

INTRODUCTION



THE CITY OF MEMPHIS, TENNESSEE

Memphis is located on the east bank of the Mississippi River in the southwest corner of Tennessee. Memphis is the State’s largest city and the county seat of Shelby County. The corporate limits contain 317 square miles, representing 45 percent of the total land area of Shelby County. Memphis ranks as the 20th largest city in the nation. The estimated population is 662,035.

Community Profile

GOVERNMENT

The City of Memphis was founded in 1819, and incorporated in 1826. The present Charter was adopted in 1968, establishing a Mayor-Council form of government. In 1995, the Council adopted a new district plan for the 13 Council positions. A total of nine districts were created. Seven districts have one representative each and two "super districts" have three representatives each.



GEOGRAPHY

Land Area (In Square Miles)

Memphis	317
Shelby (includes Memphis)	783
Crittenden	636
DeSoto	497
Tipton	473
Fayette	706
Marshall	710
Tate	411
Tunica	481
Total	5,014

Source: Census.gov/quickfacts

Climate

Avg. Annual High Temp	72.4
Avg. Annual Low Temp	53.6
Avg. Annual Temp	63
Avg. Precipitation	53.67 Inches

Avg. Snowfall	3 Inches
Elevation	262 Feet

Source: U.S. Climate Data

DEMOGRAPHICS

Population (City of Memphis)

2018 (est.)	662,035
2023 (proj.)	668,036

Source: Greater Memphis Chamber

Sex (City of Memphis)

Male	47.5%
Female	52.5%

Source: ESRI Community Analyst 2017 estimates

Race (City of Memphis)

White	29.2%
Black	63.9%
Asian and Pacific Islander	1.6%
Other	5.3%

Source: Census.gov/quickfacts

Population by Age (City of Memphis)

0 to 9	14.2%
10 to 19	13.7%
20 to 29	16.4%
30 to 39	14.3%
40 to 49	11.2%
50 to 59	11.6%
60 to 69	10.7%
70 to 79	5.2%
80+	2.7%

Source: Census Reporter

ECONOMICS

Top 20 Major Employers

FedEx Corporation	30,000
Shelby County Schools	11,500
Tennessee State Government	14,200
United States Government	13,200
Methodist Le Bonheur Healthcare	13,000

Baptist Memorial Healthcare	6,647
The City of Memphis	7,000
Wal-Mart Stores Inc.	6,800
Shelby County Government	4,824
Naval Support Activity Mid-South	6,500
Kroger Co.	6,927
University Of Tennessee Health Science Center	3,667
DeSoto County School District	3,959
St. Jude Children's Research Hospital	4,109
Technicolor	3,500
XPO Logistics	3,716
Century Management	3,100
Memphis Light, Gas & Water	2,700
The University of Memphis	2,438
Nike	2,621
Regional Medical Center at Memphis	2,503

Source: Memphis Regional Chamber

Unemployment Rates - 2018 Average

(Not Seasonally Adjusted)

City of Memphis	4.1%
Shelby County	3.7%
Memphis MSA	4.2%
Tennessee	3.5%
United States	4.0%

(Memphis MSA - Memphis, TN-MS-AR Metropolitan Statistical Area)

Source: Ychart

Household Income - 2018 Average

Memphis	\$38,230
Shelby County	\$48,415
Memphis MSA	\$52,585

Source: ESRI Community Analyst

Sales Tax

Local	2.25%
State	7.00%

Property Tax Rates (2019)

(Per \$100 value)

Memphis City	\$3.19
Shelby County	\$4.05
Total in Memphis City Limits	\$7.24

Retail Sales

Shelby County

2003	\$11,451,861,873
2004	\$12,758,664,548
2005	\$13,197,247,726
2006	\$13,058,548,293
2007	\$13,034,523,628
2008	\$12,901,168,397
2009	\$11,657,744,293
2010	\$12,075,122,671
2011	\$12,835,980,126
2012	\$13,455,478,568
2013	\$13,404,562,869
2014	\$13,214,986,705
2015	\$13,313,031,454
2016	\$14,185,582,323
2017	\$14,267,945,546

