received | 83% | 75% | 75% | 78% |
| Investigate 50% of the industrial injuries with lost time within 45 days. | | | | |
| Percent of investigations completed | 56% | 50% | 50% | 50% |
| Conduct annual claim review with three departments with the highest claims frequency. | | | | |
| Claim reviews conducted | 5 | 3 | 3 | 3 |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Claim costs (paid and reserved) for the current fiscal year | \$1.8 M | \$2.3 M | \$1.0 M | \$2.0 M |
| Annual gross amount of medical costs billed (all open claims) | \$3.2 M | \$2.0 M | \$4.0 M | \$3.5 M |
| Annual gross amount of medical costs paid (all open claims) | \$1 M | \$770,000 | \$1 M | \$1 M |
| Annual cost of professional medical bill review services (all open claims) | \$68,400 | \$68,400 | \$66,861 | \$66,348 |

Workers Compensation (Continued)

Other Program Measures (Continued)

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Claims filed (current fiscal year only) | 152 | 147 | 138 | 142 |
| Open claims all years at Fiscal Year End | 232 | 205 | 210 | 200 |
| Litigation ratio (Number of active litigated claims divided by the number of open claims (all years)) | 14% | 19% | 19% | 19% |
| Percent of claims filed without lost time | 56% | 66% | 66% | 67% |
| Modified duty days worked | 1,718 | 2,055 | 1,845 | 2,055 |
| Modified duty cost savings | \$235,744 | \$331,266 | \$262,728 | \$250,000 |
| Average number of days claims are open (non-litigated) | N/A | N/A | N/A | 365 |
| Average number of days claims are open (litigated) | N/A | N/A | N/A | 1095 |
| Closing Ratio | | | | 1.0 |
| Average # of Days from Date of Knowledge (DOK) of Injury to Date Injury Reported to Risk Management | N/A | N/A | N/A | 2 |

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FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Implemented a pilot program aimed at minimizing the number of vehicle collisions reported annually and the costs associated with each vehicle collision

Liability (Program No. 1462)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Update the Risk Management Frequency and Severity Report by September 30, 2017.
- Update the Injury & Illness Prevention Program Chapter 12 by March 31, 2018.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|---------------------------------------|---------------------|---------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 1.10 | 1.10 | 1.10 | 1.10 | 1.10 |
| Hourly Employee Hours | 272 | 532 | 465 | 0 | 0 |
| Revenues | | | | | |
| Insurance Premiums | \$ 1,729,771 | \$ 1,928,362 | \$ 1,928,362 | \$ 1,572,756 | \$ 1,601,502 |
| Inter-fund Reimbursement | 75,825 | 75,825 | 75,825 | 75,825 | 75,825 |
| Other Revenue | 717,766 | - | 21,548 | - | - |
| Total Revenue | \$ 2,523,362 | \$ 2,004,187 | \$ 2,025,735 | \$ 1,648,581 | \$ 1,677,327 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 142,083 | \$ 175,819 | \$ 164,252 | \$ 162,300 | \$ 167,590 |
| Supplies and Services | 1,327,068 | 1,671,206 | 1,541,590 | 1,659,588 | 1,564,831 |
| Transfers Out | - | 165 | 165 | - | - |
| Total Expenditures | \$ 1,469,151 | \$ 1,847,190 | \$ 1,706,007 | \$ 1,821,888 | \$ 1,732,421 |
| Addition to (Use of) Reserves | \$ 1,054,211 | \$ 156,997 | \$ 319,728 | \$ (173,307) | \$ (55,094) |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Complete 90% of claims investigations within 45 days. | | | | |
| Percent of claims acted upon within 45 days of receipt | 97% | 90% | 98% | 98% |
| Route 90% of public hazard concerns to the appropriate department within 7 working days. | | | | |
| Percent of public hazard complaints (Fix-Its) routed to appropriate department within 7 working days of receipt | 94% | 90% | 94% | 93% |
| Obtain 80% of collision preventability determination reports from the operating departments. | | | | |
| Percent of preventability reports received | 95% | 80% | 95% | 90% |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
| Liability claims filed (current fiscal year) | 132 | 124 | 135 | 120 |
| Current open claims inventory at Fiscal Year End | 72 | 84 | 80 | 75 |
| Annual claim costs (paid only) | \$316,462 | \$640,000 | \$600,000 | \$604,861 |
| Litigation ratio | 15% | 10% | 15% | 13% |
| Open litigation ratio | 26% | 21% | 30% | 25% |

