

Finance

FY18 Actual FY19 Actual FY20 Projection FY20 Target FY21 Target

Long-Term Issue - Financial Management and Information

Increasing customer needs for timely information, financial management services and higher levels of accountability and transparency if not addressed may result in increased costs, reduced city services, difficulty in maintaining compliance with laws and regulations, lost revenue, and reduced credibility with customers and stakeholders.

Strategies to address the Long-Term Issue

- Provide more proactive communication, such as newsletters and training.
- Work with customers in departments to identify their financial information and service needs and develop the resources and services identified.
- Clarify and improve financial policies and ensure they are easily accessible and effectively communicated to departments.
- Refine and maximize use of technology to streamline processes for staff and customers.
- Focus on staff development and morale through succession planning and internal training.
- Develop transparency plan to provide the public with easily accessible financial information.

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, 93% of customers will report they are satisfied with the financial services received to manage operations.

304	% of customers reporting they are satisfied with the financial services received to manage their operations	91%	89%	89%	90%	90%
-----	---	-----	-----	-----	-----	-----

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, 95% of customers will report they are satisfied with financial information and reports.

305	% of customers reporting they are satisfied with financial information and reports	93%	92%	92%	90%	92%
-----	--	-----	-----	-----	-----	-----



Finance

FY18 Actual FY19 Actual FY20 Projection FY20 Target FY21 Target

Long-Term Issue - Sustainable Financial Model

Increasing costs, limited revenue raising flexibility, growing future liabilities, and higher demands for City services if not addressed will result in increased use of debt, increasingly unsustainable levels of service, and a focus on immediate needs at the expense of long-term goals.

Strategies to address the Long-Term Issue

- Contributions for the Employee Retirement System will be budgeted at the Actuarial Determined Contribution (ADC) rate.
- Develop a funding plan for maintenance, operating, and capital replacement of MAPS and bond projects.
- Develop a funding plan for public safety and transit fleet replacement.
- Continue funding and cost management to address the long-term liability of retiree health insurance (OPEB).
- Prepare and manage the General Fund budget to maintain appropriate reserve levels and control personnel cost levels.
- Pursue legislative changes to expand the sales tax base, provide revenue diversification and use of property tax.

Strategic Result(s) to measure annual progress on Long-Term Issue

The City will maintain the ratings on G.O. bonds at the highest level.

306	 General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
-----	---	-----------	-----------	-----------	-----------	-----------

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, personnel related costs will remain at or below 70% of total operating costs.

307	% of total operating expenses for payroll expenses	70.25%	70.28%	69.64%	70.00%	70.00%
-----	--	--------	--------	--------	--------	--------

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, General Fund unbudgeted reserves will be maintained in the range of 14-20% of General Fund budget.

308	 % of general fund budget maintained in unbudgeted reserve	18.58%	21.66%	20.63%	20.00%	20.00%
-----	---	--------	--------	--------	--------	--------

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, long-term liabilities will be funded at the following levels:

- 100% for Employee Retirement System (ERS)
- 20% for retiree health insurance, also known as Other Post Employment Benefits (OPEB)

309	% of Employee Retirement System (ERS) liability funded	105%	104%	100%	100%	100%
-----	--	------	------	------	------	------

310	% of Other Post Employment Benefits (OPEB) liability funded	8.58%	12.10%	13.21%	12.22%	13.31%
-----	---	-------	--------	--------	--------	--------



Finance

FY18 Actual FY19 Actual FY20 Projection FY20 Target FY21 Target

Long-Term Issue - Sustainable Financial Model

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, property insurance reserves will be funded at two times the deductible.

311	# of deductibles funded by property insurance reserves	1.74	1.60	1.60	2.00	2.00
-----	--	------	------	------	------	------

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, the percentage of General Fund revenue from sales tax will be below 50% due to greater diversification of revenue sources.

312	 % of General Fund revenue from Sales Tax	54%	55%	58%	56%	56%
-----	--	-----	-----	-----	-----	-----

Long-Term Issue - Safety

A continued need to promote a workplace safety culture within the City, if not addressed, will result in a high risk of employee injuries and reduced resources available to provide City services.

