

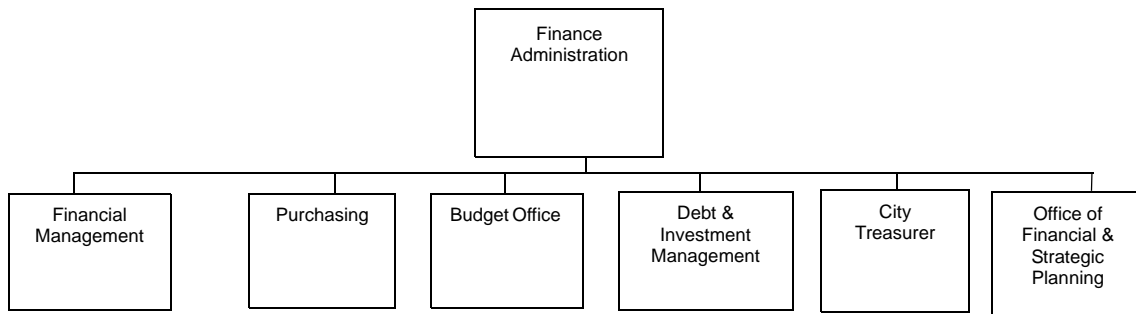
## Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,183,592	4,717,302	4,338,785	3,863,526
Materials & Supplies	834,602	1,065,074	1,286,569	1,056,034
Capital Outlay	214	1,500	2,400	0
Total Expenditures	5,018,408	5,783,876	5,627,754	4,919,560
Program Revenue	(48,007)	(10,000)	(10,100)	(10,000)
Net Expenditures	4,970,401	5,773,876	5,617,654	4,909,560
<i>Funded Staffing Level</i>	88.00	84.00	80.33	76.00
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; and issuance of City permits.



## Issues & Trends

The Division of Finance will continue strategic bond refunding and continually evaluate strategies to minimize the City’s debt service costs. The Division will continue the performance management initiative by linking resources to strategic priorities and outcomes, helping to make the City more effective, efficient, and responsive. The Division has implemented integrated Oracle Financials, Human Management Resource System (HRMS) and Payroll systems, including centralized accounts receivables and grants management. The Division will increase 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.



## FY2011 Budget Highlights

- Improved the City’s debt capacity and flexibility through debt funding programs
- 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
- Continued enhancement programs to leverage the utilization and development of an integrated Financial and Human Resources System

A/P payments processed	48,747
Payroll payments processed	220,120
Pension payroll checks processed	104,399
Purchasing requisitions processed	1,317
Total Debt managed	\$1.2 billion
Total Cash/Investments managed (as of 06/30/09)	\$102 million
Pension Investment portfolio (as of 06/30/09)	\$1.7 billion
Number of tax notices sent out	308,287
Tax payments processed	303,802
Number of alarm permits issued	7,889
Number of false alarm/no permit notices sent	28,000



## FY 2011 Performance Highlights

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 33rd straight year.
- Earned the GFOA Distinguished Budget Presentation Award for the 13th consecutive year
- Maintained AA bond rating
- Maintained General Fund reserves of 10% of expenditures
- Achieved a current tax collection rate of 94%





## FY2012 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
- Implement priority-based budgeting to strategically allocate resources to achieve better outcomes
- Improve the City's credit rating

## FY 2012 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, 2012	4	General expenditure budget as adopted	100%
	To respond to requests from City Council and the media within 48 and 72 hours, respectively	3	Percent of responses to requests	100%
	To maintain an annual bond rating on outstanding debt of AA or higher by June 30, 2012	4	Ratings from Bond Rating Agencies	100%
110200	To finalize the recording of monthly accounting transactions within ten calendar days after the end of the month (excluding June 30th) to ensure on-line access of current financial reports by divisions	4	Monthly Accounting Reports availability dates.	95%
110300	To complete the Purchase Order process within 30 days. The goal for 2014 is 95%.	4	Completed Purchase Orders	85%
	To complete the Legal Notice requisition process within 45 days. The goal for 2014 is 95%.	4	Completed Legal Notices	85%
	To complete a Construction requisition within 120 days. The goal for 2014 is 95%.	4	Completed construction requisitions	85%
110400	Complete 100% Zero Based Budgeting (ZBB) process for all of the City's General Fund Budget of approximately \$650 million by June 30, 2012.	4	Budgets prepared using ZBB methodology	25%
110500	Maximize the average return rate on investments for the city's operating cash portfolio to exceed return rate of the 3 Month Treasury Bill for each month by June 30, 2013.	4	Portfolio Monthly Rate of Return	100%
110600	To respond to all inquiries from both internal and external bodies within one business day of receipt by June 30, 2013.	3	Inquiries responded	98%
110700	Analyze and review existing contracts with City of Memphis Authorities (Sports, Building and Parking) within 3 years for potential savings by April 30, 2013.	1	Report of review of the Authorities' agreement	100%

