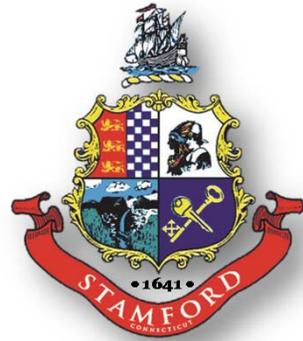


FY 2015-2016

Operating Budget Presentation to the Board of Representatives



Office of Administration

Michael E. Handler
Director of Administration

March 19, 2015

Office of Administration

Michael E. Handler, Director of Administration

The Office of Administration is responsible for administration of municipal finance functions including, but not limited to:

- Accounting
- Treasury
- Payroll
- Budgeting
- Purchasing
- Central services
- Grants
- Tax Assessment and Collection
- Risk Management
- Information Technology

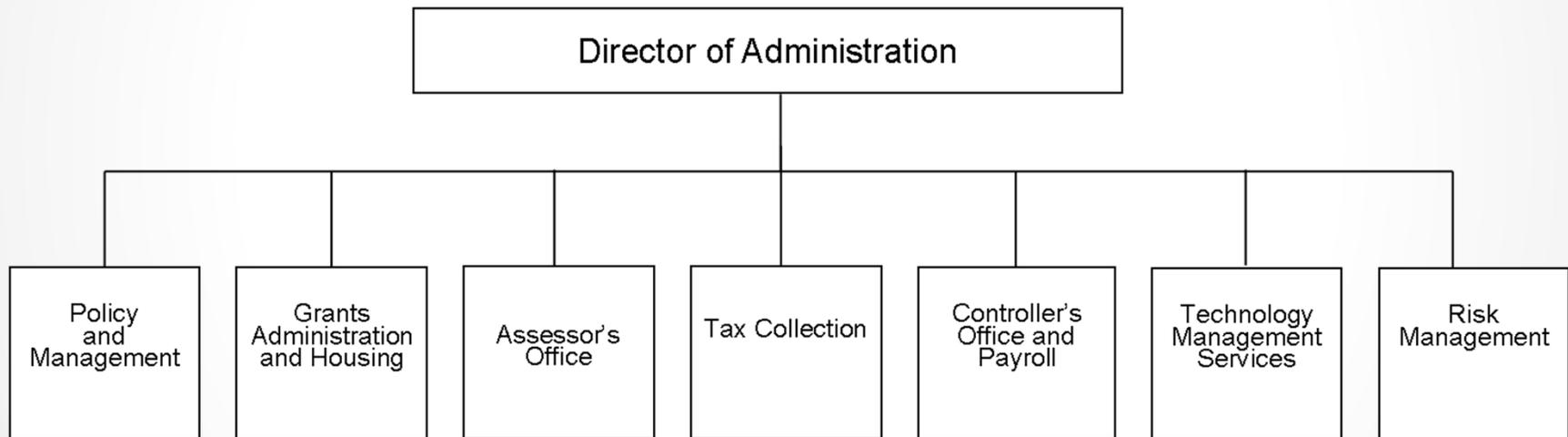
In addition, as the chief fiscal officer for the City, the Director of Administration has all of the powers of Town Treasurers and, as such, is responsible for issuance of all municipal bonds.

Office of Administration Highlights

The mission of The Office of Administration is to ensure that Stamford's taxpayers benefit from sound and prudent financial and administrative management.

Office of Administration

City of Stamford
Office of Administration



Office of Administration Highlights

2014-15 Major Department Accomplishments and Highlights

Financial Health

- **Bond Ratings** – Maintained AAA rating from S&P and AA1 from Moody's for bond sales completed in summer and fall of 2014
- **Rainy Day** – Using \$1.1M of surplus from FY 13/14, increased Rainy Day fund to \$22,237,630 or 4.37% of budget
- **OPEB** – Increased the City's Annual Determined Contribution from 70% to 80%
- **Investment Advisory Committee/Cash Management** – finalized comprehensive banking services RFP resulting in enhanced banking functionality and return on investment income
- **Mill River Refunding** – Successfully refunded Mill River TIF bonds with 7% to General Obligation bonds paid by the TIF at 3% generating more than \$17.7M in savings
- **End of Year** – Ended the year with positive results, showing a year-end surplus of \$3.1 M

Office of Administration Highlights

2014-15 Major Department Accomplishments and Highlights

Audit

- **City** – Transitioned to new auditors, Blum Shapiro, to complete and issue the FY 2014 CAFR
- **WPCA** – Audit completed with no internal control deficiencies noted

Budget

- Directed the implementation of a program-based budget for FY15/16 Budget

Risk Management

- Injury totals 20% below last year's injury total
- Increased Safety Training Events

Office of Administration Overview

Department Goals for 2015-16

- Manage Debt Issuance to effectively fund two large capital projects
- Continue to fund the Rainy Day fund to the statutory limit of 5%
- Restructure operations within the Tax Department through training and coaching to better serve our customers
- Expand GIS capabilities to better support City departments and projects
- Continue to reduce the worker injury rate through training and education
- Work with Legal to improve the quality of our contracts for goods and services
- Use feedback from the Boards to improve and continue to roll out the budget presentation along with using performance metrics

