

STRATEGIC PLANNING

This section is provided for a high level look at the projection of revenues and expenditures for long range planning purposes. The City of Memphis' budget is approved annually, therefore financial data in this section does not represent an approved long-range financial funding plan, and it does not represent the final form of a financial plan that will be presented to the City Council for future consideration.

Introduction

The Memphis City Budget Office developed a 5-year financial plan for the General Fund. The 5 year plan is a conservative projection of future revenues and expenditures over the 5-year forecast period.

The compilation and review of the plan provides an opportunity to put current funding decisions in context with longer-term economic conditions while affording city management a projection of the ongoing financial impact of policy decisions. The plan also provides an opportunity to demonstrate to policy makers the likely impact of the short-term capital investment and financing decisions on the city's longer-term financial capacity.

Major goals of the 5-Year financial plan include the following:

- 1 Structure the city's annual budget into a 5-year planning horizon to facilitate prudent financial management.
- 2 Provide an environment for setting revenue and expenditure targets and for evaluating budget priorities in light of projected fiscal conditions.
- 3 Present a picture of the longer-term strategic financial issues facing the city while highlighting funding priorities and challenges for budget planning.
- 4 Identify potential structural budget imbalances, surpluses, or shortfalls.
- 5 Provide a useful framework for reviewing and refining the city's financial forecasts, as well as its financial management goals and priorities.

In preparing the plan, the Budget Office takes into account historical experience, as well as the economic uncertainties underlying the revenue outlook and growth in expenditures during the 5-year period. The City's key assumptions for revenues and expenditures are provided in the following paragraphs.

The revenue projections assume 1% growth in three primary revenues of our top ten revenue sources: property taxes, local sales taxes, and state sales taxes. Given the economic dependency of these two revenue categories with the financial climate, projections are very conservative. The state income tax will be completely phased out in fiscal year 2021.

Expenditure projections represent expenditure growth for most expenditure categories only if identified by the respective operating divisions. Most expenditures are planned at baseline amounts of the fiscal year 2020 budget unless there are known changes on the horizon. Personnel expenditures are held at ½% growth. Administrative strategies and employees subject to bargaining unit agreements will likely change long term personnel cost projections.

Financial data in this section *does not* represent an approved financial plan, and it *does not* represent the final form of a financial plan that will be presented to the Memphis City Council for a future consideration. This section is intended to provide a high level look at projected revenues and expenditures for long range planning purposes. Administrative planning is continuous. As a result, there are many financial decisions that could not be projected during the development of this data, including changes in the tax rate, the impact of grant awards, the use of technology, and the impact of new service delivery strategies.

