

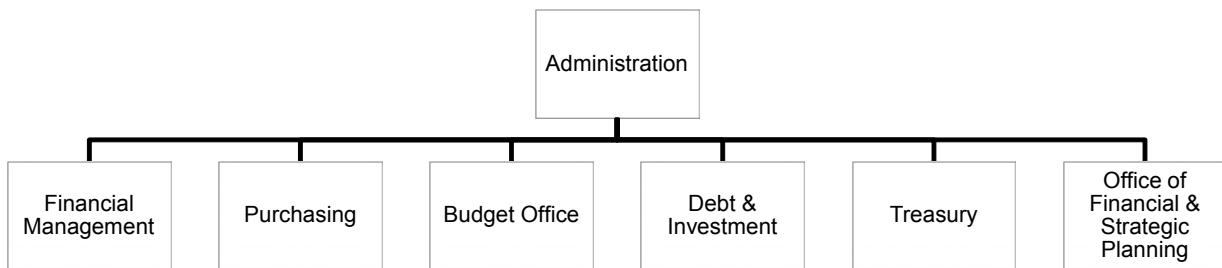
■ Operating Budget

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Personnel Services	3,760,546	3,826,458	3,424,176	4,353,680
Materials and Supplies	795,526	870,388	1,022,257	884,928
Capital Outlay	0	1,000	1,000	1,000
Total Expenditures	4,556,070	4,697,846	4,447,433	5,239,608
Program Revenues	(4,775)	(10,000)	(375)	(10,000)
Net Expenditures	4,551,295	4,687,846	4,447,058	5,229,608
Authorized Complement				72

MISSION

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

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; 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.

■ charges for services

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Rezoning Ordinance				
Publication Fees	(4,775)	(10,000)	(375)	(10,000)
Total Charges for Services	(4,775)	(10,000)	(375)	(10,000)

**Other services provided by Finance can be found under the following tab:
Metro Alarm Fund - Special Revenue Funds**

Description

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

Operating Budget

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Personnel Services	402,308	381,822	364,962	401,245
Materials and Supplies	72,952	77,343	75,879	81,982
Capital Outlay	0	1,000	1,000	1,000
Total Expenditures	475,260	460,165	441,841	484,227
Net Expenditures	475,260	460,165	441,841	484,227
Authorized Complement				5

Description

To ensure the integrity of the City 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. This legal level includes Accounts Payable, Payroll and Records Management service centers.

Operating Budget

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Personnel Services	1,375,220	1,350,887	1,224,004	1,533,210
Materials and Supplies	166,636	144,540	201,068	146,040
Total Expenditures	1,541,856	1,495,427	1,425,072	1,679,250
Program Revenues	(4,775)	(10,000)	(375)	(10,000)
Net Expenditures	1,537,081	1,485,427	1,424,697	1,669,250
Authorized Complement				29

Key Performance Indicators

Performance Metric	FY2013 Actual	FY2014 Actual	FY2015 Target	Priority Area
*Maintain an unassigned Fund Balance of 10% of General Fund Expenditures	100%	**TBD	100%	Advance
% of time monthly financial reporting completed by the 10th day of the following month	83%	75%	92%	Advance
% of all accurately submitted vendor payments processed within 5 business days	78%	85%	95%	Advance

*Reported and monitored by the Finance Division only

**Awaiting the release of the FY2014 Audit

Description

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 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Personnel Services	568,780	625,172	457,079	669,044
Materials and Supplies	92,856	121,925	121,925	122,175
Total Expenditures	661,636	747,097	579,004	791,219
Net Expenditures	661,636	747,097	579,004	791,219
Authorized Complement				10

Key Performance Indicators

Performance Metric	FY2013 Actual	FY2014 Actual	FY2015 Target	Priority Area
% of regular purchase orders completed within 30 days	92%	83%	95%	Advance
% of construction requisitions completed within 120 days	88%	100%	95%	Advance

Description

The Budget Office seeks to maximize City resources by identifying cost-saving measures, monitoring financial trends, assisting the divisions in developing their budgets, evaluating performance indicators and making improvements to the budget process, culminating in the accurate and timely publication of 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 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Personnel Services	347,278	413,125	392,068	466,928
Materials and Supplies	43,792	53,350	150,156	61,500
Total Expenditures	391,070	466,475	542,224	528,428
Net Expenditures	391,070	466,475	542,224	528,428
Authorized Complement				6

Key Performance Indicators

Performance Metric	FY2013 Actual	FY2014 Actual	FY2015 Target	Priority Area
Complete Zero-Based Budgeting conversion for all General Fund Divisions	88.9%	94%	N/A	Advance
% of budget to actual variance reports completed within 10 business days after period closing	80%	100%	100%	Advance
Complete 1st and 2nd quarter Actuals within 45 days of quarterly closing	100%	100%	100%	Advance
Fully transition to new Budgeting automatic system (Hyperion)	N/A	90%	100%	Advance

Description

To provide funds for capital improvement projects as needed while minimizing the impact of debt payments on current and future revenues.

