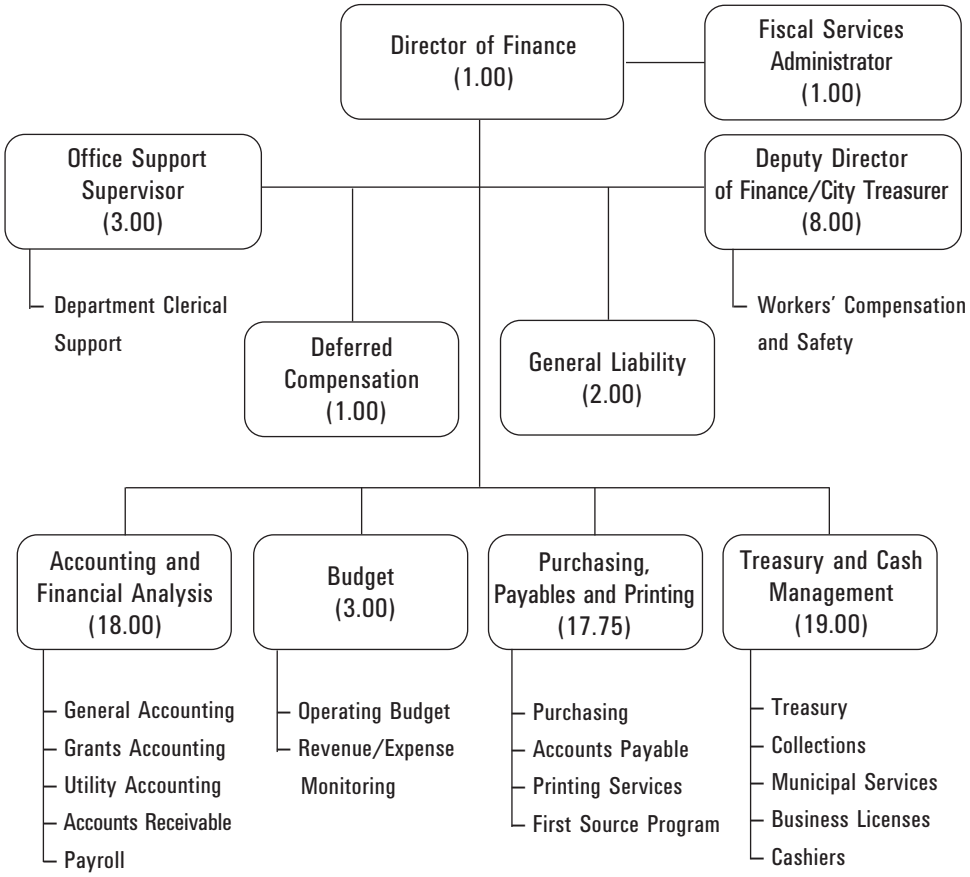
Finance

Butterfly Garden
Hastings Branch Library

CITY OF PASADENA

FINANCE



MISSION STATEMENT

The mission of the Department of Finance is to develop and monitor fiscal policies and procedures that ensure a financially strong and effective city government and maintains the financial integrity of the City and its affiliated agencies. Being responsible for the overall financial and accounting management of the City, the department ensures adherence to generally accepted accounting principles and ensures appropriate internal controls are in place to safeguard City assets.

PROGRAM DESCRIPTION

The department plays a key role in every financial transaction of the City ranging from cash handling to debt management and from financial forecasting to budgetary controls. Services provided by the department include fiscal oversight, accounting and analysis, debt management, investments, purchasing, budgeting, cash management, cashiering, collections, accounts receivable, accounts payable, payroll, workers' compensation, general liability, safety, printing services, management analysis, and internal auditing.

The department performs the following services:

