

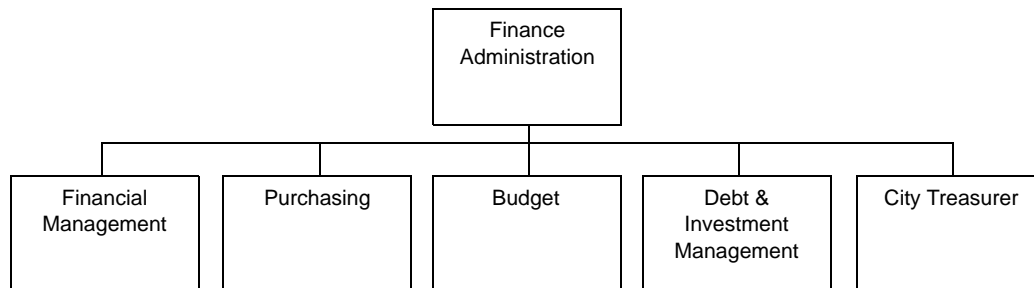
Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	3,319,976	4,544,958	4,665,855	4,169,645
Materials & Supplies	1,307,061	1,353,338	1,462,361	923,864
Capital Outlay	0	0	0	2,000
Total Expenditures	4,627,037	5,898,296	6,128,216	5,095,509
Program Revenue	(123,315)	(12,000)	(55,939)	(6,000)
Net Expenditures	4,503,722	5,886,296	6,072,277	5,089,509
<i>Funded Staffing Level</i>	92.00	92.00	88.00	84.00
Authorized Complement				88

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 bond refunding and has begun the use of commercial paper to minimize the City's debt service costs. The Division will continue the performance management initiative, 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) to meet or exceed the City's governing Ordinance and increase use of technology to enhance internal financial processes and improve customer service.



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
- Use information from Memphis Poll to develop budgets
- Improve the City's credit rating



Budget Highlights

- Improved the City's debt capacity and flexibility through the use of commercial paper 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
- Enhanced the utilization and development of the integrated Financial and Human Resources System



Demand Measures

A/P payments processed	42,062
Payroll payments processed	209,100
Pension payroll checks processed	101,100
Purchasing requisitions processed	1,532
Total Debt managed	\$1,106,557
Total Cash/Investments managed (as of 06/30/08)	\$133.9 million
Pension Investment portfolio (as of 06/30/08)	\$2.1 billion
Number of tax notices sent out	256,972
Tax payments processed	218,388
Number of alarm permits issued	8,800

Number of false alarm/no permit notices sent

24,000



FY 2009 Performance Highlights

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 31st straight year
- Earned the GFOA Distinguished Budget Presentation Award for the 11th consecutive year
- Maintained AA bond rating
- Maintained General Fund reserves of 17% of expenditures
- Achieved a current tax collection rate of 94%
- Administered the 16th annual Memphis Poll



■ charges for services

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Rezoning Ordinance Publication Fees	(10,350)	(12,000)	(6,000)	(6,000)
Credit Card Fees	(111,966)	0	(27,676)	0
Miscellaneous Income	(999)	0	0	0
Total Charges for Services	(123,315)	(12,000)	(33,676)	(6,000)

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

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	370,188	384,395	382,198	407,816
Materials & Supplies	46,006	59,491	55,444	37,491
Net Expenditures	416,194	443,886	437,642	445,307
<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*.



Description

To provide leadership and direction to all Finance Division service centers and to coordinate all financial functions of the City.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	270,342	277,040	278,807	286,105
Materials & Supplies	41,706	53,609	53,592	31,609
Net Expenditures	312,048	330,649	332,399	317,714
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Ensure that all available resources are efficiently and effectively utilized and that the City maintains financial stability	To maintain a level of General Fund reserves sufficient to address future unanticipated shortfalls (5-8 percent)	Reserve a percent of General Fund expenditures	17%	12%	10%
	To maintain City's bond rating and pursue upgrade	Bond rating	AA	AA	AA
Increase the use of technology to enhance our internal financial processes and improve customer service	To implement ERP solutions for financial applications	Oracle applications implemented	Online Procurement	HRMS/PSB Integration Phase II	HRMS/PSB Integration Phase II
Continue implementation of the City's performance-based budgeting initiative	To solicit citizens' input into the strategic planning and budgeting processes by coordinating the Memphis Poll annually	Memphis Poll conducted GOPMs developed	Memphis Poll Enhanced	Memphis Poll conducted GOPMs Enhanced	Memphis Poll conducted GOPMs Enhanced
Publish Popular Annual Financial Report	To produce citizens report based on performance results	Date citizens report produced	Not Measured	Not Measured	Pending
Develop and monitor annual budget for Finance Division	To ensure the division stays within budget by monitoring appropriation statements monthly	Percent of approved division budget expended	93%	99%	100%



