

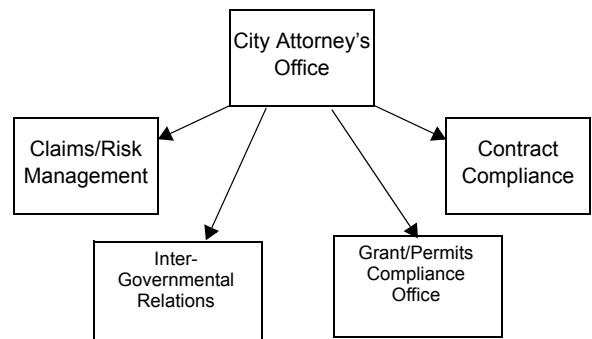
■ operating budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	3,180,124	3,293,557	3,636,809	4,237,400
Materials & supplies	6,603,009	13,218,133	12,599,407	10,567,238
Capital outlay	0	880	0	0
Total Expenditures	9,783,133	16,512,570	16,236,216	14,804,638
Charges for Services	(748,802)	(104,936)	0	0
Net Expenditures	9,034,331	16,407,634	16,236,216	14,804,638
<i>Funded Staffing Level</i>	46.08	43.83	52.00	61.92

■ mission

To provide advice, opinions, claims service, contract compliance support and legal representation on behalf of the City of Memphis administration, City Council, various divisions, agencies, boards, commissions and employees of the City of Memphis government.

■ structure



■ services

The City Attorney's Office defends the City in all litigations filed in State and Federal Courts and before the Civil Service Commission. It provides oversight of municipal processes to assure compliance with the City Charter, State and Federal laws. Legal research, opinions and advice are provided to all divisions of the City government regarding ordinances, resolutions, agreements, contracts and other legal documents. The Claims Office processes third-party claims filed against the City of Memphis. Risk Management is a formal management process that helps ensure the financial stability and safe operation of the City's assets. Drug Testing ensures that the City of Memphis complies with laws relating to a "Drug Free Workplace". The On-the-job Injury staff manages the City's OJI program. Safety staff ensures compliance with local, state and federal Safety and Health Standards. The Office of Contract Compliance provides information and assistance to Minority & Women Business Enterprises to increase their ability to compete effectively for City contracts and monitors M/WBE participation goals.

■ issues & trends

The City Attorney's Office continues to monitor changes to the Government Tort Liability Act as well as the changing political climate in State and Federal government. As the City of Memphis continues to diversify racially, potential studies are being evaluated to expand the M/WBE program. The City Attorney's Office seeks to increase public awareness of large court verdicts which are causing higher claim dollar demands and settlements. Catastrophic property losses and potential earthquake exposure have caused an increase in property claims and insurance coverage of 30 percent. The Office has dramatically increased its presence and communications within the various divisions concerning issues ranging from the City's On-The-Job-Injury Program to proactive approaches to lessen employee injury and employment litigation.

■ strategic goals

- 30-day resolution on applicable claims
- 30-day response time to all Title VI matters
- 14 day compensability of all OJI Claims
- Increase subrogation recoveries
- Minimize the City's liability claim settlements
- Increase the amount of City of Memphis dollars being spent with M/WBE's
- Increase the number of M/WBE's certified to do business with the City of Memphis
- Increase the City's presence with elected officials in Nashville and Washington
- Increase Attorney proactive presence with Divisions
- Increase in-house lawyer specialization to reduce reliance on outside contract counsel
- Review, revise and present seminar on City's Public Procurement Policies and Practices
- Present Regional Seminar on Municipal Liability and Defense in Section 1983 Civil Rights Cases
- Development of grant compliance checklist for each grant project
- Development of timelines for each grant project with measurable milestones

■ budget highlights

- Reduced liability claims settlements cost by 32%
- Reduced number of OJI claims by 16%
- Reduced OJI cost by 24%
- Recovered \$221,915 in subrogation
- Re-negotiated the City's TPA contract for a cost savings of over \$80,000

■ demand measures

Number of lawsuits filed against the City	171+
Number of claims filed against the City	1,300
Average number of daily case dockets for all three divisions	1,800
Number of OJI claims filed against the City	1,380
Total monetary subrogation recovery	\$319,834
Total Formal/Informal opinion	18
Contracts Drafted/Reviewed	1,500
Coordinated drug/alcohol test	2,247