- Monitors and reports the fiscal well-being of the City to the public, the City Council, and to executive management;
- Provides staff support to the City Council Finance Committee;
- Coordinates the City's long-range financial planning and debt administration;
- Performs financial audits and other audits, as necessary, to maintain adequate systems of internal control;
- Prepares and oversees the City's Operating Budget;
- Updates and monitors the General Fund Five-Year Financial Plan;
- Provides procurement, accounts payable, and printing services for the City;
- Maintains the City's vendor list and serves as a resource for bid notifications and outreach for City departments including outreach for viable local economic opportunities;
- Promotes the local economy by identifying local purchasing, contracting, and hiring opportunities;
- Provides prudent investment management of the City's pooled portfolio, Capital Endowment Portfolio, Stranded Investment Reserve Fund, the former Pasadena Community Development Commission (PCDC), and segregated smaller portfolios, as well as investments held with trustees;
- Manages the bonded indebtedness for the General Fund, Water and Power Department, Successor Agency to the PCDC, and other City debt for a total of 39 financing issues with original face amounts of approximately $1.24 billion and current outstanding bonds of $944.8 million, with reserve funds of $60.9 million as of December 31, 2013;
- Performs lead role in issuing municipal bonds;
- Provides financial analysis and planning, actuarial analysis and cash flows relating to the funding of the Fire and Police Retirement System and SB481;
- Provides financial management services to the Successor Agency to the PCDC to effectuate the elimination of redevelopment activities per state law;
- Provides citywide cashiering services, processing of utility payments, monitoring of billing, renewing, collecting, processing, investigating and issuance of over 16,000 business licenses with an average annual revenue of $5.2 million;
- Collects and administers delinquent accounts for the City including civil citations, paramedic accounts, utility accounts, code enforcement citations, special taxes, district assessment fees, non-sufficient fund returned checks, and other miscellaneous accounts;

- Collects, analyzes, records, and reports financial transactions of the City in accordance with applicable accounting, City, and other governmental requirements, standards, and guidelines;
- Bills and collects grants and other miscellaneous City revenues;
- Performs billing and receivables management for false alarms, utility users' tax, franchise tax, transient occupancy tax, zoning parking contracts, occupancy inspections, grants, housing, benefits, and property damage;
- Manages payroll processing;
- Coordinates the external audit of City financial statements and prepares the City's Comprehensive Annual Financial Report (CAFR), develops and prepares periodic financial reports for management, conducts grants-related fiscal monitoring, coordinates audits by federal and state granting agencies, and prepares other required governmental reports;
- Provides efficient dispute resolution for injured workers and employees by administering both formal adjudication and informal dispute resolution services. Collects statistical information regarding workplace injuries in the City;
- Administers workplace standards and workers' compensation laws through education, mediation, adjudication, and enforcement to promote a safe working environment for employees; to foster cooperative relationships between labor and management; and to ensure fair compensation;
- Provides ongoing health and safety activities including encouraging safety committee participation, providing health and safety education and training, and reviewing and updating workplace safety regulations;
- Investigates an average of 270 liability claims per year for damages, determines City's liability, and adjusts and settles claims within the authority of the Pasadena Municipal Code;
- Manages the City's property and casualty insurance broker and identifies and renews property and casualty insurance coverage for the City for insurable value in excess of $1.3 billion;
- Provides internal support services to City departments for contract review for risk transfer, risk reduction, and mitigation of loss.
- Administers the City's Workers' Compensation and Safety programs and identifies loss trends and develops safety training and other loss control and mitigation measures.

DEPARTMENTAL RELATIONSHIP TO CITY COUNCIL GOALS

Support and Promote the Quality of Life and the Local Economy:

The department works closely with City departments to provide financial and economic data related to the City. The department analyzes proposals and assists in the preparation of economic development agreements, works with the City's Business Improvement Districts to ensure the proper collection of annual assessments, and serves as a resource to the Pasadena business community. The department participates in developing financing plans for major City projects and works closely with the Pasadena Center Operating Company and the Rose Bowl Operating Company to develop financing plans for major improvements.

Maintain Fiscal Responsibility and Stability:

The department continually searches for ways to improve City services while reducing costs. The department is taking the lead with updating the City's financial system to enhance financial information delivery. The business license system streamlines the processing of business license accounts and enhances customer service. The Purchasing Card Program allows departments to quickly procure items and reduces unnecessary paperwork and allows vendors to receive more timely payments.

The department developed numerous financial plans for major City funds to provide the City Council with a long-range financial picture of the fiscal solvency of these funds. These documents are

refined on a quarterly basis to serve as an important planning tool for monetary decisions. Additionally, purchasing policies have been implemented to achieve urban sustainability as promoted by the United Nations Green Cities Declaration and Urban Environmental Accords, beginning with the purchase of alternative fuel vehicles, paper with higher content recycled matter, green light bulbs, and janitorial supplies that are free of toxins.