Source: Tennessee Department of Revenue

Note: Data is for the fiscal year beginning July 1 of the previous year and ending June 30 of the year listed

Bond Rating (as of June 30, 2019)

General Obligation Bonds)

Moody's	Aa2
S & P Global Ratings	AA+

Sanitary Sewage System Revenue Bonds

Moody's	Aa2
S & P Global Ratings	AA+



2018 Residential Real Estate

	Annual Average (\$)
Average New Home Sales Price, FY2018	\$348,562
Average Existing Home Sale Price	183,092
Average Rent (2 bedroom), FY2018	\$1,141

Source: Memphis Area Association of Realtors and US Department of Housing and Urban Development

Commercial Office Space

Total Market Size (Sq. ft.)	20,252,508
Square Feet Available	19,732,508
Vacancy Rate	20.8%
YTD Net Absorption (sq. ft.)	(511,098)
New Construction (sq. ft.)	315,000
Asking Direct Lease Rate (per sq. ft)	\$18.04

Source: Xceligent Office Market Report, 1Q-2018

Industrial Space

Total Market Size (Sq. ft.)	193,653,396
New Construction (Sq. ft.)	1,084,050
Square Feet Available	187,402,204
Vacancy Rate	7.0%
YTD Net Absorption (sq. ft.)	(632,366)
Asking Direct Lease Rate (per sq. ft)	\$2.83

Source: Xceligent Industrial Market Report, 1Q-2018

Healthcare

Medical Doctors	18,979
Registered Nurses	60,360

Dentists	1,700
Hospitals	170
Ambulatory Surgical Centers	122

Source: Henry J Kaiser Family Foundation and Bureau of Labor Statistics

Education (2018-2019)

Primary School District	Shelby County Schools
Total Enrollment (2018-2019)	108,900
Number of Schools:	204
Elementary (including Pre-K)	81
Middle/Junior	25
K-8	9
High School	27
Charter School	54
Alternative	3
Career & Tech	2
Specialty Centers	2
Virtual	1

Sources: Tennessee Department of Education and Shelby County Schools <http://www.scsk12.org/about/>

College Entrance Exam Scores, 2018-2019 Average

ACT:	
Shelby County Schools	22
Tennessee	20.2
U.S.	20.8

Sources: Tennessee Department of Education and ACT, Inc niche.com/K12/d/shelby-county-schools-tn/academics/

Airport, U.S. Flights Only

Annual Departures**	25,766
Major Airlines	6
Regional Commuters	21
Freight Carriers	6
Total Passengers**	2,189,773
Total Cargo Enplaned (lbs)	4,363,635,834

Source: Busiest cargo airport in North America since 1992
Sources: Memphis -Shelby County Airport Authority Stat Report and US Bureau of Transp. Statistics

** All numbers are for scheduled flights.



SERVICE STATISTICS (Data as of July 2019)

Fire

Uniform Personnel Strength	1,640
Fire Stations	57
Fire Divisions	2
Fire Battalions	11
Engine Companies	51
Quint Companies	4
Aerial Ladder Truck Companies	21
Rescue/Hazardous Material Squads	3
Air Crash Apparatus	3
EMS Units/Ambulance	34
Alternative Response Vehicle	12

Police

Uniform strength	2,142
Number of Precincts	9
Number of Squad Cars in fleet	2,129

PUBLIC WORKS

Solid Waste/Garbage Collection

Tons Solid Waste Disposed	226,509
Tons Solid Waste Diverted	266,914
Homes Recycling (curbside)	145,711

Street Maintenance

Total Road Lane Miles	6,818
Curb & Gutter Miles	6,060

Street Lights	83,800
Tons Asphalt Produced	63,000
Lane Miles Resurfaced	102

Storm Drainage System

Roadside Ditches (miles)	512
Curb & Gutter (miles)	6,306
Underground Pipes (miles)	1,754
Concrete Channels (miles)	248
Storm Water Inlets	55,611

Sewer System

Sewer (miles)	3,133
Sewer Pump Stations	101
Daily Usage (gals/day)	157 million

Wastewater Treatment Plants

Wastewater Treated (gal.)	57.5 billion
Sludge Disposal (lbs.)	62.3 billion

Flood Control

Pumping Stations	7
Earth Levees (miles)	20
Flood Gates	30
Reservoirs (acres)	643
Flood Wall (linear ft.)	10,560

