

Finance Department

Table of Contents

Organization Chart	2
Department Expenditure Summary	3
Department Staffing Summary	4
Financial Management Division Service Efforts/Accomplishments	5
Financial Management Expenditure Summary and Staffing	6
Risk Management Division Service Efforts/ Accomplishments	7
Risk Management Division Expenditure Summary and Staffing	8
Real Estate Management Division Service Efforts/ Accomplishments	9
Risk Management Division Expenditure Summary and Staffing	10

Mission Statement:

Utilize corporate approaches to professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related support services to citizens and other City Departments and offices.

Program Identifier:

- ⇒ Chief Financial Officer #181
- ⇒ Treasury Administration #184
- ⇒ Real Estate Management #186
- ⇒ Pension Participant Services #188
- ⇒ Pension Management Support #189
- ⇒ Risk Management #217

Finance Department



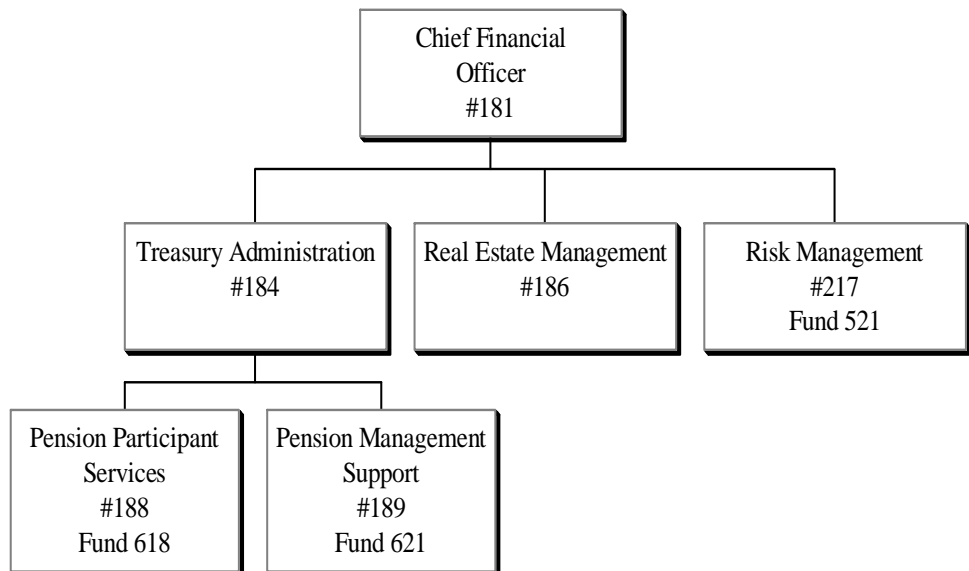
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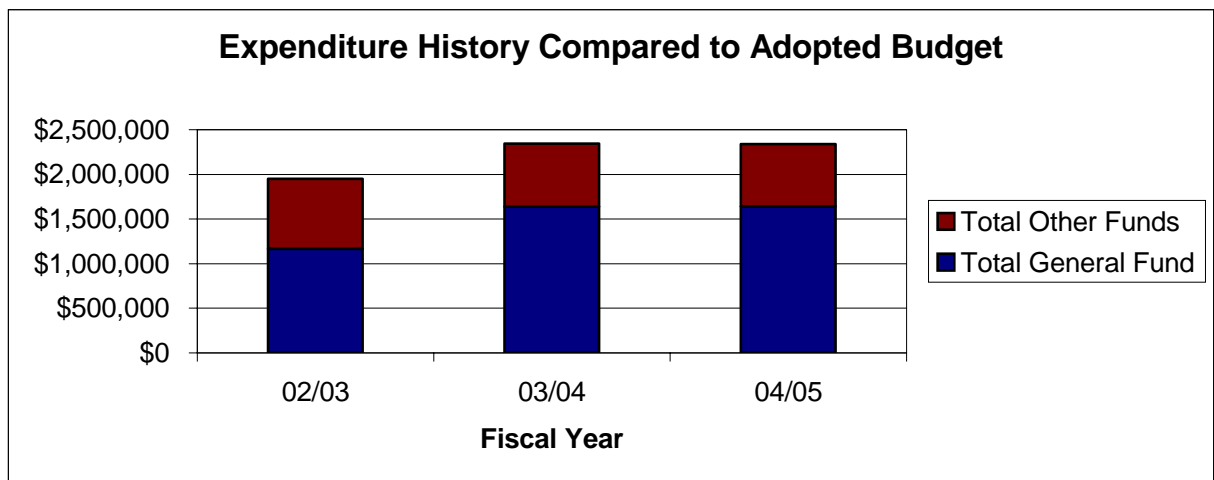
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Finance Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Office of Chief Financial Officer:					
181 Chief Financial Officer	\$ 700,178	\$ 280,610	\$ 271,182	\$ (9,428)	(3.36%)
184 Treasury Administration		395,145	263,910	(131,235)	(33.21%)
186 Real Estate Management	300,580	310,670	312,907	2,237	0.72%
