

**DEPARTMENT  
NAME**

Department of Finance

**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.

## **STRATEGIC GOALS**

### **Goal One Financial Health**

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

### **Goal Two Financial Management**

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

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

## **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 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
  - Percentage of completed real estate transactions that meet predetermined real estate requirements
  - Percentage of scanned invoice images routed accurately

**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** 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** 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 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 and 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

**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  
Capital Spending Plans and Reports  
4% Reports  
4% Information Sheets  
4% Resolutions  
Quarterly Capital Improvement Budget Reports  
Citizens' Guide to Metro Budget  
Recommended Budget Presentations  
Budget Ordinances  
Gas Tax Certifications  
Tax Levy Ordinances  
Certified Tax Rate Resolutions  
Urban Council Resolutions  
Supplemental Appropriation Resolutions  
Budget Prep Web Instruction Pages  
WEBudget Reports  
Budget Recommendations  
Recommended Operating Budget Book  
Final Operating Budget Book  
Budget True-ups  
BA Ledger Reconciliations  
Council Budget Orientation Manuals  
Council Budget Orientation Sessions  
Council Help Desk Responses  
Budget Kick-off Meetings  
Mayor's Hearing Consultations  
Mayor's Hearing Reports  
Mayor's Hearing Sheets  
Process Improvement Recommendations  
Position Control Budget Reports  
Budget Analyses, Consultations and Reports  
Budget Accountability Reports  
Revenue Projection Reports  
Best Practice Implementation Reviews  
EBS Budget Training Materials  
OMB University Training Sessions  
Financial Policies  
OMB Procedure Manuals  
OMB Departmental Overview Guides  
Financial Filings with State of Tennessee  
Budget Adjustments (BX's)  
Target Reduction Worksheets  
Fringe Benefit Forecasts

Utility Forecasts  
Revenue Manuals  
Strategic Business Plan Reviews &  
Recommendations  
Strategic Business Plans  
Strategic Management Training Sessions  
Citizens' Guide to Metro's Performance  
Performance Report to the Citizens  
OMB Intranet and Internet Websites  
Performance Report Videos  
Disaster Recovery/Business Continuity Plan  
Finance Department HR support activities  
Finance Department budget support activities

## PROGRAM

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**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

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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

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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)**

Percentage of new grant awards attributable to program activities (KEY)  
Percentage 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  
Grant Consultations  
DGC Website  
Reports of Disallowed Costs Findings  
Reports of Total Grant Revenues  
New Grant Opportunity Consultations  
Funding Reports  
Revenue Opportunity Recommendations

## 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)**

Percentage 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**)

**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**

Workpapers  
Direct Appropriation/Community Enhancement Fund  
Monitoring Reports  
Prompt Pay Reports  
Procurement Review Reports  
Grants Monitoring Reports  
Grants Technical Assistance Consults  
Special Review (investigations) Reports  
Grants Manual  
Pre-award Non-Profit Organization Reviews  
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

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**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 software application implementations 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 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**

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**

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**)

Percentage of payments made electronically

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

Number of payments 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. Number of payment batches processed*

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

Number of payments expected to be processed

**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  
Payments Pre-Audits  
Prompt Pay Consultations  
Recording Void Check transactions  
Travel Payment Approvals  
Vendor Address Book Consultations  
Vendor Call Responses  
Vendor Registrations  
Vendor Supplier Self Service Training  
Check Payments  
ACH Payments  
Wire Payments  
Book Transfer Payments

## 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  
Financial 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 Reconciliations  
Category Code Updates  
Chart of Accounts Updates  
Chart of Accounts Consultations  
Chart of Accounts Forms  
Chart of Accounts Implementations  
Council Reports  
Finance Department Accounting Support  
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  
Rating 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**

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**

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
- Pension and COS Pre-Audits
- 1099R Forms
- Employee / Pensioner Problem Resolution
- Payroll Recordkeeping

## PROGRAM

**Line of Business  
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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  
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**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**

Metro Payment Services

**Program Purpose Statement**

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.

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

Percentage of scanned invoice images routed accurately (**Key Result**)

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

Number of scanned invoice images routed

*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.*  
close-outs

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

Number of scanned invoice images expected

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

none

**Products**

Invoice Images  
Invoice Image Distributions  
Voucher Entries for Select Departments  
Transaction Reports

## 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**

Real Estate Management

**Program Purpose Statement**

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.

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

Percentage of completed real estate transactions that meet predetermined real estate requirements (**Key Result**)

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

Number of transactions 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.*  
close-outs

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

Number of transactions expected to be generated

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

None

## **Products**

### Transactions:

Disposals

Acquisitions

Leases

Appraisal Reports

Deeds

Easement Agreements

Draft legislation

Surplus Property Codes Notices

Service Contracts

Inspection / Assessment Reports

Closings

Title Searches

Surveys

Negotiations

Draft Contracts

## 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 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