FISCAL YEAR 2014 ACCOMPLISHMENTS

- Received Certificate of Achievement for Excellence in Financial Reporting by the Government Financial Officers Association (GFOA) for the CAFR for the fiscal year ended June 30, 2013;
- Completed cash handling (citywide and Human Services and Recreation) and purchase card review by external auditors
- Completed audits of Workers' Compensation Program, Housing Loan Program, Concord Senior Housing Program, Parking Operations, Transient Occupancy Tax (TOT), and Contracts;
- Prepared and presented to the City Council the FY 2015 Operating Budget for adoption;
- Maintained a current General Obligation Bond rating of AAA, the highest rating given by Standard and Poor's, and AA+ by Fitch rating agencies;
- Received for FY 2014 budget the Distinguished Budget Presentation Award from the Government Finance Officers' Association and the Excellence in Operating Budgets award from the California Society of Municipal Finance Officers;
- Through Pasadena First Buy Local, affected over $3.5 million and 352 jobs in local hiring on multiple private development and public projects which includes over $2.4 million and 241 jobs in local hiring on the Rose Bowl project and subcontracted and procured over $10.7 million for a total of $13.1 million in local benefit on the Rose Bowl project;
- Reduced the number of printed checks by Accounts Payable and increased efficiencies by expanding e-payable solutions and electronic invoice tracking;
- Continued to invest approximately $575 million as of December 31, 2013 in accordance with the City's investment policy and strategy and achieved competitive returns on City's investment portfolio;
- Continued to implement the home-based business audit program by sharing data with the State Franchise Tax Board;
- Continued to implement AB990 Business License Tax audit program with the State Board of Equalization;
- Successfully reported required annual continuing disclosure reports to the investment community and information disseminating agents; assisted on activities related to the dissolution of PCDC;
- Conducted an off-site strategic planning session to develop an action plan for addressing improvement areas;
- Collaborated with Workers' Compensation's Third Party Administrator to develop improved reports for increasing the effectiveness of the City Workers' Compensation program;
- Secured new City broker of record for liability and property insurance to help improve processes and realize savings on premium costs;
- Completed a Request for Proposal for the City's actuarial services for Liability and Workers' Compensation programs;
- Completed actuarial review for Liability and Workers' Compensation program;
- Completed actuarial review for OPEB/GASB 45;
- Developed a departmental monthly reporting program for Liability and Workers' Compensation programs;
- Successfully issued the 2013A Electric Revenue Bonds to finance the GT5 repowering project;
- Successfully worked with the owner/developer and trustee in

redeeming outstanding City of Pasadena Community Facility District #1 Bonds;

- Provided cash handling training to various departments throughout the City;
- Participated in the selection and development of the new Enterprise Resource Planning (ERP) system.

FISCAL YEAR 2015 ADOPTED BUDGET

Operating Budget:

The FY 2015 Adopted Budget of $12,834,442 is $397,791 or 3.0 percent lower than the FY 2014 Revised Budget. The year-over-year change is mainly the result of the Parking Citation Section moving to the Department of Transportation for FY 2015.

Personnel:

A total of 73.75 FTEs are included in the FY 2015 Adopted Budget. This amount represents a 4.0 FTE decrease from the FY 2014 Revised Budget as 4.00 FTEs transferred to the Department of Transportation with the Parking Citation Section transfer.

YEAR-OVER-YEAR BUDGET CHANGES

General Fund:

The Parking Citation Section transferred to the Department of Transportation resulting in a $313,702 decrease to Personnel, a decrease to Services and Supplies of $57,290, and a decrease to Internal Services of $126,484, for a total decrease of $497,476. These decreases are offset by the following increases:
Personnel increased $41,911 due to PERS increase.
Services and Supplies increased $44,843 due to a $25,000 increase in Contract Services for the AvidXchange system; an $8,178 increase in Training Costs; a $6,000 increase in Contract Maintenance for Sympro System, and a $5,000 increase in Data Processing for the Business License Data Exchange.
Internal Services cost decreased an additional $25,942 as a result of a decrease in DoIT chargebacks.

Workers' Compensation and Safety Fund:

Service and Supplies increased $21,835 as a result of a $10,000 increase in Consultant Services due to the addition of Threat Assessment consulting services, a $5,100 increase in Photo Copy Machine Maintenance for the new Image IV contract that was previously budgeted in other divisions, and a $4,000 increase in projected dues for State Division of Industrial Relations which is used to administer the statewide Workers Compensation program.