■ fy 2007 performance highlights

- Maintained a Litigation Tracking System which allows for comprehensive data analysis, case tracking, claims processing, financial analysis and reporting
- Actual trials account for approximately 20 percent of case cited. Of that number about 5 percent are appealed to Circuit Court
- Prosecutors personally negotiate approximately 40 percent of citations
- Increased subrogation recovery
- Revised and update insurance requirement manual tailored to the requirements of all contracted jobs
- Maintained the average time for opinion requests/ ordinance drafting to 7-10 days
- Reduced the amount of time to investigate and resolve claims to 27 days
- FY 2006 resulted in approximately 28% of available City of Memphis dollars being spent with M/WBE's and for FY 2007, we anticipate 28% to remain the percentage based on low levels of construction performed by the City of Memphis
- Provided drug testing policy and procedures training for City employees
- Hosted the City of Memphis' Annual Safety Fair
- Facilitated Quarterly "Safety in the City" training for City of Memphis employees
- Secured \$3.5 million in federal funds

■ charges for services

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Property Insurance Recoveries	(748,802)	(104,936)	0	0
Total Charges for Services	(748,802)	(104,936)	0	0

Description

The Office of the City Attorney is committed to providing advice, opinions, claims service, contract compliance support and legal representation on behalf of the City of Memphis Administration, City Council, various divisions, agencies, boards, commissions and employees of the City of Memphis government.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	2,257,812	2,217,708	2,616,054	2,572,249
Materials & supplies	1,751,106	2,841,299	2,459,900	2,460,900
Net Expenditures	4,008,918	5,059,007	5,075,954	5,033,149
<i>Funded Staffing Level</i>	29.58	28.00	35.00	34.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Improve and enhance professional relationships between City Attorney's Office and each Division of City Government	To present year long seminar to officers and administrators within the Police Services Divisions	Number of seminars presented annually		44	44
		Annual client survey date	April 2006	April 2007	April 2008
	To maintain the average time for opinion request/ ordinance drafting to 7-10 days	Average response rate (days)	7	7	7
Improve communication between City Prosecutor's Office and other governmental agencies	To coordinate resources and promote consistency with State Attorney General to address overlap and area of interest quarterly	Number of scheduled meetings	Not Measured	Not Measured	4
	To complete comprehensive template of form contracts in Oracle for use by various divisions	Percent of contracts completed	Not Measured	100%	100%
	To establish and maintain an Intranet-version of the City's Risk Management Manual	Precent of avability of manual on-line	Not Measured	100%	100%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Develop and monitor annual budget for Law Division	To monitor the division appropriation statements monthly	Percent of approved budget expended	100%	100%	100%



Description

The Claims Service Center works to provide an efficient and professional level of claims service on behalf of the City of Memphis.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	606,154	583,043	624,747	675,653
Materials & supplies	132,397	6,599,429	6,415,957	4,257,797
Net Expenditures	738,551	7,182,472	7,040,704	4,933,450
<i>Funded Staffing Level</i>	11.83	9.67	11.00	11.92

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Minimize the amount of time to investigate and resolve a claim	To maintain the average time for claims investigation and processing to 30 days or less	Number of days processing claims from activity report	30	30	30
Maximize public service efforts	To respond to inquires from the public regarding their claim status within 24 hours	Percent of files reviewed	90%	95%	95%
Minimize the City's liability claim settlements	To reduce the liability claim settlements by 10%	Percent reduction in claim settlements compared to last year	10%	16%	20%
Minimize the City's OJI Claim cost	To reduce the cost of OJI Claims by 10%	Percent reduction on OJI claims compared to last year	Benchmark	24%	25%
Provide quarterly Safety Training to all Divisions	To reduce the number of OJI and Liability Claims by 10%	Percent reduction in claims	Benchmark	10%	10%
Identify repetitive OJI and 3rd Party Claims	To provide a recommendation for corrective actions for reducing accidents	Number of quarterly claims report	4	12	4



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Maintain a Drug Free workplace for all City employees	To provide a safe work environment for all City employees by reducing accident and incidents by 10%	Percent reduction in accidents/ incidents compared to last year	Benchmark	10%	10%
Provide divisions with suggested accident prevention measures and Safety Programs	To provide a safe environment for all employees and the public	Number of site visits made by Safety, Drug Testing, and OJI staff	Benchmark	12	12
Encourage process changes in all division that help eliminate repetitive claims	To meet with Divisions to discuss implementation of new processes, or to sustain current ones	Number of meetings held	Not Measures	3	3



Description

The Office of Contract Compliance serves as the support agency and administrative arm to the Minority and Women Business Enterprise Participation Program. The purpose of the agency is to ensure that the legislative intent of the City's Ordinance 4288 et. Seq., which created the M/WBE program, is carried out in all procurement activities and opportunities. This office will serve as a catalyst through which Minority and Women Business Enterprises can fully participate in the economic expansion of the Memphis business community. This office will facilitate participation of public and private sector business entities in local M/WBE development through direct/indirect procurement opportunities.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	105,738	98,012	126,485	114,440
Materials & supplies	400,174	72,640	42,350	48,000
Net Expenditures	505,912	170,652	168,835	162,440
<i>Funded Staffing Level</i>	1.67	1.00	2.00	1.50