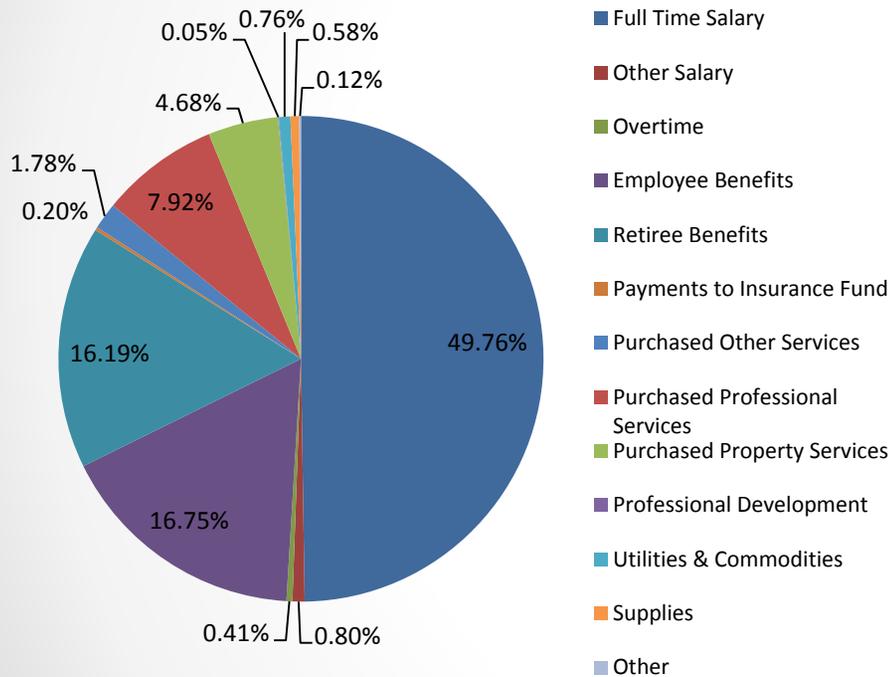
Office of Administration

Summary of Operating Budget

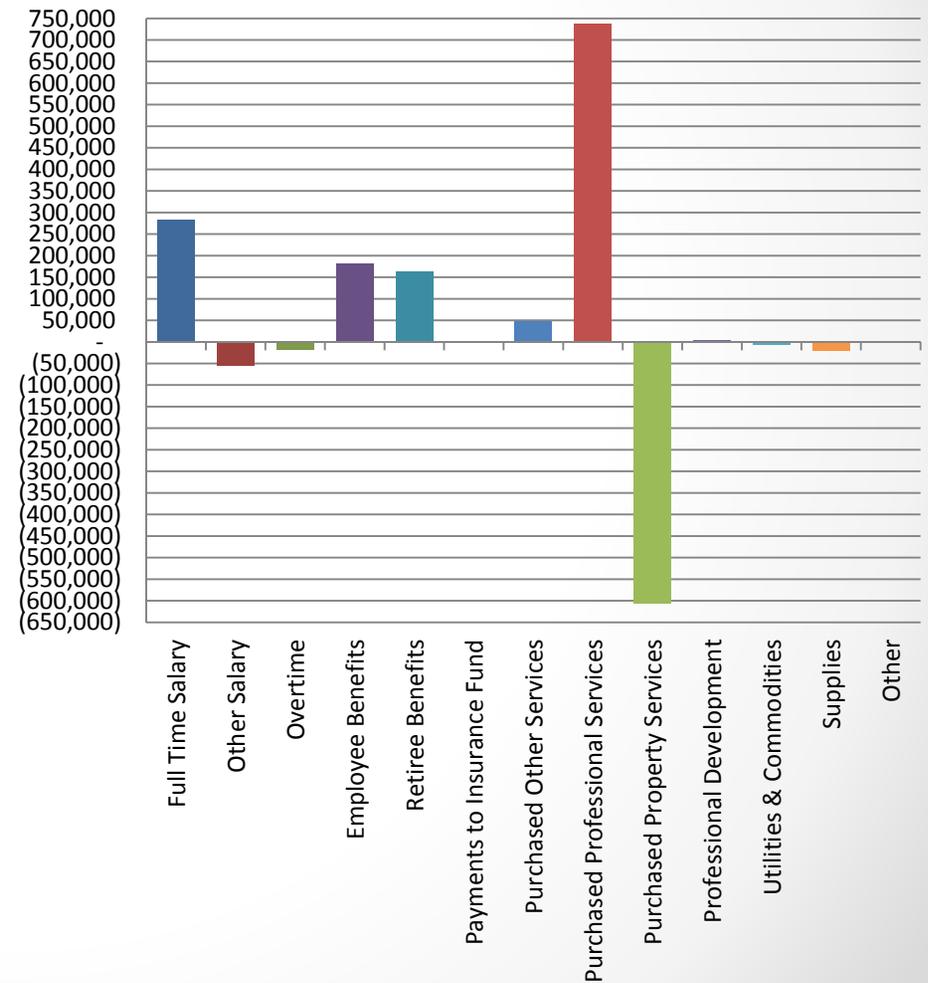
Program Name	FY 14-15 Adopted	FY 14-15 Revised	FY 14-15 Projected	FY 15-16 Mayor's Request	\$ Change (Requested vs Projected)	% Change
Director of Administration	403,606	403,606	407,170	416,303	9,133	2.2
Controller	2,309,306	2,309,306	2,360,537	2,434,645	74,108	3.1
OPM	1,340,451	1,360,775	1,357,032	1,488,751	131,719	9.7
TMS	1,511,761	1,511,761	1,639,262	1,896,481	257,219	15.7
Assessment	1,579,926	1,559,602	1,507,169	1,644,113	136,944	9.1
Tax & Collection	1,603,091	1,721,012	1,762,953	1,866,060	103,107	5.8
Grants	359,367	359,367	372,045	369,443	(2,602)	(0.7)
Risk	13,081,624	13,081,624	13,082,368	13,968,396	886,028	6.8
TOTAL	22,189,132	22,307,053	22,488,536	24,084,192	1,595,656	7.1

Office of Administration Cost Summary & Variances (Excludes Risk Fund)

FY15/16 Mayor's Proposed



FY15/16 Mayor's Proposed Variance vs Projected



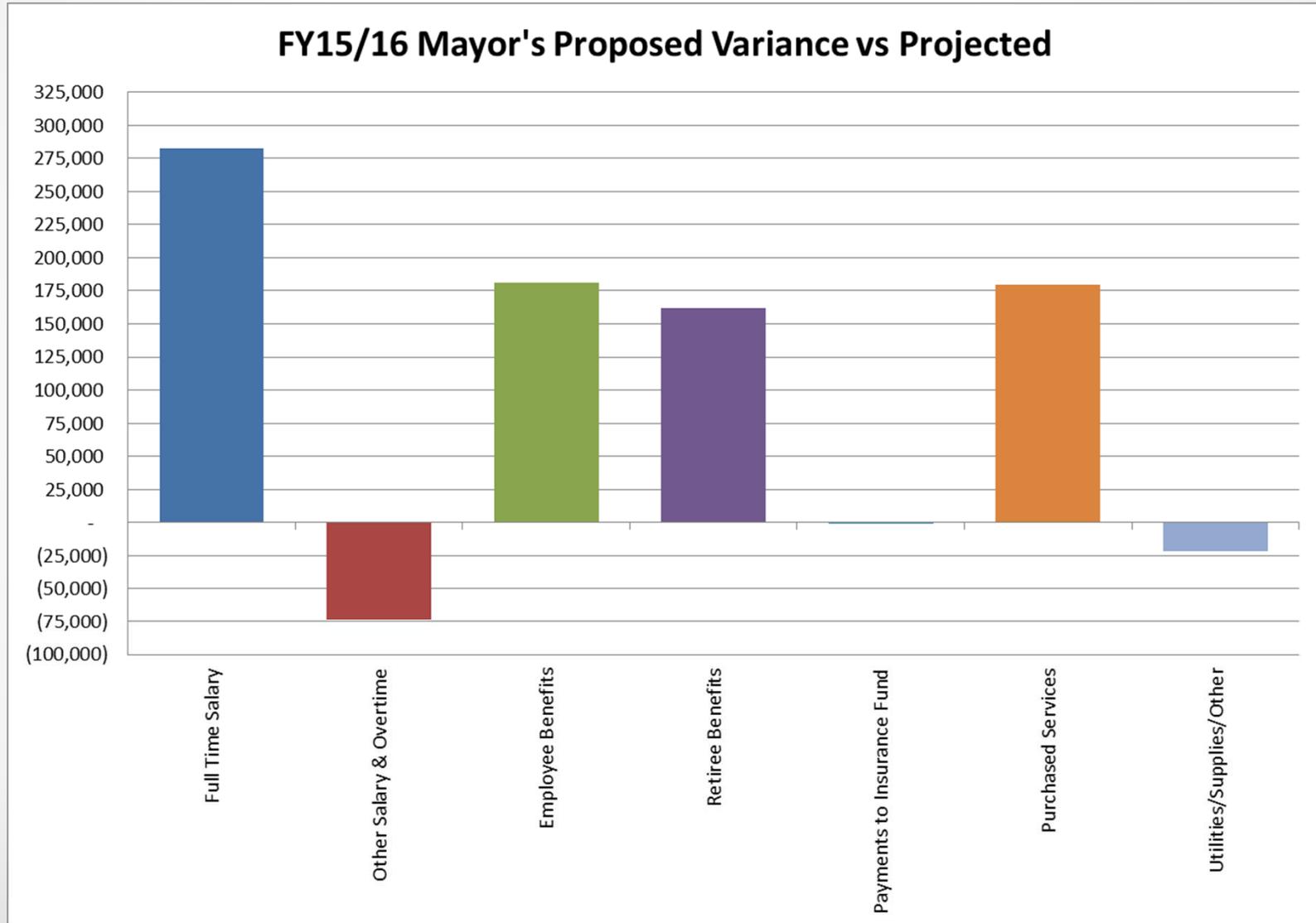
Office of Administration Cost and Revenue Summary

- Costs (Excludes Risk Fund)

	Variance to Projected								
	Funded Headcount	Salary	Other Salary & Overtime	Employee Benefits	Retiree Benefits	Insurance	Purchased Services	Utilities Supplies Other	
Admin	0	\$ 5,579	\$ (600)	\$ (6,786)	\$ 6,100	\$ (5)	\$ 4,783	\$ 62	
OPM	1	\$ 64,811	\$ (12,989)	\$ 62,974	\$ 26,239	\$ 66	\$ 993	\$ (10,375)	
Grants	0	\$ 36,723	\$ (36,825)	\$ (5,789)	\$ 3,323	\$ (5)	\$ (71)	\$ 29	
Controller	0	\$ 23,288	\$ (11,500)	\$ 33,374	\$ 31,240	\$ 46	\$ (3,240)	\$ 900	
Assessor	0	\$ 99,508	\$ 3,707	\$ 3,343	\$ 33,287	\$ (201)	\$ (1,326)	\$ (1,374)	
Tax Collection	0	\$ 17,038	\$ (15,526)	\$ 26,249	\$ 25,965	\$ 15	\$ 57,654	\$ (8,288)	
TMS	0	\$ 35,360	\$ 36	\$ 67,980	\$ 35,810	\$ (19)	\$ 120,450	\$ (2,398)	
Total Admin	1	\$ 282,307	\$ (73,697)	\$ 181,345	\$ 161,964	\$ (103)	\$ 179,243	\$ (21,444)	

Office of Administration Cost and Revenue Summary

- Costs (Excludes Risk Fund)



Office of Policy & Management

James F. Hricay

Director of Policy & Management

OPM Highlights

What Major Services Does The Department Provide To Citizens Or Other City Departments?

- The Office of Policy and Management prepares the annual operating and capital budget, provides financial forecasting and revenue/expenditure analysis for the Administration and elected officials, procures goods and services for all City departments and provides duplication and mailroom services to user departments.

