

<b>DEPARTMENT NAME</b>	Department of Finance
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<b>DEPARTMENT MISSION</b>	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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## ISSUE STATEMENTS

### Issue Statement One

1. Failure to meet the demand for accountable and responsible government operations would result in a loss of a) customer trust and confidence, b) funding, and c) employee trust and confidence.

### Issue Statement Two

2. Failure to understand, accurately report, and manage costs at a meaningful level would put the department, policymakers, and community at a competitive disadvantage in allocating public resources.

### Issue Statement Three

3. Failure to establish a culture that fully implements and continuously improves best business practices in light of emerging technologies in our organization would lead to a) the inability to accomplish goals, b) a waste of resources, c) the failure to meet agreed-upon customer needs, d) the failure to be a leader in the government arena, and e) the loss of trust with employees.

### Issue Statement Four

4. The lack of departments' understanding of Finance's mission and a less than full and complete exchange of information and collaboration between Finance and the departments would result in a) a lack of ownership of products and services and b) poor products.

### Issue Statement Five

5. Increased taxpayer expectations, competing priorities and a lack of full understanding of changing taxpayer and community-wide needs would result in a) a loss of credibility, b) the under or over commitment of resources, and c) a lack of public support.

### Issue Statement Six

6. High performance expectations will require the department to balance individual and organizational needs and abilities and to continue to address valuing employees.

### Issue Statement Seven

7. The lack of alignment and quality integration between core business systems and processes would jeopardize our ability to efficiently a) meet agree-upon customer expectations, b) allocate resources, c) process timely and accurately transactions, d) streamline processes, e) manage costs, f) reduce duplication of effort, g) maintain system integrity, h) demonstrate credibility, and i) provide solutions.

**Issue Statement Eight**

8. The lack of meaningful communication within Finance and across Metro would result in inefficient operations with increased costs.

**Issue Statement Nine**

9. The lack of prioritization, communication, and focus on key results would lead to a) the failure to meet customer expectations, b) the diminished ability to execute successfully, c) the failure to realize the highest and best use of our resources (i.e. opportunity costs), d) the diminished capacity for effective leadership, and e) increased levels of employee stress.

## STRATEGIC GOALS

### Goal One

1. Finance will provide integrated, aligned business products and support that help focus Metro's resources on customers as represented by the achievement of 90% of Metro's departmental key results by December 2007.

### Goal Two

2. By December 2007, Metro Government policymakers will have cost data to better inform their decisions and drive operational efficiencies as evidenced by:

- 100% of Metro Government departments/agencies will have a cost allocation plan approved by and on file with the Office of Management and Budget.
- 100% of central service government functions will have an internal service fund rate structure and update it annually.
- 100% of targeted Metro departments/agencies that provide products outside of the government on a fee for service basis have identified the full cost for providing those products.

### Goal Three

3. Policymakers and Citizens will have clear, reliable information on how tax dollars were spent and understand the value they are getting in terms of results as measured by all Mayoral departments/agencies implementing Results Matter by September 2007.

### Goal Four

4. By June 2008, Metro Nashville Government will achieve a cumulative savings of 100 million dollars based on FY05 budgeted expenses through increased efficiencies in operations and increased non-tax revenue.

**LINES OF BUSINESS**

**Line of Business One – Purpose Statement**

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.

**LOB One – Key Results**

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

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

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

Percentage of time money managers meet composite benchmarks (5 years rate of return)

Percentage of new grant awards attributable to program activities

Percentage of contracts executed by December 31 of each calendar year

**Line of Business Two – Purpose Statement**

The purpose of the Business Integrity and Accountability line of business is to provide performance audit, financial control and compliance, monitoring and special project report , special review reports, consultations and training products to Metro departments and agencies and policymakers so they can be assured of the integrity of the Metro Government’s program and compliance with applicable federal, state and local regulations.