994 Nondepartmental - CFO	167,003	652,326	792,987	140,661	21.56%
TOTAL -- GENERAL FUND	\$ 1,167,761	\$ 1,638,751	\$ 1,640,986	\$ 2,235	0.14%
RISK MANAGEMENT FUND #521					
217 Risk Management Administration	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	(17.00%)
TOTAL -- RISK MANAGEMENT FUND	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 35,961	\$ 57,815	\$ 150,000	\$ 92,185	159.45%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 35,961	\$ 57,815	\$ 150,000	\$ 92,185	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ -	\$ 48,503	\$ 50,895	\$ 2,392	4.93%
TOTAL -- FIRE PENSION FUND	\$ -	\$ 48,503	\$ 50,895	\$ 2,392	
TOTAL -- FINANCE	\$ 1,949,518	\$ 2,343,803	\$ 2,338,807	\$ (4,996)	(0.21%)
Expenditure by Classification					
Salaries and Wages	\$ 1,285,883	\$ 1,134,315	\$ 933,794	\$ (200,521)	(17.68%)
Employee Benefits	347,132	315,940	305,048	(10,892)	(3.45%)
Supplies	25,119	22,641	20,017	(2,624)	(11.59%)
Contractual Services	249,303	360,600	441,900	81,300	22.55%
Utilities	89	202,000	211,000	9,000	4.46%
Other Operating	21,618	21,300	252,581	231,281	1085.83%
Travel/Training	14,978	20,200	18,475	(1,725)	(8.54%)
Internal Services	3,487	4,657	6,126	1,469	31.54%
Capital	(5,443)	200,000		(200,000)	(100.00%)
Non-Operating	7,352	62,150	149,866	87,716	141.14%
TOTAL -- FINANCE	\$ 1,949,518	\$ 2,343,803	\$ 2,338,807	\$ (4,996)	(0.21%)



