

FINANCE

Mission Statement

To provide fiscal leadership, integrity, and superior financial services through prudent and efficient management of the City's financial affairs.

Organization Structure



Services

The City's financial responsibilities include timely, accurate and cost-effective preparation and maintenance of accounting records and financial reports; disbursement of payments to employees/retirees, vendors, contractors and others; procurement of materials, products and construction services in a fair, unbiased and equitable manner; development and management of accurate and timely operating and capital budgets; implementation of the City's performance-based budgeting and accountability initiative; investment of the City's cash and pension funds; debt management; and effective management of tax and other revenue collections.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 5,118,043	\$ 5,957,416	\$ 5,820,841	\$ 7,010,531
Materials and Supplies	1,483,124	1,521,629	1,840,900	1,867,813
Capital Outlay	0	1,000	0	1,000
Grants and Subsidies	2,683,695	3,489,300	8,314,300	5,189,300
Transfers Out	0	5,000	22,614	0
Total Expenditures	\$ 9,284,862	\$ 10,974,346	\$ 15,998,654	\$ 14,068,645
Total Revenues	\$ (2,676,199)	\$ (2,010,000)	\$ (3,599,426)	\$ (3,535,000)
NET EXPENDITURES	\$ 6,608,663	\$ 8,964,346	\$ 12,399,228	\$ 10,533,645

Authorized Complement

101

Finance • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
Commissions	\$ 0	\$ 20,000	\$ 0	\$ 0
Donated Revenue	37,500	0	2,000	25,000
Miscellaneous Income	7,245	0	12,000	0
Oper Tfr In - Misc Grants Fund	276	0	0	0
Recovery Of Prior Year Expense	0	0	11,713	0
Rezoning Ordinance Publication Fees	3,400	10,000	2,750	10,000
Tourism Development Zone Local Sales	2,609,696	1,980,000	3,554,100	3,500,000
Vendor Rebates	18,083	0	16,863	0
Total Charges for Services	\$ 2,676,199	\$ 2,010,000	\$ 3,599,426	\$ 3,535,000

Performance Highlights

- Increased the percentage of contracts going to certified minority and female contractors to 21.1%- a 68% increase from 2016.
- Refunded 2011 outstanding Tourism Development Zone (TDZ) bonds removing certain restrictions and generating an \$8.7M present value savings.
- Awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 40th straight year.
- Earned the GFOA Distinguished Budget Presentation Award for the 19th consecutive year.

- Maintained AA bond rating and earned improved "outlook" from Moody's and S&P.
- Earned the National Procurement Institute's (NPI) Achievement of Excellence in Procurement Award for the 4th consecutive year.

Issues & Trends

The Office of Business Diversity and Compliance, which is housed in the Finance Division, is committed to aggressively facilitating the City's goal of public and private sector business procurement opportunities that reflect this diverse community. This is part of a broader data-driven approach to city government. The Division continues to pursue bond refinancing opportunities and use of the commercial paper program to minimize the City's cost of Debt. The Division also continues to encourage a culture of excellence by refining the internal division processes that will lead to effective, efficient and responsive services. The Information Technology Division, reports into the Finance Division, which is designed to enhance efficiency, effectiveness and reporting across the enterprise.

Key Performance Indicators

Performance Indicator	FY17 Actual	FY18 Goal	FY18 Actual*	FY19 Goal	Category
FINANCIAL MANAGEMENT					
Unassigned balance of 10% of General Fund Expenditures	100%	100%	100%	100%	Government
% of time monthly financial reporting completed by the 10th day of the following month	98%	100%	99%	100%	Government
% of all accurately submitted vendor payments processed within 5 business days	99%	98%	99%	98%	Government
PURCHASING					
% of regular purchase orders completed within 30 days	93%	95%	92%	95%	Government
% of construction requisitions completed within 120 days	98%	95%	99%	95%	Government
BUDGET OFFICE					
% of budget to actual variance reports completed within 10 business days after period closing	92%	100%	92%	100%	Government
Complete 1st and 2nd quarter Actuals within 45 days of quarterly closing	100%	100%	100%	100%	Government
DEBT MANAGEMENT					
Maintain the City's Bond rating at or above Moody: Aa2, S&P: AA	Moody: Aa2, S&P: AA	Moody: Aa2, S&P: AA	Moody: Aa2, S&P: AA	Moody: Aa2, S&P: AA	Government
Annual rate of return on investments (Exceed 3 month Treasury Bill rate)	100%	100%	N/A**	100%	Government
EQUAL BUSINESS OPPORTUNITY AND DEVELOPMENT					
% of contracts monitored for compliance	1650	1500	1500	1500	Government
% of City of Memphis spending with MWBE vendors	21.03%	22.50%	21.77%	24.00%	Government
BUSINESS DEVELOPMENT CENTER					
# of jobs created	50	50	50	50	Economy
# of jobs retained	350	400	498	450	Economy

* Some figures are approximate. In these cases, the reporting for FY18 was not complete before production of the budget book.

