

DEPARTMENT NAME	Department of Finance
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DEPARTMENT MISSION	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

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

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
Purpose Statement**

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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

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	Enterprise Business Systems (EBS)
Program Purpose Statement	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.
Family of Measures: Result Measure(s)	Percentage of surveyed departments that agree that the implementation of business systems improved their business processes
Family of Measures: Output Measure(s)	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>	
Family of Measures: Demand Measure(s)	Number of business process improvement recommendations demanded Number of software application implementations demanded
Please list measures, if any, for this program that might be determined via a public survey.	
none	

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

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

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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

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Purpose Statement**

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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**

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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**

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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