

FINANCE

Mission Statement

To effectively manage the fiscal affairs of the City in a legal, professional, ethical and responsible manner and to provide accurate, timely, practical and appropriate financial information to all interested parties.

Description of Operations

The Finance Department manages the day to day financial functions of the City such as budgeting, investments, revenue collection, cash management, debt administration and financial reporting. The Finance Department also oversees the activities of the Accounting and Payroll Department which includes accounting, accounts payable, fixed asset accounting, payroll and financial reporting. The Accounting and Payroll Department, which organizationally reports to the Finance Department, is presented in the budget as a separate department. The department provides timely, practical and appropriate financial information and analysis to City management in order to promote informed decisions regarding the efficient and effective use of the City's financial resources. All financial transactions are recorded and reported in accordance with generally accepted accounting principles, Governmental Accounting Standards Board pronouncements and all applicable state and federally mandated standards.

The Finance Department also includes the City's Risk Management Program which includes the Safety Program and the Claims Administration Program. The Risk Management Program manages third party insurance coverage for buildings, boiler and machinery, theft and burglary, public officials and petroleum storage. The City is self-insured in the areas of fleet liability, workers' compensation and minor appurtenance liability. The program investigates, monitors and processes all claims made upon the City's self insurance funds except employee medical and dental claims.

Department Expenditures by Cost Center

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
037661 FINANCE ADMINISTRATION	418,832	436,797	463,757	31,924	495,681
037663 BUDGET	127,324	152,401	161,196	31,114	192,310
037664 TREASURY OPERATIONS	140,588	148,067	158,671	0	158,671
037672 SAFETY PROGRAMS	63,517	73,890	84,667	0	84,667
037673 CLAIMS ADMINISTRATION	168,971	219,597	228,504	0	228,504
Totals	\$919,232	\$1,030,752	\$1,096,795	\$63,038	\$1,159,833

Department Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	666,396	710,592	772,250	55,178	827,428
Non Personal Expenditures	235,330	306,230	309,695	2,210	311,905
Capital Expenditures	17,506	13,930	14,850	5,650	20,500
Totals	\$919,232	\$1,030,752	\$1,096,795	\$63,038	\$1,159,833

Personnel Summary

Actual Positions	8.50	8.50	1.00	9.50
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FINANCE

Revenue Summary

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
OTHER TAXES	13,485,976	13,412,550	13,642,160	0	13,642,160
INTERGOVERNMENTAL	5,926,569	5,755,600	6,676,000	0	6,676,000
CHARGES FOR SERVICES	13,337	0	0	0	0
OTHER MISCELLANEOUS REVENUES	42	0	0	0	0
Totals	\$19,425,924	\$19,168,150	\$20,318,160	\$0	\$20,318,160

FINANCE

FINANCE ADMINISTRATION

Mission Statement

To provide financial policy direction, guidance and assistance to the operating programs within the Department of Finance and to advise the City administration on the budget and the financial condition of all City operations.

Description of Operations

The Finance Administration Program provides financial policy direction, guidance and assistance to the operating programs in the Department of Finance in addition to a wide variety of financial information to citizens, the City Commission, the City Manager, the City Auditor and Clerk, City departments and other governmental agencies. Finance Administration advises the City administration on the budget and the financial condition of all City operations and provides strategy to guide the financial operations of the City. Administration staff conduct special analyses and projects that ensure the financial integrity of the City by providing the highest standards in services through the development of sound planning, policies, practices and procedures. The result ensures a clear division of duties and necessary internal controls over the City's cash and investments, revenues, expenditures, fixed assets, accounts receivable, accounts payable, accounting and payroll.

The office provides analysis, research and fiscal planning regarding the City's debt structure and enhancement of non-tax revenue sources. This includes the calculation and preparation of financial data for bond issues and the preparation of the annual continuing disclosure reports required by various bond covenants. The office also pursues enhanced methods of collecting and reporting financial data and investigates ways to provide meaningful information to citizens of the City, the City Commission, the City Manager, the City Auditor and Clerk and City staff. Revenue forecasting requires an accurate estimate of City taxable property values in order to estimate future revenues due from ad valorem taxes, special assessment districts and the Community Redevelopment Areas. Technological advances in information processing are employed to assist in the enhancement of revenue and in implementing operating efficiencies. The staff also prepare daily cash receipts for all monies received by the Department of Finance and prepare, invoice and collect all billings of City owned lease properties, agreements and pre-annexation contracts. Additional activities include assisting in the preparation of the City's Comprehensive Annual Financial Report (CAFR).