**LOB Two – Key Results**

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

**Line of Business Three –**

The purpose of the Business Support and Solutions line of

**Purpose Statement**

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.

**LOB Three – Key Results**

- Total savings achieved as a percent of Purchasing’s Operations Budget
- Percentage of small business consultations who have become ready to compete that participate in Metro procurements
- Percentage of payrolls delivered accurately and on time
- Percentage of contracts monitored for compliance with contract requirements
- Percentage of service requests resolved accurately within agreed upon time
- Percentage of surveyed departments that agree that the implementation of business systems improved their business processes
- Percentage contract utilization
- Percentage of time Metro's core operational bank account balances meet Policy Guidelines
- Percentage change in rate of payments voided due to review error
- Percentage of accounting entries posted on time

**Line of Business Four – Purpose Statement**

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.

**LOB Four – Key Results**

Percentage of departmental key results achieved

**PROGRAM**

**Line of Business Purpose Statement**

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**Program Name**

Cost Planning and Management

**Program Purpose Statement**

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.

**Family of Measures: Result Measure(s)**

Percentage of key product costs within predetermined performance measurement targets  
  
Percentage of agencies using cost information for resource and operational improvement decisions (**Key Result**)

**Family of Measures: Output Measure(s)**

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

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

Cost Planning and Management Consultations

**Family of Measures: Demand Measure(s)**

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

**Please list measures, if any, for this program that might be determined via a public survey.**

none

**Products**

Departmental Cost Allocation Plans  
Cost Training Sessions  
Local Cost Allocation Plan Instruction Manuals  
Local Cost Allocation Plans  
Billing Rate Reviews  
Full Cost by Program Reports  
Full Cost Benchmarks  
Full Cost Assessments  
Departmental Cost Planning and Management  
Consultations  
Departmental Cost Planning Management  
Recommendations  
Cost Methodologies

**PROGRAM**

**Line of Business  
Purpose Statement**

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**Program Name**

Budget Planning and Management

**Program Purpose Statement**

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.

**Family of Measures: Result  
Measure(s)**

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

**Family of Measures: Output  
Measure(s)**

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

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

Recommended Operating Budget Books

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**Family of Measures: Demand Measure(s)**

Number of Recommended Operating Budget Book anticipated Number of Recommended Capital Budget Report anticipated Number of Budget Accountability Reports anticipated Number of quarterly Capital Investment Budget (CIB) Reports anticipated
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**Please list measures, if any, for this program that might be determined via a public survey.**

none
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**Products**

Community Budget Presentations  
Recommended Capital Budget Report  
Budget Prep Web Instruction Pages  
Final Capital Budget Report  
Tax Levy Ordinances  
Mayor's Hearing Sheets  
Citizen's Budget on Web  
Capital Improvement Budget Information Sheet to Council  
Revenue Projections Reports  
Budget Ordinances  
Recommended Budget Presentations  
Gas Tax Certification  
Certified Tax Rate Resolutions  
Budget in Brief  
Urban Council Resolutions  
Pay Plan Calculations  
Budget Modification Forms  
Supplemental Resolutions  
One (1) Recommended Operating Budget Book  
One (1) Recommended Capital Budget Report  
Budget True-up Briefings  
Finance Director Budget Consultations  
Recommended Operating Budget Book  
Budget Prep Forms  
Council Orientation Manuals  
Council Orientation Sessions  
Council Help Desk Responses  
Budget Kick-off Meetings  
Budget Roll-out Meetings  
SBP Content Reviews  
SBP Content Consultations  
SBP Content Reports  
SBP Alignment Reviews  
SBP Alignment Consultations  
SBP Alignment Reports  
Mayor Hearing Consultations  
Performance-Informed Budget Consultations  
Mayor Hearing Reports  
Metro-Wide Review Approvals  
Metro-Wide Review Designs  
Metro-Wide Review Templates  
Metro-Wide Review Procedures  
Metro-Wide Review Internal Consultations  
Performance-Informed Budget Assessments