PROGRAMS & SERVICES

Liability (Continued)

Other Program Measures (Continued)

| | Actual | Budget | Projected | Proposed |
|--|----------|----------|-----------|----------|
| | FY 2016 | FY 2017 | FY 2017 | FY 2018 |
| Claims closed ratio (within 11 months of filing) | 84% | 84% | 82% | 83% |
| Reported fleet collisions | 106 | 86 | 100 | 96 |
| Fleet claims/fleet collision ratio | 20% | 21% | 20% | 14% |
| Preventable collision costs | \$31,308 | \$32,097 | \$30,000 | \$30,262 |
| Site visits conducted | 92 | 93 | 90 | 95 |
| Incident reports completed | 72 | 145 | 70 | 116 |
| Restitution claims initiated (current fiscal year) | N/A | 67 | 70 | 67 |

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FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Overall participation in OSHA mandated training classes increased for the second consecutive year.

Occupational Safety and Health

(Program No. 1463)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Coordinate monthly Illness and Injury Prevention Program training calendar.
- Complete Annual Facility Safety Audit by March 31, 2018.
- Post Cal/OSHA Log 300A electronically by February 1, 2018.

Financial and Staffing Information

| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|---------------------------------------|-------------------|--------------------|----------------------|---------------------|---------------------|
| Authorized Positions | 1.10 | 1.10 | 1.10 | 1.10 | 1.10 |
| Hourly Employee Hours | 0 | 0 | 0 | 0 | 0 |
| Revenues | | | | | |
| OSH Premiums | \$ 231,057 | \$ 251,864 | \$ 251,864 | \$ 260,000 | \$ 270,000 |
| Total Revenue | 231,057 | 251,864 | 251,864 | 260,000 | 270,000 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 126,108 | \$ 136,263 | \$ 136,363 | \$ 142,598 | \$ 146,834 |
| Supplies and Services | 60,083 | 115,051 | 77,830 | 115,668 | 115,938 |
| Transfers Out | - | 165 | 165 | - | - |
| Total Expenditures | \$ 186,191 | \$ 251,479 | \$ 214,358 | \$ 258,266 | \$ 262,772 |
| Addition to (Use of) Reserves | \$ 44,866 | \$ 385 | \$ 37,506 | \$ 1,734 | \$ 7,228 |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Ensure the number of occupational injuries at the level do not exceed the 5 year average. | | | | |
| Occupational injury claims filed | 152 | 134 | 142 | 138 |
| 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 | 67% | 60% | 67% | 67% |
| Ensure compliance with State and Federal OSHA mandates. | | | | |
| Percent compliance with State and Federal OSHA mandates | 100% | 100% | 100% | 100% |

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
| Lost work days due to occupational injuries | 3,214 | 1,021 | 2,736 | 1,861 |
| IIPP training sessions conducted | 391 | 126 | 400 | 227 |
| Employees attending Injury Illness Prevention Program training sessions | 6,860 | 2,283 | 6,800 | 3,933 |

FINANCE PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Executed a 20 year Agreement with the County for the Resource Recovery Project.

Solid Waste (Program No. 1471)

Mission Statement

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

Program Activities

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




Project Objectives for Fiscal Year 2018

- ✔ Conduct the Spirit of Service Awards.
- ✔ Hold two electronic waste collection events.
- ✔ Evaluate and expand comprehensive mixed recycling programs at three City facilities.
- ✔ Monitor compliance of retailers that are subject to the Single Use Bag ordinance and take appropriate enforcement action.
- ✔ Actively promote the revised Waste Enclosure Guidelines to architects, developers, and building industry stakeholders to facilitate its consistent and widespread use throughout the development process.
- Explore options for reducing per-customer household hazardous waste disposal costs.