The Finance Administration Program provides managerial and administrative support to all of the operating programs in the Department of Finance.

Strategic Concern - Fiscal Responsibility

Strategy

Develop New Revenue Sources

Task	Current Funding	Fiscal Year Completed	Funds Required
Expand usage of special assessment or taxing districts. Status - The extent to which the City is involved in special assessment and taxing districts is determined by interest and initiative from non-City entities. The Department of Finance provides financial support, on an ongoing basis, to other City departments, such as Planning, Neighborhoods and Public Works which communicate with and support non-City groups seeking special taxing district status.	Yes	2005	\$0
Consider overall policies governing payment for City provided parking. Status - The Department of Finance provides related financial activities, on an ongoing basis, to other City departments, such as Planning, Engineering and Public Works which develop and implement City master plans such as City-owned parking and the development of policies governing various City functions. At the conclusion and acceptance of the Downtown Parking Master Plan, the Department of Finance will develop and recommend policies governing payment for City-owned parking.	Yes	2005	\$0

FINANCE

FINANCE ADMINISTRATION

<u>Indicator</u>	<u>Status</u>
New special districts in place.	This indicator measures the number of active special assessment districts managed by the department. The special taxing districts currently active are the Hudson Bayou Maintenance Dredging District and the St. Armands Parking Improvement District. In addition, one special taxing district, St. Armands BID, is managed by the department.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Effectiveness Measure					
Special assessment and taxing districts	Number	2	3	3	3

Strategic Concern - Economic Development Strategies

Strategy

Support for Community Redevelopment

Task	Current Funding	Fiscal Year Completed	Funds Required
Determine funding sources for Neighborhood Response Team.	Yes	2006	\$0
Status - A study will be conducted in FY 2006 to address potential funding sources to implement a Neighborhood Response Team concept whereby various City staff are teamed together to solve neighborhood issues. It is conceivable that a tax increase will be sought to fund this effort.			

Strategic Concern - Transportation Innovation and Collaboration

Strategy

Expand Walking, Bicycling and Public Transportation

Task	Current Funding	Fiscal Year Completed	Funds Required
Pursue non-City funding sources such as grants.	Yes	2005	\$0
Status - This task is assumed to be within the purview of the Grants Coordinator funded in the City Manager's Office. Refer to Grants Coordinator in the City Manager's office.			
Evaluate and develop a transit impact fee.	No	2006	\$48,680
Status - A budget issue will be requested in the FY 2006 budget to fund one full-time Financial Management Analyst in the Department of Finance to evaluate, develop and promote a transit impact fee.			

<u>Indicator</u>	<u>Status</u>
Grant funds received.	The Department of Finance will request an annual report from the Grant Coordinator in the City Manager's office enumerating the grant funds received by the City.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Effectiveness Measure					
Grant funds received	Dollars	n/a	n/a	n/a	n/a

Strategic Concern - Public Space and Recreation

Strategy

Develop Citywide Pocket Parks

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FINANCE ADMINISTRATION

Task	Current Funding	Fiscal Year Completed	Funds Required
Prepare financing plan.	Yes	2008	\$0
Status - The Department of Finance will prepare a financing plan when such a plan is defined and established.			

<u>Indicator</u>	<u>Status</u>
Funding established to implement plan.	This indicator will reflect whether funding has been defined and established to develop Citywide pocket parks.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Effectiveness Measure					
Funding defined	Y/N	N	N	N	N

Strategic Concern - Arts, Culture and Entertainment

Strategy

Review Fiscal Investment in Public Art

Task	Current Funding	Fiscal Year Completed	Funds Required
Determine funding sources.	Yes	2008	\$0
Status - The Department of Finance will respond to information furnished by the Planning Department and/or the City Manager regarding funding of investments in public art in the City.			