Performance-Informed Budget Performance Target Consultations  
Process Improvement (Budget Improvement Group) Recommendations  
Budget Recommendations  
OMB External Representations  
Special Initiative Consultations  
Special Initiative Recommendations  
Capital Budget Meetings  
4% Reports  
Quarterly Capital Improvement Budget Reports  
Position Budget Control Reports  
Budget Assessments  
Budget Accountability Reports  
Best Practice Implementation Reviews  
Tax Collection Projection Reports  
Fund Availability Reports  
Hotel Motel Tax Reports  
Budget FASTnet Manuals  
Budget Training Sessions  
Results Reports  
Results Matter Content Reviews  
Results Matter Consultations  
Results Matter White Papers on Strategic Plan Reviews  
Performance Benchmarks  
Performance Assessments  
Budget Consultations  
Metro Performance Reports  
Training Classes  
Strategic Business Plan Reviews  
Consultations  
Strategic Business Plans

## PROGRAM

**Line of Business  
Purpose Statement**

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.

**Program Name**

Investor Relations

**Program Purpose Statement**

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.

**Family of Measures: Result  
Measure(s)**

Percentage of time Metro completes debt activities (compliance reports, continuous disclosure statements, debt payments) accurately and timely. **(Key Result)**

**Family of Measures: Output  
Measure(s)**

Number of debt activities completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of debt activities expected

**Please list measures, if any, for this program that might be determined via a public survey.**

none

## Products

Arbitrage Reports  
Bond Insurance Agreements  
Bond Purchase Agreements  
Bondholder responses  
Commercial paper draw downs  
Commercial paper credit facility reports  
Consultant Agreements  
Credit Facility Agreements  
Debt Activities

- Compliance reports
- Continuous Disclosure Statements
- Debt Payment Verifications

Debt closing document transcripts  
Debt Issue tax reports  
Debt Policies  
Debt reconciliations  
Debt research reports  
Debt sale recommendations  
Debt service RFP's  
Escrow Agreements  
Financial Advisor Agreements  
Financial Advisor Consultations  
Official Statements  
Preliminary Official Statements  
Program Reports  
Rating Agency Presentations

## PROGRAM

**Line of Business  
Purpose Statement**

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**Program Name**

Investment Committee Support

**Program Purpose Statement**

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

**Family of Measures: Result  
Measure(s)**

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). (**Key Result**)

Percentage of time the cash investments meet composite benchmark (1 year rate of return)

**Family of Measures: Output  
Measure(s)**

Number of investment performance reports delivered

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of investment performance reports demanded

**Please list measures, if any, for this program that might be determined via a public survey.**

none

## **Products**

Consultant Agreements  
Consultant Consultations  
Custodian Consultations  
Deferred Compensation Performance Reports  
Deferred Compensation Recommendations  
Deferred Compensation Reports  
Deferred Compensation Unforeseeable Emergency  
Defined Contribution Plan Administrator  
Communications  
Due diligence Reports  
Employee Education Consultations  
Enrollment Application Approvals  
Foreign Tax Refund Applications  
Investment Balance Reports  
Investment Committee Agendas  
Investment Committee Minutes  
Investment Committee Recommendations  
Investment Custody Reports  
Investment Manager Consultations  
Investment Performance Reports  
Investment Research Reports  
Investments  
Metro Max Consultant Consultations  
Metro Max Plan Service Provider Agreements  
Money Manager Agreements  
Mutual Fund Status Reports  
Participant Communications  
Participant Consultations  
Program Reports  
Trust Agreements  
Withdrawal Reviews

## PROGRAM

**Line of Business  
Purpose Statement**

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**Program Name**

Grants Assessment and Resource

**Program Purpose Statement**

The purpose of the Grants Assessment and Resource program is to provide grant funding development, assessment, and technical assistance products to Metro Departments and Agencies so they can win and retain grant funds.

