

# DEPARTMENT OF FINANCE

## Mission Statement

The mission of the Department of Finance is to provide financial management, information, and business products to policy makers, departments, agencies, investors, and the Nashville community so they can have confidence in Metro Government, make informed decisions, and achieve their results.

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## Strategic Goals

### Financial Health

1. **By June 2012, the financial health of Metro will be strengthened, as evidenced by:**
  - AA bond rating or better
  - Undesignated actual fund balance in each of the 6 tax supported funds is 5% of subsequent year budgeted expenditures
  - Outstanding debt and approved capital spending is balanced with dedicated debt service funding
  - Development of a rolling 3 year revenue plan to include strategies and options
  - Development of a rolling 3 year expenditure plan to include strategies and options

### Financial Management

1. **The Finance Department will continue to effectively and efficiently manage the finances of the government, as evidenced by:**
  - Reviewing, monitoring and reporting departmental financial results at least monthly
  - Reviewing and reporting departmental performance results annually
2. **And by June, 2012:**
  - Developing a financial policy regarding budget accountability reporting
  - Providing optimal versions of all financial applications, systems and software
  - At least 75% of routine internal and external business transactions will be conducted electronically

# DEPARTMENT OF FINANCE

## Strategic Resource Allocation and Management Line of Business

The purpose of the Strategic Resource Allocation and Management Line of Business is to provide knowledge, planning, advisory and consultation products to Metro departments and agencies, policymakers and the Nashville community and investors so they can make better informed decisions and have confidence that Metro is using public resources in the most effective and efficient way possible.

### Cost Planning and Management Program

The purpose of the Cost Planning and Management Program is to provide planning, implementation and support products to Metro departments and agencies so they can manage key product costs within predetermined performance targets and use the cost information to make resource and operational improvement decisions.

#### Result Measure

- Percentage of agencies using cost information for resource and operational improvement decisions

#### Output Measures

- Number of departmental cost planning and management consultations provided
- Number of cost training sessions provided

#### Demand Measures

- Number of departmental cost planning and management consultations demanded
- Number of cost training sessions demanded

### Budget Planning and Management Program

The purpose of the Budget Planning and Management Program is to provide budgetary assistance, information, and documentation products to the Mayor, Council, and Metro departments and agencies so they can make timely, well informed budgetary decisions and so they can manage their budget results.

#### Result Measure

- Percentage of customers (Mayor, Council Members and Departments/Agencies) who report they have the information they need to make timely, well informed budgetary decisions

#### Output Measures

- Number of Recommended Operating Budget Books completed
- Number of Recommended Capital Budget Reports completed
- Number of Budget Accountability Reports
- Number of quarterly Capital Investment Budget (CIB) Reports
- Number of Strategic Business Plans completed

#### Demand Measures

- Number of Recommended Operating Budget Books anticipated
- Number of Recommended Capital Budget Reports anticipated
- Number of Budget Accountability Reports anticipated
- Number of quarterly Capital Investment Budget (CIB) Reports anticipated
- Number of Strategic Business Plans anticipated

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### Investor Relations Program

The purpose of the Investor Relations Program is to provide debt management products to investors and the Metro Government so Metro can issue debt at the lowest cost.

#### Result Measure

- Percentage of time Metro completes debt activities (compliance reports, continuous disclosure statements, debt payments) accurately and timely

#### Output Measure

- Number of debt activities completed

#### Demand Measure

- Number of debt activities expected

### Investment Committee Support Program

The purpose of the Investment Committee Support Program is to provide administrative and operational support products to the Investment Committee so they can make informed decisions regarding the money manager's performance against benchmarks.

#### Result Measures

- Percentage of Metro's investment committee members who report satisfaction with the information provided to them by staff
- Percentage of time the money managers meet composite benchmarks (5 year rate of return)
- Percentage of time the cash investments meet composite benchmark (1 year rate of return)

#### Output Measure

- Number of investment performance reports delivered

#### Demand Measure

- Number of investment performance reports demanded

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### Grants Assessment and Resource Program

The purpose of the Grants Assessment and Resource Program is to provide grant funding development, planning, assessment, and technical assistance products to Metro departments, agencies and decision-makers so they can be sure that grant funds received or disbursed by Metro Government are managed efficiently and effectively.

#### Result Measures

- Percentage of new grant awards attributable to program activities
- Percentage of grant dollars returned to grantors due to disallowed costs
- Percentage of Community Enhancement Fund (CEF) and Direct Appropriation Contracts executed by December 31 of each calendar year

#### Output Measures

- Number of grants assessed
- Number of CEF and direct appropriation executed contracts
- Number of CEF applications scored and ranked
- Number of CEF recipients recommended

#### Demand Measures

- Number of grants assessed anticipated
- Number of CEF and direct appropriation executed contracts anticipated
- Number of CEF applications scored and ranked anticipated
- Number of CEF recipients recommended anticipated

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## Business Integrity and Accountability Line of Business

The purpose of the Business Integrity and Accountability Line of Business is to provide performance audit, financial control and compliance, monitoring and special project reports products to policymakers and Metro departments and agencies so they can make timely, informed decisions to improve operations, controls and processes and be assured that Metro programs are compliant with applicable regulations.