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Facilitate and encourage more public sector utilization of Minority/ Women Business Entity (M/WBE)	To coordinate and disseminate information on minority and women business entities to all City divisions	Date information disseminated to Division Directors	January 2007	January 2008	January 2009
	To increase the amount of public dollars spent with M/WBE	Percent of contracts over \$50K awarded to M/WBE	30%	32%	30%
Educate and inform City employees and City residents of Title VI rights & remedies	To educate City of Memphis employees and City residents of Title VI rights and remedies	Number of Town Hall Meetings attended	2	2	2
		Number of City Pride articles published	2	2	2
Sponsor, promote, and participate in seminars designed to assist M/WBE	To assist M/WBE in economic development by active participation in various seminars and programs	Number of participants in seminars and programs	386	386	400



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Host General Membership Meeting of Mid-South Minority Business Council	To further introduce M/WBEs to the mechanics of doing business with City of Memphis	Date event is hosted in City Hall	January 2007	January 2008	January 2009
Work with Information Systems to devise a reporting system for Contract Compliance	To design a reporting system for M/WBE spend for Contract Compliance for distribution	Date information disseminated to Division Directors	Not Measures	March 2008	March 2009



Description

The Office of Intergovernmental Affairs coordinates the City's legislative efforts in Washington and Nashville and identifies Federal and State legislation that impact the City. This office is also responsible for researching and identifying Federal, State and private grant opportunities and assists with the preparation of grant applications from all City divisions.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	102,192	295,297	154,582	229,806
Materials & supplies	74,912	141,776	141,100	118,600
Capital outlay	0	880	0	0
Net Expenditures	177,104	437,953	295,682	348,406
<i>Funded Staffing Level</i>	1.00	3.50	2.00	3.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Coordinate the City's legislative efforts with the Federal Government	To work with each City division to develop a Federal Legislative Agenda for the City of Memphis annually	Date Federal Legislative Agenda completed	February 2006	February 2007	February 2008
	To present and actively promote the Federal Legislative Agenda to members of the U.S. House of Representatives and U.S. Senate	Date agenda completed	March 2006	March 2007	March 2008
	To provide regular communications to Division Directors regarding Federal issues/ bills of concern	Number of monthly communications to Directors	As needed basis	As needed basis	As needed basis
	To coordinate bi-weekly conference calls with Federal lobbyists during the fiscal year	Number of bi-weekly conference calls coordinated	20 conference calls to be held July 2006-June 2007	20 conference calls to be held July 2007-June 2008	20 conference call to be held July 2008- June 2009
	To actively assist Riverfront Development Corporation with Federal initiatives as necessary	Number of contacts with Federal agencies or legislators	As needed basis	As needed basis	As needed basis



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Coordinate the City's legislative efforts in the Tennessee General Assembly	To work with each City Division to develop the current year State Legislative Agenda for the City of Memphis	Date agenda completed	January 2006	January 2007	January 2008
	To present and actively promote the State Legislative agenda to members of the Tennessee General Assembly	Date agenda presented	February 2006	February 2007	February 2008
	To provide regular communications to Division Directors concerning issues/bills of interest to the City	Number of weekly communication	12 updates	12 updates	12 updates
Work with other municipalities and government agencies to promote issues of concern to the City of Memphis	To represent the City of Memphis where appropriate to promote the City's Federal and State Legislative Agenda	Status of other municipalities of government agencies contacted	As needed basis	As needed basis	As needed basis
Maintain a system for a more focused and coordinated approach to grant applications	To maintain the database of grants currently received by generating an annual report	Date report generated	June 2006	June 2007	June 2008
	To maintain a prioritized list of ideas from which to determine pursuit of future grant opportunities	Date updated list completed	On-going	On-going	On-going
Coordinate efforts of the Memphis Renewal Community	To maintain all pertinent reports for the Department of Housing and Urban Development (HUD)	Status of completed Tax Incentive Utilization Plan and Annual Report on schedule	As required by HUD	As required by HUD	As required by HUD
	To maintain a process for allocation of the Commercial Revitalization Deduction (CRD)	Date CRD allocated	December 31, 2006	December 31, 2007	December 31, 2008



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
	To coordinate meetings of the RC CORA Advisory Board	Date meetings held on a bi-annual basis	July 2005, December 2005 and February 2006	July 2006, December 2006 and February 2007	July 2007, December 2007 and February 2008
	To promote RC Incentives to businesses and professionals	Number of training sessions held	As needed, with a minimum of 2 large workshops and 20 one-on-one sessions	As needed, with a minimum of 2 large workshops and 20 one-on-one sessions	As needed, with a minimum of 2 large workshops and 20 one-on-one sessions