Five Year Budget Projection

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
PERSONNEL SERVICES					
Full-Time Salaries	\$ 334,640,022	\$ 336,415,807	\$ 338,227,108	\$ 340,074,634	\$ 341,959,111
Overtime	33,892,424	35,191,908	35,191,908	35,191,908	35,191,908
Holiday Fire/Police	11,044,037	11,044,037	11,044,037	11,044,037	11,044,037
Out of Rank Pay	2,410,592	2,410,592	2,410,592	2,410,592	2,410,592
Hazardous Duty Pay	664,806	664,806	664,806	664,806	664,806
College Incentive Pay	6,728,990	6,728,990	6,728,990	6,728,990	6,728,990
Longevity Pay	2,321,149	2,321,149	2,321,149	2,321,149	2,321,149
Shift Differential	708,491	708,491	708,491	708,491	708,491
Bonus Days	1,831,400	1,831,400	1,831,400	1,831,400	1,831,400
PTO Final Pay	4,267,908	4,267,908	4,267,908	4,267,908	4,267,908
Job Incentive	1,534,417	1,534,417	1,534,417	1,534,417	1,534,417
Required Special License Pay	24,950	24,950	24,950	24,950	24,950
Pension	19,308,976	19,308,976	19,308,976	19,308,976	19,308,976
Supplemental Pension	128,642	128,642	128,642	128,642	128,642
Social Security	316,313	316,313	316,313	316,313	316,313
Pension ADC	30,770,572	30,770,572	30,770,572	30,770,572	30,770,572
Group Life Insurance	855,270	855,270	855,270	855,270	855,270
Unemployment	456,080	456,080	456,080	456,080	456,080
Medicare	4,957,800	4,957,800	4,957,800	4,957,800	4,957,800
Long Term Disability	981,829	981,829	981,829	981,829	981,829
Health Insurance - Premier	29,949,348	29,949,348	29,949,348	29,949,348	29,949,348
Benefits Adjustments	1,991,682	1,991,682	1,991,682	1,991,682	1,991,682
Health Insurance - Local Plus Plan	17,104,152	17,104,152	17,104,152	17,104,152	17,104,152
Salaries - Part-Time/Temporary	15,589,888	15,589,888	15,589,888	15,589,888	15,589,888
On-the-job injury	3,488,750	3,488,750	3,488,750	3,488,750	3,488,750
Tuition Reimbursement - New	193,500	193,500	193,500	193,500	193,500
Book Reimbursement - New	6,500	6,500	6,500	6,500	6,500
Student Loan Repayment	360,000	360,000	360,000	360,000	360,000
Payroll Reserve	100	100	100	100	100
Federal Grant Match - Personnel	2,428,705	2,428,705	2,428,705	2,428,705	2,428,705
Bonus Pay	90,000	90,000	90,000	90,000	90,000
Expense Recovery - Personnel	(14,346,976)	(14,346,976)	(14,346,976)	(14,346,976)	(14,346,976)
Total Personnel Services	\$ 514,700,320	\$ 517,775,584	\$ 519,586,880	\$ 521,434,400	\$ 523,318,880
MATERIALS AND SUPPLIES					
City Hall Printing	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
City Hall Postage	1,000	1,000	1,000	1,000	1,000
Document Reproduction - City	2,500	2,500	2,500	2,500	2,500
City Storeroom Supplies	19,290	19,290	19,290	19,290	19,290
Facility Repair & Carpentry	226,142	226,142	226,142	226,142	226,142
City Shop Charges	10,350,374	10,350,374	10,350,374	10,350,374	10,350,374

Five Year Budget Projection *(continued)*

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
Info Sys Phone/Communication	3,374	3,374	3,374	3,374	3,374
City Shop Fuel	6,346,905	6,346,905	6,346,905	6,346,905	6,346,905
Outside Computer Services	4,954,670	4,954,670	4,954,670	4,954,670	4,954,670
City Computer Svc Equipment	1,848,470	1,848,470	1,848,470	1,848,470	1,848,470
Data/Word Processing Equipment	275,000	275,000	275,000	275,000	275,000
Data/Word Process Software	1,367,150	1,367,150	1,367,150	1,367,150	1,367,150
Pers Computer Software	2,014,800	2,014,800	2,014,800	2,014,800	2,014,800
Printing - Outside	262,458	262,458	262,458	262,458	262,458
Supplies - Outside	1,886,338	1,886,338	1,886,338	1,886,338	1,886,338
Food Expense	121,000	121,000	121,000	121,000	121,000
Hand Tools	111,200	111,200	111,200	111,200	111,200
Document Reproduction - Outside	3,500	3,500	3,500	3,500	3,500
Clothing	2,146,954	2,146,954	2,146,954	2,146,954	2,146,954
Household Supplies	830,019	830,019	830,019	830,019	830,019
Ammunition & Explosives	500,500	500,500	500,500	500,500	500,500
Safety Equipment	962,700	962,700	962,700	962,700	962,700
Drafting/Photo Supplies	32,250	32,250	32,250	32,250	32,250
Medical Supplies	2,643,566	2,643,566	2,643,566	2,643,566	2,643,566
Athletic/Recreational Supplies	184,300	184,300	184,300	184,300	184,300
Outside Postage	762,215	762,215	762,215	762,215	762,215
Asphalt Products	5,084,250	5,084,250	5,084,250	5,084,250	5,084,250
Lumber & Wood Products	31,500	31,500	31,500	31,500	31,500
Paints Oils & Glass	411,000	411,000	411,000	411,000	411,000
Steel & Iron Products	192,300	192,300	192,300	192,300	192,300
Pipe Fittings & Castings	209,000	209,000	209,000	209,000	209,000
Lime Cement & Gravel	25,000	25,000	25,000	25,000	25,000
Chemicals	275,576	275,576	275,576	275,576	275,576
Materials and Supplies	3,819,011	3,819,011	3,819,011	3,819,011	3,819,011
Miscellaneous Expense	116,928	116,928	116,928	116,928	116,928
Library Books	1,290,501	1,290,501	1,290,501	1,290,501	1,290,501
Tower Lease Expense - Library	46,208	46,208	46,208	46,208	46,208
WYPL Arkansas Tower Expense - Library	30,000	30,000	30,000	30,000	30,000
Operation Police Canine	75,000	75,000	75,000	75,000	75,000
Operation Police DUI Unit	75,000	75,000	75,000	75,000	75,000
Operation Police Traffic Unit	100,000	100,000	100,000	100,000	100,000
Operation Police Mounted	90,000	90,000	90,000	90,000	90,000
Operation Police TACT	215,000	215,000	215,000	215,000	215,000
Maintenance Traffic Signal System	240,000	240,000	240,000	240,000	240,000
Operation Police Aircraft	565,669	565,669	565,669	565,669	565,669
Outside Vehicle Repair	388,112	388,112	388,112	388,112	388,112
Outside Equipment Repair/Maintenance	2,411,381	2,411,381	2,411,381	2,411,381	2,411,381
Facilities Structure Repair - Outside	743,043	743,043	743,043	743,043	743,043
Horticulture	10,000	10,000	10,000	10,000	10,000