Finance Department

DEPARTMENT STAFFING SUMMARY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
181 Chief Financial Officer	6	2	2
184 Treasury Administration	0	4	4
186 Real Estate Management	4	4	4
TOTAL – GENERAL FUND	10	10	10
RISK MANAGEMENT FUND #521			
217 Risk Management Administration	6	6	6
TOTAL – RISK MANAGEMENT FUND	6	6	6
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL – PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	0	1	1
970 Special-Fire Pension Fund	1	0	0
TOTAL – FIRE PENSION FUND	1	1	1
TOTAL – FINANCE	18	18	18

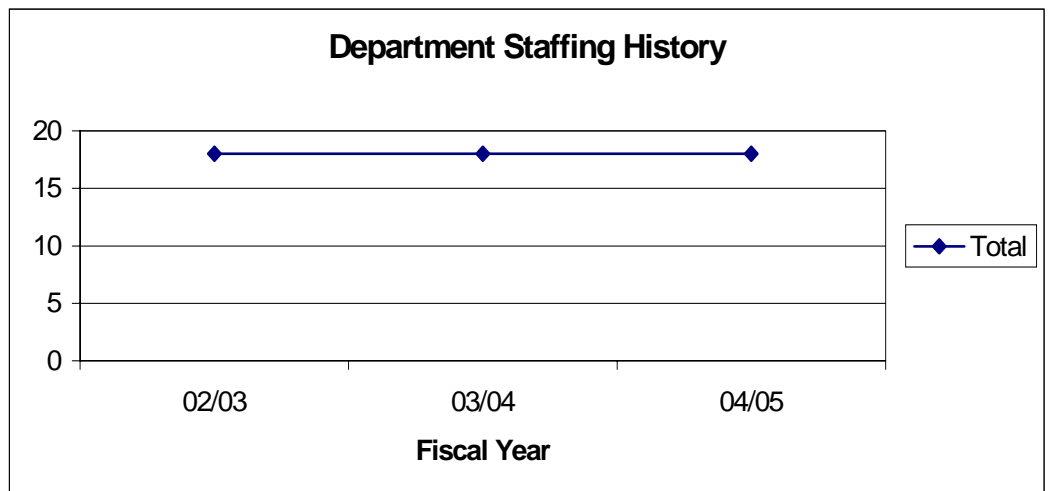
Mission Statement:

Utilize corporate approaches to professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related support services to citizens and other City Departments and offices.

Program Identifier:

- Chief Financial Officer #181
- Treasury Administration #184
- Real Estate Management #186
- Pension Participant Services #188
- Pension Management Support #189
- Risk Management #217

Department Staffing History



Finance Department

Financial Management

Mission Statement:

Utilize corporate approaches to professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related support services to citizens and other City Departments and offices.

Program Identifier:

- ⇒ Chief Financial Officer #181
- ⇒ Treasury Administration #184
- ⇒ Pension Participant Services #188
- ⇒ Pension Management Support #189

Overview of Services/Programs

The **Financial Management** function includes: Investment Management, Debt Management, Pension Administration, Financial Market Relations and Financial Support to City Business Units. Investment Management administers and invests available operating funds to meet or exceed benchmark rates of return on the City's investment portfolios while maintaining safety of principal. Debt Management manages a diversified debt portfolio to efficiently address the City's funding needs. Pension Administration administers, monitors and coordinates the activities for the City's three Defined Benefit Plans (Police, Firefighter and General Employee), one Defined Contribution Plan (401a) and the voluntary Deferred Compensation Plan (457). Financial Market Relations maintains a strong working relationship with bond rating agencies, bond insurance companies, as well as municipal bond analysts and municipal bond investors. Financial Support to City Business Units assists other departments in developing and analyzing financial options to meet short or intermediate term business strategies and forging public/private partnerships.

Major Accomplishments

- Expanded the medium-term note program by issuing an additional \$15 million in notes to partially fund the FY2004 Capital Improvements Program.
- Refunded the 1993 Community Redevelopment Agency bonds, resulting in an annual savings of \$160,511.
- Refunded the 1994 Parking System bonds, resulting in an annual savings of \$251,561.
- Refunded the 1993B Wastewater System bonds, resulting in an annual savings of \$299,123.
- Achieved Investment Performance in excess of the State Board of Administration returns by 1.85% for the ten months ending July 31, 2004.

Future Outlook

- Investment Management will focus on opportunity and use new investment products that may be utilized to enhance the performance of our short-term investments.
- Debt Management will continue to analyze potential refunding opportunities for the City's outstanding bonds, as well as to prepare a financing plan for the 2004-2005 Capital Improvement initiative, the Public Safety Complex and other capital improvements.
- Pension Administration will seek to enhance and expand the educational opportunities that are provided to the employee participants in the City's Defined Contribution Pension Plan (401a) and Deferred Compensation Plan (457).
- Financial Market Relations will create and maintain an Investor Relations section on the City's website to provide both historical and timely information regarding the City's debt programs for investors in the City's bonds as well as for those analyzing the City's debt position.
- Financial Support to City Business Units will continue to assist other departments with financial analyses and developing beneficial public/private partnerships.