General Liability Fund:

Other Contract Services increased $77,700 due to the addition of $75,000 for Gallagher Insurance Broker Services and $11,000 for Index Claimant Search services offset by a $3,800 decrease in Conferences and Meetings which will be held locally in FY 2015.

Printing Services Fund:

Personnel decreased $43,333 as a result of a decrease in the Workers' Compensation and General Liability allocation.

FUTURE OUTLOOK

The Department of Finance will proactively work with City departments and the affiliated agencies (Pasadena Center Operating Company, Rose Bowl Operating Company, and Pasadena Community Access Corporation) when new projects emerge and major initiatives are undertaken. The department is actively involved in legislation as it impacts local government revenue and finances. As new reporting requirements are introduced by the Governmental Accounting Standards Board (GASB), state laws change, revenues become potentially more unstable, and expenses continue to grow, the need for constant monitoring of the City's financial affairs will increase. Strong fiscal leadership and superior customer service are two key areas of focus in the department. Department employees will continue to attend training offered by the City to enhance their skill set and the department will continually strive to streamline processes to enhance customer service. Additionally, implementation of recommendations from the department's operational audit and its strategic plan will help ensure that the upgrade of the City's financial and human resources systems are effective and efficient.

SUMMARY OF APPROPRIATIONS BY EXPENDITURE CATEGORY ($000)

Expenditure Category	FY2012 Actual	FY2013 Actual	FY2014 Adopted	FY2014 Revised	FY2015 Adopted
Personnel	$7,723	$7,520	$8,205	$8,338	$7,959
Services & Supplies	1,749	1,608	2,008	2,008	2,096
Internal Service Charges	2,371	2,898	2,813	2,813	2,706
Other Expenses	72	72	73	73	73
Finance Total	**$11,915**	**$12,098**	**$13,099**	**$13,232**	**$12,834**

SUMMARY OF APPROPRIATIONS BY DIVISION ($000)

Division	FY2012 Actual	FY2013 Actual	FY2014 Adopted	FY2014 Revised	FY2015 Adopted
Finance Administration	$1,374	$1,137	$1,081	$1,214	$1,242
Accounting & Analysis	2,264	2,468	2,845	2,845	2,842
Budget	898	755	658	658	603
Purchasing, Payables & Printing Services	2,954	2,984	3,129	3,129	2,992
Treasury/Cash Management	2,863	2,835	3,385	3,385	3,011
Workers Compensation & Safety	1,562	1,713	1,672	1,672	1,727
General Liability	0	206	329	329	417
Finance Total	**$11,915**	**$12,098**	**$13,099**	**$13,232**	**$12,834**

SUMMARY OF APPROPRIATIONS BY FUND ($000)

Fund	FY2012 Actual	FY2013 Actual	FY2014 Adopted	FY2014 Revised	FY2015 Adopted
101-General Fund	$8,833	$8,518	$9,255	$9,388	$8,894
106-New Years Day Genl Fund Events	15	7	0	0	0
203-Public Health Fund	0	0	63	63	62
204-Building Services Fund	0	0	71	71	74
219-Housing and Community Devel. Fd	0	65	75	75	72
220-Pasadena Housing Authority Fd	0	25	19	19	19
226-HOPWA Fund	0	2	4	4	4
237-Housing Successor Fund	0	10	9	9	0
238-Other Housing Fund	0	49	38	38	44
301-Project Management Fund	1,638	1,568	0	0	0
504-Benefits and Insurance Fund	0	0	54	54	54
506-Worker's Compensation Fund	1,593	1,713	1,672	1,672	1,728
507-General Liability Fund	0	206	329	329	417
508-Printing Services Fund	1,471	1,503	1,510	1,510	1,466
606-Community Facilities District	3	0	0	0	0
Capital Reconciliation	(1,638)	(1,568)	0	0	0
Finance Total	**$11,915**	**$12,098**	**$13,099**	**$13,232**	**$12,834**

SUMMARY OF FTES BY DIVISION

Division	FY2012 Actual	FY2013 Actual	FY2014 Adopted	FY2014 Revised	FY2015 Adopted
Finance Administration	6.00	5.00	5.00	6.00	6.00
Accounting & Analysis	17.00	17.00	18.00	18.00	18.00
Budget	5.00	3.00	3.00	3.00	3.00
Purchasing, Payables & Printing Services	20.75	20.75	18.75	18.75	17.75
Treasury/Cash Management	23.00	24.00	23.00	23.00	20.00
Workers Compensation & Safety	7.00	7.00	7.00	7.00	7.00
General Liability	0.00	0.00	2.00	2.00	2.00
Finance Total	**78.75**	**76.75**	**76.75**	**77.75**	**73.75**