Strategic Concern - Recognizing the Needs of the Barrier Islands

Strategy

Improve Infrastructure

Task	Current Funding	Fiscal Year Completed	Funds Required
Assess progress of special taxing district.	No	2008	\$50,000
Status - The Department of Finance will respond to requests for financial services regarding the establishment of a special taxing district to fund improvements to infrastructure. A budget issue will be requested in the FY 2008 budget to fund one full-time Financial Management Analyst in the Department of Finance to manage financial considerations of a special taxing district.			

Strategic Concern - Intergovernmental Collaboration

Strategy

Influence Regional Meeting Frequency and Schedules

Task	Current Funding	Fiscal Year Completed	Funds Required
Budget for Planning Council membership.	Yes	2006	\$0
Status - The Department of Finance will respond to requests on the part of City departments to fund membership fees through the annual budget process.			

Strategic Concern - Aesthetics

Strategy

Provide for Adequate Maintenance

FINANCE

FINANCE ADMINISTRATION

Task	Current Funding	Fiscal Year Completed	Funds Required
Establish funding to support LOS standards.	Yes	2007	\$0
Status - The Department of Finance is prepared to assist appropriate City agencies in defining adequate funding to support LOS standards established by those agencies.			

Indicator	Status
Funding approved to meet service levels.	This indicator will reflect whether the Department of Finance has defined adequate amount and source of funding to provide adequate maintenance.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Effectiveness Measure					
LOS standards funded	Y/N	Y	Y	Y	Y

Strategic Concern - Operational Focus

Strategy

To accurately report the financial condition of the City, to establish and maintain prudent fiscal policies and practices and to exercise leadership among all Department of Finance staff.

Task

To maintain and manage an effective computerized financial management system (FMS).

To maintain daily, monthly and annual financial reports on demand.

To provide accurate revenue and expenditure forecasts on a timely basis.

To monitor and accurately forecast financial trends.

To identify and pursue new and alternative sources of revenue.

To promote and encourage pursuit of annual GFOA certificates.

To conduct department staff meetings at least twice per month.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Output Measure					
Invoices billed and collected	Number	1,740	1,970	2,480	2,600
Continuing disclosure reports issued	Number	11	12	12	14
Special assessment district parcels	Number	346	346	346	346
Effectiveness Measure					
GFOA award - Budget	Y/N	Y	Y	Y	Y
Budget/actual revenue forecast	Percent	101.2	111.2	101.3	100.0
G.O. Bond rating - Moody's	Rating	AA3	AA3	AA3	AA3
G.O. Bond rating - Standard & Poor's	Rating	AA-	AA-	AA-	AA-
GFOA award - Finance	Y/N	Y	Y	Y	Y
Efficiency Measure					
City FTE per Finance Admin FTE	Number	223.1	215.9	215.6	215.6

Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	308,283	319,814	343,044	27,589	370,633
Non Personal Expenditures	98,329	113,403	115,563	1,285	116,848
Capital Expenditures	12,220	3,580	5,150	3,050	8,200
Totals	\$418,832	\$436,797	\$463,757	\$31,924	\$495,681

FINANCE

FINANCE ADMINISTRATION

Personnel Summary

Actual Positions	3.40	3.40	0.50	3.90
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Revenue Summary

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
OTHER MISCELLANEOUS REVENUES	42	0	0	0	0
Totals	\$42	\$0	\$0	\$0	\$0

FINANCE ADMINISTRATION

Financial Analyst

For the past five years, the Finance Department has assumed more work as the City continues to grow, without any additional staff. We have accomplished this by working ten-hour days and weekends.

The Commission recently approved a Special Neighborhood Improvement Taxing District (Golden Gate Pointe), which will put an additional burden on the Finance Department, based on the amount of work the department does for the St. Armands Business Improvement District. There are plans for more Neighborhood Improvement Taxing Districts in the near future.

It is proposed that this position could be the department's staff liaison to all special taxing districts.

This proposal splits the financial analyst position between the budget function and the administrative function. This position will lighten the extremely heavy burden in the budget function during the period February through July and handle the liaison function for the City.