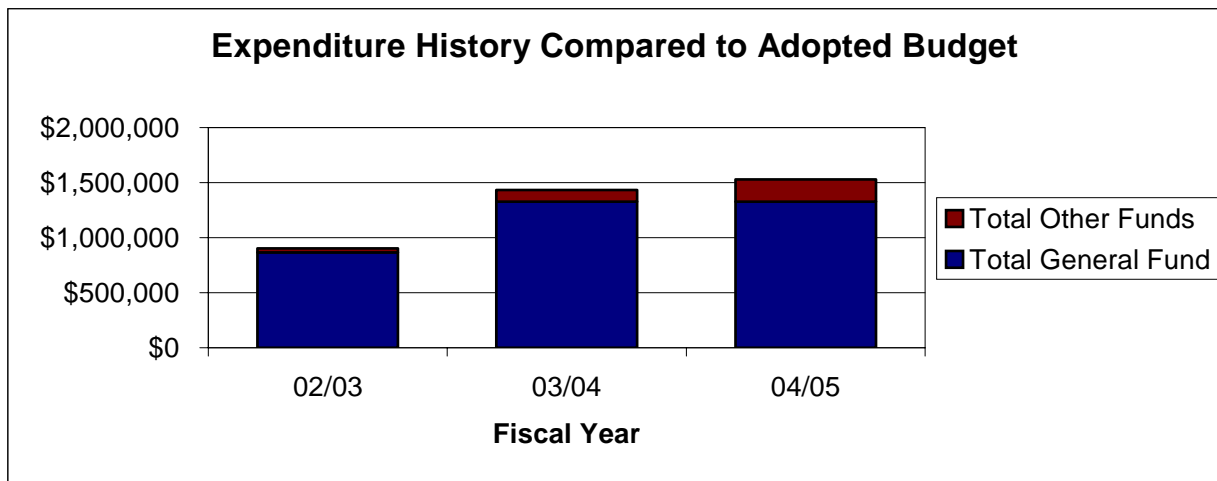
Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Three-Year Active Portfolio Investment Return Over the 1 to 3 Year Treasury Index	0.97%	0.70%	0.50%
Net Rate of Return on the Liquidity Portfolio Over the 6 Month Treasury Bill Index	0.44%	0.40%	0.50%
Net Rate of Return on the Aggregate Portfolio Over the Weighted Average Return of the SBA	3.57%	2.35%	1.50%
The Percentage that the Banking Fund Composite Rate, Over a Rolling Three Year Period, is Less than the Bond Buyer's Revenue Bond	0.75%	0.65%	0.50%

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184 Treasury Administration		395,145	263,910	(131,235)	(33.21%)
994 Nondepartmental - CFO	167,003	652,326	792,987	140,661	21.56%
TOTAL -- GENERAL FUND	\$ 867,181	\$ 1,328,081	\$ 1,328,079	\$ (2)	(0.00%)
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 35,961	\$ 57,815	\$ 150,000	\$ 92,185	159.45%
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 35,961	\$ 57,815	\$ 150,000	\$ 92,185	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ -	\$ 48,503	\$ 50,895	\$ 2,392	4.93%
TOTAL -- FIRE PENSION FUND	\$ -	\$ 48,503	\$ 50,895	\$ 2,392	
TOTAL -- FINANCIAL MANAGEMENT	\$ 903,142	\$ 1,434,399	\$ 1,528,974	\$ 94,575	6.59%



STAFFING HISTORY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
181 Chief Financial Officer	6	2	2
184 Treasury Administration	0	4	4
TOTAL -- GENERAL FUND	6	6	6
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	0	1	1
970 Special-Fire Pension Fund	1	0	0
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- FINANCIAL MANAGEMENT	8	8	8

Finance Department

Risk Management

Mission Statement:

Utilize corporate approaches to professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related support services to citizens and other City Departments and offices.

Program Identifier:

⇒ Risk Management #217

Overview of Services/Programs

The Risk Management function strives to insure all City assets at the best possible price and terms, manages the City's Workers' Compensation, General and Automobile Liability loss exposure programs and interacts with the Safety and Training Program staff (in the General Government Department) to avoid and reduce injury and damage to the City's citizens, employees or assets.