Description

Risk Management minimizes the total cost of risk to the City of Memphis through sound risk management guidance to all operating divisions.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	108,228	99,497	114,941	91,893
Materials & supplies	508,947	117,989	95,100	95,100
Total Expenditures	617,175	217,486	210,041	186,993
Charges for Services	(748,802)	(104,936)	0	0
Net Expenditures	(131,627)	112,550	210,041	186,993
<i>Funded Staffing Level</i>	2.00	1.67	2.00	1.50

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Minimize the impact of losses incurred by the City of Memphis	To coordinate and track loss control inspections for insured locations	Number of completed loss control inspections	12	10	10
Enhance professional development of Risk Management employees	To have each employee attend professional seminars and training classes	Number of seminars and classes attended	2	2	2
Ensure the City of Memphis is protected on all contracts	To assist all divisions with placing insurance requirements in contracts	Number of contracts that required Risk Management's review.	20	10	10
Ensure the City's insurance is adequately priced and all property is insured	To meet with the Engineering Division and property carrier concerning discrepancies for all divisions insuring newly constructed and renovated properties	Status of drawings and recommendations reviewed	Benchmark	As needed basis	As needed basis



Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	0	0	0	553,359
Materials & supplies	0	0	0	141,841
Net Expenditures	0	0	0	695,200
<i>Funded Staffing Level</i>	0.00	0.00	0.00	10.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Serve as the administrative office of the City's Alcohol Commission, maintaining all related files, processing applications for beer permits for businesses and servers, and promptly billing and collecting all liquor-related tax	To bill notices to all beer and liquor-by-the-ounce locations by December of each year	Percent of locations billed	100%	100%	100%
Issue all vehicle-for-hire driver permits and certificates of public convenience and necessity for vehicle-for-hire companies	To continuously track and bill the vehicles permitted under the Certificates of Convenience and Necessity through the new system	Percent of accounts billed	100%	100%	100%
	To ensure that all permitted vehicles undergo a bi-annual safety and meter inspection	Number of permitted vehicles inspected bi-annually	255	255	255
Enhance skill levels, morale and teamwork of the staff	To provide outside training for eight staff members	Number of staff attending training	2	2	2



Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Materials & supplies	3,735,473	3,445,000	3,445,000	3,445,000
Net Expenditures	3,735,473	3,445,000	3,445,000	3,445,000



CITY ATTORNEY

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>City Attorney's Office</u>		COORD GRANTS	2
ADMR LEGAL	1	COORDINATOR RENEWAL COMMUNITY	1
ANALYST CLAIMS	1	MGR GRANTS	1
ASST ADMINISTRATIVE	1	OFFICER GRANTS PERMITS COMPLIANCE	1
ATTORNEY ASST CITY A	1	Total Intergovernmental Relations	7
ATTORNEY ASST CITY AA	6	<u>Risk Management</u>	
ATTORNEY ASST HCD AA	1	ANALYST RISK MGMT	1
ATTORNEY CITY	1	SUPER RISK MGMT	1
ATTORNEY CITY ASST SR	6	Total Risk Management	2
ATTORNEY CITY DEPUTY	1	<u>Permits/Grants</u>	
ATTORNEY PROSECUTOR AA	3	ANALYST RNT B	1
ATTORNEY PROSECUTOR CHIEF	1	ATTORNEY ASST COMPLIANCE AA	1
ATTORNEY STAFF	5	CLERK GENERAL APP A	4
ATTORNEY STAFF SR	1	MGR PERMITS LICENSES	1
COORD PUBLIC RECORDS	1	OFFICER GRANTS PERMITS COMPLIANCE	1
COORDINATOR LEGAL ADMIN	1	Total Permits/Grants	8
PARALEGAL	3		
PARALEGAL LEAD	1		
SECRETARY A	3		
Total City Attorney's Office	38	TOTAL CITY ATTORNEY	69
<u>Claims</u>			
AGENT CLAIMS	1		
ANALYST CLAIMS	3		
ANALYST ON-JOB-INJURY	1		
COORD SAFETY	1		
COORDINATOR DRUG/TESTING	2		
INVESTIGATOR LEGAL	1		
SECRETARY A	1		
SUPER CLAIMS	1		
SUPERVISOR DRUGFREE WORK/SAFETY	1		
Total Claims	12		
<u>Contract Compliance</u>			
OFFICER CONTRACT COMPLIANCE	1		
SECRETARY A	1		
Total Contract Compliance	2		
<u>Intergovernmental Relations</u>			
ADMR GOVERNMENTAL REL	1		
ATTORNEY ASST COMPLIANCE AA	1		