**Family of Measures: Result  
Measure(s)**

% of new grant awards attributable to program activities

% of grant dollars returned to grantors due to disallowed costs

**Family of Measures: Output  
Measure(s)**

Grants Assessed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of Grants to be Assessed

**Please list measures, if any, for this program that might be determined via a public survey.**

none

**Products**

Grant funding opportunities  
Grant assessments  
Training Classes  
Policies and Procedures  
Grants Database on the web  
Title VI Plan  
Grant consultations  
DGC website  
Reports of Disallowed Costs Findings  
Reports of total grant revenues  
New grant opportunity consultations  
Funding reports  
Revenue opportunity recommendations  
Collected dollars

## PROGRAM

**Line of Business  
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**Program Name**

Non-Profit Grant Administration

**Program Purpose Statement**

The purpose of the Non-Profit Grant Administration program is to provide planning, coordination, and grants management products to Metro decision-makers so they can be confident appropriations to non-profits are based on legal requirements and/or on a fair and transparent selection process; and are administered effectively and efficiently.

**Family of Measures: Result  
Measure(s)**

% of Contracts Executed by December 31 of each calendar year

**Family of Measures: Output  
Measure(s)**

CEF and Direct Appropriation Executed Contracts  
CEF Applications Scored & Ranked  
CEF Recommended Recipients Grants Assessed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Total CEF Applications Received

**Please list measures, if any, for this program that might be determined via a public survey.**

none

**Products**

CEF Grant Announcement  
Website Pages  
CEF & Direct Appropriation Applicant/Recipient Forms  
CEF Training Sessions  
CEF Applications Received  
CEF Applications Screened  
CEF Reviewer Packets  
CEF Applications Scored  
CEF Review Sessions  
Recommendations for CEF Grants to Mayor's Office  
Executed CEF & Director Appropriation Contracts  
CEF Interim Reports Approved  
CEF and Direct Appropriation Final Reports Approved

## PROGRAM

**Line of Business  
Purpose Statement**

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.

**Program Name**

Compliance Monitoring and Accountability

**Program Purpose Statement**

The purpose of the Compliance Monitoring and Accountability program is to provide financial and programmatic monitoring reports, special reviews 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.

**Family of Measures: Result  
Measure(s)**

Percentage of Metro programs in compliance with applicable federal, state and local regulations (**Key Result**)

Percentage of Metro programs that implement suggested monitoring report recommendations

**Family of Measures: Output  
Measure(s)**

Number of monitoring reports issued

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of monitoring reports expected to be issued

**Please list measures, if any, for this program that might be determined via a public survey.**

none

**Products**

Work paper grants  
NPO monitoring reports  
Prompt pay reports  
Procurement review reports  
Monitoring reports  
Grants technical assistance consults  
Special review (investigations) reports  
Grants manual  
Grants manual updates  
Preliminary NPO review certificates  
Title VI consultations  
Title VI compliance plan  
Title VI educational courses  
HIPAA monitoring reports  
HIPAA compliance recommendations

## PROGRAM

**Line of Business Purpose Statement** 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.

**Program Name** Business Systems Administration

**Program Purpose Statement** The purpose of the Business Systems Administration program is to provide business technology support products to Metro departments and agencies so they can use business systems to conduct business.