For 2005-06 \$5,000 will be charged to the St. Armand's Business Improvement District and all future special taxing districts will also be charged.

Cost of Issue

Personal	55,178
Operating	2,210
Capital	5,650
Transfers	0
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Total	63,038

Net Cost of Issue **63,038**

FINANCE BUDGET

Mission Statement

To develop and manage an annual city budget process that accurately reflects the City's financial position, provides appropriate information to interested parties and supports sound financial decisions.

Description of Operations

The Budget Program manages the City's annual budget process through a variety of activities and functions that are consistent with established City policies and state statutes. The annual City budget is developed with significant input from the City Commission, the City Manager, the City Auditor and Clerk, the Finance Director, department directors and members of the budget staff. The Budget Program includes both the operating budget, which includes salaries, operating expenses and capital; and the Capital Improvement Plan (CIP), which includes significant multi-year capital expenditures of design, maintenance and construction projects.

A computerized budget system, managed and operated by the Deputy Finance Director, is utilized to collect, analyze, calculate and print the annual budget document. The annual budget instructions are developed and distributed and training is conducted to prepare City department staff to enter data into the windows based budget system. The annual budget calendar is established and maintained to ensure that the process is accomplished in a structured and timely manner.

Department budget requests are evaluated for consistency with submission requirements, reasonableness in light of financial and performance criteria and to ensure they are consistent with the City's budgeting philosophy. CIP requests are evaluated and prioritized in reference to revenue forecasts and community needs.

Finally, the budget package (operating and CIP) is presented to the City Manager and to the City Commission. Language and documentation for ordinances and resolutions is developed as necessary to establish appropriations, millage rates and supplemental budget issues.

Strategic Concern - Fiscal Responsibility

Strategy

Enhance Capital Improvement Plan Process

Task	Current Funding	Fiscal Year Completed	Funds Required
Ranking Committee evaluates LOS for each proposed project. Status - The Ranking Committee, made up of five City department directors and the Deputy City Manager, reviews LOS issues for each proposed CIP project and approves/disapproves/prioritizes projects on the basis of a multitude of criteria including goals and objectives, costs, neighborhood support, legal mandates, etc.	Yes	2006	\$0
Assure adequate maintenance funding for capital projects. Status - Maintenance costs associated with each new capital project is evaluated during the annual CIP and operating budget processes. Funding of maintenance costs is determined by the requesting City department. The identification of additional maintenance costs does not guarantee funding. Prioritization of new costs with other additional requests will be performed as part of the overall budget process.	Yes	2006	\$0
Increase budget to provide program funding. Status - All increases to the budget will be prioritized and funding provided where appropriate and possible.	Yes	2006	\$0

Indicator

Redesigned form in use that incorporates input from CIP Evaluation Committee on LOS and ongoing operating costs.

Status

The form currently used to evaluate non-CIE capital projects will be revised to include LOS and ongoing operating costs.

FINANCE BUDGET

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Output Measure					
Form in use	Y/N	N	N	N	Y

<u>Indicator</u>	<u>Status</u>
Budgeted maintenance funds.	This indicator assesses whether the Department of Finance considers maintenance funding in the operating budget to support capital expenditures in the CIP.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Effectiveness Measure					
Maintenance funds defined	Y/N	Y	Y	Y	Y

Strategic Concern - Operational Focus

Strategy

To develop and manage an annual city budget process that accurately reflects the City's financial position, provides appropriate information to interested parties and supports sound financial decisions and meets budget standards as promoted by the Government Finance Officers Association (GFOA) and others.