Description

To ensure all contracts and/or subcontractors awarded city-funded projects are in compliance and adhering to the Prevailing Wage Ordinance adopted by the City.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	99,846	107,355	103,391	121,711
Materials & Supplies	4,300	5,882	1,852	5,882
Net Expenditures	104,146	113,237	105,243	127,593
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Increase awareness of the Prevailing Wage Office and the methods & procedures for reporting required information	Send out e-mails and literature about department updates	Reports and information sent out	*quarterly	ongoing	ongoing
	Update Prevailing Wage section of the City webpage during FY 2008	Date implemented	June 2008	ongoing	ongoing
	To implement Prevailing Wage filing and document reporting online	Date implemented	July 2008	Expand contractor use of system	Expand contractor use of system
Maintain and monitor full compliance with Prevailing Wage Ordinance	To test all certified payrolls received for compliance	Percent of payroll reviewed	100%	Pending	Pending
	To perform jobsite interviews with employee on Prevailing Wage projects	Percent of job sites visited	67%	70%	75%
	To research all inquires and respond in a timely manner	Percent of inquires reviewed	100%	100%	100%



Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	1,145,006	1,620,547	1,576,073	1,359,142
Materials & Supplies	453,713	295,125	411,124	296,109
Total Expenditures	1,598,719	1,915,672	1,987,197	1,655,251
Program Revenue	(11,265)	(12,000)	(6,000)	(6,000)
Net Expenditures	1,587,454	1,903,672	1,981,197	1,649,251
<i>Funded Staffing Level</i>	36.00	36.00	32.00	31.00
Authorized Complement				33

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



Description

Accounting seeks 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 Division's management and staff, and preparing the Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and legal requirements.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	404,126	719,182	666,527	615,617
Materials & Supplies	312,054	143,538	258,315	144,800
Total Expenditures	716,180	862,720	924,842	760,417
Program Revenue	(915)	0	0	0
Net Expenditures	715,265	862,720	924,842	760,417
<i>Funded Staffing Level</i>	13.00	13.00	11.67	13.00
Authorized Complement				13

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Provide timely and accurate financial reports in a cost-effective manner	To prepare and publish the Comprehensive Annual Financial Report (CAFR) within 6 months of the end of the fiscal year	Date prior year CAFR completed	January 2008	December 2008	December 2009
	To produce the highest quality Financial reports	Government Finance Officers Association (GFOA) Certification Awarded	Yes	Yes	Yes
	To finalize the recording of monthly accounting transactions within 10 calendar days after the end of the month to ensure on-line access of current financial reports by the divisions	Months financial reports available within required time	10 of 12 months	10 of 12 months	10 of 12 months



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Administer the general ledger module of the financial software system	To establish and maintain budgetary controls in the general ledger system in accordance with the adopted July 1 budget for use by the divisions on the first day of the new fiscal year	Date budgetary controls established	July 1	July 1	July 1



Description

Accounts Payable seeks to ensure the timely disbursement of payments to vendors, contractors and others in compliance with established legal and contractual terms. Accounts Payable processes all check requests and contract payment requests initiated by the City divisions, ensures that supporting documentation and approvals for payments are in compliance with established procedures, generates and mails checks, processes travel advances and expense reports, and issues 1099-MISC forms to applicable providers of services as required by IRS regulations.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	406,981	441,749	420,881	290,514
Materials & Supplies	27,693	30,038	31,538	30,038
Net Expenditures	434,674	471,787	452,419	320,552
<i>Funded Staffing Level</i>	11.00	11.00	8.33	7.00
Authorized Complement				8

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Provide timely and accurate payment of invoices submitted by divisions	To process payment documents within five business days of receipt from the divisions	Percent of payments processed within 5 days	100%	100%	100%
	To audit all payment documents for authorized approval and proper supporting documentation	Percent of documents audited	100%	100%	100%
	To issue 1099-MISC forms for all applicable providers of services no later than January 31 of each year	Date 1099-MISC forms issued	January 2008	January 2009	January 2010
	To audit all travel advances and expense reports for proper authorization and support	Percent of travel advances/ reports audited	100%	100%	100%



