

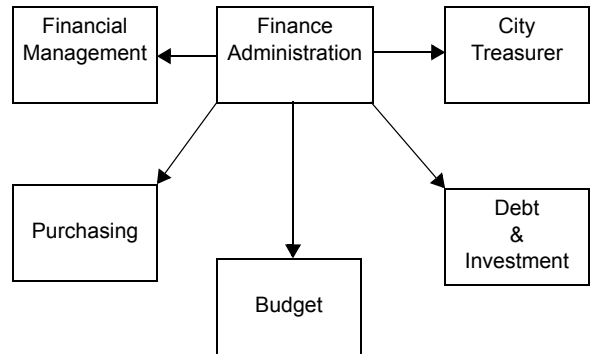
■ **operating budget**

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	3,414,220	3,467,584	3,643,891	4,006,704
Materials & supplies	748,939	1,042,661	905,165	989,877
Total Expenditures	4,163,159	4,510,245	4,549,056	4,996,581
Charges for Services	(41,166)	(43,968)	(37,500)	(15,000)
Net Expenditures	4,121,993	4,466,277	4,511,556	4,981,581
<i>Funded Staffing Level</i>	75.42	87.33	86.92	87.92

■ **mission**

To provide leadership, demonstrate integrity and deliver superior services through prudent financial management of the City's 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; 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 compliance with the prevailing wage ordinance.

■ issues & trends

The Division of Finance will continue bond refunding and 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 Oracle Public Sector Budgeting and continues to explore enhanced utilization of the Finance and Human Resources/Payroll applications (Oracle Phase III). 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

- Deliver accurate and timely Quarterly Reports and conduct Quarterly Reviews with other Divisions
- Implement recommendations of committees evaluating receivable, revenues, and delinquencies
- Complete development and implementation of tax system interface to general ledger
- Evaluate organizational structure for efficiency and effectiveness in providing quality customer service to other Divisions, City Council and other interested stakeholders
- Implement Oracle iProcurement, Sourcing and iSupplier to enhance the contract and bid process and other Purchasing functions

■ 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	43,954
Payroll payments processed	248,130
Pension payments processed	104,700
Purchasing requisitions processed	1,212
Total Debt managed	1.0 billion
Total Cash/Investments managed (as of 1/07)	184.1 million
Pension Investment portfolio (as of 1/07)	2.2 billion
Number of tax notices sent out	251,403
Tax payments processed	230,557

■ fy 2007 performance highlights

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for 29 straight years
- Earned the GFOA Distinguished Budget Presentation Award for 9th consecutive year
- Received the GFOA Award for Outstanding Achievement in Poplar Annual Financial Reporting for the 5th year
- Maintained upper-medium grade bond rating of "A" from the rating agency
- Maintained Debt Service Fund reserves of 1/12 of expenditures
- Achieved a current tax collection rate of 91% (as of January 2007)
- Developed monthly internal review of General Fund forecast
- Presented Quarterly Financial Reports
- Implemented imaging software to facilitate document retrieval
- Maintained the Debt Management Policy
- Maintained the Pension Investment Policy

■ **charges for services**

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Wrecker Permit Fee	27	0	0	0
Beer Board Fines	0	250	0	0
Rezoning Ordinance Publication Fees	(23,199)	(17,000)	(37,500)	(15,000)
Credit Card Fees	(17,857)	(27,218)	0	0
Miscellaneous Income	(137)	0	0	0
Total Charges for Services	(41,166)	(43,968)	(37,500)	(15,000)