CITY ENGINEERING

Traffic Control

Signs repaired or replaced	12,000
Traffic Signal Maintenance (Annually)	7,250
Bicycle Lanes	114
Traffic Signals	787
Total Signal Devies (incl Street Lights)	1,082
Total City Roadways (miles)	2,410



PARK SERVICES

Recreation

Parks	164
Acreage	3,219
Golf Courses	8
Aquatic Sites	17
Community Centers	25
Tennis Centers	7
Walking Trails	57
Playgrounds	112
Liberty Bowl seating capacity	58,325
Zoo Acreage	76
Senior Centers	6
Libraries	18

Other Recreation Facilities

Liberty Bowl Memorial Stadium
Memphis Pink Palace Museum
Fairgrounds/Tiger Lane
Memphis Zoological Gardens
Memphis Botanic Garden

Lichterman Nature Center

Mud Island River Park

Brooks Museum

Levitt Shell

Services Provided by Other Governmental Units

Education

Shelby County School System

Health & Human Services

Memphis/Shelby County Health Department

Library Services

Memphis/Shelby County Public Library and Information Center

Public Housing

Memphis Housing Authority

Public Transportation

Memphis Area Transit Authority

Utilities

Memphis Light, Gas & Water Division

Letter from Mayor Jim Strickland



LETTER FROM THE MAYOR

Memphis Has Momentum. We have seen billions of dollars invested into our city for economic development, more Memphians are working today than in 2016, and we have made significant strides in the delivery of core city services. From every corner of our city, people want safer neighborhoods, more activities for our young people, and city services that meet the needs of their daily lives. From those priorities, I am presenting the adopted fiscal year 2020 operating and capital improvement plan budgets that will make strategic, targeted investments in the areas that will accelerate the momentum we have in our city.

In the \$711.6 million General Fund operating budget and the \$87.0 million Capital Improvement Program (CIP) budget, we have addressed many of the important initiatives that will help us build upon and accelerate our momentum. For the first time in more than a decade, we will fully fund our pension. In this budget, we are including a 4% pay increase for public safety employees and a 1% pay increase for all other employees, more youth programming, and more much needed paving for our city streets.

New to this budget are two revolutionary funds that will help areas of our city that for far too long have not seen the development they need and deserve. The first is the Community Catalyst Fund. This is a recurring source of funds solely to improve infrastructure in key anchors of neighborhoods throughout our city. The second is the Memphis Affordable Housing Trust Fund. Using grants and loans, the Affordable Housing Trust Fund will be used for new construction and rehab of multi-family homes, as well as minor home repair and rehabilitation of single family homes for those who qualify.

Now, one exciting fact that I have not mentioned is that we are adopting all of these items without a tax increase. We are able to do this because the last three years we have been disciplined and efficient with how city government operates.

As your mayor, I believe we have adopted a budget that meets our needs while further enhancing the core city services we provide to our employees and our citizens. We remain committed to working to improve the quality of life for all Memphians, every day.

Sincerely,

A handwritten signature in black ink that reads "Jim Strickland".

Mayor Jim Strickland

City of Memphis

FY2020 PROPOSED TO ADOPTED BUDGET

Expenditure Type	FY2020 Proposed Budget	Amendments	FY2020 Adopted Budget
General Fund Divisions			
REVENUES			
All Revenue	\$708,729,492	\$1,658,898	\$710,388,390
Total Revenue	\$708,729,492	\$1,658,898	\$710,388,390
EXPENDITURES			
City Attorney	\$14,505,342	—	\$14,505,342
City Council	\$2,502,759	\$55,000	\$2,557,759
City Court Clerk	\$5,769,986	—	\$5,769,986
City Court Judges	\$808,894	—	\$808,894
Engineering	\$8,796,794	—	\$8,796,794
Executive	\$19,339,931	—	\$19,339,931
Finance	\$15,074,275	\$(5,000)	\$15,069,275
Fire Services	\$182,694,042	\$1,156,348	\$183,850,390
General Services	\$24,485,775	—	\$24,485,775
Grants & Subsidies	\$50,102,890	\$109,932	\$50,212,822
Housing and Community Development	\$5,186,095	—	\$5,186,095
Human Resources	\$8,887,272	—	\$8,887,272
Information Services	\$21,690,869	—	\$21,690,869
Library Services	\$22,221,234	—	\$22,221,234
Parks and Neighborhoods	\$38,119,316	—	\$38,119,316
Police Services	\$271,267,661	\$1,512,352	\$272,780,013
Public Works	\$17,276,359	—	\$17,276,359
Total Expenditures	\$708,729,494	\$2,828,632	\$711,558,126
Contribution (Use) of Fund Balance	\$0	\$(1,169,734)*	\$(1,169,736)*