OPM Highlights

2014-15 Major Department Accomplishments and Highlights

- Implemented an enhanced FY15/16 program-based budget for the Operating and Special Revenue Funds, and WPCA
- Redesigned Budget Database to assist in enhancing new budget process
- Enhanced quarterly capital process and report by creating a customized database which will also result in better tracking of Authorized but Unissued (AUI) capital spending
- Successfully worked with the BOR subcommittee to update the Purchasing Ordinance – the first update in 15 years
- Issued/awarded more than 71 bids and 32 RFPs

OPM Overview

Department Goals for 2015-16

Continue to implement a program-based budget across City departments:

- Coordinate the implementation of program-based codification changes with the Controller's Office, Human Resources, and TMS along with the State's rollout of a Uniform Chart of Accounts
- Collaborate with departments in the development of enhanced metrics to measure performance
- Explore opportunities within the purchasing department for electronic bidding and reporting

OPM Overview

Benchmarks

	<u>Stamford</u>	<u>Norwalk</u>	<u>Waterbury</u>	<u>Bridgeport</u>	<u>Hartford</u>
OPM	4			6.5	
OMB		4	2		7
Purchasing	3	3	3	4	
Procurement					10
Total Employees	7	7	5	10.5	17

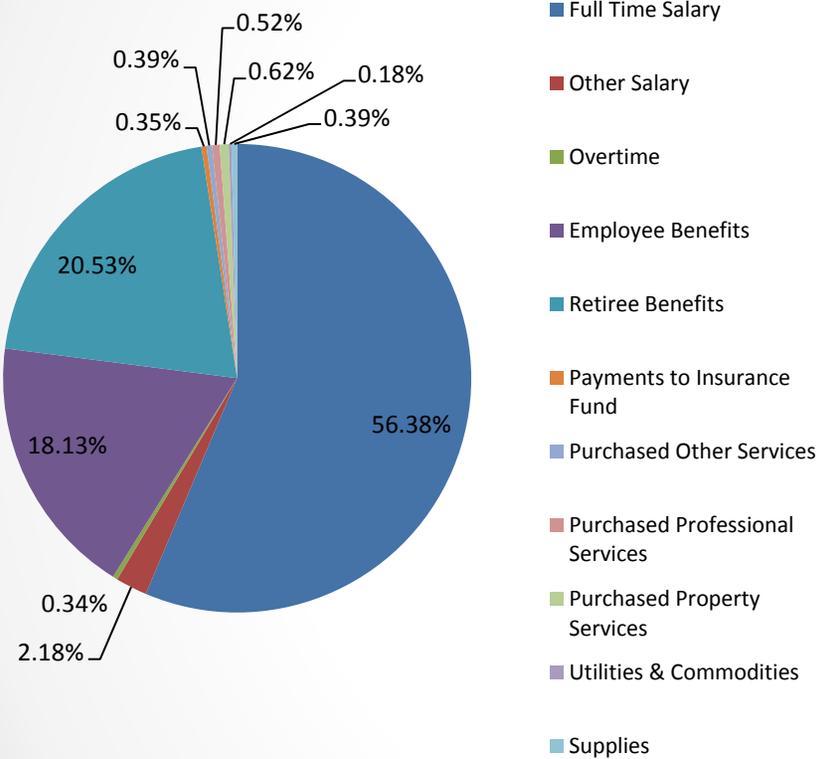
OPM Summary of Operating Budget

Program Name	FY 14-15 Adopted	FY 14-15 Revised	FY 14-15 Projected	FY 15-16 Mayor's Request	\$ Change (Requested vs Projected)	% Change
OPM						
OPM (1011)	1,340,451	1,360,775	1,357,032	901,181	(455,851)	(33.6)
Purchasing (1040)				407,300	407,300	100%
Mail & Duplicating (1041)				180,270	180,270	100%
TOTAL	1,340,451	1,360,775	1,357,032	1,488,751	131,719	9.7

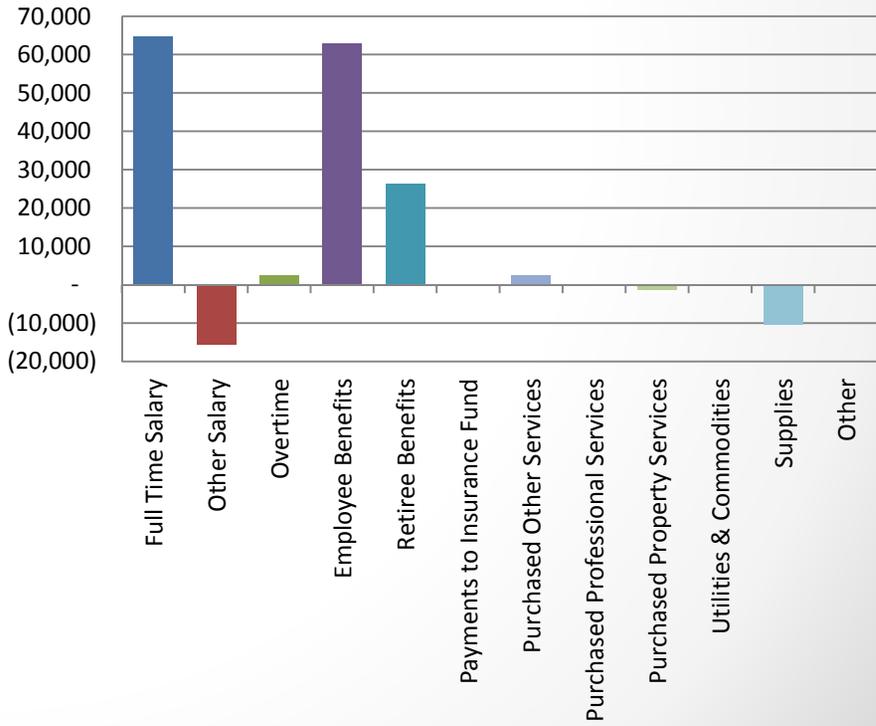
OPM

Cost Summary & Variances

FY15/16 Mayor's Proposed



FY15/16 Mayor's Proposed Variance vs Projected



OPM Operating Plans and Budget Highlights

Key Department challenges

- Fully implementing Program Based Budget for existing pilot departments and rollout to new departments
- Look to address Capital Budget process, evaluation and presentation
- Continue to work with departments to address service level requirements with current budget constraints

Major changes planned

- Continue restructure of budget book
- Start capital budget process and redesign
- Design new interactive databases to better identify costs and potential savings
- integrate quarterly reporting process with the new database

Cost containment efforts

- Work towards electronic bidding
- Take on inside printing when able to in order to avoid costly outside printing jobs
- Validate outside vendor pricing to achieve “best deal”

Grants Office

Karen Cammarota
Grants Officer

Grants Office Highlights

What Major Services Does The Department Provide To Citizens Or Other City Departments?

- Maximizes grant revenue to meet City infrastructure and service priorities while minimizing burden to taxpayers
- Provides technical assistance to City departments and local agencies
- Administers the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Neighborhood Stabilization Program I & III (NSP), City Capital - Housing Development Fund, and City Commercial Linkage Fund for Affordable Housing

Grants Office Highlights

2014-15 Major Department Accomplishments and Highlights

- 150+ active grants; \$30M in revenue collected
- New grant programs include \$303K for EOC and Smith House generator upgrades; \$138K for Police Dept. activities; \$136K for design for dredging Cummings marina
- Fund 13 public service projects
- Fund 2 Community Business Development Organizations (CBDOs) and 1 microenterprise assistance program
- Fund 6 projects to rehabilitate facilities delivering public services

Grants Office Overview

Department Goals for 2015-16

- Restructure Grants and Community Development Offices to achieve greater efficiency and productivity
- Formalize processes relating to sub agreements and financial/programmatic reporting
- Enhance online access to grant information
- Eliminate single audit findings; retain HUD satisfactory rating

Grants Office Overview

Benchmarks

	Staff	Federal Grants	State Grants FY 2014	Single Audit Findings
Stamford	3	\$27 million	\$48 million (\$33M statutory/formula)	1 significant deficiency
Bridgeport	5	\$56.6 million	\$297 million (\$266M statutory/formula)	1 material weakness; 1 significant deficiency
Waterbury	2	\$41.4 million	\$196 million (\$182M statutory/formula)	No findings
Hartford	5	\$113.5 million	\$409 million (\$367M statutory/formula)	No findings