Five Year Budget Projection *(continued)*

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
Internal Repairs and Maintenance	428,007	428,007	428,007	428,007	428,007
Special Investigations	100,000	100,000	100,000	100,000	100,000
Legal Services/Court Cost	5,053,234	5,053,234	5,053,234	5,053,234	5,053,234
Medical/Dental/Veterinary	774,500	774,500	774,500	774,500	774,500
Legal Contingency	150,000	150,000	150,000	150,000	150,000
Accounting/Auditing/Cons	361,356	361,356	361,356	361,356	361,356
Advertising/Publication	1,129,611	1,129,611	1,129,611	1,129,611	1,129,611
Outside Phone/Communications	4,093,971	4,093,971	4,093,971	4,093,971	4,093,971
Janitorial Services	1,715,810	1,715,810	1,715,810	1,715,810	1,715,810
Security	2,655,404	2,655,404	2,655,404	2,655,404	2,655,404
Photography	500	500	500	500	500
Weed Control/Chemical Service	116,500	116,500	116,500	116,500	116,500
Seminars/Training/Education	855,220	855,220	855,220	855,220	855,220
Fixed Charges	1,501,100	1,501,100	1,501,100	1,501,100	1,501,100
Misc Professional Services	45,584,728	45,584,728	45,584,728	45,584,728	45,584,728
Employee Activities	5,000	5,000	5,000	5,000	5,000
Rewards and Recognition	65,030	65,030	65,030	65,030	65,030
Staff Development	1,000	1,000	1,000	1,000	1,000
Textbooks	198,000	198,000	198,000	198,000	198,000
Travel Expense	842,949	842,949	842,949	842,949	842,949
Unreported Travel	1,350	1,350	1,350	1,350	1,350
Compliance Monitoring Sanctions	700,000	700,000	700,000	0	0
Outside Fuel	42,000	42,000	42,000	42,000	42,000
Mileage	269,751	269,751	269,751	269,751	269,751
Utilities	11,001,254	11,001,254	11,001,254	11,001,254	11,001,254
Sewer Fees	1,331,580	1,331,580	1,331,580	1,331,580	1,331,580
Demolitions	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000
Insurance	5,797,896	5,797,896	5,797,896	5,797,896	5,797,896
Claims	1,155,252	1,155,252	1,155,252	1,155,252	1,155,252
Lawsuits	3,513,376	3,513,376	3,513,376	3,513,376	3,513,376
Hospitality	5,301	5,301	5,301	5,301	5,301
Dues/Memberships/Periodicals	300,646	300,646	300,646	300,646	300,646
Rent	2,306,412	2,306,412	2,306,412	2,306,412	2,306,412
Radio Trunking Lease	2,000	2,000	2,000	2,000	2,000
Misc Services and Charges	3,267,654	3,267,654	3,267,654	3,267,654	3,267,654
Urban Art Maintenance	35,000	35,000	35,000	35,000	35,000
Minor Equipment	113,415	113,415	113,415	113,415	113,415
Equipment Rental	2,155,243	2,155,243	2,155,243	2,155,243	2,155,243
Expense Recovery - Telephones	(804,149)	(804,149)	(804,149)	(804,149)	(804,149)
Expense Recovery - M & S	(12,069,844)	(12,069,844)	(12,069,844)	(12,069,844)	(12,069,844)
Federal Grant Match - M & S	166,689	166,689	166,689	166,689	166,689
Catering	69,522	69,522	69,522	69,522	69,522
Total Materials and Supplies	\$ 142,093,424	\$ 142,093,424	\$ 142,093,424	\$ 141,393,424	\$ 141,393,424