Description

Payroll seeks to ensure the accurate processing of all disbursements for active and retired employees in accordance with established procedures. Processing includes the coordination of system input data, system reconciliations and maintenance, processing of garnishments, retirement benefit calculations, the system setup of new retirees, mailing of retiree checks, distribution of reports and checks to divisions, issuing of manual checks and the issuing of W-2s and 1099-R forms as required by IRS regulations.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	174,825	239,558	258,421	209,327
Materials & Supplies	67,902	72,428	72,150	72,150
Net Expenditures	242,727	311,986	330,571	281,477
<i>Funded Staffing Level</i>	7.00	7.00	7.00	6.00
Authorized Complement				7

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Provide timely and accurate processing of all payroll documents	To process the payroll for all active City employees on a bi-weekly basis in accordance with established procedures	Percent of on-time payrolls for active employees	100%	100%	100%
	To process the payroll for all retired employees on a semi-monthly basis in accordance with established procedures	Percent of on-time payrolls for retirees	100%	100%	100%
	To calculate retirement benefits for new retirees in accordance with the pension ordinance definitions by the pay period following the approval of the Pension Board minutes	Percent of retirement benefits calculated on schedule	100%	100%	100%

Description

Records Management seeks to ensure that all documents related to the Finance area of responsibility are retained in a manner to provide timely retrieval for research requests; all documents retained by Finance are kept for the proper retention periods; agendas and minutes of Council meetings are prepared and retained; and ordinances are published in accordance with legal requirements.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	159,074	220,058	230,244	243,684
Materials & Supplies	46,064	49,121	49,121	49,121
Total Expenditures	205,138	269,179	279,365	292,805
Program Revenue	(10,350)	(12,000)	(6,000)	(6,000)
Net Expenditures	194,788	257,179	273,365	286,805
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Maintain financial records in a manner to ensure timely retrieval	To scan all contract and disbursement records within 3 days of transfer to Records Management	Percent of contract and disbursement records microfilmed within 3 days	99%	99%	99%
	To respond to requests for stored/scanned documents within one day of request (small projects) or within the agreed time period for large volume requests	Percent of response to requests within specified timeframes	100%	100%	100%
Provide timely and accurate agenda and minutes for City Council meetings	To complete and mail the agenda for the Council meeting no later than 3:00 p.m. on the Thursday before each meeting	Percent of agendas mailed on schedule	100%	100%	100%
	To complete and submit the minutes of the previous Council meeting to the Council prior to the scheduled Council meeting	Percent of minutes submitted to Council on schedule	100%	100%	100%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
	To publish ordinances in the newspaper prior to the second reading by the Council	Percent of Ordinances published on schedule	100%	100%	100%
	To respond to requests for information and documentation of actions taken by the Council by maintaining a current index of all Council meeting agenda items	Percent of current index of Council meeting agenda items maintained	100%	100%	100%

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 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	596,117	671,654	702,965	603,166
Materials & Supplies	53,525	107,114	133,376	78,672
Total Expenditures	649,642	778,768	836,341	681,838
Program Revenue	0	0	(22,263)	0
Net Expenditures	649,642	778,768	814,078	681,838
<i>Funded Staffing Level</i>	13.00	13.00	13.00	12.00
Authorized Complement				12

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Provide fiscal and prudent management of the Purchasing Service Center Operating budget	To manage the budget without any overages	Amount of budget within operational guideline	100%	100%	100%
Adhere to City's Purchasing and Procurement policies and procedures	To process purchasing requisitions within procedural guideline and timeframe	Percent of purchase orders processed 3 days after receipt	73%	85%	85%
	To process awarded recommendation paperwork	Percent of awards processed 3 days after receipt	87%	90%	90%
	To execute contracts upon final signature	Percent of contracts executed within 5 days of final signature	98%	98%	98%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Provide annual Policy and Procedures Awareness training to ensure compliance with Purchasing/ Procurement processes	To conduct annual training classes	Percent of classes conducted	50%	100%	100%
Implementation of Advance Procurement System	Expand system for use of approximately 600 commodities online By November 25, 2008	Number of commodities expanded by November 25, 2008	Not Measured	600	N/A
Increase the use of On-Line Auction Service	Bid city surplus property, equipment and vehicles on line by June 2010	Process change date	Not Measured	Benchmark	June 2010
Increase Volume Purchasing	Notify Divisions of contract availability by April of each year	Date Divisions Notified	Not Measured	May 2009	May 2010