PERFORMANCE MEASURES		FY 2013 Actual	FY 2014 Target	FY 2014 Mid-Yr Actual	FY 2015 Target
ACCOUNTING DIVISION					
Council Goal: Maintain fiscal responsibility and stability.					
Objective: Financial information is accurate and completed timely.					
1.	Percentage that monthly financial reports are completed by the 12th business day after the end of the month.	42%	100%	29%	100%
2.	Number of grants receiving accounting support.	83	83	83	83
3.	Average age of accounts receivable excluding governmental and paramedic billing receivables.	67 days	30 days	65 days	63 days
4.	Average age of paramedic billing accounts receivable.	175 days	45 days	78 days	70 days
5.	Percent of accounts receivable amount that go to collections (excluding governmental and paramedic billings)	30%	10%	30%	30%
6.	Collection rate of pre-collection accounts receivable excluding governmental receivable.	70%	90%	70%	70%
7.	Collection rate of post-collection accounts receivable.	38%	55%	32%	45%
8.	Percentage of prior year management letter comments resolved.	100%	100%	80%	100%
9.	Percentage of grant reimbursement reports filed by the due date.	92%	95%	90%	95%
10.	Percentage of accounting procedures documented.	72%	100%	74%	80%
11.	Average time to respond to public records requests.	10 days	10 days	10 days	10 days
12.	Percent of total billable services that get billed within billing time frame.	N/A	N/A	N/A	100%

Note: Performance Measure 12 is new for FY 2015.

BUDGET DIVISION					
Council Goal: Maintain fiscal responsibility and stability.					
Objective: City leaders are well informed to make sound financial decisions.					
1.	Number of department programs analyzed with improvement recommendations reported to the applicable department head and Director of Finance.	N/A	3	0	3
2.	Percentage of budget procedures documented.	N/A	100%	100%	100%
3.	Number of budget training sessions provided to departments.	N/A	8	2	4
4.	Number of days after formal budget adoption for document to be completed and on-line.	N/A	100	51	50

Note: Performance Measures were new for FY 2014.

PERFORMANCE MEASURES		FY 2013 Actual	FY 2014 Target	FY 2014 Mid-Yr Actual	FY 2015 Target

PURCHASING, PAYABLES, AND PRINTING SERVICES DIVISON

Council Goal: Support and Promote the Quality of Life and the Local Economy.

Objective A: Promote effective procurement operations and ensure City purchases are made efficiently and cost effectively.

1.	Percentage of purchasing requisitions processed within 3 days of receipt.	99%	98%	99%	98%
2.	Percent of bids disseminated electronically.	60%	60%	90%	80%
3.	Purchasing Card purchases as a percentage of total purchases.	10%	10%	10%	10%
4.	Number of commodities identified for consolidation and bidding opportunities.	3	4	3	3
5.	Number of contracts awarded to local businesses; or Number of referrals that resulted in the hiring of a local individual.	620	500	674	700
6.	Number of contract opportunity notifications disseminated to local businesses.	3,782	2,500	2,633	2,500
7.	Number of community outreach meetings held to describe the Pasadena First Buy Local program.	8	2	2	8
8.	Percent of Accounts Payable database reviewed/corrected.	N/A	N/A	N/A	100%
9.	Average time to resolve complaints involving automated Accounts Payable transactions.	N/A	N/A	N/A	48 hours
10.	Print shop cost per copy compared to industry average (print shop cost / industry average).	N/A	$.09 / $.09	$.09 / $.09	$.09 / $.09
11.	Number of department outreach meetings conducted to inform customers of print shop capabilities.	N/A	2	2	3

Note: Performance Measures 10-11 were new for FY 2014 and 8-9 are new for FY 2015.

Objective B: Promote procurement policy education

1.	Number of internal/external training classes conducted.	4	4	4	4
2.	Average number of attendees at each training class.	22	20	20	20

Objective C: Promote effective Accounts Payable operations and ensure City payments are made efficiently and cost effectively.

