

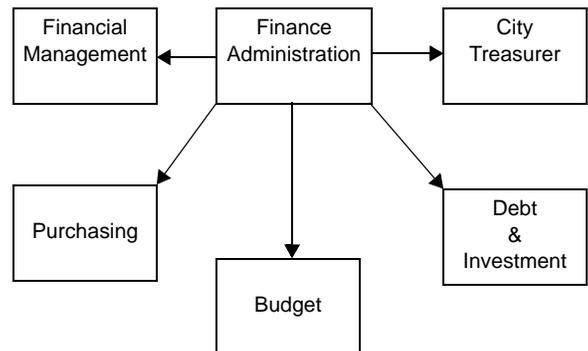
■ **operating budget**

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	3,218,641	3,432,276	4,006,704	4,544,958
Materials & supplies	785,522	1,811,333	989,877	1,353,338
Total Expenditures	4,004,163	5,243,609	4,996,581	5,898,296
Charges for Services	(87,731)	(64,766)	(15,000)	(12,000)
Net Expenditures	3,916,432	5,178,843	4,981,581	5,886,296
<i>Funded Staffing Level</i>	68.00	82.92	87.92	92.00

■ **mission**

To provide leadership, demonstrate integrity and deliver superior services through prudent financial management of the City of Memphis' resources.

■ **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; investment of the City's cash and pension funds; exercising prudent and cost effective debt management practices; and effective management of tax and other revenue collections.

■ issues & trends

The Division of Finance will continue to explore bond refunding opportunities in order to lower the City's borrowing costs. The Division has implemented integrated Oracle Financials, HRMS and Payroll systems, including centralized accounts receivables and grants management. The Division will increase use of 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 citizen input from the Memphis Poll to more effectively allocate scarce resources toward high priority, high impact public services
- Improve the City's credit rating

■ budget highlights

- Issue commercial paper to lower interest rates paid on debt and give the City more debt flexibility
- Maintain GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR), Distinguished Budget Presentation Award, and Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR)
- Continue enhancing the utilization and development of the integrated Financial and Human Resources System

■ demand measures

A/P payments processed	33,409
Active payroll processed	26
Pension payrolls processed	24
Purchasing requisitions processed	874
Total Debt managed (as of 12/07)	\$1.061 billion
Total Cash/Investments managed (as of 12/07)	\$216.9 million
Pension Investment portfolio (as of 12/07)	\$2.3 billion
Number of tax notices sent out	311,910
Tax payments processed	228,442

■ fy 2008 performance highlights

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for 30 consecutive years for the June 30, 2006 CAFR
- Earned the GFOA Distinguished Budget Presentation Award for 10th consecutive year for the July 1, 2007 annual budget document
- Maintained A+ bond rating
- Maintained General Fund reserves of 10% of expenditures
- Achieved a current tax collection rate of 94% (as of January 2007)
- Administered the fifteenth annual Memphis Poll
- Updated the Debt Management Policy
- Established the OPEB Investment Trust

■ charges for services

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Beer Application	610	0	0	0
Beer Board Fines	250	0	0	0
Rezoning Ordinance Publication Fees	(14,512)	(15,000)	(15,000)	(12,000)
Misc Tax Recoveries	(71)	0	0	0
Credit Card Fees	(74,008)	(48,917)	0	0
Total Charges for Services	(87,731)	(63,917)	(15,000)	(12,000)

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

Operating Budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	344,175	367,745	357,901	384,395
Materials & supplies	30,807	59,491	58,108	59,491
Net Expenditures	374,982	427,236	416,009	443,886
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00

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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	258,819	264,707	263,545	277,040
Materials & supplies	27,168	53,609	52,600	53,609
Net Expenditures	285,987	318,316	316,145	330,649
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
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 expenditures or revenue shortfalls (5-8 percent)	Reserve a percent of General Fund expenditures	15%	15%	15%
	To maintain City's bond rating and pursue upgrade	Bond rating	A+	A+	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	Oracle PSB Go-Live January 2006	PSB Implemented	PSB Optimized
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	14th Annual Memphis Poll Completed	Memphis Poll Enhanced	Memphis Poll conducted GOPM Enhanced
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	88%	100%	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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	85,356	103,038	94,356	107,355
Materials & supplies	3,639	5,882	5,508	5,882
Net Expenditures	88,995	108,920	99,864	113,237
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Increase awareness of the Prevailing Wage Office and the methods & procedures for reporting required information	To develop a policy & procedures manual	Date policy & procedures manual completed	Policies analyzed	Completed	Continuous Improvement Assessment
	To implement Prevailing Wage filing and document reporting online	Date implemented	August 2006	Web based reporting implemented	Expand contractor use of system
	To compose a 1 page synopsis of the policy to include as an attachment for all project contracts	Date synopsis completed	May 2006	Pending	May 2008
	To create standard reporting forms for the Prevailing Wage office	Date developed	June 2006	completed June 2008	Access and refine standard forms
Maintain and monitor full compliance with Prevailing Wage Ordinance	To test all certified payrolls received for compliance	Percent of payroll reviewed	100%	Pending	June 2009
	To perform jobsite interviews with employee on Prevailing Wage projects	Number of jobsites visited	18 of 18	24 of 36	90%
	To research all inquires and respond in a timely manner	Percent of inquires reviewed	100%	100%	100%