Grants

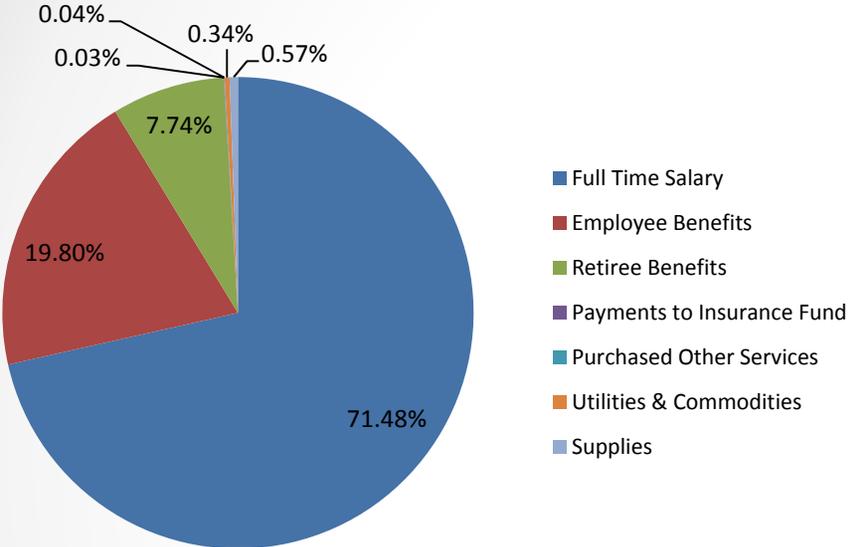
Summary of Operating Budget

Program Name	FY 14-15 Adopted	FY 14-15 Revised	FY 14-15 Projected	FY 15-16 Mayor's Request	\$ Change (Requested vs Projected)	% Change
Grants Administration						
Grants (1012)	359,367	359,367	372,045	369,443	(2,602)	(0.7)
TOTAL	359,367	359,367	372,045	369,443	(2,602)	(0.7)

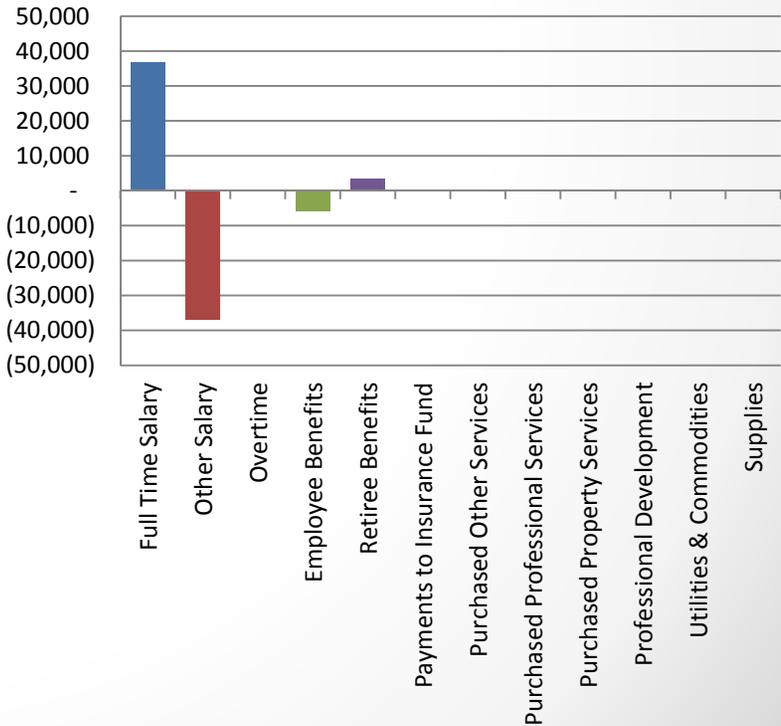
Grants

Cost Summary & Variances

FY15/16 Mayor's Proposed



**FY15/16 Mayor's Proposed
Variance vs Projected**



Grants Office Operating Plans and Budget Highlights

Main budget components are: salary and benefits of 3 Grants Office employees who manage over 150 active programs generating \$250 million in annual revenue.

Key Department challenges

- Several retirements will cause a temporary staffing shortage

Major changes planned/Cost containment efforts

- Improve department's webpage to provide additional information on grant opportunities, small business assistance and housing programs
- Restructure the CDO to reduce staffing costs and align operations with City priorities for economic and community development

Assessor's Office

Greg Stackpole
Assessor

Assessor's Office Highlights

What Major Services Does The Department Provide To Citizens Or Other City Departments?

- Maintain and value parcel information for all registered motor vehicles, personal property business assets; commercial, residential, industrial, public utility and exempt real estate
- Administer State and City tax exemption programs for eligible taxpayers
- Provide prompt access of Assessors data to City departments: Tax, Building, Engineering, Health, 911, Fire Marshall, WPCA, Town Clerk, Social Services, Zoning
- Provide easy online access of real estate parcels for citizens and taxpayers

Assessor's Office Highlights

2014-15 Major Department Accomplishments and Highlights

- Cross Training Initiative – Strategic planning process to manage employees workload
- Finalize the annual Grand List without an extension
- Educational & Training Opportunities – Webinar educational presentations (I.A.A.O. & C.A.A.O)

Assessor's Office Overview

Department Goals for 2015-16

- To maintain a high level of public service and customer satisfaction
- Continue to develop our Cross Training Initiative
- Online access of GIS parcel information to public
- Prompt and accurate completion of annual Grand List without extension
- Prompt and accurate delivery of State mandated reports to OPM
- Leveraged rate of return from personal property audits strengthening equal distribution of tax burden

Assessor's Office Overview

Benchmarks

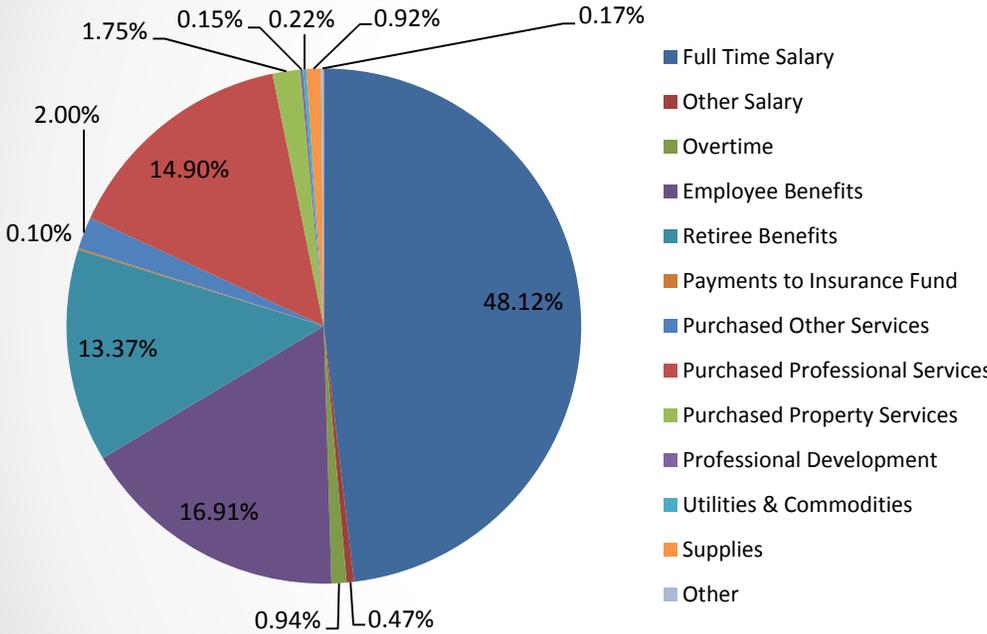
City	Employees	Parcels	PP	MV	NTGL	Pop.	Sq. Miles	NTGL Grwth
Bridgeport	11	34,615	4,422	72,500	7,028,591,206	136,405	19.4	0.80%
New Haven	12	27,425	3,956	53,000	6,093,436,982	123,669	20.3	- 0.36%
Norwalk	11	28,460	3,609	70,987	12,805,517,547	83,185	36.3	0.78%
<i>Stamford</i>	<i>10</i>	<i>37,851</i>	<i>4,815</i>	<i>93,125</i>	<i>19,309,857,769</i>	<i>126,456</i>	<i>42.7</i>	<i>1.69%</i>