Financial and Staffing Information
















| | Actual FY 2016 | Amended FY 2017 | Projected FY 2017 | Proposed FY 2018 | Proposed FY 2019 |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Authorized Positions | 8.00 | 8.15 | 8.15 | 8.21 | 8.21 |
| Hourly Employee Hours | 877 | 905 | 213 | 837 | 783 |
| Revenues | | | | | |
| Donations | \$ 81,184 | \$ 82,742 | \$ 82,742 | \$ 84,149 | \$ 85,579 |
| Fees and Service Charges | 20,459,566 | 20,794,268 | 20,881,626 | 22,930,056 | 25,351,111 |
| Interest Income | 25,869 | 22,300 | 27,800 | 30,300 | 31,400 |
| Intergovernmental | 391,486 | 202,685 | 23,251 | 202,685 | 202,685 |
| Other Revenue | 150,903 | 156,654 | 153,461 | 149,444 | 151,976 |
| Total Revenue | \$ 21,109,008 | \$ 21,258,649 | \$ 21,168,880 | \$ 23,396,634 | \$ 25,822,751 |
| Expenditures | | | | | |
| Salaries and Benefits | \$ 784,445 | \$ 1,025,756 | \$ 884,384 | \$ 1,050,890 | \$ 1,087,061 |
| Supplies and Services | 18,858,773 | 19,478,661 | 19,455,989 | 21,473,837 | 23,842,823 |
| Special Projects | 578,699 | 914,540 | 887,200 | 1,018,195 | 1,018,095 |
| Appropriated Reserve | - | 21,300 | - | 21,300 | 21,300 |
| Non-Capital Equipment | 116,016 | 154,380 | 80,500 | 154,380 | 154,380 |
| Transfers Out | 50,000 | 51,481 | 51,481 | 50,000 | 134,000 |
| Total Expenditures | \$ 20,387,933 | \$ 21,646,118 | \$ 21,359,554 | \$ 23,768,602 | \$ 26,257,659 |
| Addition to (Use of) Reserves | \$ 721,075 | \$ (387,469) | \$ (190,674) | \$ (371,968) | \$ (434,908) |

Measurable Objectives for Fiscal Year 2018

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|---|-------------------|-------------------|----------------------|---------------------|
|  Meet with 200 new and existing business clients to establish or to maintain onsite diversion programs. | | | | |
| Business contacts made to establish or to maintain onsite diversion programs | 531 | 200 | 200 | 200 |
|  Respond to 98% of code enforcement calls within one business day. | | | | |
| Percent of code enforcement calls responded to within one business day | 98% | 98% | 80% | 80% |
|  Divert from landfill disposal, a minimum of 3,200 tons of source-separated food scraps on an annual basis. | | | | |
| Tons of Source-Separated Food Scraps | 3,207 | 3,200 | 3,200 | 3,200 |

Solid Waste (Program No. 1471)

Other Program Measures

| | Actual FY 2016 | Budget FY 2017 | Projected FY 2017 | Proposed FY 2018 |
|--|-------------------|-------------------|----------------------|---------------------|
|  Tons of solid waste disposed of at Tajiguas Landfill | 90,603 | 90,000 | 90,000 | 90,000 |
|  Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only) | 20,488 | 19,000 | 19,000 | 19,000 |
|  Mixed recyclables diverted from Tajiguas Landfill as a percentage of trash (franchise only) | 31.8% | 31.0% | 31.0% | 31.0% |
|  Tons of greenwaste diverted from the Tajiguas Landfill (franchise only) | 13,600 | 13,300 | 13,300 | 13,300 |
|  Greenwaste diverted from Tajiguas Landfill as a percentage of trash disposed (franchise only) | 25.0% | 24.0% | 24.0% | 24.0% |
|  Tons of foodscraps diverted from Tajiguas Landfill | 3,237 | 3,300 | 3,200 | 3,200 |
|  Hauler service complaints reported to MarBorg | 1440 | 1400 | 1400 | 1400 |
|  Number of calls handled by Code Enforcement staff | 229 | 200 | 244 | 250 |
|  Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste, and/or foodscraps | 22.8% | 23.0% | 23.0% | 25.0% |
|  Percent of single-family residential accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste | 79.5% | 79.0% | 79.0% | 80.0% |
|  Percent of multi-unit residential account with 2/3 or more of monthly trash service dedicated to recycling and greenwaste | 24.0% | 24.0% | 24.0% | 25.0% |
|  Percent of buildings and facilities owned, operated, or controlled by the City with 2/3 or more of monthly trash service dedicated to recycling, greenwaste, or foodscraps | 15.0% | 16.0% | 16.0% | 18.0% |
|  Pounds of household hazardous waste collected at the City ABOP and UCSB facility (less electronic waste) | 340,222 | 322,870 | 322,870 | 325,000 |
|  Pounds of electronics waste collected at City-sponsored events and In-City collection | 348,051 | 270,644 | 270,644 | 270,000 |
|  Development projects reviewed | 161 | 100 | 150 | 150 |