**Family of Measures: Result Measure(s)** Percentage of service requests resolved accurately within agreed upon time (**Key Result**)

**Family of Measures: Output Measure(s)** Number of service requests completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand Measure(s)** Number of service requests demanded

**Please list measures, if any, for this program that might be determined via a public survey.**

none

**Products**

Service request resolutions  
Training sessions  
Data extracts  
Report designs  
Data conversions  
Application security implementations  
Electronic data interchange transactions  
Application security implementations  
Electronic data interchange transactions

<b>PROGRAM</b>	
<b>Line of Business Purpose Statement</b>	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.
<b>Program Name</b>	Enterprise Business Systems (EBS)
<b>Program Purpose Statement</b>	The purpose of the Enterprise Business Systems (EBS) program is to provide business technology products to Metro departments and agencies so they can improve their business processes.
<b>Family of Measures: Result Measure(s)</b>	Percentage of surveyed departments that agree that the implementation of business systems improved their business processes
<b>Family of Measures: Output Measure(s)</b>	Number of business process improvement recommendations given Number of software application implementations completed
<i>If you have more than one output measure for this program, please list the <u>one</u> output measure that contains your key product for this program.</i>	
<b>Family of Measures: Demand Measure(s)</b>	Number of business process improvement recommendations demanded Number of software application implementations demanded
<b>Please list measures, if any, for this program that might be determined via a public survey.</b>	
none	

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**Products**

System implementations Business process improvement recommendations Educational sessions Benchmark measurements Project plans Process maps Requirements documents Design documents Systems documents Status reports Issues logs Key performance indicator measurements
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## PROGRAM

**Line of Business  
Purpose Statement**

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**Program Name**

Business Development and Outreach

**Program Purpose Statement**

The purpose of the Business Development and Outreach Program is to provide business development and outreach products to Small and Disadvantaged Businesses in the Nashville MSA so that they can participate in Metro Procurements.

**Family of Measures: Result  
Measure(s)**

Percentage of small business consultations who have become ready to compete that participate in Metro procurements

**Family of Measures: Output  
Measure(s)**

Number of small business consults assisted in becoming ready to compete

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of small business consults expected to be assisted in becoming ready to compete

**Please list measures, if any, for this program that might be determined via a public survey.**

Percentage of increased revenues for surveyed minority and small businesses that are directly attributable to program activities

**Products**

Small business consultations  
Small business outreach services  
New small business registrations  
Small business training sessions  
Business Symposium/Fair  
Business Development Database  
Small business lists for procurement  
Small business networking events  
Small business collaborations/joint ventures  
Small businesses ready to compete  
Business with approved small business status  
Small business policies  
Small business utilization reports

## PROGRAM

**Line of Business  
Purpose Statement**

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**Program Name**

Cash Operations

**Program Purpose Statement**

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.

**Family of Measures: Result  
Measure(s)**

Percentage of time Metro's core operational bank account balances meet Policy Guidelines. **(Key Result)**

**Family of Measures: Output  
Measure(s)**

Number of Daily Work Packets completed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of Daily Work Packets expected

**Please list measures, if any, for this program that might be determined via a public survey.**

none

## Products

### Agreements:

- Banking
- Project
- Consultant
- Credit Card
- Lockbox
- Contract Retainage
- Software

Bank account reviews

Cash Flow Projections

Centralized Clearing of Bad Checks

Check issued files

Check paid files

### Consultations:

- Banking
- Departmental

Daily Work Packets

- Cash Management Transactions

Deposit Verifications

Forgery Affidavits

### Payments:

- Payroll
- Pension
- Vendor

Program Reports

Retainage Payment Authorizations

RFP Evaluations

Stop Payments

Sympro Portfolios

Training Classes

Training Manuals

Treasury Efficiency Projects

Vault Spaces

## PROGRAM

**Line of Business  
Purpose Statement**

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**Program Name**

Accounts Payable

**Program Purpose Statement**

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.

**Family of Measures: Result  
Measure(s)**

Percentage change in rate of payments voided due to review error (**Key Result**)

**Family of Measures: Output  
Measure(s)**

Number of payment batches processed

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of payment batches expected to be entered

**Please list measures, if any, for this program that might be determined via a public survey.**

None

**Products**

1099 MISC's Forms  
Accounts Payable Education sessions  
Accounts Payable Recommendations  
AP System Consultations  
Contract Payment Verifications  
Payment Approvals  
Payment Batches  
Payments Pre-Audits  
Post Audit Payments  
Prompt Pay Consultations  
Recording void Check transactions  
Travel payment approvals  
Vendor Address Book Consultations  
Vendor Call Responses  
Vendor Registrations  
Vendor Address Book Integrity Verifications

## PROGRAM

**Line of Business  
Purpose Statement**

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.