Five Year Budget Projection *(continued)*

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
CAPITAL OUTLAY					
Furniture/Furnishings	\$ 376,900	\$ 376,900	\$ 376,900	\$ 376,900	\$ 376,900
Computers	10,000	10,000	10,000	10,000	10,000
Prod/Constr/Maint Equipment	44,000	44,000	44,000	44,000	44,000
Equipment	676,000	676,000	676,000	676,000	676,000
Capital Outlay - Expense	16,500	16,500	16,500	16,500	16,500
Total Capital Outlay	\$ 1,123,400	\$ 1,123,400	\$ 1,123,400	\$ 1,123,400	\$ 1,123,400
GRANTS AND SUBSIDIES					
Payment To Subgrantees	\$ 144,475	\$ 144,475	\$ 144,475	\$ 144,475	\$ 144,475
Aging Commission of the Mid-South	143,906	143,906	143,906	143,906	143,906
Elections	1,000,000	0	0	0	0
MIFA General Assistance	669,218	669,218	669,218	669,218	669,218
Community Initiatives Grants for Non-Profits	2,635,000	2,635,000	2,635,000	2,635,000	2,635,000
Community Development Grants	331,761	331,761	331,761	331,761	331,761
Start Co.	75,000	75,000	75,000	75,000	75,000
Memphis & Shelby County Film and Television Commission	218,000	218,000	218,000	218,000	218,000
Homeless Initiative	232,500	232,500	232,500	232,500	232,500
Pensioners Insurance	8,373,569	8,373,569	8,373,569	8,373,569	8,373,569
Downpayment Assist/City	192,930	192,930	192,930	192,930	192,930
Planning & Development	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Memphis River Parks Partnership	2,974,003	2,974,003	2,974,003	2,974,003	2,974,003
Memphis Area Transit Authority	29,170,000	29,170,000	29,170,000	29,170,000	29,170,000
MLGW Citizen's Assistance - Grants	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Family Safety Center of Memphis and Shelby County	250,000	250,000	250,000	250,000	250,000
RBC Training/Certification Program	4,650	4,650	4,650	4,650	4,650
EDGE	4,030,000	4,030,000	4,030,000	4,030,000	4,030,000
Social Services Administration	89,537	89,537	89,537	89,537	89,537
MHA/HCD Community Development Projects	157,000	157,000	157,000	157,000	157,000
Urban Art	150,000	150,000	150,000	150,000	150,000
Juvenile Intervention and Faith-Based Follow Up (JIFF)	250,000	250,000	250,000	250,000	250,000
Middle Income Housing	500,000	500,000	500,000	500,000	500,000
Contr Assist Prog/Bonding	4,650	4,650	4,650	4,650	4,650
Black Business Association	300,000	300,000	300,000	300,000	300,000
Convention Center	2,659,509	2,659,509	2,659,509	2,659,509	2,659,509
Professional Services	478,371	478,371	478,371	478,371	478,371
Ambassador's Fellowship Pay	3,337,629	3,337,629	3,337,629	3,337,629	3,337,629
Innovate Memphis	330,500	330,500	330,500	330,500	330,500
Exchange Club	75,000	75,000	75,000	75,000	75,000
Life Line to Success	75,000	75,000	75,000	75,000	75,000