Assessor's Office Summary of Operating Budget

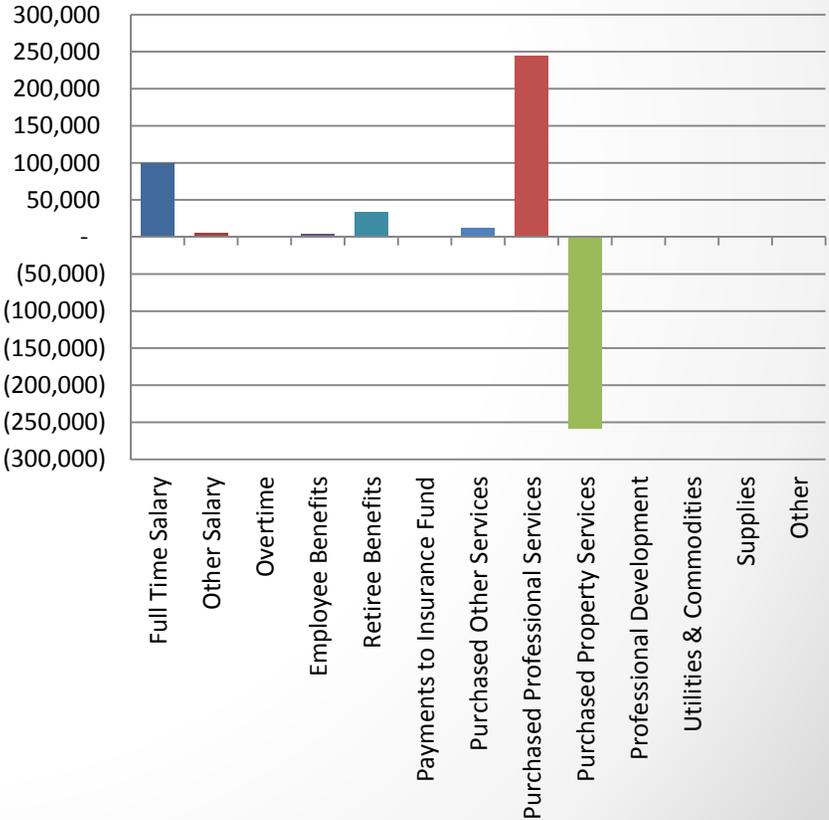
Program Name	FY 14-15 Adopted	FY 14-15 Revised	FY 14-15 Projected	FY 15-16 Mayor's Request	\$ Change (Requested vs Projected)	% Change
Assessment						
Assessor (1020)	1,082,175	1,061,851	1,086,754	1,102,943	16,189	1.5
Brd Assess Appeals (1021)	10,362	10,362	9,486	9,236	-250	(2.6)
Property Revaluation (1026)	487,389	487,389	410,929	531,934	121,005	29.4
TOTAL	1,579,926	1,559,602	1,507,169	1,644,113	136,944	9.1

Assessor's Office Cost Summary & Variances

FY15/16 Mayor's Proposed



FY15/16 Mayor's Proposed Variance vs Projected



Assessor's Office Operating Plans and Budget Highlights

Operating costs proposed will ensure that the State-mandated Grand List will be delivered accurately and in a timely manner. Also included are other related costs, such as, the personal property audit program which will continue to safeguard a fair distribution of the tax burden.

Key Department challenges

- To continue to maintain the high level of professional service for the City and citizens.

Major changes planned/Cost containment efforts

- Integrate more functionality of online GIS system

Tax Collector

William A. Forker
Tax Collector

Tax Collector Highlights

What Major Services Does The Department Provide To Citizens Or Other City Departments?

- Billing and collection of taxes for real estate, personal property, motor vehicle and supplemental motor vehicle accounts
- Billing and collection of sewer connection and sewer assessment charges, DSSD charges, Harbor Point and Mill River TIF charges
- Administer abatement changes and adjustments
- Administer Court Stipulated adjustments and refund/credit process
- Administer regular property tax adjustment and refund/credit process
- Provide Law Department with account affidavits for legal action against delinquent taxpayers and processing payments received from outside attorneys on delinquent accounts

Tax Collector Highlights

2014-15 Major Department Accomplishments and Highlights

- Improved customer experience
 - Phase I - Install video/audio recording for taxpayer interactions
- Software changes to reduce processing and postage fees for printed bills
- Continued implementation of E-bills
 - 955 taxpayers have signed up for e-bills - up from 78 who signed up the first year (2013)
- Establish a delinquent billing schedule and lien filing date for SA/SC loans

Tax Collector Overview

Department Goals for 2015-16

- Improve the customer experience
- Install check scanners in cashiers booth for immediate deposit to financial institution
- Complete implementation of E-bills process for other city departments and coordinate establishment of process and procedure with Finance Department
- Continue to monitor collection activities in order to maintain and/or Increase collection rates for all property types
- Implement Software changes to combine multiple MV/SMV accounts into single bill
- Continue to monitor all current process and procedure to maintain effectiveness and efficiency of service delivery and initiate changes where necessary
- Investigate the possibility advanced scheduling of tax payments for on-line payment users

Tax Collector Overview

Benchmarks

- Based upon the collection rate of the City of Stamford, we have always achieved one of the highest collection rates in the State
- There are very few offices in the State of Connecticut that have a similar set up as Stamford with the Collectors office and Assessors office combined. The only city remotely similar to Stamford that has a similar set up is Manchester CT

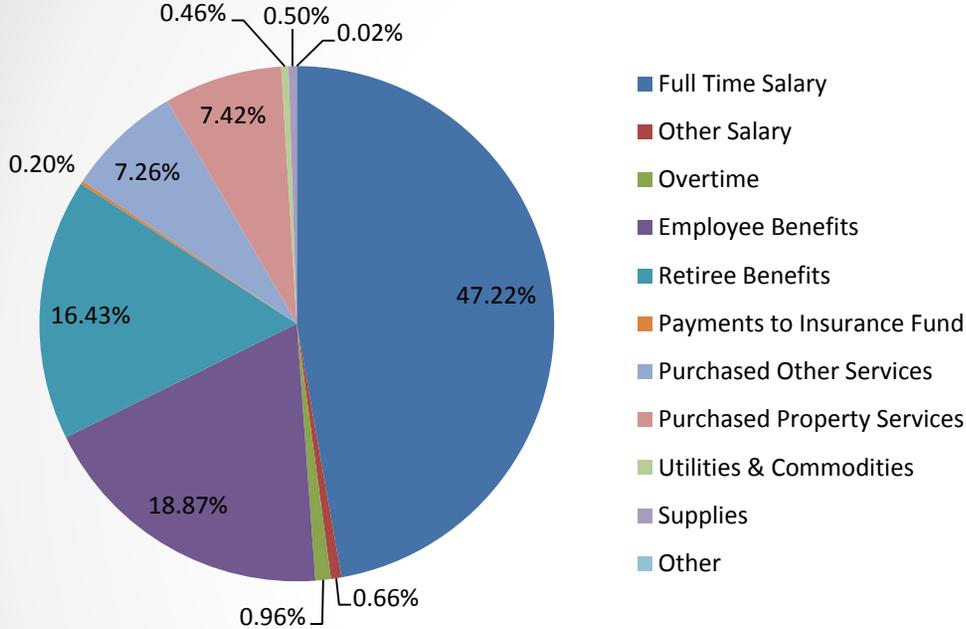
Tax Collector

Summary of Operating Budget

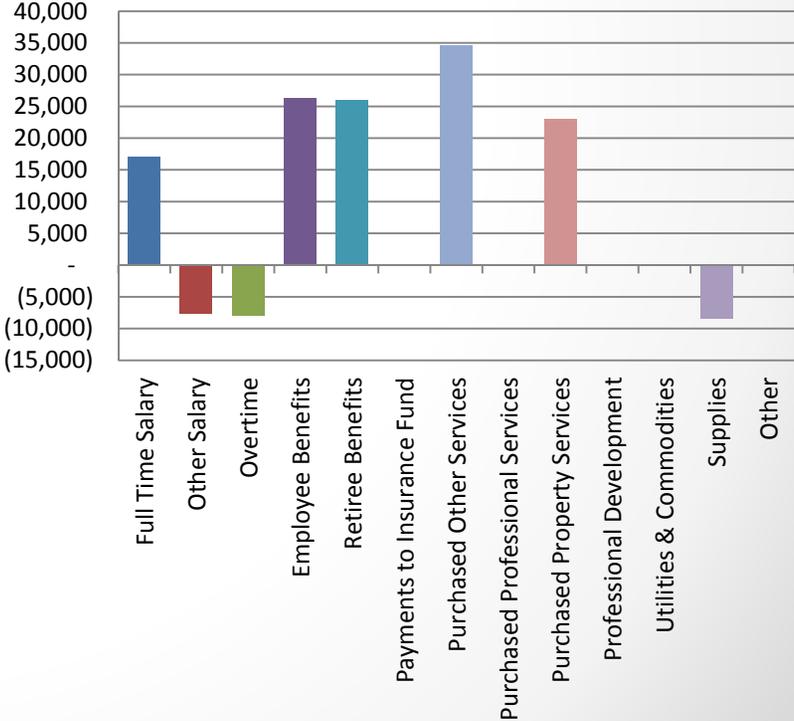
Program Name	FY 14-15 Adopted	FY 14-15 Revised	FY 14-15 Projected	FY 15-16 Mayor's Request	\$ Change (Requested vs Projected)	% Change
Tax & Collection						
Revenue Services (1022)	835,295	953,216	961,973	1,041,156	79,183	8.2
Taxation Services (1023)	580,786	580,786	613,565	630,506	16,941	2.8
Tax Administration (1024)	187,010	187,010	187,415	194,398	6,983	3.7
TOTAL	1,603,091	1,721,012	1,762,953	1,866,060	103,107	5.8

