

# Finance

FY16 Actual    FY17 Projection    FY17 Target    FY18 Target

## Long-Term Issue - Financial Management and Information

*Increasing customer needs for 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.

### 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.*

385	% of customers reporting they are satisfied with the financial services received to manage their operations	83%	89%	90%	90%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, 93% of customers will report they are satisfied with financial information and reports.*

386	% of customers reporting they are satisfied with financial information and reports	85%	94%	90%	90%
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## 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 for pay-as-you go capital funding.

### 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.*

387	 General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
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### 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.*

388	% of total operating expenses for payroll expenses	68.01%	69.53%	67.00%	67.00%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, General Fund unbudgeted reserves will be maintained in the range of 8-15% of General Fund budget.*

389	 % of general fund budget maintained in unbudgeted reserve	14.80%	14.02%	15.00%	15.00%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*By 2020, 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)

390	% of Employee Retirement System (ERS) liability funded	105%	105%	100%	100%
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391	% of Other Post Employment Benefits (OPEB) liability funded	7.17%	8.93%	7.00%	9.00%
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<b>Long-Term Issue - Sustainable Financial Model</b>					
<b>Strategic Result(s) to measure annual progress on Long-Term Issue</b>					
<i>By 2020, property insurance reserves will be funded at two times the deductible.</i>					
392	# of deductibles funded by property insurance reserves	N/A	2.11	2.00	2.00
<b>Strategic Result(s) to measure annual progress on Long-Term Issue</b>					
<i>By 2020, the percentage of General Fund revenue from sales tax will be below 50% due to greater diversification of revenue sources.</i>					
393	 % of General Fund revenue from Sales Tax	N/A	53%	50%	52%
<b>Long-Term Issue - Safety</b>					
<i>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.</i>					
<b>Strategies to address the Long-Term Issue</b>					
<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Provide safety consultation services to Departments.</li> <li>▪ Train managers in the essential elements of an Occupational Safety Program.</li> <li>▪ Coordinate safety training for all City employees, employing both internal and external resources.</li> <li>▪ Maintain a City-wide Safety Advisory Committee to make recommendations for improving the City's safety culture.</li> <li>▪ Continue proactive claims management services.</li> <li>▪ Implement a safety recognition program.</li> <li>▪ Implement a city-wide return to work program.</li> <li>▪ Ensure every department has an injury/illness prevention plan.</li> </ul>					
<b>Strategic Result(s) to measure annual progress on Long-Term Issue</b>					
<i>By 2020, a culture of safety will be reflected by:</i>					
<ul style="list-style-type: none"> <li>▪ Workers' Compensation claims costs will be less than \$25 per \$1,000 of payroll expense.</li> <li>▪ The City injury rate will be at or below 7 injuries per 100 employees.</li> <li>▪ 100% of employees will receive quarterly safety training.</li> </ul>					
394	\$ per \$1,000 of payroll expense for Workers Compensation claim costs	31.96	26.68	32.20	26.86










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<b>Long-Term Issue - Safety</b>					
395	# of injuries per 100 employees	9.19	9.19	8.00	8.00
396	% of employees that receive quarterly safety training	N/A	N/A	N/A	N/A
<b>Administrative - Executive Leadership</b>					
397	 % of key measures achieved	62%	62%	75%	75%
398	% of customers reporting they are satisfied with financial information and reports	85%	94%	90%	90%
399	% of customers reporting they are satisfied with the financial services received to manage their operations	83%	89%	90%	90%
400	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	100%	100%	100%
401	% of performance evaluations completed by the review date	81%	88%	95%	95%
402	% of terminations submitted to the Personnel Department within 3 days of the termination date	60%	95%	95%	95%
403	# of full-time employees supported	90	78	85	82
404	Dollar amount of operating expenditures managed	25,888,235	21,804,002	23,553,726	23,361,923
<b>Accounting and Financial Reporting - Accounting Systems</b>					
405	 % of accounting system support requests resolved within 3 working days	94.99%	92.61%	82.67%	82.67%
406	% of total capital assets that are in balance	93.75%	94.47%	97.22%	97.22%
407	# of accounting system support requests resolved	2,322	2,320	2,400	2,400
408	# of accounting system support requests received	2,395	2,357	2,400	2,400
<b>Accounting and Financial Reporting - Financial Reporting</b>					
409	 % of financial reports issued on time	90.31%	92.13%	83.33%	83.33%
410	% of bank reconciliations completed on time	99.82%	99.98%	100.00%	100.00%
411	% of customers who report they are satisfied with the financial information available to make decisions	79%	79%	85%	85%
412	# of bank reconciliations completed	2,195	2,051	2,076	2,076
413	# of financial reports issued	289	274	250	250