**This number will not be available until year end.

Finance • Division Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
PERSONNEL SERVICES				
Full-Time Salaries	\$ 3,861,203	\$ 5,170,493	\$ 4,921,689	\$ 5,902,769
Holiday Salary Full Time	212,846	0	25,001	0
Vacation Leave	214,594	0	4,741	0
Bonus Leave	30,783	0	5,095	0
Sick Leave	106,556	0	4,541	0
Overtime	22,647	11,500	27,000	11,500
Out of Rank Pay	3,116	0	0	0
Longevity Pay	48	0	59	0
Retirement Benefits	72,174	0	11,250	15,000
Pension	241,951	275,725	275,725	125,694
Social Security	14,624	0	21,631	0
Pension ADC Funding	452,400	433,180	433,180	711,286
Group Life Insurance	11,388	16,391	12,092	15,284
Unemployment	12,400	6,560	6,560	7,040
Medicare	65,632	71,923	80,053	86,848
Long Term Disability	11,946	14,358	14,987	15,448
Health Insurance - Basic	15,232	0	0	0
Health Insurance - Value PPO	18,311	30,933	12,889	0
Health Insurance - Premier	327,038	333,036	344,964	363,804
Other Post Employment Benefits	0	0	2,367	0
Benefits Adjustments	0	82,844	0	67,226
Health Insurance-Local Plus Plan	82,506	131,296	151,598	169,200
Salaries - Part Time/Temporary	236,215	267,856	256,649	359,287
On the Job Injury	20,119	4,260	6,000	4,260
Attrition	0	(44,870)	0	(15,000)
Bonus Pay	60,018	0	0	0
Expense Recovery - Personnel	(975,704)	(848,069)	(797,231)	(829,115)
Total Personnel Services	\$ 5,118,043	\$ 5,957,416	\$ 5,820,841	\$ 7,010,531
MATERIALS AND SUPPLIES				
City Hall Printing	\$ 1,499	\$ 0	\$ 0	\$ 0
City Shop Charges	0	1,430	1,430	0
City Shop Fuel	123	344	586	660
Outside Computer Services	0	1,395	1,395	1,395
City Computer Svc Equipment	21,324	38,250	35,210	53,550
Data/Word Processing Equipment	0	200	200	200
Pers Computer Software	7,090	2,500	2,500	6,000
City Telephone/Communications	10,357	23,280	4,250	0
Printing - Outside	183,168	133,075	82,662	71,325
Supplies - Outside	90,654	80,433	106,642	99,433

Finance • Division Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
Food Expense	1,184	0	2,684	0
Document Reproduction - Outside	0	558	558	558
Household Supplies	0	0	18,000	0
Drafting/Photo Supplies	0	250	250	250
Outside Postage	52,611	137,188	137,740	137,188
Materials and Supplies	1,860	21,993	18,900	10,050
Miscellaneous Expense	24,322	6,575	5,207	6,575
Outside Equipment Repair/Maintenance	0	3,250	2,750	3,250
Internal Repairs and Maintenance	0	930	930	930
Legal Services/Court Cost	361	0	0	0
Advertising/Publication	63,590	66,677	98,600	120,677
Outside Phone/Communications	0	1,860	13,212	25,140
Janitorial Services	0	9,114	9,114	0
Security	689	26,785	26,785	26,785
Photography	0	150	150	150
Weed Control/Chemical Service	0	0	1,826	0
Seminars/Training/Education	37,742	63,800	62,800	75,550
Fixed Charges	84	0	0	0
Misc Professional Services	1,056,686	843,660	1,140,487	1,012,160
Travel Expense	25,818	44,390	40,602	60,136
Unreported Travel	(68)	800	800	0
Mileage	0	1,000	1,000	2,250
Utilities	0	20,692	20,692	0
Insurance	11,494	34,345	34,345	29,046
Claims	24,542	20,000	11,800	0
Lawsuits	0	1,000	0	1,000
Dues/Memberships/Periodicals	6,299	16,010	17,360	22,860
Rent	0	0	0	169,000
Misc Services and Charges	8,128	11,695	13,034	11,695
Expense Recovery - M & S	(146,509)	(92,000)	(73,600)	(80,000)
Catering	77	0	0	0
Total Materials and Supplies	\$ 1,483,124	\$ 1,521,629	\$ 1,840,900	\$ 1,867,813
CAPITAL OUTLAY				
Furniture/Furnishings	\$ 0	\$ 1,000	\$ 0	\$ 1,000
Total Capital Outlay	\$ 0	\$ 1,000	\$ 0	\$ 1,000
GRANTS AND SUBSIDIES				
Planning & Development	\$ 0	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
RBC Training/Certification Program	0	4,650	4,650	4,650
EDGE	2,683,695	1,980,000	3,805,000	3,680,000