Tax Collector Cost Summary & Variances

FY15/16 Mayor's Proposed



FY15/16 Mayor's Proposed Variance vs Projected



Tax Collector Operating Plans and Budget Highlights

Key Department challenges

To provide efficient customer service with limited staff – the department headcount has been steadily reduced over the years from 20 in 2001 to 13 in 2015, including clerical support for the Assessor's Office.

Major changes planned/Cost containment efforts

All the work of the Tax Office is dictated by local ordinances, agreements, and State statutes; thus it cannot be altered or discontinued in any way. Furthermore, as local development activity increases, so do the total number of tax accounts under management, including greater number of real estate, personal property, and motor vehicle tax parcels.

Controller's Office

David A. Yanik
Controller

Controller's Office Highlights

What Major Services Does The Department Provide To Citizens Or Other City Departments?

- Transaction processing including Accounts Payable, Payroll, and Cash Receipts and financial reporting for each Department, Fund, or City operating entity
- Aided OTHRA Board in arranging financial audits from inception to date in conjunction with contractual requirements for release of tax credits
- Internal Audit Risk Assessment provided to Audit Committee of the Board of Finance as basis for Annual Audit Plan

Controller's Office Highlights

2014-15 Major Department Accomplishments and Highlights

- Managed City's cash balances through each semi-annual tax cycle with minimal impact on day-to-day operations
- Completed (or participated in) vendor selection for Core Banking Services, Lock Box Processing Services, and Short-Term Cash Investment Advisory Services
- Managing transition of Core Banking Services and consolidation of Cashiering Functions (both efforts are still in process)

Controller's Office Overview

Department Goals for 2015-16

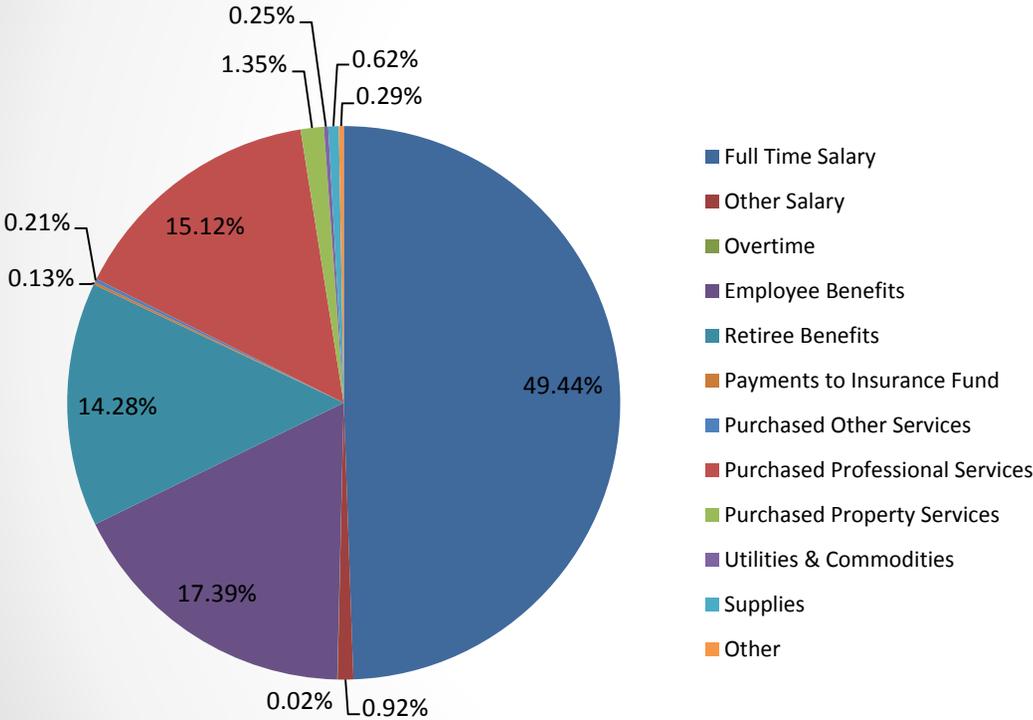
- Complete consolidation of cashiering functions
- Complete Controller's Office review of staff needs and redistribution of responsibilities
- Begin assessment of accounting software offerings and City general ledger accounting and financial reporting needs

Controller's Office Summary of Operating Budget

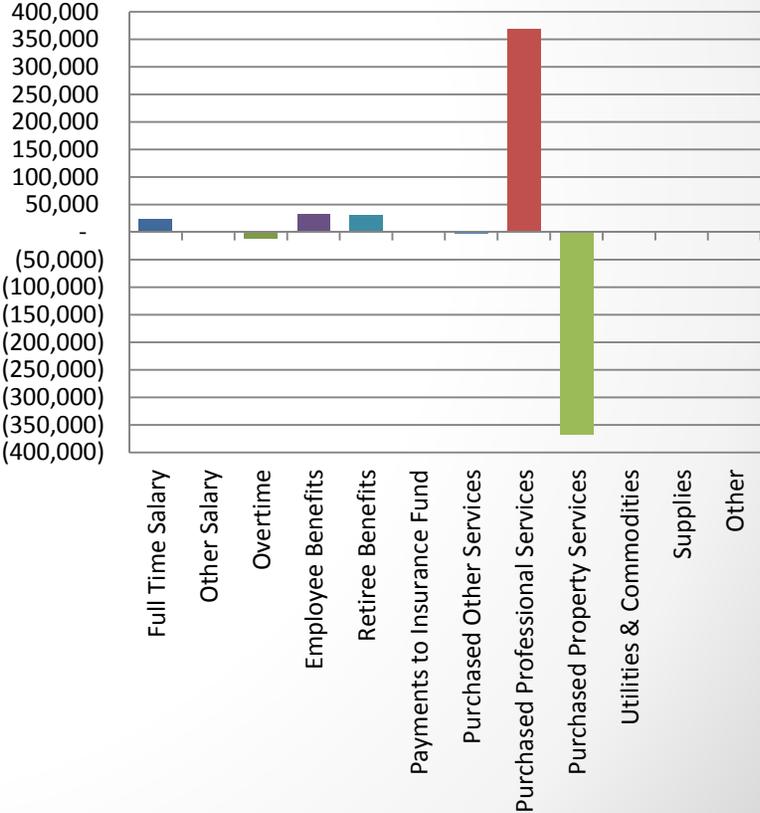
Program Name	FY 14-15 Adopted	FY 14-15 Revised	FY 14-15 Projected	FY 15-16 Mayor's Request	\$ Change (Requested vs Projected)	% Change
Controller						
Finance (1032)	2,309,306	2,309,306	2,360,537	2,108,433	(252,104)	(10.7)
Internal Audits (1034)				166,437	166,437	100
Cash Management (1035)				159,775	159,775	100
TOTAL	2,309,306	2,309,306	2,360,537	2,434,645	74,108	3.1

Controller's Office Cost Summary & Variances

FY15/16 Mayor's Proposed



FY15/16 Mayor's Proposed Variance vs Projected



Controller's Office

Operating Plans and Budget Highlights

Key Department challenges

- Previously mentioned Core Banking Services and Cashiering Consolidation efforts, as well as remediation of audit readiness deficiency

Technology Management Services

Michael Pensiero

Director of Technology Management Services

TMS Highlights

What Major Services Does The Department Provide To Citizens Or Other City Departments?