Operating Budget

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Personnel Services	113,433	113,574	114,023	155,484
Materials and Supplies	12,906	16,775	16,775	16,775
Total Expenditures	126,339	130,349	130,798	172,259
Net Expenditures	126,339	130,349	130,798	172,259
Authorized Complement				4

Key Performance Indicators

Performance Metric	FY2013 Actual	FY2014 Actual	FY2015 Target	Priority Area
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	Advance
Maintain Net Bonded Debt per Capita at or below FY 2012 actual	\$1,781.00	TBD	\$1,904.00	Advance
Annual rate of return on investments to exceed the three month Treasury Bill rate	100%	100%	100%	Advance

Description

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 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Personnel Services	886,655	848,626	788,793	959,890
Materials and Supplies	326,109	358,255	358,254	358,255
Total Expenditures	1,212,763	1,206,881	1,147,047	1,318,145
Net Expenditures	1,212,763	1,206,881	1,147,047	1,318,145
Authorized Complement				16



Description

To Monitor and evaluate existing revenue trends and development new revenue enhancement opportunities, while supporting the development of strategic fiscal policy.

Operating Budget

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Forecast	FY 2015 Adopted
Personnel Services	66,872	93,252	83,247	167,879
Materials and Supplies	80,275	98,200	98,200	98,200
Total Expenditures	147,146	191,452	181,447	266,079
Net Expenditures	147,146	191,452	181,447	266,079
Authorized Complement				2

Key Performance Indicators

Performance Metric	FY2013 Actual	FY2014 Actual	FY2015 Target	Priority Area
% of fee assessments completed annually	1	2	2	Advance

FINANCE

AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		COORD BUDGET	1
ASST ADMINISTRATIVE	1	MGR RES MGMT BUDGET	1
DIRECTOR FINANCE	1	Total Budget Office	6
DIRECTOR FINANCE DEPUTY	1	<u>Debt Management</u>	
MGR PREVAILING WAGE PROJECT	1	ANALYST INVESTMENT SR	1
SECRETARY	1	COORD DEBT	1
Total Administration	5	DIRECTOR FINANCE DEPUTY	1
<u>Financial Management</u>		MGR INVESTMENT	1
ACCOUNTANT	6	Total Debt Management	4
ANALYST APPLICATION	1	<u>City Treasurer</u>	
ANALYST FINANCIAL ACCOUNTING	2	ANALYST APPLICATION	1
ANALYST PAYROLL CONTROL	1	SPEC TAXPAYER SVCS	7
COMPTROLLER	1	SPEC TAXPAYER SVCS SR	3
COMPTROLLER ACCOUNTING DEPUTY	4	SUPER TREASURY TAX SVCS	3
COMPTROLLER PAYROLL DEPUTY	1	TREASURER	2
COORD FINANCIAL MGMT	1	Total City Treasurer	16
COORD PENSION PAYROLL	1	<u>Office of Financial & Strategic Planning</u>	
SECRETARY COUNCIL RECORDS	2	MGR PLNG STRATEGIC INT	1
SPEC PAYROLL	2	MGR REVENUE	1
SUPER ACCOUNTS PAYABLE	1	Total Office of Financial & Strategic Planning	2
SUPER PAYROLL	1		
TECH ACCOUNTS PAYABLE	2		
TECH ACCOUNTS PAYABLE SR	2		
TECH DOCUMENT	1		
Total Financial Management	29	TOTAL FINANCE	72
<u>Purchasing</u>			
AGENT PURCHASING	1		
AGENT PURCHASING ADMIN ASST	1		
AGENT PURCHASING ASST	1		
ANALYST CONTRACT	4		
ANALYST CONTRACT SR	1		
COORD FIXED ASSET	1		
SPEC PURCHASING	1		
Total Purchasing	10		
<u>Budget Office</u>			
ANALYST FINANCIAL SR	4		