Task

- To refine the annual carryover process to minimize carryover levels.
- To continue to include performance measures in City department budget requests in FY 2006.
- To prepare the City's FY 2006 annual financial plan and submit to GFOA by October 31, 2005.
- To estimate projected/actual expenditure variance within 2% in FY 2006.
- To provide the adopted FY 2006 City operating budget on the City web site by October 31, 2005.
- To provide the proposed FY 2006 City operating budget on the City web site by July 31, 2005.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Output Measure					
GFOA mandatory categories met	Number	13	13	13	13
Effectiveness Measure					
City depts budgeted with perf measures	Number	35	35	34	34
City depts budgeted with perf measures	Percent	92.1	92.1	94.4	94.4
GFOA mandatory categories met	Percent	100	100	100	100
Efficiency Measure					
City FTE per budget program FTE	FTE	505.7	489.3	488.7	488.7

Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	106,551	117,850	126,805	27,589	154,394
Non Personal Expenditures	17,459	29,151	28,991	925	29,916
Capital Expenditures	3,314	5,400	5,400	2,600	8,000
Totals	\$127,324	\$152,401	\$161,196	\$31,114	\$192,310

Personnel Summary

Actual Positions	1.50	1.50	0.50	2.00
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FINANCE BUDGET

Revenue Summary

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
CHARGES FOR SERVICES	126	0	0	0	0
Totals	\$126	\$0	\$0	\$0	\$0

FINANCE

TREASURY OPERATIONS

Mission Statement

To effectively manage the City's financial resources through the timely and accurate collection, deposit, monitoring, transferring and investment of City funds.

Description of Operations

The Treasury Operations Program manages the City's financial resources to ensure sufficient funds are available where and when they are required to pay the City's financial obligations including operating expenses, payroll and debt service. The program accomplishes this through consistent monitoring of the City's funding needs, receiving and depositing receipts in a timely manner and transferring funds among appropriate accounts to permit expenditures to be made when necessary. Many administrative and banking activities are necessary to permit this process to proceed without delay. Electronic banking is utilized extensively to permit greater control and flexibility over the City's accounts including electronic transmission for Positive Pay (both payroll and accounts payable) as well as on-line processing of fund transfers for debt service and other recurring disbursements. In addition, it is utilized to wire funds and transmit data for deferred compensation, sales and use taxes, payroll taxes and to third party administrators handling workers compensation and medical/dental insurance. The City also transmits payroll through the Automated Clearing House (ACH) process of the Federal Reserve System. Treasury functions also include managing the City's investment program, managing the City's electronic banking function, processing all fund transfers between City accounts, monitoring City debt service requirements and collecting and processing all daily deposits citywide.

The Treasury Operations Program also manages the City's investment portfolio. This activity is conducted within the strict guidelines promulgated by the City's investment policy as established by the Investment Committee, which consists of the City Manager, City Auditor and Clerk, Finance Director and the Cash and Investment Manager. This program must comply with the City's investment policy, which emphasizes safety and liquidity while maximizing the annual rate of return. The portfolio consists of U.S. Treasuries, U.S. Government agencies, Local Government Surplus Trust (LGST) Funds, Repurchase Agreements, Certificates of Deposit and approved money market accounts. With the exception of U.S. Treasuries and LGST Funds, no portion may exceed 35% of the total portfolio. The Investment Committee reviews the portfolio performance at the conclusion of each quarter and issues an annual report.

The Treasury Operations Program also handles the filing of federally required arbitrage reports on the investments of all debt issues of the City. If the City earns more than allowed on its investments of a construction fund or debt service fund, the City must rebate excess earnings to the Federal Government every five years. The City's policy is to maximize earnings, and as a result, sometimes rebates are required.

Strategic Concern - Operational Focus

Strategy

To maximize investment yield while operating within investment guidelines and ensure there is sufficient funds to maintain operating and debt needs on a timely and effective basis.

Task

To maintain an overall annual investment yield equal to, or greater than, the benchmark yield for the operating portfolio as established in the investment policy.

To review and improve investment policies to ensure the safety of funds in the changing investment markets.

To collect and deposit all revenue in accordance with statutory provisions and within established time frames.

To file arbitrage reports annually and on a timely basis.