Major Accomplishments

- Achieved an overall 19% reduction in insurance/reinsurance premiums saving \$317,550.
- Restructured policy renewal effective date (Commercial property) to April 1st, which avoids storm season fluctuations. Immeasurably beneficial during this year's unusual hurricane activity.
- Issued an RFP that resulted in a new Broker Services contract that will generate \$130,000 in annual savings over the next 3 to 5 years.

Future Outlook

- Risk Management will continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations. Check processing will be integrated with the financial system allowing easier account reporting. Internal charges will be integrated with the financial system allowing easier account reporting. Internal charges will be equitably allocated to the various departments.

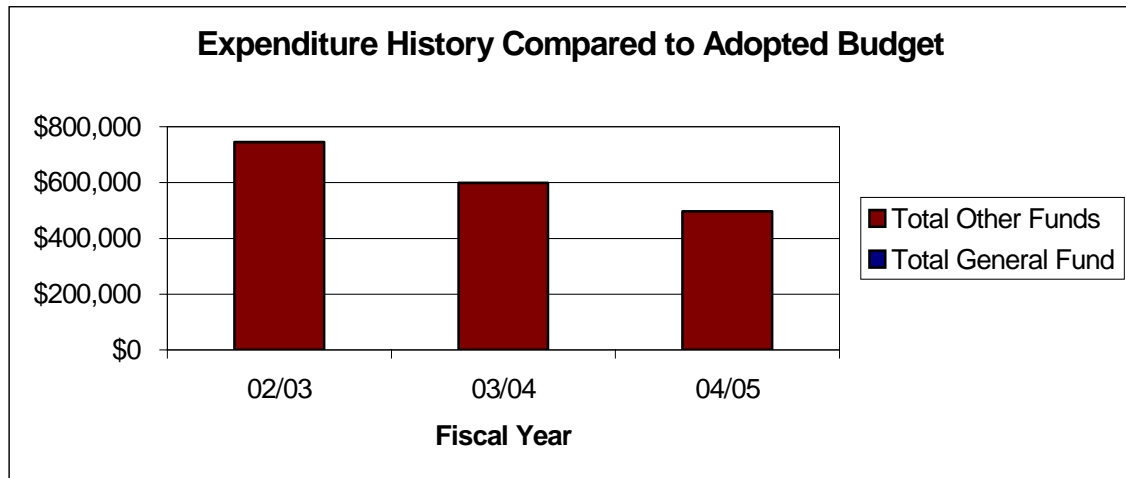
Selected Activities and Efficiency of Service Level:

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Cost of Auto Liability Claims per Citizen.	\$3.86	\$5.59	\$5.33
Cost of Industrial Accidents per FTE.	\$2,043	\$2,049	\$2,070
Cost of General Liability Claims per Citizen.	\$15.13	\$16.16	\$14.83

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
RISK MANAGEMENT FUND #521					
217 Risk Management Administration	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	(17.00%)
TOTAL -- RISK MANAGEMENT FUND	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	
TOTAL -- RISK MANAGEMENT	\$ 745,796	\$ 598,734	\$ 496,926	\$ (101,808)	(17.00%)



STAFFING HISTORY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
RISK MANAGEMENT FUND #521			
217 Risk Management Administration	6	6	6
TOTAL -- RISK MANAGEMENT FUND	6	6	6
TOTAL -- RISK MANAGEMENT	6	6	6

Finance Department

Real Estate Management

Mission Statement:

Utilize corporate approaches to professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related support services to citizens and other City Departments and offices.

Program Identifier:

⇒ Real Estate Management #186

Overview of Services/Programs

The **Real Estate Management** function strives to acquire real property at the best possible price and terms; identifies and sells surplus property in order to reduce maintenance costs and puts properties back on tax roll and manages City owned real property in order to control costs of ownership.