1.	Average number of transactions processed weekly.	1,329	1,300	1,440	1,450
2.	Percent of vendor payments made within contract terms.	90%	100%	90%	95%
3.	Percent of transactions that are "paperless".	82%	80%	74%	80%
4.	Percent of invoice payments made within 30 days.	N/A	N/A	N/A	95%

Note: Performance Measure 4 is new for FY 2015.

PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Target	FY 2014 Mid-Yr Actual	FY 2015 Target
Objective D: Provide quality, cost effective reproductive services while providing excellent customer service.				
1. Digital output - black and white.	6,433,318	2,000,000	1,522,366	3,000,000
2. Digital output - color.	736,816	310,000	322,300	600,000
3. Graphic design hours.	925	1,800	465	950
4. Average graphic design cost per hour.	$85.00	$85.00	$85.00	$85.00

Note: In FY2011 a new methodology for calculating click counts was proposed by Oce. Using this methodology any 11x17 printed sheets would be assumed to be a 2-up printing of an 8.5 x 11 document, and as such would be divided by either a) two for single-sided printing or b) four for double-sided printing. In following years this methodology shift, coupled with a dissolution of our printing contract with PUSD, resulted in a significant drop in final click counts.

TREASURY AND CASH MANAGEMENT DIVISION

Council Goal: Maintain fiscal responsibility and stability.

Objective: Maximize investment returns in accordance with GAAP and GASB guidelines.

1. Average rate of return/effective yield (annualized) (total assets)	1.19%	1.25% (bench mark)	1.05%	1.00%
2. Average rate of return of investment benchmarks - LAIF	0.33%	*See Note*	0.26%	*See Note*
3. Average duration of investments compared to best practice recommendation of 2 years.	2.06 years	2.00 years	1.79 years	2.00 years

Note: Future market rate and interest rate cannot be determined at this time.

Please see the Quarterly Investment Reports for more comprehensive performance measures for City investments.

TREASURY AND CASH MANAGEMENT DIVISION - MUNICIPAL SERVICES SECTION - CASHIERING

Council Goal: Maintain fiscal responsibility and stability.

Objective: Maximize effectiveness of customer service.

1. Average percentage of survey results for overall customer service ranked "Good" or better.	98%	100%	99%	100%
2. Average time for resolution of complaints.	1 business day	1 business day	1 business day	1 business day
3. Average time for response to customer who left message.	1 business day	1 business day	1 business day	1 business day
4. Average wait time for counter customer service.	2 minutes	2 minutes	2 minutes	2 minutes
5. Average wait time for telephone customers.	1 minute	1 minute	1 minute	1 minute
6. Average response time for customers who mail in payments.	1 business day	1 business day	1 business day	1 business day

PERFORMANCE MEASURES		FY 2013 Actual	FY 2014 Target	FY 2014 Mid-Yr Actual	FY 2015 Target
7.	Percentage of cash management procedures that are documented.	100%	100%	100%	100%
8.	Number of training sessions provided to departments on cash management procedures.	1	2	4	2
9.	Percentage of municipal services staff crossed-trained.	50%	100%	50%	100%
10.	Average time to respond to public records requests.	10 days	10 days	10 days	10 days

Note: Performance Measure 1 - Customer Service Survey completed manually by customers.

Performance Measure 2 - Most complaints are resolved by reprinting a receipt, researching an account, or resolving a bus pass issue. As a result, wait time is minimal.

Performance Measure 3 - Phone messages are retrieved throughout the day and calls are returned by the end of the day.

Performance Measure 4 - Quadrant Cashiering Systems is used to create a detailed report that shows what time a transaction started and when the next transaction started. Reviewing camera feed also determines wait time.

Performance Measure 5 - Most telephone calls come from internal customers and, due to staff shortfall, most calls go directly to voicemail.

TREASURY AND CASH MANAGEMENT DIVISION - MUNICIPAL SERVICES SECTION - BUSINESS LICENSING

Council Goal: Maintain fiscal responsibility and stability.

Objective: Maximize effectiveness of customer service.

1.	Average percentage of survey results for overall customer service ranked "Good" or better.	98%	100%	99%	100%
2.	Average time for resolution of complaints.	2 business days	2 business days	2 business days	2 business days
3.	Average time for response to customers who left message.	1 business day	1 business day	1 business day	1 business day
4.	Average wait time counter customer service.	3 minutes	3 minutes	3 minutes	3 minutes
5.	Average wait time for telephone customers.	2 minutes	2 minutes	2 minutes	2 minutes
6.	Average response time for customers who mail in correspondence (applications).	1 business day	1 business day	1 business day	1 business day
7.	Average response time for customers who mail in payment (renewals).	1 business day	1 business day	1 business day	1 business day

: Note: Differences (example: 2 minutes versus 3 minutes) between wait time for cashiering functions, and business licensing functions are due to the extensive nature of the questions which require more time spent with each customer.