Five Year Budget Projection *(continued)*

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
Shelby County School Mixed Drink Proceeds	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
2015 Shelby County School Settlement	1,333,335	1,333,335	1,333,335	1,333,335	1,333,335
The 800 Initiative	500,000	500,000	500,000	500,000	500,000
River Parks Docking	600,000	600,000	600,000	600,000	600,000
Total Grants and Subsidies	\$ 67,785,544	\$ 66,785,544	\$ 66,785,544	\$ 66,785,544	\$ 66,785,544
INVENTORY					
Inventory Purchases	\$ 117,793	\$ 117,793	\$ 117,793	\$ 117,793	\$ 117,793
Food Inventory	261,798	261,798	261,798	261,798	261,798
Total Inventory	\$ 379,591	\$ 379,591	\$ 379,591	\$ 379,591	\$ 379,591
EXPENSE RECOVERY					
Expense Recovery - State Street Aid	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)
Total Expense Recovery	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)
SERVICE CHARGES					
Credit Card Fees - Expense	\$ 171,372	\$ 171,372	\$ 171,372	\$ 171,372	\$ 171,372
Total Service Charges	\$ 171,372	\$ 171,372	\$ 171,372	\$ 171,372	\$ 171,372
TRANSFERS OUT					
Trans out to HUB Community Impact Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Oper Tfr Out - Library Retirement Fund	1,089,783	1,089,783	1,089,783	1,089,783	1,089,783
Total Transfers Out	\$ 1,339,783	\$ 1,339,783	\$ 1,339,783	\$ 1,339,783	\$ 1,339,783
TOTAL EXPENDITURES	\$ 711,558,144	\$ 713,633,399	\$ 715,444,700	\$ 716,592,226	\$ 718,476,703
LOCAL TAXES					
Ad Valorem Tax - Current	\$ 258,500,000	\$ 261,084,992	\$ 263,695,856	\$ 266,332,816	\$ 268,996,128
Ad Valorem Tax - Current Sale of Receivables	7,500,000	7,575,000	7,650,750	7,727,258	7,804,530
Ad Valorem Tax Prior	5,800,000	5,800,000	5,800,000	5,800,000	5,800,000
PILOT's	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Property Taxes Interest & Penalty	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
Bankruptcy Interest & Penalty	170,000	170,000	170,000	170,000	170,000
Interest & Penalty - Sale of Tax Rec	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Special Assessment Tax	598,000	598,000	598,000	598,000	598,000
Local Sales Tax	115,624,304	116,202,424	116,783,432	117,367,352	117,954,192
Tourism Development Zone Local Sales	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Alcoholic Beverage Inspection Fee	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
Beer Sales Tax	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000
Gross Rec Business Tax	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000
"Interest, Penalties & Commission"	200,000	200,000	200,000	200,000	200,000

Five Year Budget Projection *(continued)*

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
Business Tax Fees	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Mixed Drink Tax	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Excise Tax	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
State Apportionment TVA	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000
Franchise Tax - Telephone	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Cable TV Franchise Fees	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000
Fiber Optic Franchise Fees	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000
Misc Franchise Tax	850,000	850,000	850,000	850,000	850,000
Misc Tax Recoveries	500,000	500,000	500,000	500,000	500,000
MLGW Pipeline	267,765	267,765	267,765	267,765	267,765
Total Local Taxes	\$ 465,525,056	\$ 468,763,168	\$ 472,030,816	\$ 475,328,192	\$ 478,655,616

STATE TAXES

State Income Tax	\$ 5,500,000	\$ 0	\$ 0	\$ 0	\$ 0
State Sales Tax	57,824,304	58,402,544	58,986,572	59,576,436	60,172,204
Telecommunication Sales Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
State Shared Beer Tax	315,000	315,000	315,000	315,000	315,000
Alcoholic BeverageTax	375,000	375,000	375,000	375,000	375,000
Spec Petroleum Product Tax	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Total State Taxes	\$ 66,314,304	\$ 61,392,544	\$ 61,976,572	\$ 62,566,436	\$ 63,162,204