Capital Improvement Fund

EXPENDITURES

Total Expenditures	\$286,300,000	\$0	\$286,300,000
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* Variance due to rounding.

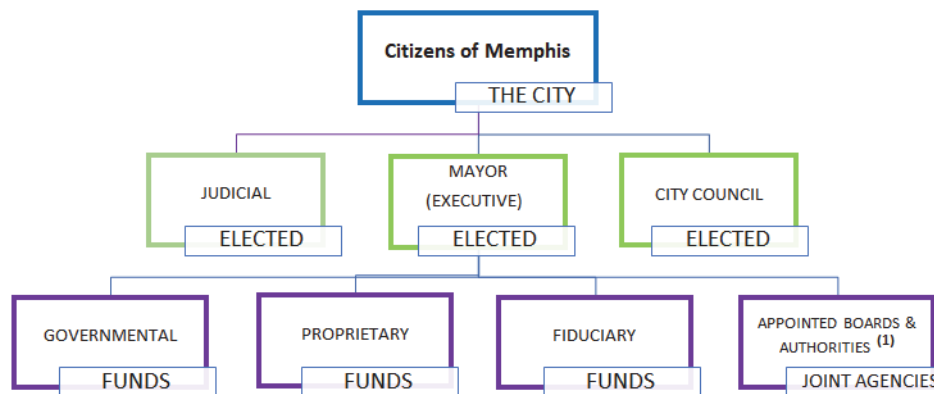
Governmental Structure

The City of Memphis was founded in 1819, and incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968, when a Mayor – Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year terms. Six (6) council members are elected at large in multi-member districts, with territorial boundaries determined by dividing the City in half with each multi-member district consisting of three (3) council member positions. The remaining seven (7) members are elected by single member districts, numbers 1-7. The Council elects its own chairperson, exercises legislative powers, approves budgets and establishes the tax rate. The Mayor is elected to a four-year term. The Mayor carries out the policies of the City and appoints board members to various related organizations, joint owned ventures and board authorities. These include the boards of the Memphis Light, Gas and Water Division (MLG&W); Memphis Area Transit Authority; Memphis Housing Authority; Downtown Memphis Commission; Memphis Cook Convention Center; Memphis Brooks Museum of Art; Memphis & Shelby County Building Code Advisory Board; and the Memphis & Shelby County Public Library Board. The

Mayor appoints five of the seven members of the Board of the Memphis & Shelby County Airport Authority. Most of the members of these boards are private citizens giving their time to the City without compensation.

The City’s Operating Divisions are organized under Division Directors who report to one of six (6) Chiefs. All Division Directors and Chiefs are appointed by the Mayor and approved by the Council. The Chief Executive Team who coordinate the activities of all administrative divisions of City government are as follows: Chief Financial Officer; Chief Operating Officer; Chief Communications Officer; Chief Human Resources Officer; Chief Legal Officer; and Director, Police Services. The Chiefs act as liaisons between the Mayor and all divisions, bureaus, boards, commissions and authorities.

The administrative divisions of the City include: Engineering; Executive; Finance; Fire; General Services; Information Services; Housing and Community Development; Human Resources; Legal; Libraries; Parks and Neighborhoods; Office of Planning and Development, Police Services; and Public Works. There are three divisions with elected leadership: City Council; City Court Clerk and City Judges.