- The Technology Management Services Department provides the Public with Internet web sites, internet purchasing and payment options and public access to city services as well as direct communications (telephone and email) to the individual departments
- The technology department also provides technology solutions to all city departments to accomplish their individual missions

TMS Highlights

2014-15 Major Department Accomplishments and Highlights

- Successfully completed a number of legacy technology upgrades including the 15 year old telephone system
- Migrated additional departments onto online permit system
- In process of implementing TeleStaff (time and attendance) for Fire Department

TMS Overview

Department Goals for 2015-16

- Provide Enterprise level technology and support to city and BOE allowing them to effectively achieve their individual department and educational goals
- Provide network access to individual department applications as well as data storage and printing
- Provide software solutions for individual department needs
- Provide appropriate communication access such as email and digital/IP telephones to the entire city enterprise

TMS Overview

Performance Metrics* - Measuring Department Results

- Core switch availability 99.9%
- Application availability 99.9%
- Server availability 99.9%
- Patch management 99.9%
- Data management 99.9%
- Telephone availability 99.0%
- Computers with energy mgmt. software 80.0%
- Virtualized Servers 62.0%
- Proper disposal of legacy equipment 100.0%
- Recycled packaging materials 100.0%
- Helpdesk support resolution
 - Same Day 49.0%
 - Next Day 18.0%
 - Second Day 33%

Benchmarks

- The IT department compares favorably to Hartford, New Haven, Bridgeport and Waterbury. None of which have the detailed responsibilities associated with managing the Board of Education technology program

***TMS is part of first year pilot.**

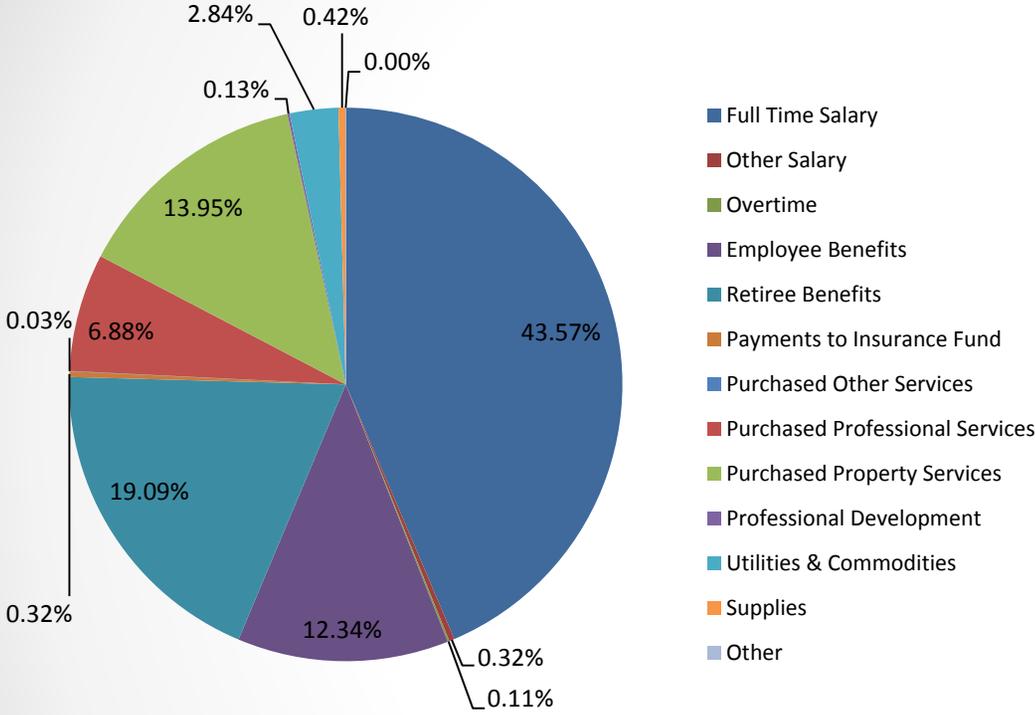
TMS Summary of Operating Budget

Program Name	FY 14-15 Adopted	FY 14-15 Revised	FY 14-15 Projected	FY 15-16 Mayor's Request	\$ Change (Requested vs Projected)	% Change
TMS						
TMS (1060)	1,511,761	1,511,761	1,639,262	0	(1,639,262)	(100)
Application Support (1061)				1,192,486	1,192,486	100
Network/Telecomm Services (1063)				276,780	276,780	100
Desktop Support (1064)				427,215	427,215	100
TOTAL	1,511,761	1,511,761	1,639,262	1,896,481	257,219	15.7

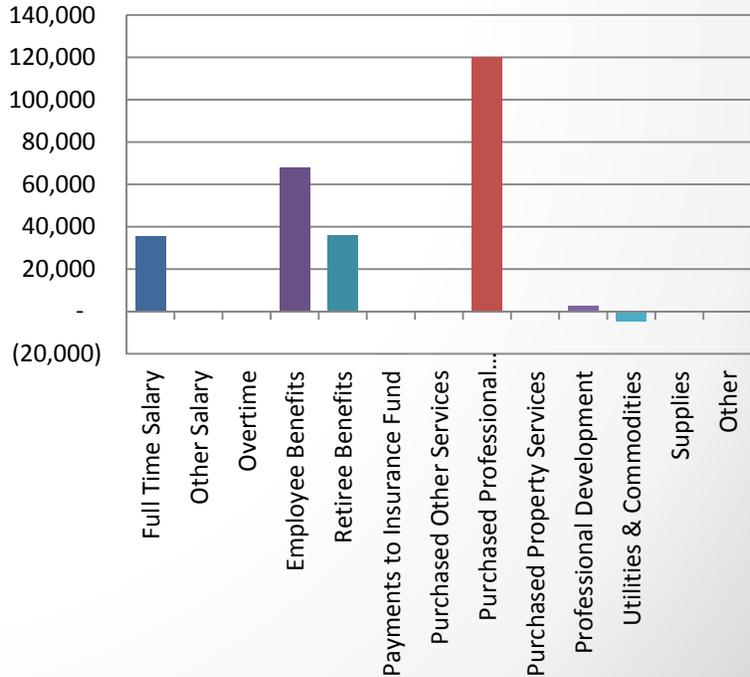
TMS

Cost Summary & Variances

FY15/16 Mayor's Proposed



FY15/16 Mayor's Proposed Variance vs Projected



TMS Operating Plans and Budget Highlights

Additional request for Professional Services in GIS area intended to support increased use in Tax Assessor's Office, Operations MS4 permit process and Economic Development.

Key Department challenges

- Financially keeping up with latest technologies and in some cases
- individual department acceptance of technology changes
- Training

Major changes planned

- We are planning on major upgrades to city website as well as recreation Services online registration
- Telestaff roll-out in Fire Department
- Kronos biometric upgrade
- Cloud based applications and storage including Microsoft Office 356

Cost containment efforts

- We continually monitor the operating budget looking for even minor reductions throughout the year. As we are a "resource" for all other departments, saving is often seen outside the Technology budget but directly attributed to technology improvements implemented by this department.

Risk Management

Ann Marie Mones
Risk Manager

Risk Management Highlights

What Major Services Does The Department Provide To Citizens Or Other City Departments?

Risk strives to minimize the financial impact of accidental losses on taxpayers, employees, residents, and other members of the public by developing, initiating, administering:

- Self-insurance programs
- Purchasing Insurance
- Safety and loss control programs
- Claims administration
- Preparing insurance requirements for every RFP, contract, and grant
- Reviewing insurance and signing off on every building use, special event, field use, and film permits