Strategies to address the Long-Term Issue

- Continue to provide useful and accurate Workers' Compensation and On the Job Injury (OJI) reports to Departments and assist in analyzing their workplace injury experience.
- Provide safety consultation services to Departments.
- Train managers in the essential elements of an Occupational Safety Program.
- Coordinate safety training for all City employees, employing both internal and external resources.
- Maintain a City-wide Safety Advisory Committee to make recommendations for improving the City's safety culture.
- Continue proactive claims management services.
- Implement a safety recognition program.
- Implement a city-wide return to work program.
- Ensure every department has an injury/illness prevention plan.

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, a culture of safety will be reflected by:




- The City injury rate will be at or below 7 injuries per 100 employees.
- 100% of employees will receive quarterly safety training.

313	# of injuries per 100 employees	9.18	8.41	8.41	8.00	8.00
-----	---------------------------------	------	------	------	------	------

314	% of employees that receive quarterly safety training	N/A	N/A	N/A	100%	100%
-----	---	-----	-----	-----	------	------









Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
315	 % of key measures and strategic results achieved	78%	79%	75%	75%	75%
316	% of customers reporting they are satisfied with financial information and reports	93%	92%	92%	90%	92%
317	% of customers reporting they are satisfied with the financial services received to manage their operations	91%	89%	89%	90%	90%
318	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	96%	96%	88%	101%
319	% of performance evaluations completed by the review date	73%	78%	86%	95%	95%
320	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	100%	95%	95%
321	# of full-time employees supported	76	79	80	88	83
322	Dollar amount of operating expenditures managed	15,237,055	20,988,564	18,297,395	22,320,511	21,973,118
Accounting and Financial Reporting - Accounting Systems						
323	 % of accounting system support requests resolved within 3 working days	96.24%	97.05%	97.56%	96.50%	98.41%
324	% of total capital assets that are in balance	93.98%	98.61%	96.41%	97.22%	100.00%
325	# of accounting system support requests resolved	1,907	1,853	1,785	1,848	1,750
326	# of accounting system support requests received	1,914	1,864	1,794	1,800	1,765
Accounting and Financial Reporting - Financial Reporting						
327	 % of financial reports issued on time	95.00%	95.64%	90.92%	95.61%	100.00%
328	% of bank reconciliations completed on time	97.75%	99.34%	99.68%	100.00%	100.00%
329	% of customers who report they are satisfied with the financial information available to make decisions	81%	87%	87%	90%	92%
330	# of bank reconciliations completed	1,999	1,963	1,978	2,040	2,000
331	# of financial reports issued	228	263	219	218	192



Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Accounting and Financial Reporting - Payroll						
332	 % of employee payments processed accurately and on time	100%	100%	100%	100%	100%
333	% of payroll-related vendor payments processed accurately and on time	100%	100%	100%	100%	100%
334	# of employee payments processed	143,781	145,744	145,447	147,670	147,670
335	# of payroll corrections processed	N/A	365	664	360	360
336	# of payroll-related vendor payments processed	3,612	3,491	2,939	2,800	2,800
337	# of retroactive checks processed	N/A	110	398	200	150
Financial Planning and Management - Debt Management						
338	  General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
339	# of bond issues outstanding	42	45	45	46	47
340	\$ of debt outstanding	1,848,492,042	1,848,492,042	1,848,492,042	1,950,000,000	1,950,000,000
341	Debt per capita	2,797	N/A	N/A	2,850	2,850
Financial Planning and Management - Energy Management						
342	% change in energy consumption from previous fiscal year	-4%	3%	-10%	0%	0%
343	 Total energy usage for City operations (MMBTU)	1,753,629	1,805,279	1,624,661	1,464,472	1,464,472
344	# of energy efficiency projects completed	0	1	1	3	3
345	# of energy efficiency projects in progress	1	4	9	2	2
346	# of utility accounts managed	2,395	2,534	2,515	2,506	2,506
347	# of utility bills paid through PeopleSoft interface	N/A	2,401	4,103	6,540	6,540
348	# of utility bills processed	15,159	18,806	15,641	18,400	18,400
Financial Planning and Management - Management and Budget						
349	 % of customers who report they are satisfied with the budget services and information provided to manage operations	92%	88%	89%	90%	90%
350	% of Employee Retirement System (ERS) liability funded	105%	104%	100%	100%	100%
351	 % of general fund budget maintained in unbudgeted reserve	18.58%	21.66%	25.52%	20.00%	20.00%






Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Financial Planning and Management - Management and Budget						
352	💰 % of General Fund revenue from Sales Tax	54%	55%	28%	56%	56%
353	% of Other Post Employment Benefits (OPEB) liability funded	8.58%	12.10%	13.21%	12.22%	13.31%
354	% of total operating expenses for payroll expenses	70.25%	70.28%	68.25%	70.00%	70.00%
355	City budget dollars managed	1,377,386,318	1,563,885,866	1,554,632,069	1,563,885,866	1,563,885,866
Financial Planning and Management - Performance Management						
356	👤🔑 % of citizens satisfied with City services	57%	62%	62%	67%	67%
357	% of data entered on time	74%	94%	77%	95%	95%
358	# of measures managed	2,916	2,945	3,063	3,000	3,000
359	# of performance data certifications performed	11	22	22	80	80
Purchasing and Payment Processing - Payment Processing						
360	🔑 % of vendor payments made in 30 calendar days or less from invoice date	92%	91%	89%	91%	97%
361	# of vendor payments processed	90,172	83,884	82,637	90,911	85,000
Purchasing and Payment Processing - Purchasing						
362	🔑 % of purchase orders approved within four (4) hours	96%	97%	98%	98%	98%
363	🔑 % of purchasing contracts approved on time	96%	93%	97%	95%	95%
364	% of purchase orders encumbered after invoice date	N/A	10%	9%	10%	10%
365	% of purchases under \$5,000 made with the purchasing card	90%	89%	90%	90%	90%
366	# of employees trained	298	292	346	300	300
367	# of purchasing contracts approved	623	630	659	654	654
Revenue Management - Revenue Enforcement						
368	\$ of delinquent revenue collected per revenue enforcement activity completed (12 month rolling average)	1,515	2,856	4,504	1,700	1,700
369	\$ of independent audit revenue per \$ of independent audit expense	1	5	2	4	3
370	🔑 \$ of delinquent and noncompliant revenues collected	663,708	1,339,632	1,207,690	900,000	900,000



Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Revenue Management - Treasury						
371	 % of portfolio yield compared to the 0-3 year US Treasury Index benchmark	98%	102%	109%	100%	100%
372	% of City and Trust revenue recorded through Treasury within 2 business days	92.62%	95.05%	95.53%	90.00%	92.00%
373	% of customers who are satisfied with banking services provided by the Treasury division	94%	94%	94%	94%	94%
374	# of assessment districts invoiced	2,955	2,015	2,784	2,090	2,900
375	\$ of City and Trust revenue recorded by Treasury	1,242,289,495	1,284,391,953	1,252,793,336	1,240,000,000	1,178,000,000
Risk Management - Insurance						
376	 % of property losses per premium paid	0.00%	0.00%	0.00%	0.00%	0.00%
377	# of deductibles funded by property insurance reserves	1.74	1.60	1.60	2.00	2.00
378	\$ amount of property losses	918,660	3,260	189,404	400,000	400,000
379	Total value of City property insured (total insured value-TIV)	3,418,342,024	3,418,342,024	3,418,342,024	3,400,000,000	3,400,000,000
380	# of property claims	N/A	0	N/A	N/A	N/A
Risk Management - Workers' Compensation and Workplace Safety						
381	 Estimated Cost per Claim	5,960.39	1,349.93	60,928.39	6,000.00	6,000.00
382	# of injuries per 100 employees	9.18	8.41	8.41	8.00	8.00
383	% of employees that receive quarterly safety training	N/A	N/A	N/A	100%	100%
384	# of training courses offered	N/A	56	147	24	24
385	# of work days lost due to OJI	11,504	11,371	15,908	9,500	9,500
386	\$ Total for workers' compensation	12,868,953.32	14,148,130.57	25,842,555.64	13,150,000.00	13,150,000.00
387	# of OJI claims filed	590	200	68	680	680
388	\$ of administrative expenditure per closed OJI claim	N/A	8,236.38	13,681.31	2,400.00	2,400.00