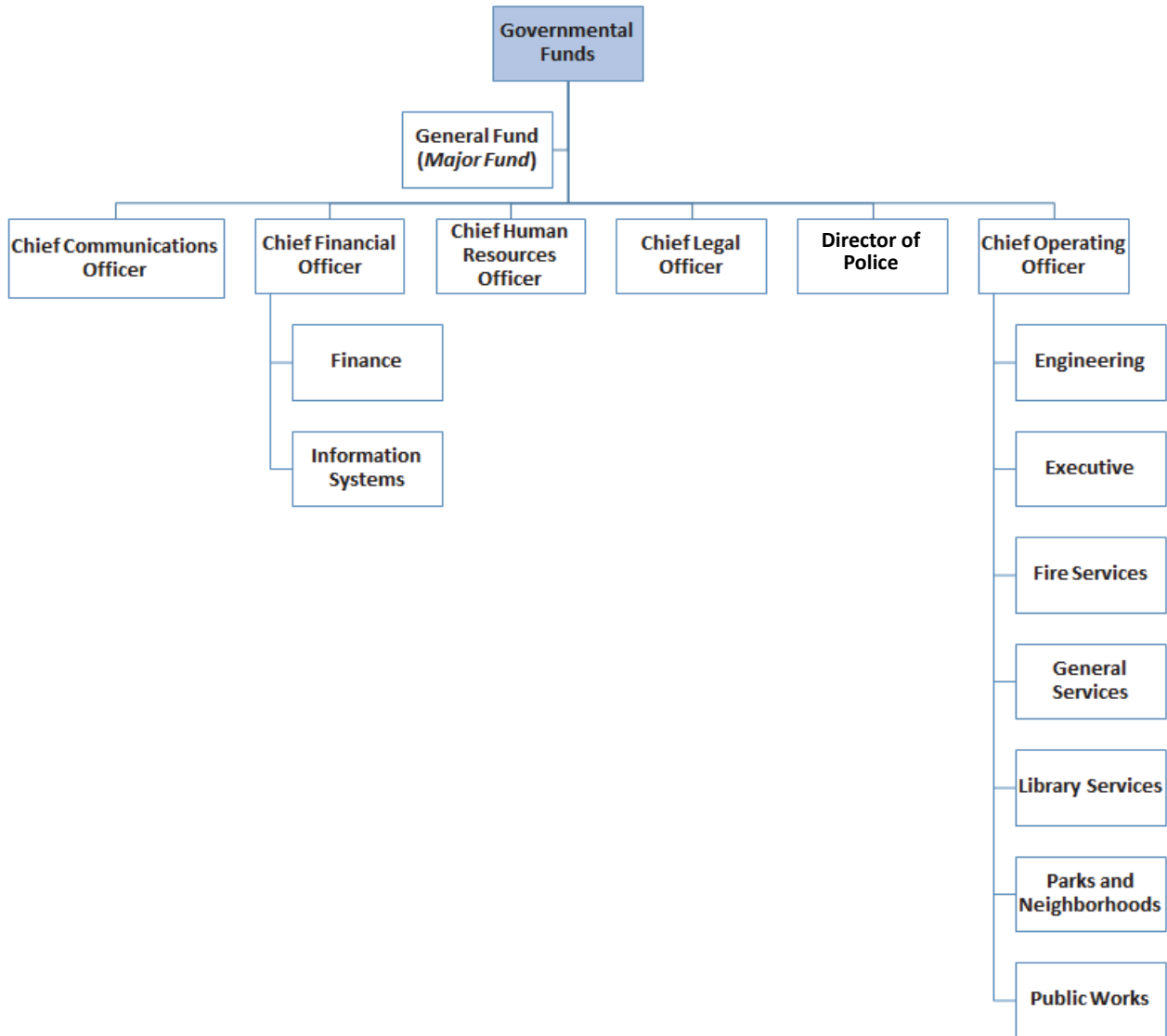


City of Memphis, Tennessee Organization Chart

Governmental Funds *(part 1 of 2)*

The City's **General Fund** is the general operating fund and supports the essential City services and activities. Fund revenues come primarily from a vari-

ety of Local and intergovernmental taxes, fees and fines.