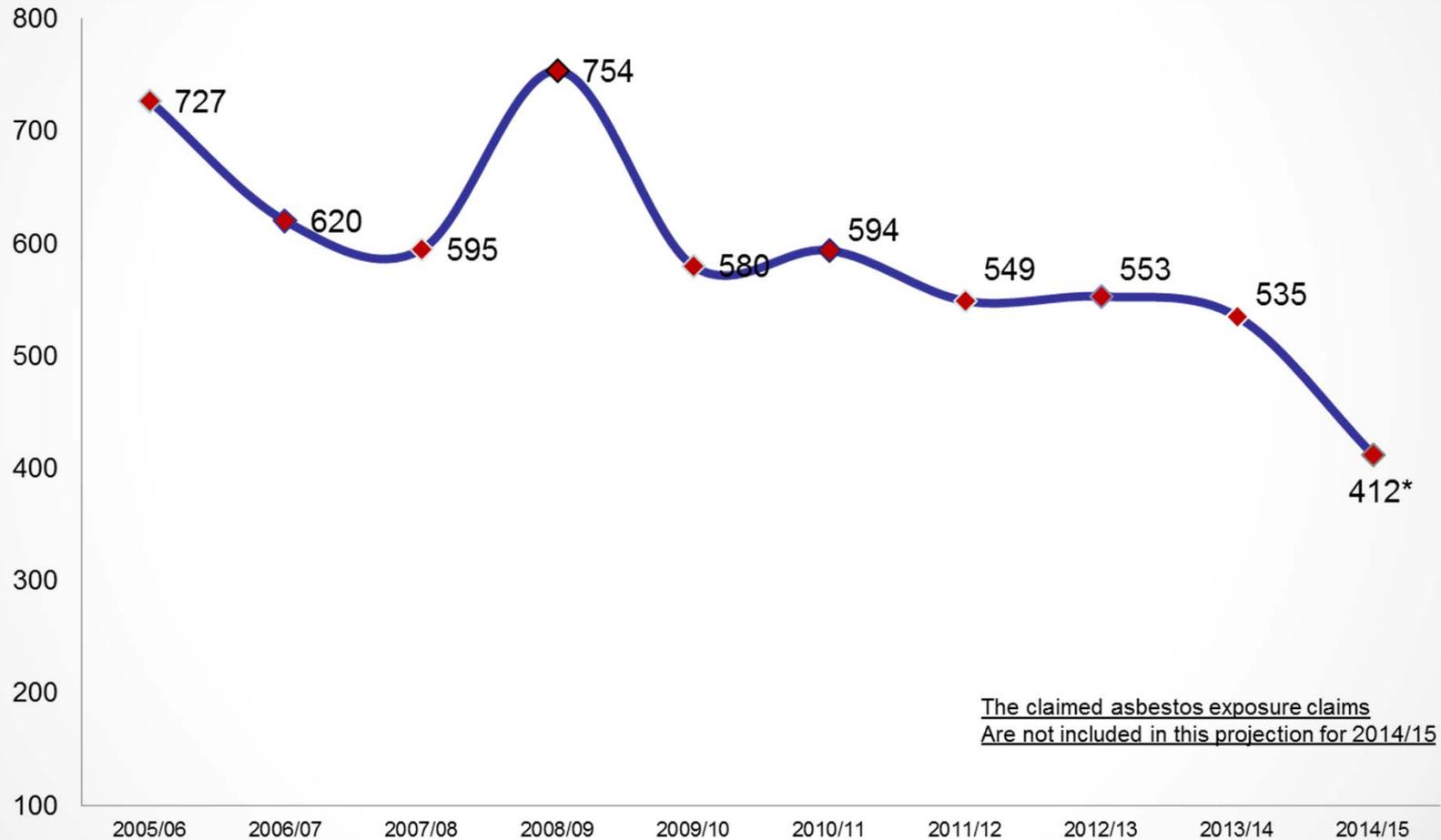
Risk Management Highlights

2014-15 Major Department Accomplishments and Highlights

- In 2013/14 for the first half of the year, there were 243 injuries and \$2,148,131 spent on those claims. This year, 14/15 we have totaled 480 injuries and \$2,225,131 accrued. The increase of injuries for the city is attributed to 276 claimed asbestos exposures from the Stamford Police Department. If we looked at our injury total without the claimed asbestos exposures, we are at 204, which would put us 20% below last year's injury total.
- Safety training events for the first half of FY 2014/2015 totaled 1698, which is an increase compared to 1425 training events during the same period in the prior year.

Risk Management Highlights

10 yr. Claim Comparison



* 2014/15 Data is a projection where we will end the year on based on YTD claims/injuries.

Risk Management Overview

Department Goals for 2015-16

- Decrease accident frequency and expense by 10%
- Increase number of training events by 10%
- Facilitate Operations Departments in providing training as needed
- Complete revaluation for insurance purposes of all City property
- Increase number of safety committee meetings
- Continue to work with third party administrators to investigate claims

Risk Management Overview

Performance Data - Measuring Department Results

- Risk continues to track accident rates and dollars spent for workers' compensation, in addition to the number of training events provided, safety committee meetings, and investigations.

Benchmarks

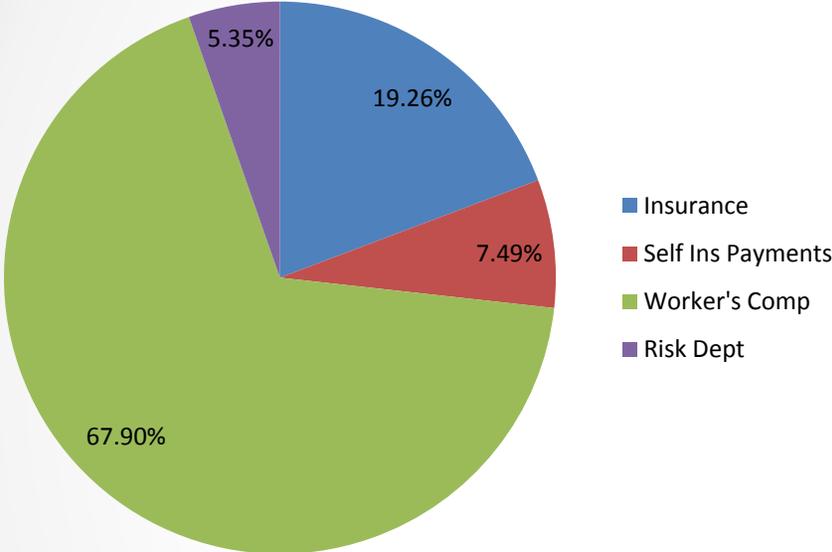
- During FY 2015/2016 Risk will attempt to complete a comparison between Stamford's Risk Management and Risk Management for other municipalities of comparable size in Connecticut.

Risk Management Summary of Operating Budget

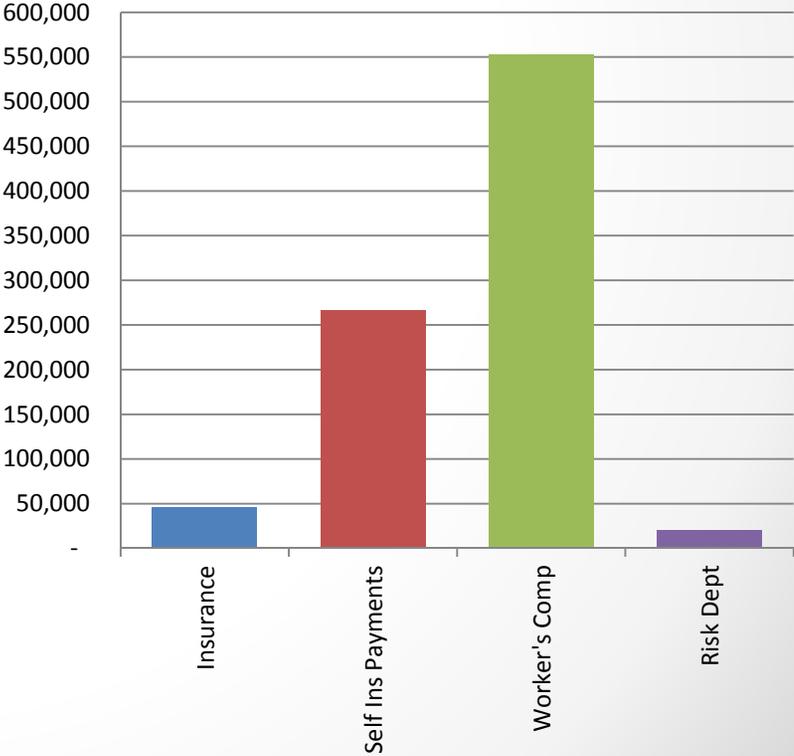
Program Name	FY 14-15 Adopted	FY 14-15 Revised	FY 14-15 Projected	FY 15-16 Mayor's Request	\$ Change (Requested vs Projected)	% Change
Risk Management						
Insurance (8311)	2,644,818	2,644,818	2,644,818	2,690,896	46,078	1.7
Self Ins. Payments (8321)	779,611	779,611	779,611	1,045,985	266,374	34.2
Worker's Comp (8331)	8,930,749	8,930,749	8,930,749	9,483,888	553,139	6.2
Risk (8381)	726,446	726,446	727,190	747,627	20,437	2.8
TOTAL	13,081,624	13,081,624	13,082,368	13,968,396	886,028	6.8

Risk Management Cost Summary & Variances

FY15/16 Mayor's Proposed



**FY15/16 Mayor's Proposed
Variance vs Projected**



Risk Management

Operating Plans and Budget Highlights

Key Department challenges

- Risk continues to be challenged regarding “buy in” from other departments and employees regarding safety and loss control

Major changes planned/Cost containment efforts

- Revaluation of all City properties for more accurate underwriting materials
- Utilizing volunteer to assist in investigations and loss control assessments