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 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	197,513	691,490	658,714	708,823
Materials & Supplies	437,331	356,209	250,236	181,215
Capital Outlay	0	0	0	2,000
Total Expenditures	634,844	1,047,699	908,950	892,038
Program Revenue	(84)	0	0	0
Net Expenditures	634,760	1,047,699	908,950	892,038
<i>Funded Staffing Level</i>	11.00	11.00	11.00	11.00
Authorized Complement				11

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
To provide timely development of accurate and informative operating and capital budgets	To submit annual operating and capital budgets for approval by the third Tuesday in April of each year	Percent of Operating and CIP budgets submitted on schedule	100%	100%	100%
To receive Government Finance Officers Association Award for excellence in budgeting	To produce quality Operating and CIP Budget Books	GFOA certificate awarded	Yes	Yes	Pending
To enhance City Divisions knowledge of the Public Sector Budgeting System	To provide continuous training on the budget application and assistance to the divisions and service centers during the budget process	95% Percent of budget coordinators and managers trained on budget software	100%	100%	100%
To continuously monitor spending of the budget throughout the fiscal year	To develop monthly reports that analyze divisions financial performance	Quarterly Reports	100%	100%	100%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Outstanding Achievement in Popular Annual Financial Reporting	To receive Government Finance Officers Association Award	GFOA certificate awarded	Not Measured	Not Measured	Not Measured
To continuously monitor revenue collection effectiveness	To develop monthly reports that analyze revenue collection performance	Actual property tax collections vs. budget	100%	100%	100%
To support the timely evaluation of City service delivery and citizen's needs	To coordinate the Memphis Poll survey process for the citizens of Memphis	Memphis Poll	Complete	Complete	Pending
To develop long-term financial plans	To prepare a five year budget outlook to enhance Council and Administrative planning	Five Year Financial Plan	Not Measured	Not Measured	Pending



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 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	22,849	74,587	256,637	93,476
Materials & Supplies	12,983	20,711	20,711	19,689
Net Expenditures	35,832	95,298	277,348	113,165
<i>Funded Staffing Level</i>	4.00	4.00	4.00	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Improve the City's rating to AA status	To monitor the fiscal and economic condition of the City on an annual basis by using select rating agency criteria for AA rated cities	Debt percent of market value of taxable property (Median = Less than 3.0%)	3.13%	3.19%	3.07%
		Debt percent Per Capital income (Average = 3% - 6%)	3.38%	3.44%	3.32%
		Percent of principal retired in 10 years (Industry standard = Greater than 55.0%)	62.28%	63.74%	65.30%
	To issue the appropriate debt vehicle that provides the lowest true interest cost and the necessary cash to fund budgeted CIP projects	Adequate cash available to fund CIP projects during fiscal year	100%	100%	100%
Ensure the timely payments of principal and interest for the City's general obligation and revenue bond debt	To ensure sufficient cash available to pay all bondholders by due date	Percent of payments wired to paying agents and bond holders on a timely basis per quarter	100%	100%	100%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
	To ensure the timely receipt of reimbursements from City divisions and City/County agencies for the reimbursement of debt payments issued on their behalf	Percent of collections received vs. amount due per quarter	100%	100%	100%
Maximize the average return rate on investments for the City's operating cash portfolio	To invest funds in authorized investments that will produce an average return that exceeds the 3 month T-bill return within a given fiscal year	Rate of return for the 3 month T-bill:	3.68%	0.50%	0.20%
		Rate of return on operating cash investments	4.20%	0.65%	0.30%
Ensure investments meet compliance criteria pursuant to the City's Investment Policy	To monitor portfolio diversification, maturity limitations and investment guidelines monthly	Percent of time investments in compliance with policy	100%	100%	100%