LICENSES AND PERMITS

Liquor By Ounce License	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000
Taxi Drivers License	20,500	20,500	20,500	20,500	20,500
Gaming Pub Amus Perm Fee	15,000	15,000	15,000	15,000	15,000
Wrecker Permit Fee	16,000	16,000	16,000	16,000	16,000
Misc Permits	70,000	70,000	70,000	70,000	70,000
Beer Application	60,000	60,000	60,000	60,000	60,000
Auto Registration Fee	12,900,000	12,900,000	12,900,000	12,900,000	12,900,000
Dog License	250,000	250,000	250,000	250,000	250,000
County Dog License Fee	100,000	100,000	100,000	100,000	100,000
Beer Permit Privilege Tax	145,000	145,000	145,000	145,000	145,000
Sidewalk Permit Fees	88,000	88,000	88,000	88,000	88,000
Total Licenses and Permits	\$ 13,879,500	\$ 13,879,500	\$ 13,879,500	\$ 13,879,500	\$ 13,879,500

FINES AND AND FORFEITURES

Court Fees	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000
Court Costs	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000
Fines & Forfeitures	4,845,000	4,845,000	4,845,000	4,845,000	4,845,000
Seizures	100,000	100,000	100,000	100,000	100,000
Beer Board Fines	100,000	100,000	100,000	100,000	100,000
Library Fines & Fees	350,000	350,000	350,000	350,000	350,000

Five Year Budget Projection *(continued)*

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
Delinquent Collection Fees	100,000	100,000	100,000	100,000	100,000
Vacant Property Registration Fee	75,000	75,000	75,000	75,000	75,000
Arrest Fees	125,000	125,000	125,000	125,000	125,000
DUI BAC Fees	2,400	2,400	2,400	2,400	2,400
Sex Offender Registry Fees	93,000	93,000	93,000	93,000	93,000
Total Fines and and Forfeitures	\$ 16,290,400	\$ 16,290,400	\$ 16,290,400	\$ 16,290,400	\$ 16,290,400

CHARGES FOR SERVICES

Tax Sales Attorney Fees	\$ 525,000	\$ 525,000	\$ 525,000	\$ 525,000	\$ 525,000
Subdivision Plan Inspection Fee	170,000	170,000	170,000	170,000	170,000
Misc Inspection Fees	1,565,000	1,565,000	1,565,000	1,565,000	1,565,000
Street Cut Inspection Fee	250,000	250,000	250,000	250,000	250,000
Traffic Signals	200,000	200,000	200,000	200,000	200,000
Parking Meters	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Signs-Loading Zones	15,000	15,000	15,000	15,000	15,000
Arc Lights	4,000	4,000	4,000	4,000	4,000
Wrecker & Storage Charges	650,000	650,000	650,000	650,000	650,000
Shelter Fees	200,000	200,000	200,000	200,000	200,000
Ambulance Service	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000
Parking	477,147	477,147	477,147	477,147	477,147
Senior Citizen's Meals	75,000	75,000	75,000	75,000	75,000
Concessions	1,673,125	1,673,125	1,673,125	1,673,125	1,673,125
Golf Car Fees	1,167,016	1,167,016	1,167,016	1,167,016	1,167,016
Pro Shop Sales	179,500	179,500	179,500	179,500	179,500
Green Fees	1,629,962	1,629,962	1,629,962	1,629,962	1,629,962
Softball	28,000	28,000	28,000	28,000	28,000
Ballfield Permit	18,000	18,000	18,000	18,000	18,000
Class Fees	42,000	42,000	42,000	42,000	42,000
Rental Fees	2,363,282	2,363,282	2,363,282	2,363,282	2,363,282
MLG&W Rent	2,400	2,400	2,400	2,400	2,400
Rent Of Land	201,238	201,238	201,238	201,238	201,238
Police Special Events	700,000	700,000	700,000	700,000	700,000
After School Camp	500	500	500	500	500
Parking Lots	420,000	420,000	420,000	420,000	420,000
Outside Revenue	149,400	149,400	149,400	149,400	149,400
Tow Fees	600,000	600,000	600,000	600,000	600,000
HCD- Docking Fees	600,000	600,000	600,000	600,000	600,000
Easements & Encroachments	65,000	65,000	65,000	65,000	65,000
Total Charges for Services	\$ 37,670,568	\$ 37,670,568	\$ 37,670,568	\$ 37,670,568	\$ 37,670,568

USE OF MONEY AND PROPERTY

Interest on Investments	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
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Five Year Budget Projection *(continued)*