Finance • Division Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
Tax Receivable Sale Vendor	0	0	3,000,000	0
Contr Assist Prog/Bonding	0	4,650	4,650	4,650
Total Grants and Subsidies	\$ 2,683,695	\$ 3,489,300	\$ 8,314,300	\$ 5,189,300
TRANSFERS OUT				
Oper Tfr Out - Misc Grants Fund	\$ 0	\$ 5,000	\$ 22,614	\$ 0
Total Transfers Out	\$ 0	\$ 5,000	\$ 22,614	\$ 0
TOTAL EXPENDITURES	\$ 9,284,862	\$ 10,974,346	\$ 15,998,654	\$ 14,068,645
LOCAL TAXES				
Tourism Development Zone Local Sales	\$ 2,609,696	\$ 1,980,000	\$ 3,554,100	\$ 3,500,000
Total Local Taxes	\$ 2,609,696	\$ 1,980,000	\$ 3,554,100	\$ 3,500,000
OTHER REVENUES				
Rezoning Ordinance Publication Fees	\$ 3,400	\$ 10,000	\$ 2,750	\$ 10,000
Miscellaneous Income	7,245	0	12,000	0
Donated Revenue	37,500	0	2,000	25,000
Vendor Rebates	18,083	0	16,863	0
Commissions	0	20,000	0	0
Recovery Of Prior Year Expense	0	0	11,713	0
Total Other Revenues	\$ 66,228	\$ 30,000	\$ 45,326	\$ 35,000
TRANSFERS IN				
Oper Tfr In - Misc Grants Fund	\$ 276	\$ 0	\$ 0	\$ 0
Total Transfers In	\$ 276	\$ 0	\$ 0	\$ 0
TOTAL REVENUES	\$ (2,676,199)	\$ (2,010,000)	\$ (3,599,426)	\$ (3,535,000)
NET EXPENDITURES	\$ 6,608,663	\$ 8,964,346	\$ 12,399,228	\$ 10,533,645

Administration

To provide leadership and direction to all Finance Division service centers and to coordinate all financial functions of the City. Also, to ensure all contracts and/or subcontractors awarded City-funded projects are in compliance with and adhering to the Prevailing Wage Ordinance adopted by the City.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 472,938	\$ 470,708	\$ 469,410	\$ 475,031
Materials and Supplies	27,826	62,694	58,254	61,281
Capital Outlay	0	1,000	0	1,000
Total Expenditures	\$ 500,764	\$ 534,402	\$ 527,665	\$ 537,312
NET EXPENDITURES	\$ 500,764	\$ 534,402	\$ 527,665	\$ 537,312
Authorized Complement				5

Financial Management

To ensure the integrity of the City's financial information by preparing and maintaining accurate accounting records, providing timely and accurate financial reports to City Divisions management and staff, and preparing the Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and legal requirements. Additionally, Records Management ensures that agendas and minutes of Council meetings are prepared and retained, and ordinances are published in accordance with legal requirements. This legal level includes Financial Accounting- Governmental Activities, Financial Accounting- Business Type Activities, Accounts Payable, Records Management and Grants Compliance service centers.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 1,630,196	\$ 1,964,129	\$ 1,861,431	\$ 2,395,733
Materials and Supplies	277,169	276,350	469,779	431,286
Total Expenditures	\$ 1,907,365	\$ 2,240,480	\$ 2,331,210	\$ 2,827,019
Total Revenues	\$ (3,400)	\$ (10,000)	\$ (3,844)	\$ (10,000)
NET EXPENDITURES	\$ 1,903,965	\$ 2,230,480	\$ 2,327,366	\$ 2,817,019