Operating Budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	1,164,507	1,159,565	1,545,278	1,620,547
Materials & supplies	196,369	435,217	255,050	295,125
Total Expenditures	1,360,876	1,594,782	1,800,328	1,915,672
Charges for Services	(14,512)	(15,765)	(15,000)	(12,000)
Net Expenditures	1,346,364	1,579,017	1,785,328	1,903,672
<i>Funded Staffing Level</i>	28.00	29.08	36.00	36.00

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 Divisions 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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	378,870	406,862	717,993	719,182
Materials & supplies	73,264	285,071	117,100	143,538
Total Expenditures	452,134	691,933	835,093	862,720
Charges for Services	0	(765)	0	0
Net Expenditures	452,134	691,168	835,093	862,720
<i>Funded Staffing Level</i>	10.00	9.50	14.00	13.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Provide timely and accurate financial reports in a cost-effective manner	To prepare and publish the Comprehensive Annual Financial Report (CAFR) within six months of the end of the fiscal year	Date prior year CAFR completed	December 2006	December 2007	December 2008
	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 ten business 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 2007	Estimated FY 2008	Adopted FY 2009
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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	369,790	401,425	412,012	441,749
Materials & supplies	23,970	30,038	29,450	30,038
Net Expenditures	393,760	431,463	441,462	471,787
<i>Funded Staffing Level</i>	8.00	9.67	10.00	11.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
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	98%	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 2006	January 2007	January 2008
		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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	163,812	190,324	206,644	239,558
Materials & supplies	63,386	67,987	62,950	72,428
Net Expenditures	227,198	258,311	269,594	311,986
<i>Funded Staffing Level</i>	6.00	5.92	7.00	7.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	252,035	160,954	208,629	220,058
Materials & supplies	35,749	52,121	45,550	49,121
Total Expenditures	287,784	213,075	254,179	269,179
Charges for Services	(14,512)	(15,000)	(15,000)	(12,000)
Net Expenditures	273,272	198,075	239,179	257,179
<i>Funded Staffing Level</i>	4.00	4.00	5.00	5.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Maintain financial records in a manner to ensure timely retrieval	To microfilm all contract and disbursement records within three 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/microfilmed 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 2007	Estimated FY 2008	Adopted FY 2009
	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%
	To attend all Council meetings and call agenda items as required by the Council Chairman	Percent of Council meetings attended	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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	534,698	588,385	608,957	671,654
Materials & supplies	48,299	107,094	61,770	107,114
Net Expenditures	582,997	695,479	670,727	778,768
<i>Funded Staffing Level</i>	11.00	13.00	13.00	13.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
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	Benchmark	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	Not Measured		100%
	To process awarded recommendation paperwork	Percent of awards processed 3 days after receipt	Not Measured	97%	97%
	To execute contracts upon final signature	Percent of contracts executed within 5 days of final signature	Not Measured	97%	97%
Provide semi-annual Policy and Procedures Awareness training to ensure compliance with Purchasing/ Procurement processes	To conduct semi-annual training classes	Percent of classes conducted	Benchmark	100%	100%



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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	189,198	267,641	560,164	691,490
Materials & supplies	248,402	530,793	224,550	356,209
Total Expenditures	437,600	798,434	784,714	1,047,699
Charges for Services	0	(84)	0	0
Net Expenditures	437,600	798,350	784,714	1,047,699
<i>Funded Staffing Level</i>	4.00	4.33	9.92	11.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
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 produce the highest quality operating and capital budget books	GFOA certificate awarded	Yes	Yes	Yes
	To provide continuous training on the budget application and assistance to the divisions and service centers during the budget process	Percent of budget coordinators and managers trained on budget software	100%		100%
	To analyze budgetary data received from divisions for the Administrative Hearings	Percent completed by the Administrative Hearings	100%	100%	100%
	To develop informative forecasts for all major operating revenues	Actual property tax collections vs. budget	100%	100%	100%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
		Actual local sales tax collections vs. budget	100%	100%	100%
		Actual state sales tax collections vs. budget	100%	100%	100%
	To develop forecasts for all major operating revenues by March 17 each year	Date revenue forecast developed	March 2007	March 2008	March 2009
Continue implementation of the City's performance based budgeting initiative	To produce citizen's reports by December 31 each year	Date citizens report produced	December 2007	December 2008	December 2009
	To receive GFOA Award for the Citizen's Report	GFOA certificate awarded	Yes	Yes	Yes
	To provide continuous performance based budgeting training sessions to the divisions and service centers annually	Percent of budget coordinators and managers trained	100%	100%	100%
	To coordinate the Memphis Poll each year	Date Memphis Poll conducted	October 2007	October 2008	October 2009