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. To invest the City's cash in such a manner to ensure the absolute safety of principal and interest; to meet the liquidity needs of the City; and to achieve the highest yield possible in accordance with the City's investment policy. To oversee the investment of pension fund assets for the Retirement System and maintain available cash in-house to fund pension benefits to retirees.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	988,303	1,102,285	1,089,268	997,222
Materials & Supplies	303,503	514,688	591,470	310,688
Total Expenditures	1,291,806	1,616,973	1,680,738	1,307,910
Program Revenue	(111,966)	0	(27,676)	0
Net Expenditures	1,179,840	1,616,973	1,653,062	1,307,910
<i>Funded Staffing Level</i>	23.00	23.00	23.00	21.00
Authorized Complement				23

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Maximize current collections	To achieve a current tax collection rate of 98% of budget.	Tax collection rate	102%	100%	98%
	To perform a comprehensive annual tax billing within 30 days after the official tax rate is set	Date of annual tax billing	June 2007	June 2008	June 2009
To maintain Treasury records in a manner to ensure timely retrieving by any Treasury staff member	To image all Treasury documents within one working week of receipt	Percent of documents imaged within one working week of receipt	100%	100%	100%
Maximize customer services efforts	To respond to Mayor's Citizen Services Center (MCSC) inquiries/ complaints within one day of receipt	Percent responded to within timeframe	100%	100%	100%
	To improve phone answer rate to 95 percent or better	Phone call answer rate	99%	99%	99%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Adhere to State regulations regarding notifications	To publish required public notices in a timely manner	Number of notices placed in a timely manner	100%	100%	100%
Cultivate skill levels, morale and teamwork	To expand Professional Development training opportunities for the staff	Number of staff attending training	21	30	28



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		SECRETARY COUNCIL RECORDS	2
ASST ADMINISTRATIVE	1	TECH MICROFILM	2
DIRECTOR FINANCE	1	Total Records Management	5
DIRECTOR FINANCE DEPUTY	1	<u>Purchasing</u>	
Total Administration	3	AGENT PURCHASING	1
<u>Prevailing Wage Office</u>		AGENT PURCHASING ASST	1
MGR PREVAILING WAGE PROJECT	1	AGENT PURCHASING ADMIN ASST	1
SECRETARY B	1	ANALYST BUYER	2
Total Prevailing Wage Office	2	ANALYST BUYER SENIOR	1
<u>Accounting</u>		ANALYST CONTRACT	2
ACCOUNTANT LEAD	4	CLERK PURCHASING	2
ACCOUNTANT SENIOR	2	COORD FIXED ASSET	1
ANALYST APPLICATION	1	SECRETARY A	1
ANALYST FINANCIAL ACCOUNTING	2	Total Purchasing	12
COMPTROLLER	1	<u>Budget Office</u>	
COMPTROLLER ACCOUNTING DEP- UTY	2	ANALYST FINANCIAL SR	4
COORD FINANCIAL MGMT	1	ANALYST REVENUE	1
Total Accounting	13	COORD BUDGET MGMT	1
<u>Accounts Payable</u>		COORD BUDGET POL ANALYSIS	1
COMPTROLLER ACCTS PAY REC DEP- UTY	1	COORD REVENUE	1
SUPER ACCOUNTS PAYABLE	1	MGR PLNG STRATEGIC INT	1
TECH ACCOUNTS PAYABLE	3	MGR RES MGMT BUDGET	1
TECH ACCOUNTS PAYABLE SR	3	SECRETARY A	1
Total Accounts Payable	8	Total Budget Office	11
<u>Payroll</u>		<u>Debt/Investment Management</u>	
ANALYST PAYROLL CONTROL	1	ANALYST INVESTMENT SR	1
CLERK PAYROLL	2	COORD DEBT	1
COMPTROLLER PAYROLL DEPUTY	1	DIRECTOR FINANCE DEPUTY	1
COORDINATOR PENSION PAYROLL	1	MGR INVESTMENT	1
SUPER PAYROLL	1	Total Debt/Investment Management	4
TECH PAYROLL	1		
Total Payroll	7		
<u>Records Management</u>			
COMPTROLLER COUNCIL RECORDS DEPUTY	1		



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Operations/Collections</i>			
ANALYST APPLICATION	1		
ANALYST TREASURY	1		
SECRETARY A	1		
SPEC TAXPAYER SVCS	11		
SPEC TAXPAYER SVCS SR	4		
SUPER TREASURY TAX SVCS	3		
TREASURER	1		
TREASURER ASST	1		
Total Operations/Collections	23		
<u>TOTAL FINANCE</u>	<u>88</u>		