Authorized Complement	36
------------------------------	-----------

Purchasing

To provide the most cost-effective method of procuring materials, products and construction services for the City of Memphis while adhering to the procurement laws of the State of Tennessee and the City of Memphis.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 582,697	\$ 659,305	\$ 682,014	\$ 693,694
Materials and Supplies	119,121	161,975	280,257	170,975
Total Expenditures	\$ 701,817	\$ 821,280	\$ 962,271	\$ 864,669
Total Revenues	\$ (18,083)	\$ 0	\$ (16,863)	\$ 0
NET EXPENDITURES	\$ 683,735	\$ 821,280	\$ 945,408	\$ 864,669
Authorized Complement				10

Budget Office

The Budget Office seeks to maximize City resources by identifying cost-saving measures, monitoring financial trends, assisting the divisions in developing their budgets and evaluating budget performance throughout the year. In addition, the Budget Office publishes the City's annual operating and capital budgets, which play a vital role in communicating to the citizens of Memphis the uses of their tax dollars.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 515,287	\$ 566,185	\$ 548,360	\$ 576,124
Materials and Supplies	109,983	77,900	113,647	93,900
Total Expenditures	\$ 625,269	\$ 644,086	\$ 662,007	\$ 670,024
NET EXPENDITURES	\$ 625,269	\$ 644,086	\$ 662,007	\$ 670,024
<hr/>				
Authorized Complement				7

Debt & Investment Management

Debt Management manages relationships with bond rating agencies and other bond market participants, manages the issuance of the City's bonds and debt-related instruments, prepares and monitors scheduled debt payments, administers compliance with federal arbitrage rules and continuous disclosure requirements, prepares and distributes financial reports and statistical data for use by internal and external customers, and prepares invoices relating to loan agreements with other agencies, authorities, and divisions.

Investment Management is responsible for actively managing the City's cash to obtain the maximum return possible within the parameters of the City's investment policy. Investment Management is also responsible for overseeing the investment of the City's defined benefit plan assets, defined contribution plan assets, and Other Post-Employment Benefits (OPEB) assets.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 163,944	\$ 187,992	\$ 163,396	\$ 281,372
Materials and Supplies	41,732	36,775	30,935	26,775
Total Expenditures	\$ 205,677	\$ 224,767	\$ 194,331	\$ 308,147
NET EXPENDITURES	\$ 205,677	\$ 224,767	\$ 194,331	\$ 308,147
Authorized Complement				5

City Treasurer

To maximize tax and other miscellaneous revenue collections, while providing effective and responsive customer services to the citizens of Memphis in all Treasury-related operations with optimal use of resources.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 946,608	\$ 958,954	\$ 1,042,087	\$ 1,069,534
Materials and Supplies	288,654	351,500	332,296	377,500
Grants and Subsidies	2,683,695	1,980,000	6,805,000	3,680,000
Total Expenditures	\$ 3,918,957	\$ 3,290,454	\$ 8,179,383	\$ 5,127,035
Total Revenues	\$ (2,609,696)	\$ (2,000,000)	\$ (3,554,100)	\$ (3,500,000)
NET EXPENDITURES	\$ 1,309,262	\$ 1,290,454	\$ 4,625,283	\$ 1,627,035
Authorized Complement				17

Office of Financial & Strategic Planning

To monitor and evaluate existing revenue trends and the development of new revenue enhancement opportunities, while supporting the development of strategic financial goals.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 101,560	\$ 172,773	\$ 97,799	\$ 93,720
Materials and Supplies	87,763	100,500	127,700	100,500
Total Expenditures	\$ 189,323	\$ 273,273	\$ 225,499	\$ 194,220
NET EXPENDITURES	\$ 189,323	\$ 273,273	\$ 225,499	\$ 194,220

Authorized Complement	1
------------------------------	----------

Equal Business Opportunity & Development Program

The Office of Business Diversity & Compliance (OBDC) serves as the administrator for contract compliance activities for the City of Memphis and the facilitator for programs like the Equal Business Opportunity Program, Small Business Enterprise, and services rendered through the Business Development Center. The OBDC also serves as the facilitator for Title VI compliance and training. The purpose of the agency is to ensure that the legislative intent of the City's Ordinance 4288 et. Seq., which created the M/WBE program, is carried out in all procurement activities and opportunities. This office serves as a catalyst through which Small, Minority and Women Business Enterprises can fully participate in the economic expansion of the Memphis business community. This office facilitates the participation of public and private sector business entities in local M/WBE development through direct/indirect procurement opportunities with the intent to ensure equity in all economic development activities.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 564,160	\$ 772,626	\$ 749,987	\$ 1,042,766
Materials and Supplies	528,959	446,385	420,482	593,046
Grants and Subsidies	0	9,300	9,300	9,300
Total Expenditures	\$ 1,093,118	\$ 1,228,311	\$ 1,179,770	\$ 1,645,112
Total Revenues	\$ (37,500)	\$ 0	\$ (10,000)	\$ (25,000)
NET EXPENDITURES	\$ 1,055,618	\$ 1,228,311	\$ 1,169,770	\$ 1,620,112
Authorized Complement				14