PERFORMANCE MEASURES		FY 2013 Actual	FY 2014 Target	FY 2014 Mid-Yr Actual	FY 2015 Target
WORKERS' COMPENSATION & SAFETY DIVISION					
Council Goal: Maintain Fiscal Responsibility and Stability					
Objective: Ensure effective Workers' Compensation and Safety Programs.					
1.	Number of Workers' Comp Claims Filed - Safety	136	<200	52	<200
2.	Number of Workers' Comp Claims Filed - Non-Safety	141	<200	75	<200
3.	Number of Workers' Comp Claims Closed - Safety/Closing Ratio	73/ 54%	200/ 100%	50%	100%
4.	Number of Workers' Comp Claims Closed - Non-Safety/Closing Ratio	78/ 55%	200/ 100%	44%	100%
5.	Average Cost of Workers' Compensation Claim - Safety	$14,558	$12,000	$10,917	$17,000
6.	Average Cost of Workers' Compensation Claim - Non-Safety	$8,971	$6,000	$7,316	$7,682
7.	Percent of contact calls made w/in 24 hours of claim receipt – Safety	100%	100%	100%	100%
8.	Percent of contact calls made w/in 24 hours of claim receipt - Non-Safety	95%	100%	100%	100%
9.	Average time for non-safety employee to return to work	18 days	90 days	32 days	90 days
10.	Average time for safety employee to return to work	34 days	90 days	28 days	90 days
11.	Number of litigated workers compensation claims	19	<25	4	<25
12.	Percentage that monthly Workers Compensation reports are provided to department heads by the 10th of the month	N/A	100%	N/A	100%
13.	Initial Facility Safety Inspections conducted	190	190	115	190
14.	Number of Facility Safety Inspection Summaries Completed	190	190	115	190
15.	Responses to Emergency Calls within 2 hours	100%	100%	100%	100%
16.	Number of departmental outreach training sessions conducted	N/A	5	25%	13
17.	Number of safety training sessions conducted with departments	N/A	5	38%	13
18.	Percentage of safety procedures documented	N/A	100%	100%	100%

Note: Performance Measures 8-12 and 16-18 were new for FY 2014.

GENERAL LIABILITY DIVISION					
Council Goal: Maintain Fiscal Responsibility and Stability					
Objective: Ensure effective General Liability Program.					
1.	Develop monthly loss run reports for "high use" departmental use, in reviewing claim trends, and developing safety and loss control measures by September 2014.	N/A	100%	Ongoing	100%
2.	Identify and implement Liability Claims processes compliant with Federal Medicare Program requirements.	N/A	N/A	N/A	100%
3.	Number of liability claims resolved through (1)Denial/Dismissal (2) Settlement (3) Pending	N/A	(1) >50% (2) <25% (3) <10%	(1) 34.00% (2) 8.86% (3) 57.13%	(1) >50% (2) <25% (3) <10%

	PERFORMANCE MEASURES	FY 2013 Actual	FY 2014 Target	FY 2014 Mid-Yr Actual	FY 2015 Target
4.	Average time and amount to resolve liability claims (average time / average amount).	N/A	<6 months	2 months/ $193.22 avg. cost	<6 months
5.	Number of vehicle accident claims filed (1) safety; (2) non-safety.	N/A	(1) <15; (2)<24	(1) 5; (2) 6	(1) <15; (2)<24
6.	Number of follow-up training provided to employees in coordination with the Safety and Workers Compensation program post-accident.	N/A	6	6	6
7.	Property values insured city-wide.	N/A	$1.3 Billion	$1.3 Billion	$1.3 Billion
8.	Amount collected and collection rate for third party recoveries (amount collected / collection rate).	N/A	>75% rate for G/L at 100%; >50% rate for W/C at 50% value	New process; data unavailable	>75% rate for G/L at 100%; >50% rate for W/C at 50% value

Note: Performance Measures 1, and 3-8 were new for FY 2014. Performance Measure 2 is new for FY 2015.