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<b>Accounting and Financial Reporting - Payroll</b>					
414	 % of employee payments processed accurately and on time	100%	100%	100%	100%
415	% of payroll-related vendor payments processed accurately and on time	100%	100%	100%	100%
416	# of employee payments processed	149,447	155,947	147,670	147,670
417	# of payroll adjustments prepared	N/A	616	624	420
418	# of payroll-related vendor payments processed	4,020	4,251	4,094	4,094
<b>Financial Planning and Management - Debt Management</b>					
419	  General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
420	Debt per capita	2,336	2,169	2,406	2,406
421	# of bond issues outstanding	39	39	49	49
422	\$ of debt outstanding	1,497,674,863	1,417,113,979	1,492,000,000	1,492,000,000
<b>Financial Planning and Management - Energy Management</b>					
423	% change in energy consumption from previous fiscal year	-21%	0%	0%	0%
424	 Total energy usage for City operations (MMBTU)	1,340,033	1,468,023	1,271,418	1,464,472
425	# of energy efficiency projects completed	1	0	3	3
426	# of energy efficiency projects in progress	2	2	2	2
427	# of utility accounts (meters) managed	2,061	2,092	2,158	2,158
428	# of utility bills processed	15,671	14,212	15,993	15,993
<b>Financial Planning and Management - Management and Budget</b>					
429	 % of customers who report they are satisfied with the budget services and information provided to manage operations	85%	91%	90%	90%
430	% of Employee Retirement System (ERS) liability funded	105%	105%	100%	100%
431	 % of general fund budget maintained in unbudgeted reserve	14.80%	14.02%	15.00%	15.00%
432	 % of General Fund revenue from Sales Tax	N/A	53%	50%	52%
433	% of Other Post Employment Benefits (OPEB) liability funded	7.17%	8.93%	7.00%	9.00%
434	% of total operating expenses for payroll expenses	68.01%	69.53%	67.00%	67.00%





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<b>Financial Planning and Management - Management and Budget</b>					
435	City budget dollars managed	1,248,141,657	1,263,833,605	1,200,000,000	1,250,000,000
436	City budget dollars requested	1,288,767,902	1,288,767,902	1,250,000,000	1,255,000,000
<b>Financial Planning and Management - Performance Management</b>					
437	 % of citizens satisfied with City services	67%	57%	71%	71%
438	% of data entered on time	75%	77%	95%	95%
439	# of measures managed	2,744	2,902	2,700	2,900
440	# of performance data certifications performed	0	71	80	80
<b>Purchasing and Payment Processing - Payment Processing</b>					
441	 % of vendor payments made in 30 calendar days or less from invoice date	89%	90%	89%	89%
442	# of vendor payments processed	104,386	96,142	100,512	100,512
443	\$ expenditure per vendor payment processed	7.21	7.51	7.49	7.49
<b>Purchasing and Payment Processing - Purchasing</b>					
444	 % of requisitions approved within four (4) hours	55%	81%	98%	98%
445	% of purchase orders encumbered after invoice date	14%	16%	10%	10%
446	% of purchases under \$5,000 made with the purchasing card	N/A	89%	90%	90%
447	% of purchasing contracts approved on time	90%	97%	90%	90%
448	# of employees trained	380	338	300	300
449	# of purchasing contracts approved	633	657	750	750
<b>Revenue Management - Revenue Enforcement</b>					
450	\$ of delinquent revenue collected per revenue enforcement activity completed (12 month rolling average)	1,286	1,246	1,700	1,700
451	\$ of independent audit revenue per \$ of independent audit expense	9	2	4	4
452	 \$ of delinquent and noncompliant revenues collected	790,708	530,962	900,000	900,000
<b>Revenue Management - Treasury</b>					
453	 % of portfolio yield compared to the 0-3 year US Treasury Index benchmark	100%	102%	100%	100%



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<b>Revenue Management - Treasury</b>					
454	% of City and Trust revenue recorded through Treasury within 2 business days	84.22%	86.52%	80.51%	82.00%
455	% of customers who are satisfied with banking services provided by the Treasury division	85%	89%	80%	84%
456	# of assessment district invoices issued	3,579	5,117	3,210	3,500
457	\$ of City and Trust revenue recorded by Treasury	1,140,660,991	1,055,903,183	1,160,899,678	1,140,000,000
<b>Risk Management - Insurance</b>					
458	 % of property losses per premium paid	0.00%	0.00%	0.00%	0.00%
459	# of deductibles funded by property insurance reserves	N/A	2.11	2.00	2.00
460	\$ amount of property claim losses	N/A	513,225	400,000	400,000
461	Total value of City property insured (total insured value-TIV)	2,824,944,304	3,371,694,034	2,900,000,000	3,400,000,000
<b>Risk Management - Workers' Compensation and Workplace Safety</b>					
462	 Estimated Cost per Claim	6,094.46	7,900.12	6,911.76	6,911.76
463	# of injuries per 100 employees	9.19	9.19	8.00	8.00
464	\$ per \$1,000 of payroll expense for Workers Compensation claim costs	31.96	26.68	32.20	26.86
465	% of employees that receive quarterly safety training	N/A	N/A	N/A	N/A
466	# of work days lost due to OJI	9,543	12,034	9,500	9,500
467	\$ Total expense for workers' compensation	13,284,073.13	12,286,413.92	13,150,000.00	13,150,000.00
468	# of employees that receive quarterly safety training	N/A	N/A	N/A	N/A
469	# of OJI claims filed	618	633	680	680
470	\$ of administrative expenditure per closed OJI claim	2,030.32	1,819.53	2,400.00	2,400.00