Office of Comprehensive Planning

The Office of Comprehensive Planning actively engages with the citizens of Memphis to develop strategies and implement programs that will enhance the quality of life for all Memphians.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Adopted
EXPENDITURES				
Personnel Services	\$ 140,653	\$ 204,744	\$ 206,356	\$ 382,558
Materials and Supplies	1,919	7,550	7,550	12,550
Grants and Subsidies	0	1,500,000	1,500,000	1,500,000
Transfers Out	0	5,000	22,614	0
Total Expenditures	\$ 142,572	\$ 1,717,294	\$ 1,736,520	\$ 1,895,108
Total Revenues	\$ (7,521)	\$ 0	\$ (14,619)	\$ 0
NET EXPENDITURES	\$ 135,051	\$ 1,717,294	\$ 1,721,901	\$ 1,895,108
Authorized Complement				6

Finance • Authorized Complement

FINANCE • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
ADMINISTRATION		SPEC CUST SVC ADMIN	1
ASST EXECUTIVE	1	SUPER BUDGET	1
ASST OFFICE	1	Total Budget Office	7
CHIEF FINANCIAL OFFICER	1	DEBT & INVESTMENT MANAGEMENT	
DIRECTOR FINANCE DEPUTY	1	ANALYST INVESTMENT SR	1
MGR PREVAILING WAGE PROJECT	1	ANALYST RNT	1
Total Administration	5	COORD DEBT	1
FINANCIAL MANAGEMENT		DIRECTOR FINANCE DEPUTY	1
ACCOUNTANT	9	MGR INVESTMENT	1
ACCOUNTANT ASSOCIATE A	4	Total Debt & Investment Management	5
ANALYST FINANCIAL ACCOUNTING	3	CITY TREASURER	
ANALYST GRANT ACCOUNTING	1	ANALYST APPLICATION	1
ASST COUNCIL RECORDS	2	SPEC TAXPAYER SVCS	6
COMPTROLLER	1	SPEC TAXPAYER SVCS SR	5
COMPTROLLER ACCOUNTING DEPUTY	2	SUPER TREASURY TAX SVCS	3
COMPTROLLER ACCOUNTS PAYABLE DEPUTY	1	TREASURER	2
COMPTROLLER RECORDS MGMT DEPUTY	1	Total City Treasurer	17
COORD GRANTS	3	OFFICE OF FINANCIAL & STRATEGIC PLANNING	
MGR GRANTS	1	MGR PLNG STRATEGIC INT	1
SUPER ACCOUNTS PAYABLE	1	Total Office of Financial & Strategic Planning	1
TECH DOCUMENT	1	EQUAL BUSINESS OPPORTUNITY & DEVELOPMENT PROGRAM	
ANALYST PAYROLL	1	ANALYST BUSINESS DEV CERT	2
COMPTROLLER PAYROLL DEPUTY	1	ANALYST BUSINESS DEV CERT (ISL)	2
COORD PENSION PAYROLL	1	ANALYST CONTRACT COMPLIANCE	2
SPEC PAYROLL	2	ASST ADMINISTRATIVE MORE	1
SUPER PAYROLL	1	COORD BUSINESS DEV LENDING	1
Total Financial Management	36	COORD BUSINESS SVCS	3
PURCHASING		COORD BUSINESS SVCS SR	1
AGENT PURCHASING	1	DIRECTOR MWBE DEPUTY	1
AGENT PURCHASING ADMIN ASST	1	SPEC COMPLIANCE EBO	1
AGENT PURCHASING ASST	1	Total Equal Business Opportunity & Development Program	14
ANALYST CONTRACT	4	OFFICE OF COMPREHENSIVE PLANNING	
ANALYST CONTRACT SR	1	PLANNER MUNICIPAL	5
COORD FIXED ASSET	1	PLANNER PRINCIPAL	1
SPEC PURCHASING SR	1	Total Office of Comprehensive Planning	6
Total Purchasing	10	TOTAL Finance	
BUDGET OFFICE			101
ANALYST FINANCIAL CIP SR	1		
ANALYST FINANCIAL SR	3		
MGR RES MGMT BUDGET	1		