FINANCE

TREASURY OPERATIONS

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Output Measure					
Investment reports issued	Number	5	5	5	5
Average funds invested ~ millions	Dollars	\$51.0	\$56.8	\$58.0	\$60.0
Cash reports processed	Number	5,200	764	785	790
Arbitrage reports filed	Number	2	2	3	2
Effectiveness Measure					
Annual rate of return	Percent	2.06	2.25	3.5	4.0
Annual rate of return vs. benchmark	Percent	89.6	120.0	110.0	100.0
Investment report issued following end of quarter	Days	34	38	37	36
Efficiency Measure					
City FTE per Finance Treasury FTE	Number	474.1	458.8	458.1	458.1

Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	130,918	133,955	143,824	0	143,824
Non Personal Expenditures	9,127	13,012	12,797	0	12,797
Capital Expenditures	543	1,100	2,050	0	2,050
Totals	\$140,588	\$148,067	\$158,671	\$0	\$158,671

Personnel Summary

Actual Positions	1.60	1.60	0.00	1.60
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FINANCE

SAFETY PROGRAMS

Mission Statement

To provide a safe and healthy environment for City employees and citizens and to minimize losses due to personal injury and/or property damage which cause personal suffering and reduce the City's capacity to effectively fulfill its obligation to the citizens of the City.

Description of Operations

Under the direction of the Finance Director, the Risk Management Division administers the City of Sarasota's Safety Program through the education of employees, inspection of facilities, and the implementation of mandated state and federal safety and health procedures and practices.

The three basic elements of the Safety Program are 1) the avoidance of injuries to employees, 2) the avoidance of injuries to the public and their property, and 3) the avoidance of damages to property and equipment. The avoidance of these elements results in substantial dollar savings for the City.

Currently the City of Sarasota outperforms 86% (43 out of 50) of governmental self-insured entities in Florida (in terms of total losses relative to benchmark). From October 1, 1998, through October 1, 2003, the City's cost per claim averaged \$4,467 compared to Florida's Benchmark of \$6,852 and Florida's Best Practices of \$4,796. The City of Sarasota's average cost per claim is 53% less than our composite benchmark (average performance) during the same historical period.

Strategic Concern - Operational Focus

Strategy

To reduce loss, both personal injury and property damage.

Task

To maintain the City's cost per claim at 35% below the state's benchmark.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Effectiveness Measure					
City's cost per claim	Dollars	\$5,190	n/a	n/a	n/a
State self-insured benchmark	Dollars	\$8,200	n/a	n/a	n/a
Percent below state self-insured benchmark	Percent	37	n/a	n/a	n/a

Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	60,322	66,870	76,672	0	76,672
Non Personal Expenditures	3,195	5,270	6,245	0	6,245
Capital Expenditures	0	1,750	1,750	0	1,750
Totals	\$63,517	\$73,890	\$84,667	\$0	\$84,667

Personnel Summary

Actual Positions	1.00	1.00	0.00	1.00
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FINANCE

CLAIMS ADMINISTRATION

Mission Statement

To effectively administer claims filed against the City and to provide a safe and healthy environment for City employees and its citizens through aggressive investigation of losses and prudent settlement of claims.

Description of Operations

Risk Management is charged with the responsibility of liability claims administration. Claims are paid through the City's fleet, public liability and workers' compensation self-insured funds. Through the education of employees, investigation of incidents, and the monitoring of state and federal statutes and court decisions help to minimize the impact of these claims.

Claims administration involves investigations, monitoring specific incident trends and accurate processing of all claims dealing with the self-insurance funds, except medical and dental claims. Risk Management utilizes all available resources, including legal representation, to defend the City against claims involving personal injury and/or property damage.

Strategic Concern - Operational Focus

Strategy

To control the costs of claims through aggressive investigation of all claims and rectifying potential problems.

Task

To reduce the payout of at-fault accidents involving City vehicles by 5% from the previous year.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
Output Measure					
At-fault claims processed	Number	23	27	25	25
Effectiveness Measure					
Total claims cost	Dollars	\$73,086	\$53,250	\$63,000	\$63,000
Efficiency Measure					
Cost per claim	Dollars	\$3,177	\$1,972	\$2,500	\$2,500

Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	60,322	72,103	81,905	0	81,905
Non Personal Expenditures	107,220	145,394	146,099	0	146,099
Capital Expenditures	1,429	2,100	500	0	500
Totals	\$168,971	\$219,597	\$228,504	\$0	\$228,504

Personnel Summary

Actual Positions	1.00	1.00	0.00	1.00
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