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
Net Income/Investors	700,000	700,000	700,000	700,000	700,000
State Litigation Tax Commission	120,000	120,000	120,000	120,000	120,000
Total Use of Money and Property	\$ 3,320,000	\$ 3,320,000	\$ 3,320,000	\$ 3,320,000	\$ 3,320,000
FEDERAL GRANTS					
Federal Grants - Others	\$ 5,031,114	\$ 5,031,114	\$ 5,031,114	\$ 5,031,114	\$ 5,031,114
Total Federal Grants	\$ 5,031,114	\$ 5,031,114	\$ 5,031,114	\$ 5,031,114	\$ 5,031,114
INTERGOVERNMENTAL REVENUES					
International Airport	\$ 4,060,231	\$ 4,060,231	\$ 4,060,231	\$ 4,060,231	\$ 4,060,231
MATA	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000
Total Intergovernmental Revenues	\$ 10,760,231	\$ 10,760,231	\$ 10,760,231	\$ 10,760,231	\$ 10,760,231
OTHER REVENUES					
Anti-Neglect Enforcement Program	\$ 1,258,659	\$ 1,258,659	\$ 1,258,659	\$ 1,258,659	\$ 1,258,659
Property Insurance Recoveries	267,998	267,998	267,998	267,998	267,998
Rezoning Ordinance Publication Fees	10,000	10,000	10,000	10,000	10,000
Sale Of Reports	285,423	285,423	285,423	285,423	285,423
Local Shared Revenue	695,956	695,956	695,956	695,956	695,956
City of Bartlett	1,034,000	1,034,000	1,034,000	1,034,000	1,034,000
Utility Warranty Program	500,000	500,000	500,000	500,000	500,000
Miscellaneous Income	1,223,349	1,223,349	1,223,349	1,223,349	1,223,349
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000
Miscellaneous Auctions	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
Fire - Misc Collections	25,000	25,000	25,000	25,000	25,000
Cash Overage/Shortage	30	30	30	30	30
Donated Revenue	106,000	106,000	106,000	106,000	106,000
Corporate Sponsorship	83,500	83,500	83,500	83,500	83,500
Grant Revenue - Library	17,000	17,000	17,000	17,000	17,000
Miscellaneous Revenue	44,868	44,868	44,868	44,868	44,868
Mow to Own Program - Program Fees	5,850	5,850	5,850	5,850	5,850
Total Other Revenues	\$ 8,382,633	\$ 8,382,633	\$ 8,382,633	\$ 8,382,633	\$ 8,382,633
TRANSFERS IN					
In Lieu Of Taxes-MLGW	\$ 63,000,000	\$ 63,000,000	\$ 63,000,000	\$ 63,000,000	\$ 63,000,000
In Lieu Of Taxes-Sewer	9,132,716	9,132,716	9,132,716	9,132,716	9,132,716
Oper Tfr In - State Street Aid	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Oper Tfr In - Solid Waste Fund	1,065,177	1,065,177	1,065,177	1,065,177	1,065,177
Oper Tfr In - Misc Grants Fund	30,000	30,000	30,000	30,000	30,000
Oper Tfr In - Hotel/Motel Fund	38,000	38,000	38,000	38,000	38,000
Oper Tfr In - Sewer Operating/CIP	1,737,164	1,737,164	1,737,164	1,737,164	1,737,164

Five Year Budget Projection *(continued)*

Expenditure Types	FY 2020 Adopted	FY2021 Projection	FY2022 Projection	FY2023 Projection	FY2024 Projection
Oper Tfr In - Metro Alarm	1,705,000	1,705,000	1,705,000	1,705,000	1,705,000
Oper Tfr In - Storm Water	106,518	106,518	106,518	106,518	106,518
Oper Tfr In - Unemployment Fund	900,000	900,000	900,000	900,000	900,000
Oper Tfr In - Fleet Management	3,000,000	1,000,000	500,000	500,000	500,000
Total Transfers In	\$ 83,214,576	\$ 81,214,575	\$ 80,714,575	\$ 80,714,575	\$ 80,714,575
TOTAL REVENUES	\$ (710,388,410)	\$ (706,704,757)	\$ (710,056,394)	\$ (713,943,644)	\$ (717,866,846)
NET EXPENDITURES	\$ (1,169,734)	\$ (6,928,642)	\$ 5,388,306	\$ 2,648,582	\$ 609,857

FIVE YEAR BUDGET PROJECTION