### Compliance Monitoring and Accountability Program

The purpose of the Compliance Monitoring and Accountability Program is to provide financial and programmatic monitoring reports, special review reports, consultations, and training products to Metro departments, agencies and policymakers so they can be assured of the integrity of Metro Government's programs and compliance with applicable federal, state and local regulations.

#### Result Measure

- Percentage of Metro programs in compliance with applicable federal, state and local regulations

#### Output Measures

- Number of monitoring reports issued
- Number of performance reports issued

#### Demand Measures

- Number of monitoring reports expected to be issued
- Number of performance reports expected to be issued

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## Business Support and Solutions Line of Business

The purpose of the Business Support and Solutions Line of Business is to provide financial, business development, capital asset management and technology products to Metro departments and agencies so they can improve their business processes and functions and assist the Nashville business community in conducting business with Metro.

### Business Assistance Office Program

The purpose of the Business Assistance Office program is to provide contract monitoring and business development/outreach products so that Metro can purchase products, services, and construction to ensure economic inclusion of small, minority and woman-owned businesses.

#### Result Measure

- Percentage of total purchasing dollars spent with small, minority, and woman-owned prime contractors and subcontractors

#### Output Measures

- Compliance Effectiveness – Percentage of contracts and purchase orders (DO) monitored for compliance with contract requirements
- Procurement Nondiscrimination Effectiveness – Percentage of small, minority and woman-owned business consultations that have become ready to compete and participate in Metro procurements

#### Demand Measure

- Number of contracts/purchase orders expected to be monitored
- Number of small, minority and woman-owned business consults expected to be delivered

### Cash Operations Program

The purpose of the Cash Operations Program is to provide receipt, disbursement and information products to the Metro Government so it can maximize earnings and satisfy financial commitments.

#### Result Measure

- Percentage of time Metro's core operational bank account balances meet Policy Guidelines

#### Output Measure

- Number of Daily Work Packets completed

#### Demand Measure

- Number of Daily Work Packets expected

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### Accounts Payable Program

The purpose of the Accounts Payable Program is to provide vendor payment products to Metro departments and agencies so they can have the goods and services they need to achieve their results.

#### Result Measures

- Percentage change in rate of payments voided due to review error
- Percentage of payments made electronically

#### Output Measure

- Number of payments processed

#### Demand Measure

- Number of payments expected to be processed

### Financial Accounting and Reporting Program

The purpose of the Financial Accounting and Reporting Program is to provide financial policy, support, general accounting, audited financial statements, and other financial reporting products to policymakers and Metro departments and agencies and investors so they can make timely, well-informed decisions and have confidence in the integrity of the financial condition of the Metropolitan Government.

#### Result Measures

- Percentage of accounting entries posted on time
- Percentage of time receiving Award of Certificate of Achievement for excellence in Financial Reporting

#### Output Measures

- Number of accounting transactions processed (excludes PV's, PN's, PO's, PK's)
- Number of Comprehensive Annual Financial Reports (CAFRs) delivered

#### Demand Measures

- Number of accounting transactions required (excludes PV's, PN's, PO's, PK's)
- Number of Comprehensive Annual Financial Reports (CAFRs) demanded

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### Payroll Operations Program

The purpose of the Payroll Operations Program is to provide payroll disbursement products to employees and pensioners so they can be assured of accurate and timely compensation.

#### Result Measures

- Percentage of payrolls delivered accurately and on time
- Percentage of statutory reports completed accurately and on time

#### Output Measures

- Number of payroll disbursements issued
- Number of statutory reports submitted

#### Demand Measures

- Number of payroll disbursements expected to be required
- Number of statutory reports required

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### Purchasing Program

The purpose of the Purchasing program is to provide centralized contracting products so that Metro can purchase products, services, and construction in a cost-effective manner.

#### Result Measure

- Total savings achieved as a percent of purchasing's operations budget

#### Output Measures

Cost effectiveness - the total of the following sub-measures:

- Cost savings achieved through re-solicitation of existing contracts (past purchase vs. new purchase)
- Cost avoidance realized compared to budget (new purchase costs vs. requestor's estimated budget)
- Cost savings achieved through negotiations (new purchase that exceeds budget – initial purposed cost vs. final contract award cost)

#### Demand Measures

- Number of contracts demanded
- Number of total purchase transactions demanded

### Metro Payment Services Program

The purpose of the Payment Services Program is to provide invoice scanning and distribution services for Metro agencies so they can make vendor payments in an accurate, timely, and cost efficient manner.

#### Result Measure

- Percentage of scanned invoice images routed accurately

#### Output Measure

- Number of scanned invoice images routed

#### Demand Measure

- Number of scanned invoice images expected

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### Real Estate Management Program

The purpose of the Real Estate Management Program is to provide real estate acquisition and disposal products to Metro departments and agencies so they can acquire/dispose of real estate that meets their pre-determined real estate requirements.

#### Result Measure

- Percentage of completed real estate transactions that meet predetermined real estate requirements

#### Output Measure

- Number of transactions completed

#### Demand Measure

- Number of transactions expected to be generated

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## Executive Leadership Line of Business

The purpose of the Executive Leadership Line of Business is to provide business policy and decision products to this Metro department so it can deliver results for customers.

### Executive Leadership Program

The purpose of the Executive Leadership Program is to provide business policy and decision products to this department so it can deliver results for customers.

### Result Measure

- Percentage of departmental key results achieved

### Output Measure

- N/A

### Demand Measure

- N/A