

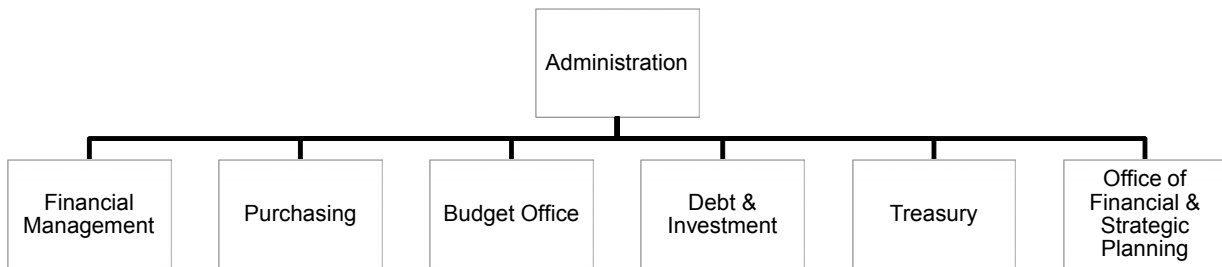
■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	4,331,097	3,863,526	3,699,902	3,816,514
Materials & Supplies	864,170	1,056,034	1,289,055	948,944
Total Expenditures	5,195,267	4,919,560	4,988,957	4,765,458
Program Revenue	(23,307)	(10,000)	(13,837)	(10,000)
Net Expenditures	5,171,960	4,909,560	4,975,120	4,755,458
<i>Funded Staffing Level</i>				75.00
Authorized Complement				81

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; effective management of tax and other revenue collections.

ISSUES & TRENDS

The Division of Finance will continue to pursue bond refinancing opportunities and will reestablish its commercial paper program to minimize the City's debt service costs. The Division will continue to encourage a culture of excellence by helping to make the City more effective, efficient, and responsive. The Division has implemented integrated Oracle Financials, HRMS and Payroll systems, including centralized accounts receivables and grants management. The Division will increase the use of Minority/

Women Business Enterprises (M/WBEs) and small businesses to meet or exceed the City's governing Ordinance and increase the use of technology to enhance internal financial processes and improve customer service.

FY2012 BUDGET HIGHLIGHTS

- Improved the City's debt capacity and flexibility by more closely matching average life of new debt to average life of assets financed.
- Maintained the highest recognition from the Government Finance Officers Association by being awarded the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award
- Enhanced the utilization and development of the integrated Financial and Human Resources System

FY2012 PERFORMANCE HIGHLIGHTS

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 34th straight year.
- Earned the GFOA Distinguished Budget Presentation Award for 14th consecutive year.
- Maintained AA bond rating
- Maintained General Fund reserves of 10% of expenditures
- Achieved a current tax collection rate of 94%
-

FY2013 STRATEGIC GOALS

- Effectively incorporate the use of information technology into our mission-critical processes and improve the quality of customer support provided by the Finance Division.
- Enhance the contract and bid processing efficiency of the Purchasing Department and improve the quality of internal customer support provided by the office.
- Improve the City's credit rating.

FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
110100	To maintain an annual reserve of fund balance of 10% or more to meet unexpected temporary funding needs by June 30, 2013.	4	Comprehensive Annual Financial Report	99%
	To respond to 100% of requests from City Council and the media within 48 and 72 hours, or as agreed respectively, by June 30, 2013.	4	Media Request Tracking Log	95%
	To achieve an annual bond rating on outstanding debt of AA or higher by June 30, 2013.	4	Report of Ratings from Bond Rating Agencies	99%
110200	To finalize the recording of monthly accounting transactions within ten calendar days of month end (excluding June 30th) 100% of the time by June 30, 2013.	4	List of Monthly Accounting Reports availability dates	99%
110300	To complete the Purchase Order process within 30 days by June 30, 2014.	4	P.O. Requisition Bid Tracking Report	85%
	To complete the Legal Notice requisition process within 45 days by June 30, 2014.	4	P.O. Requisition Bid Tracking Report	85%
	To complete a Construction requisition within 120 days by June 30, 2014.	4	P.O. Requisition Bid Tracking Report	85%
110400	Complete 100% Zero Based Budgeting (ZBB) process for all of the City's General Fund Budget of approximately \$661 million by June 30, 2017.	4	ZBB Planning Schedule Report from the Finance Division	95%
110500	Maximize the rate of return on investments for the city's operating cash portfolio to exceed the rate of return of the 3 Month Treasury Bill for each fiscal year by June 30, 2013.	4	Operating Cash Portfolio Report	80%
110600	To respond to all inquiries from both internal and external entities within 24 hours of receipt by June 30, 2013.	4	Inquiry Tracking Log	90%

FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
110700	Analyze and review existing contracts with City of Memphis Authorities (Sports, Building, and Parking) within 2 years for potential savings by April 30, 2014.	4	Report of review of the Authoritys' agreement from Finance Division	85%
	Analyze and review input of at least two fee generating revenue accounts/categories for accuracy by June 30, 2013.	4	Report of Revenue Review from Finance Division	95%

■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Rezoning Ordinance Publication Fees	(8,175)	(10,000)	(10,000)	(10,000)
Local Shared Revenue	0	0	(87)	0
Miscellaneous Income	(15,732)	0	(3,750)	0
Cash Overage/Shortage	600	0	0	0
Total Charges for Services	(23,307)	(10,000)	(13,837)	(10,000)

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

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	395,494	252,221	232,428	366,751
Materials & Supplies	74,974	123,609	158,863	74,593
Net Expenditures	470,468	375,830	391,291	441,344
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

Legal level consolidation of *Administration* and *Prevailing Wage Office*.