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

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	328,331	369,560	352,715	357,901
Materials & supplies	51,404	38,000	41,700	58,108
Net Expenditures	379,735	407,560	394,415	416,009
<i>Funded Staffing Level</i>	2.75	4.75	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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	306,489	281,981	256,628	263,545
Materials & supplies	23,620	32,600	36,300	52,600
Net Expenditures	330,109	314,581	292,928	316,145
<i>Funded Staffing Level</i>	2.75	3.00	3.00	3.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
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	1%	9%	9%
	To maintain City's bond rating and pursue upgrade	Bond rating	A	A	AA
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	October Changed to bi-annual survey	October 2007	October 2008
Publish Popular Annual Financial Report	To produce citizens report based on performance results	Date citizens report produced	December 2005	N/A	December 2007
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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	21,842	87,579	96,087	94,356
Materials & supplies	27,784	5,400	5,400	5,508
Net Expenditures	49,626	92,979	101,487	99,864
<i>Funded Staffing Level</i>	0.00	1.75	2.00	2.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
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	March 2005	June 2006	Pending
	To develop a City webpage during FY 2006	Date implemented	November 2004	June 2006	Pending
	To implement Prevailing Wage filing and document reporting online	Date implemented	Pending	August 2006	Pending
	To compose a 1 page synopsis of the policy to include as an attachment for all project contracts	Date synopsis completed	Pending	May 2006	Pending
	To create standard reporting forms for the Prevailing Wage office	Date developed	November 2005	June 2006	Pending
Maintain and monitor full compliance with Prevailing Wage Ordinance	To test all certified payrolls received for compliance	Percent of payroll reviewed	100%	100%	Pending
	To perform jobsite interviews with employee on Prevailing Wage projects	Number of jobsites visited	20 of 26	18 of 18	Pending



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
	To research all inquires and respond in a timely manner	Percent of inquires reviewed	100%	100%	Pending



Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	1,174,912	1,126,993	1,196,806	1,545,278
Materials & supplies	152,548	225,904	209,815	255,050
Total Expenditures	1,327,460	1,352,897	1,406,621	1,800,328
Charges for Services	(23,336)	(17,000)	(37,500)	(15,000)
Net Expenditures	1,304,124	1,335,897	1,369,121	1,785,328
<i>Funded Staffing Level</i>	28.42	31.17	32.67	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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	497,915	432,441	488,912	717,993
Materials & supplies	30,986	95,025	70,300	117,100
Total Expenditures	528,901	527,466	559,212	835,093
Charges for Services	(80)	0	0	0
Net Expenditures	528,821	527,466	559,212	835,093
<i>Funded Staffing Level</i>	10.00	11.00	12.75	14.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
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 2005	December 2006	December 2007
	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 2006	Estimated FY 2007	Adopted FY 2008
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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	315,987	334,576	338,059	412,012
Materials & supplies	17,447	25,750	28,165	29,450
Net Expenditures	333,434	360,326	366,224	441,462
<i>Funded Staffing Level</i>	8.00	9.00	8.92	10.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
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%	98%	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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	155,524	169,262	160,144	206,644
Materials & supplies	58,215	64,767	56,350	62,950
Net Expenditures	213,739	234,029	216,494	269,594
<i>Funded Staffing Level</i>	5.42	6.50	6.00	7.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	205,486	190,714	209,691	208,629
Materials & supplies	45,900	40,362	55,000	45,550
Total Expenditures	251,386	231,076	264,691	254,179
Charges for Services	(23,256)	(17,000)	(37,500)	(15,000)
Net Expenditures	228,130	214,076	227,191	239,179
<i>Funded Staffing Level</i>	5.00	4.67	5.00	5.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
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	98%	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 2006	Estimated FY 2007	Adopted FY 2008
	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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	579,812	582,835	637,796	608,957
Materials & supplies	39,434	59,944	59,339	61,770
Net Expenditures	619,246	642,779	697,135	670,727
<i>Funded Staffing Level</i>	11.92	12.00	13.00	13.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Provide fiscal and prudent management of the Purchasing Service Center Operating budget	To manage the budget without any overages	Percent 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	94%	94%	97%
	To process awarded recommendation paperwork	Percent of awards processed 3 days after receipt	97%	97%	99%
	To execute contracts upon final signature	Percent of contracts executed within 5 days of final signature	100%	100%	100%
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	100%	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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	355,768	178,110	344,243	560,164
Materials & supplies	129,212	227,962	182,350	224,550
Net Expenditures	484,980	406,072	526,593	784,714
<i>Funded Staffing Level</i>	5.58	6.50	8.00	9.92

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
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%	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%
		Actual local sales tax collections vs. budget	100%	100%	100%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
		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 2006	March 2007	March 2008
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 2006	N/A	December 2008
	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	Poll delayed to next Fiscal Year	October 2007	October 2008