**Program Name**

Financial Accounting and Reporting

**Program Purpose Statement**

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.

**Family of Measures: Result  
Measure(s)**

Percentage of accounting entries posted on time (**Key Result**)

Percentage of time receiving Award of Certificate of Achievement for excellence in Financial Reporting.

**Family of Measures: Output  
Measure(s)**

Number of accounting transactions processed (excludes PV's, PN's, PO's, PK's)  
Number of CAFRs delivered

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of accounting transactions required (excludes PV's, PN's, PO's, PK's)  
Number of CAFRs demanded

**Please list measures, if any, for this program that might be determined via a public survey.**

none

## Products

Accounting Procedures  
Account Analysis  
Accounting Approvals  
Accounting Files  
Accounting Pre-Audits – Journal Entries, Revenue  
Entries and Fixed Asset Entries  
Accounting Reconciliations  
Accounting training classes

Automatic Accounting instructions updates  
Bank Account Recommendations  
Category code updates  
Chart of Accounts Updates  
Chart of Accounts consultations  
Chart of Accounts Forms  
Chart of Accounts implementations  
Council Reports

Departmental Fixed Asset consultations  
Deposits (Wire-Ach) Recording  
Financial Management reports  
Financial Management consultations  
Fixed Asset integrity verifications  
Fixed Asset training classes  
Fixed Asset Verifications  
General Ledger  
General Ledger integrity verifications  
Integrity solutions  
Accounting Transactions  
User defined code updates  
Continued Disclosure Statement Update Requests  
Official Statement Update Requests  
Preliminary Official Update Requests  
Rated Agency Reports  
Accounting System Recommendations  
Financial Systems Implementation Consultations  
Balance Confirmations  
Closing Instructions  
Comprehensive Annual Financial Report (CAFR)  
Crystal Financial Reports  
GASB Implementations  
Management Letters  
Management Letter Comments  
Other Financial Reports

Other Financial Schedules  
Property Tax Schedules  
Single Audit Findings  
Single Audit Reports

## PROGRAM

**Line of Business  
Purpose Statement**

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**Program Name**

Payroll Operations

**Program Purpose Statement**

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.

**Family of Measures: Result  
Measure(s)**

Percentage of payrolls delivered accurately and on time (Key Result)

Percentage of statutory reports completed accurately and on time

**Family of Measures: Output  
Measure(s)**

Number of payroll disbursements issued

Number of statutory reports submitted

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

payroll disbursements (paychecks and direct deposits)

**Family of Measures: Demand  
Measure(s)**

Number of payroll disbursements expected to be required

Number of statutory reports required

**Please list measures, if any, for this program that might be determined via a public survey.**

none

## **Products**

Payroll Disbursements  
- Pay Checks  
- Direct Deposits  
Payroll Histories  
Payroll Procedures  
Payroll Check Pre-Audits  
Payroll Approvals  
Payroll Liability Remittance Reports  
Payroll System Consultations  
Payroll Process Recommendations  
W-2 Forms  
Statutory Reports (Payroll)  
Direct Deposit Reversals  
Voided Checks  
Ad Hoc Reports  
Arrearages and Refunds  
Time-Entry Training Courses  
Compliance Reports  
Pension Calculation Reviews- QA/QC  
Benefit Board Reports  
Pensioner Communications  
Actuary Information Consults  
Pension and COS Pre-Audits  
Benefit Provide Payments  
1099R Forms

## PROGRAM

**Line of Business  
Purpose Statement**

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.