Major Accomplishments

- Completed acquisition of property for the City's new Central Park stormwater/park project. This 5.5-acre project in the heart of the Parramore neighborhood provides a central storm-water collection site along with neighborhood park amenities.
- Completed acquisition of the 3-1/2 acre Parramore Village redevelopment project including relocation of tenants and homeowners. Final relocation of remaining tenants and owners will be completed by December 2004.
- Coordinated the return of the City owned property at 595 N. Primrose formerly used by the Naval/Marine Corps Reserve Center. The building is planned to be renovated for use as the Orlando Police Department Northeast Police office and training facility, the Orlando fire Department training facility, and the Families, Parks and Recreation Department offices and Teen Youth Activity Center.
- Disposed of excess City property on Orange Center Boulevard for redevelopment by a non-profit organization for low-income Senior Housing.
- Completed acquisition of property for the expansion of the Eastern Regional Reclaimed Water Distribution system. This project will provide reclaimed water to the University of Central Florida and others.

Future Outlook

- Real Estate Management will continue to acquire property utilizing private sector strategies and tools through negotiation, where possible and within 105% of established value. In addition, Real Estate management will strive to maintain a high occupancy rate for city owned property available for lease and identify, market, and dispose of surplus property to secure the best price and terms in order to return the property to the tax rolls.

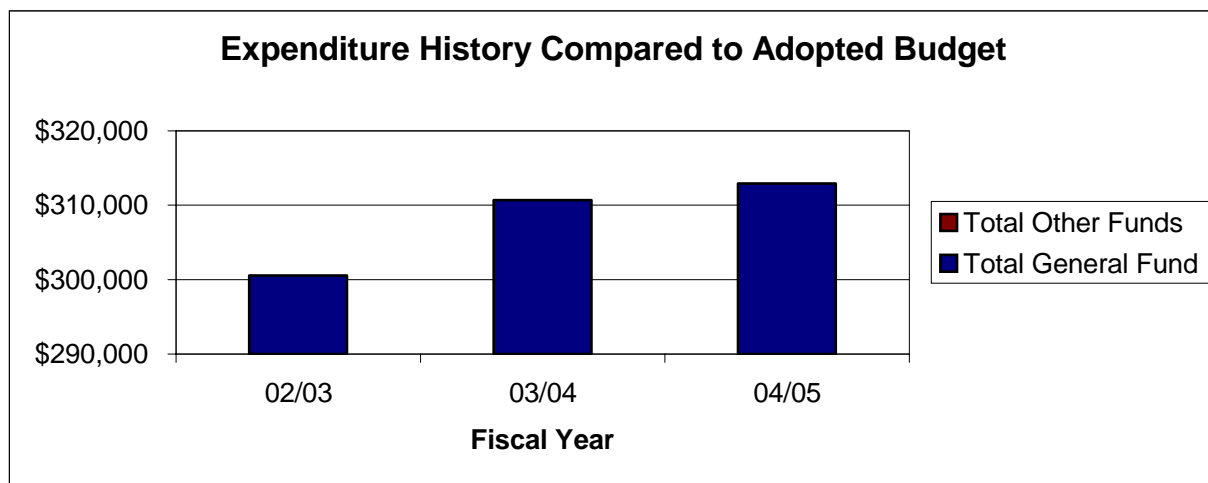
Selected Effectiveness Indicators and Outcome Targets

	FY02/03 Actual	FY03/04 Estimated	FY04/05 Proposed
Measure by Occupancy Rate on Downtown Property Reported by Recognized Real Estate Market Reporting Sources	95%	95%	90%
Establish Value of Property to be Acquired Utilizing Market Estimates, Appraisals, and Appropriate Valuation Methods	95%	90%	105%
Work with Property Owners to Determine Appropriate Method of Acquisition	85%	85%	85%

Finance Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2002/03 Actual Expenditures	2003/04 Revised Budget	2004/05 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
186 Real Estate Management	\$ 300,580	\$ 310,670	\$ 312,907	\$ 2,237	0.72%
TOTAL -- GENERAL FUND	\$ 300,580	\$ 310,670	\$ 312,907	\$ 2,237	0.72%
TOTAL -- REAL ESTATE MANAGEMENT	\$ 300,580	\$ 310,670	\$ 312,907	\$ 2,237	0.72%



STAFFING HISTORY

	Actual 2002/2003	Revised Budget 2003/2004	Adopted Budget 2004/2005
GENERAL FUND #100			
186 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4