## ■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Rezoning Ordinance Publication Fees	(8,175)	(10,000)	(10,000)	(10,000)
Credit Card Fees	(25,266)	0	0	0
Miscellaneous Income	(14,816)	0	0	0
Cash Overage/Shortage	250	0	(100)	0
<b>Total Charges for Services</b>	<b>(48,007)</b>	<b>(10,000)</b>	<b>(10,100)</b>	<b>(10,000)</b>

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

**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	427,018	410,535	387,299	252,221
Materials & Supplies	46,759	113,748	136,591	123,609
Capital Outlay	0	1,500	2,400	0
Total Expenditures	473,777	525,783	526,290	375,830
Program Revenue	(22)	0	0	0
Net Expenditures	473,755	525,783	526,290	375,830
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

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

**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	1,459,053	1,550,572	1,469,887	1,459,731
Materials & Supplies	272,871	296,109	325,357	166,198
Capital Outlay	214	0	0	0
Total Expenditures	1,732,138	1,846,681	1,795,244	1,625,929
Program Revenue	(8,160)	(10,000)	(10,000)	(10,000)
Net Expenditures	1,723,978	1,836,681	1,785,244	1,615,929
<i>Funded Staffing Level</i>	33.00	31.00	30.00	30.00
Authorized Complement				30

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

### Operating Budget

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	587,423	662,782	634,524	582,626
Materials & Supplies	38,489	78,672	121,660	103,460
Total Expenditures	625,912	741,454	756,184	686,086
Program Revenue	(14,559)	0	(100)	0
Net Expenditures	611,353	741,454	756,084	686,086
<i>Funded Staffing Level</i>			10.83	11.00
Authorized Complement				12



**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	637,225	592,141	569,257	401,653
Materials & Supplies	163,013	120,050	107,328	59,850
Net Expenditures	800,238	712,191	676,585	461,503
<i>Funded Staffing Level</i>			8.50	6.00
Authorized Complement				8

## Operating Budget

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	139,669	155,846	179,676	161,737
Materials & Supplies	8,478	20,081	21,321	14,644
Net Expenditures	148,147	175,927	200,997	176,381
<i>Funded Staffing Level</i>			4.00	4.00
Authorized Complement				4



**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	933,204	964,706	965,133	914,805
Materials & Supplies	304,992	310,688	481,312	489,673
Total Expenditures	1,238,196	1,275,394	1,446,445	1,404,478
Program Revenue	(25,266)	0	0	0
Revenue Over (Under) Expense	1,212,930	1,275,394	1,446,445	1,404,478
<i>Funded Staffing Level</i>	23.00	21.00	20.00	19.00
Authorized Complement				20

**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	0	380,720	133,009	90,753
Materials & Supplies	0	125,726	93,000	98,600
Net Expenditures	0	506,446	226,009	189,353
<i>Funded Staffing Level</i>			2.00	1.00
Authorized Complement				2

**FINANCE**

*AUTHORIZED COMPLEMENT*

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



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
TREASURER	1		
TREASURER ASST	1		
<b>Total City Treasurer</b>	<b>20</b>		
<i>Office of Financial &amp; Strategic Planning</i>			
COORD REVENUE	1		
MGR PLNG STRATEGIC INT	1		
<b>Total Office of Financial &amp; Strategic Planning</b>	<b>2</b>		
<b><u>TOTAL FINANCE</u></b>	<b><u>81</u></b>		