Organization Chart

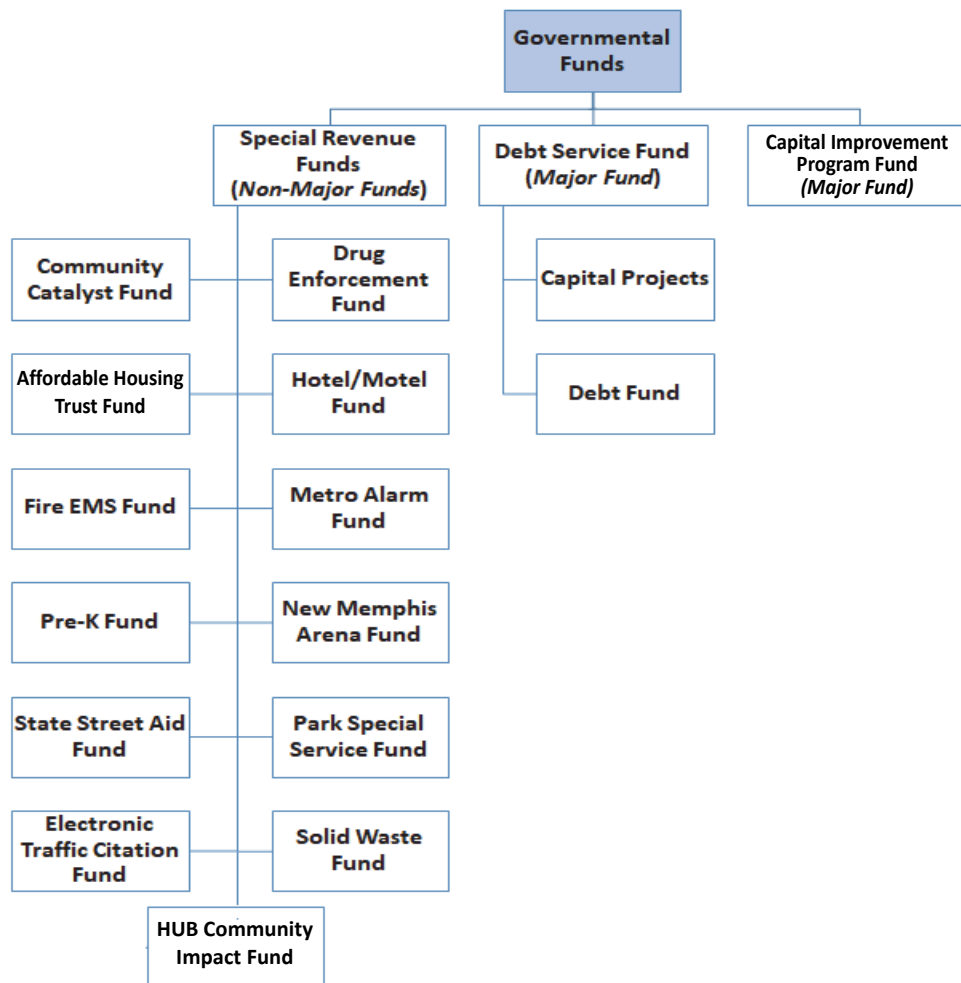
Governmental Funds *(part 2 of 2)*

The City’s **Special Revenue Funds** are used to account for revenues from specific sources that are designated to finance specific functions within the city.

The City’s **Debt Fund** is used to account for resources that are restricted, committed, or assigned for payment of certain debt obligations and related costs.

Capital improvements are funded with the proceeds of bond issuances, state and federal grant funds, and a proportionate share of the property tax payment. A proportionate share of the property tax rate pays for the debt service on bond financing.

The **Capital Fund** has its own budget Cycle. A separate spending resolution guides the appropriations of the CIP budget and spending within the fund.



Organization Chart

Proprietary Funds

Enterprise Funds are self - supporting, in that each fund derives its revenue from charges and associated user fees.

Internal Service Funds are used to budget for the costs of goods or services provided by one Division or service center to another Division of the City.

Fiduciary Funds

Fiduciary Funds are held by the City in a trustee or agency capacity. They include Pension and OPEB Funds.

Agency Funds

The City has one Agency Fund. This fund accounts for assets and liabilities held for the purchaser of delinquent property tax receivables.