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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	(27,278)	51,563	54,302	51,783
Materials & supplies	21,060	20,304	20,304	20,711
Net Expenditures	(6,218)	71,867	74,606	72,494
<i>Funded Staffing Level</i>	3.00	4.00	3.25	4.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
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%)	2.89%	2.90%	2.90%
		Debt percent of market value of taxable property (Median = Less than 3.0%)	2.83%	3.06%	3.06%
		Percent of principal retired in 10 years (Industry standard = Greater than 50.0%)	57.60%	67.22%	67.22%
	To issue the appropriate debt vehicle that provides the lowest true interest cost and the necessary cash to fund budgeted CIP projects	Percent of 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 2006	Estimated FY 2007	Adopted FY 2008
	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	Percentage rate of return for the 3 month T-bill:	4.03%	5.15%	5.05%
		Percentage rate of return on operating cash investments	4.15%	5.05%	4.95%
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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	1,002,675	1,158,523	1,058,029	882,621
Materials & supplies	355,281	470,547	391,657	369,688
Total Expenditures	1,357,956	1,629,070	1,449,686	1,252,309
Charges for Services	(17,830)	(26,968)	0	0
Revenue Over (Under) Expense	1,340,126	1,602,102	1,449,686	1,252,309
<i>Funded Staffing Level</i>	23.75	28.92	25.00	20.00

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 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	824,683	930,442	877,707	882,621
Materials & supplies	373,155	441,095	362,205	369,688
Total Expenditures	1,197,838	1,371,537	1,239,912	1,252,309
Charges for Services	(17,857)	(27,718)	0	0
Net Expenditures	1,179,981	1,343,819	1,239,912	1,252,309
<i>Funded Staffing Level</i>	18.75	18.75	20.00	20.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Maximize current collections	To achieve a current tax collection rate of 98%	Tax collection rate	103%	98%	98%
	To perform a comprehensive annual tax billing within 30 days after the official tax rate is set	Date of annual tax billing	June 2005	June 2006	June 2007
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.	98%	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%
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%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
	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. (Moved to the Division of the City Attorney)

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	177,992	228,081	180,322	0
Materials & supplies	(17,874)	29,452	29,452	0
Total Expenditures	160,118	257,533	209,774	0
Charges for Services	27	750	0	0
Net Expenditures	160,145	258,283	209,774	0
<i>Funded Staffing Level</i>	5.00	5.50	5.00	0.00



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	5	ANALYST PURCHASING TRAINING	1
ACCOUNTANT SENIOR	4	CLERK PURCHASING	2
ANALYST APPLICATION	1	COORD FIXED ASSET	1
COMPTROLLER	1	SECRETARY A	1
COMPTROLLER ACCOUNTING DEPUTY	1	Total Purchasing	13
COMPTROLLER RNT DEPUTY	2	<u>Budget Office</u>	
Total Accounting	14	ANALYST FINANCIAL SENIOR	4
<u>Accounts Payable</u>		ANALYST POLICY PERF	1
CLERK ACCOUNTS PAY A	2	ANALYST REVENUE	1
COMPTROLLER ACCTS PAY REC DEPUTY	1	COORD BUDGET MGMT	1
SUPER ACCOUNTS PAYABLE	1	COORD BUDGET POL ANALYSIS	1
TECH ACCOUNTS PAYABLE	3	COORD REVENUE	1
TECH ACCOUNTS PAYABLE SR	3	MGR RES MGMT BUDGET	1
Total Accounts Payable	10	SECRETARY A	1
<u>Payroll</u>		Total Budget Office	11
ANALYST PAYROLL CONTROL	1	<u>Debt/Investment Management</u>	
CLERK PAYROLL	2	ANALYST INVESTMENT SR	1
COMPTROLLER PAYROLL DEPUTY	1	COORD DEBT	1
COORDINATOR PENSION PAYROLL	1	DIRECTOR FINANCE DEPUTY	1
SUPER PAYROLL	1	MGR INVESTMENT	1
TECH PAYROLL	1	Total Debt/Investment Management	4
Total Payroll	7	<u>Operations/Collections</u>	
<u>Records Management</u>		ANALYST APPLICATION	1
COMPTROLLER COUNCIL RECORDS DEPUTY	1	ANALYST TREASURY	1
		MGR INVESTMENT	1
		SECRETARY A	1
		SPEC TAXPAYER SVCS	11
		SPEC TAXPAYER SVCS SR	4



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
SUPER TREASURY TAX SVCS	2		
TREASURER	1		
TREASURER ASST	1		
Total Operations/Collections	<u>23</u>		
<i>Permits</i>			
Total Permits	<u>0</u>		
<u>TOTAL FINANCE</u>	<u>92</u>		