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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	(23,832)	53,590	51,783	74,587
Materials & supplies	8,693	20,984	20,711	20,711
Net Expenditures	(15,139)	74,574	72,494	95,298
<i>Funded Staffing Level</i>	2.00	3.50	4.00	4.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
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 personal income (Average = 3% - 6%)	2.79%	2.90%	2.90%
		Debt percent of market value of taxable property (Median = Less than 3.0%)	3.01%	3.06%	3.13%
		Percent of principal retired in 10 years (Industry standard = Greater than 50.0%)	59.93%	67.22%	64.41%
	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 2007	Estimated FY 2008	Adopted FY 2009
	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:	5.18%	4.50%	3.00%
		Rate of return on operating cash investments	5.27%	4.60%	3.15%
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%
Maximize return on investment for the City's pension assets	To hold a quarterly meeting to review the performance of each manager with the City's established Investment Advisory Committee and its investment consultant	Number of quarterly investment committee meetings	4	4	4

Operating Budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	1,009,895	995,350	882,621	1,102,285
Materials & supplies	252,952	657,754	369,688	514,688
Total Expenditures	1,262,847	1,653,104	1,252,309	1,616,973
Charges for Services	(73,219)	(48,917)	0	0
Revenue Over (Under) Expense	1,189,628	1,604,187	1,252,309	1,616,973
<i>Funded Staffing Level</i>	18.00	28.00	20.00	23.00

Legal level consolidation of *Operations/Collections* and *Permits*.



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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	840,713	990,968	882,621	1,102,285
Materials & supplies	249,806	632,848	369,688	514,688
Total Expenditures	1,090,519	1,623,816	1,252,309	1,616,973
Charges for Services	(74,079)	(48,917)	0	0
Net Expenditures	1,016,440	1,574,899	1,252,309	1,616,973
<i>Funded Staffing Level</i>	18.00	23.00	20.00	23.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Maximize current collections	To achieve a current tax collection rate of 98%	Tax collection rate	101%	99%	98%
	To perform a comprehensive annual tax billing within 30 days after the official tax rate is set	Date of annual tax billing	June 2006	June 2007	June 2008
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.	99%	98%	98%
	To file bankruptcy claims on all accounts applicable under current bankruptcy laws within 15 days receipt of court documents	Percent of bankruptcy claims filed within 15 days	100%	100%	100%
Implement the City's new Senior Citizens Property Tax Freeze Program.	To monitor the program to ensure it is in compliance with the City's policy.	Track number of participants in the program.	N/A	100%	100%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
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	98%	98%	98%
Cultivate skill levels, morale and teamwork	To expand Professional Development training opportunities for the staff	Number of staff attending training, at least 10 plus	21	21	21
	To improve phone answer rate to 95 percent or better	Phone call answer rate	98%	98%	98%
Cultivate skill levels, morale and teamwork	To expand Professional Development training opportunities for the staff	Number of staff attending training, at least 10 plus	21	21	21

Description

To bill, collect and promptly issue City permits as mandated by various ordinances in the most efficient, effective, responsive manner and to serve as the administrative office of the Alcohol Commission.

Operating Budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	169,182	4,382	0	0
Materials & supplies	3,146	24,906	0	0
Total Expenditures	172,328	29,288	0	0
Charges for Services	860	0	0	0
Net Expenditures	173,188	29,288	0	0



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	ANALYST PURCHASING TRAINING	1
ACCOUNTANT SENIOR	4	CLERK PURCHASING	2
ANALYST APPLICATION	1	COORD FIXED ASSET	1
ANALYST FINANCIAL ACCOUNTING	1	SECRETARY A	1
COMPTROLLER	1	Total Purchasing	13
COMPTROLLER ACCOUNTING DEPUTY	1	<u>Budget Office</u>	
COMPTROLLER RNT DEPUTY	1	ANALYST FINANCIAL SENIOR	4
Total Accounting	13	ANALYST REVENUE	1
<u>Accounts Payable</u>		COORD BUDGET MGMT	1
CLERK ACCOUNTS PAY A	2	COORD BUDGET POL ANALYSIS	1
COMPTROLLER ACCTS PAY REC DEPUTY	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	4	SECRETARY A	1
Total Accounts Payable	11	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	<u>Operations/Collections</u>	
Total Payroll	7	ANALYST APPLICATION	1
<u>Records Management</u>		ANALYST TREASURY	1
COMPTROLLER COUNCIL RECORDS DEPUTY	1	SECRETARY A	1
		SPEC TAXPAYER SVCS	11
		SPEC TAXPAYER SVCS SR	4
		SUPER TREASURY TAX SVCS	3