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	1,565,284	1,459,731	1,369,587	1,339,032
Materials & Supplies	255,077	166,198	175,253	144,540
Total Expenditures	1,820,361	1,625,929	1,544,840	1,483,572
Program Revenue	(8,175)	(10,000)	(10,058)	(10,000)
Net Expenditures	1,812,186	1,615,929	1,534,782	1,473,572
<i>Funded Staffing Level</i>				30.00
Authorized Complement				30

Legal level consolidation of *Accounting, Accounts Payable, Payroll and Records Management.*

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	607,425	582,626	563,299	606,459
Materials & Supplies	63,843	103,460	105,059	97,075
Total Expenditures	671,268	686,086	668,358	703,534
Program Revenue	(15,132)	0	(3,750)	0
Net Expenditures	656,136	686,086	664,608	703,534
<i>Funded Staffing Level</i>				11.00
Authorized Complement				12

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	514,927	401,653	378,856	421,279
Materials & Supplies	110,347	59,850	42,550	46,500
Total Expenditures	625,274	461,503	421,406	467,779
Program Revenue	0	0	(29)	0
Net Expenditures	625,274	461,503	421,377	467,779
<i>Funded Staffing Level</i>				7.00
Authorized Complement				8



Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	152,431	161,737	99,245	97,940
Materials & Supplies	10,506	14,644	13,387	13,521
Net Expenditures	162,937	176,381	112,632	111,461
<i>Funded Staffing Level</i>				4.00
Authorized Complement				4

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	931,326	914,805	963,550	894,867
Materials & Supplies	303,125	489,673	652,075	476,615
Revenue Over (Under) Expense	1,234,451	1,404,478	1,615,625	1,371,482
<i>Funded Staffing Level</i>				17.00
Authorized Complement				20



Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	164,210	90,753	92,937	90,186
Materials & Supplies	46,298	98,600	141,868	96,100
Net Expenditures	210,508	189,353	234,805	186,286
<i>Funded Staffing Level</i>				1.00
Authorized Complement				2



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Financial Accounting-BTA</u>	
ASST ADMINISTRATIVE	1	ACCOUNTANT LEAD 3	3
DIRECTOR FINANCE	1	ACCOUNTANT SENIOR	2
DIRECTOR FINANCE DEPUTY	1	ANALYST FINANCIAL ACCT	1
Total Administration	3	COMPTRROLLER	1
		Total Financial Accounting -BTA	7
<u>Prevailing Wage Office</u>		<u>Purchasing</u>	
MGR PREVAILING WAGE PROJECT	1	AGENT PURCHASING	1
SECRETARY B	1	AGENT PURCHASING ASST	1
Total Prevailing Wage Office	2	AGENT PURCHASING ADMIN ASST	1
		ANALYST BUYER	2
<u>Financial Accounting-GTA</u>		ANALYST BUYER SENIOR	1
ACCOUNTANT LEAD	2	ANALYST CONTRACT	3
ANALYST APPLICATION	1	COORD FIXED ASSET	1
ANALYST FINANCIAL ACCOUNTING	1	SECRETARY A	1
COMPTRROLLER	1	SPEC PURCHASING	1
COMPTRROLLER ACCOUNTING DEP- UTY	1	Total Purchasing	12
COORD FINANCIAL MGMT	1		
Total Accounting	7	<u>Budget Office</u>	
		ANALYST FINANCIAL SR	5
<u>Accounts Payable</u>		COORD BUDGET MGMT	1
COMPTRROLLER ACCTS PAY REC DEP- UTY	1	MGR RES MGMT BUDGET	1
SUPER ACCOUNTS PAYABLE	1	SECRETARY A	1
TECH ACCOUNTS PAYABLE	2	Total Budget Office	8
TECH ACCOUNTS PAYABLE SR	3		
Total Accounts Payable	7	<u>Debt/Investment Management</u>	
		ANALYST INVESTMENT SR	1
<u>Payroll</u>		COORD DEBT	1
ANALYST PAYROLL CONTROL	1	DIRECTOR FINANCE DEPUTY	1
COMPTRROLLER PAYROLL DEPUTY	1	MGR INVESTMENT	1
COORDINATOR PENSION PAYROLL	1	Total Debt/Investment Management	4
SPEC PAYROLL	2		
SUPER PAYROLL	1	<u>City Treasurer</u>	
Total Payroll	6	ANALYST APPLICATION	1
		SECRETARY A	1
<u>Records Management</u>		SPEC TAXPAYER SVCS	11
SECRETARY COUNCIL RECORDS	2	SPEC TAXPAYER SVCS SR	2
TECH DOCUMENT	1	SUPER TREASURY TAX SVCS	3
Total Records Management	3	TREASURER	1
		TREASURER ASST	1
		Total City Treasurer	20



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Office of Financial & Strategic Planning</i>			
COORD REVENUE	1		
MGR PLNG STRATEGIC INT	1		
Total Office of Financial & Strategic Planning	<u>2</u>		
<u>TOTAL FINANCE</u>		<u>81</u>	