**Program Name**

Contract Compliance

**Program Purpose Statement**

The purpose of the Contract Compliance Program is to provide contract monitoring products to Metro Departments and business owners so they comply with contract requirements.

**Family of Measures: Result  
Measure(s)**

Percentage of contracts monitored for compliance with contract requirements **(KEY)**

**Family of Measures: Output  
Measure(s)**

Number of contracts/POs monitored

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

Number of contracts/POs expected to be monitored

**Please list measures, if any, for this program that might be determined via a public survey.**

Percentage of increased revenues for surveyed minority and small businesses that are directly attributable to program activities

**Products**

PO/Contracts monitored  
Small Business utilization  
Procurement monitoring work papers/files  
Supplier technical assistance consultations  
Contract Compliance Training Sessions

## PROGRAM

**Line of Business  
Purpose Statement**

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.

**Program Name**

Purchasing and Contract Development

**Program Purpose Statement**

The purpose of the Purchase and Contract Development Program is to provide procurement process management products to Metro departments and agencies so they can purchase products, services, and construction in a cost-effective manner.

**Family of Measures: Result Measure(s)**

Total savings achieved as a percent of Purchasing's Operations Budget

**Family of Measures: Output Measure(s)**

The total of the following sub-measures:

1. Cost savings achieved through re-solicitation of existing contracts (past purchase vs. new purchase)
2. Cost savings realized compared to budget (NEW PURCHASE COSTS VS. REQUESTOR'S ESTIMATED BUDGET)
3. Cost savings achieved through negotiations (new purchase that exceeds budget – initial purposed cost vs. final contract award cost)

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

payroll disbursements (paychecks and direct deposits)

**Family of Measures: Demand Measure(s)**

Number of contracts demanded  
Number of active contracts  
Number of contracts renewed  
Number of contracts renegotiated  
Number of total purchase transactions demanded

**Please list measures, if any, for this program that might be determined via a public survey.**

none

## Products

### **Contracts**

Initial contracts

Contracts amended

Change orders/notices of correction

Renewals

Determinations

Protests/appeals

Rulings

Contract mediation

### **AE Profile Database and Pre-approvals**

#### **Analysis**

Spend

P-Card

ITBs

RFPs

Pricing

Escalation/de-escalation

#### **Solicitations**

ITBs

RFPs

Request for information

#### **Purchases**

Sole source

Emergency

Pos

P-Cards

#### **Customer Relations**

Performance evaluations

Procurement training courses

P-Card Renewals

#### **Supplier Relations**

Performance Evaluations

Consults

## **PROGRAM**

**Line of Business  
Purpose Statement**

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.

**Program Name**

Public Propoerty

**Program Purpose Statement**

The purpose of the Public Property program is to perform charter required duties of the public property officer.

**Family of Measures: Result  
Measure(s)**

**Family of Measures: Output  
Measure(s)**

**Family of Measures: Demand  
Measure(s)**

**Products**

## **PROGRAM**

**Line of Business  
Purpose Statement**

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.

**Program Name**

Payment Processing

**Program Purpose Statement**

The purpose of the Payment Processing program is to provide payment services for Metro agencies and vendors so they can have payments made in an accurate, timely and cost efficient manner.

**Family of Measures: Result  
Measure(s)**

**Family of Measures: Output  
Measure(s)**

**Family of Measures: Demand  
Measure(s)**

**Products**

## PROGRAM

**Line of Business  
Purpose Statement**

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.

**Program Name**

Executive Leadership

**Program Purpose Statement**

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.

**Family of Measures: Result  
Measure(s)**

Percentage of managers and supervisors saying they use performance data as a regular part of their decision-making process

Percentage of departmental key results achieved.  
**(Key Result)**

**Family of Measures: Output  
Measure(s)**

Does not include designated products

*If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.*

**Family of Measures: Demand  
Measure(s)**

**Please list measures, if any, for this program that might be determined via a public survey.**

none

**Products**

Does not include designated products