

## FIVE YEAR PROJECTION

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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.

The administration develops this Five-Year Financial Compilation as an indication of division management's best assessment of future revenues, expenditures and operating results over the five-year forecast period. The review and assessment of this compilation provides an opportunity to put current funding decisions in context with their longer-term impacts and affords the administration a realistic projection of the ongoing financial impact of policy decisions. The compilation also provides an opportunity to demonstrate to policy makers the likely impact of financing decisions on the City's longer-term financial capacity.

Major goals of the Five-Year Financial Compilation include the following:

- 1) To put the City's annual budget making process into a five-year planning horizon to facilitate prudent financial management.
- 2) To provide an environment for setting revenue and expenditure targets and for evaluating budget priorities in light of projected fiscal conditions.
- 3) To present a picture of the longer-term strategic financial issues facing the City, while highlighting funding priorities for budget planning.
- 4) To identify potential structural budget imbalances, surpluses or shortfalls.
- 5) To 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 compilation, consideration is given to historical experience, as well as the economic uncertainties underlying the revenue outlook and growth in expenditures during the five-year period. The City's key assumptions for revenues and expenditures are provided in the following paragraphs.

The revenue projections include only the main revenue sources. Revenues assume that property tax and local business taxes will increase 1% each year, state sales tax will increase 1% each year, state income tax will increase ½ % each year and payment –in lieu of taxes (PILOTS will increase \$1.0M each year. Given the economic dependency of these revenue categories, especially for housing and employment, revenue projections presented are very conservative.

Most expenditures are planned at baseline amounts of the FY 2017 budget unless there are known changes on the horizon. Personnel Expenditures will increase as a result of increases given to all employees in the FY 2017 budget. Also the City will be increasing its funding of the pension annual required contribution (ARC) each year for the next five years until it achieves 100% pension ARC funding.

The above assumptions are only a few of the many variables that can be modestly anticipated. There are a number of financial decisions that cannot 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 PROJECTION

	FY17 Adopted Budget	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
<b>Expenditures:</b>					
<b>Personnel Services</b>					
Full-Time Salaries	318,993,102	318,993,102	318,993,102	318,993,102	318,993,102
Holiday Salary Full Time	0	0	0	0	0
Vacation Leave	0	0	0	0	0
Bonus Leave	0	0	0	0	0
Sick Leave	0	0	0	0	0
Overtime	26,091,479	26,091,479	26,091,479	26,091,479	26,091,479
Holiday Fire/Police	10,200,161	10,200,161	10,200,161	10,200,161	10,200,161
Out of Rank Pay	1,852,067	1,852,067	1,852,067	1,852,067	1,852,067
Hazardous Duty Pay	463,123	463,123	463,123	463,123	463,123
College Incentive Pay	6,009,247	6,009,247	6,009,247	6,009,247	6,009,247
Longevity Pay	2,008,532	2,008,532	2,008,532	2,008,532	2,008,532
Shift Differential	799,571	799,571	799,571	799,571	799,571
Bonus Days	1,949,000	1,949,000	1,949,000	1,949,000	1,949,000
Retirement Benefits	4,798,478	5,613,609	5,339,916	4,743,134	4,683,259
Job Incentive	1,037,500	1,037,500	1,037,500	1,037,500	1,037,500
Required Special License Pay	52,950	52,950	52,950	52,950	52,950
Pension	16,243,320	16,243,320	16,243,320	16,243,320	16,243,320
Supplemental Pension	127,959	127,959	127,959	127,959	127,959
Social Security	411,000	411,000	411,000	411,000	411,000
Pension ARC Funding	34,112,131	34,112,131	34,112,131	34,112,131	34,112,131
Blue M Health Insurance	0	0	0	0	0
Group Life Insurance	862,998	862,998	862,998	862,998	862,998
Unemployment	429,280	429,280	429,280	429,280	429,280
Medicare	4,675,850	4,675,850	4,675,850	4,675,850	4,675,850
Long Term Disability	863,757	863,757	863,757	863,757	863,757
EE New Premiums	2,080,240	2,080,240	2,080,240	2,080,240	2,080,240
Health Insurance - Basic	1,807,517	1,807,517	1,807,517	1,807,517	1,807,517
Health Insurance - Premier	39,951,948	39,951,948	39,951,948	39,951,948	39,951,948
Other Post Employment Benefits	1,510,046	1,510,046	1,510,046	1,510,046	1,510,046
Salaries - Part Time/Temporary	12,376,007	12,376,007	12,376,007	12,376,007	12,376,007
On the Job Injury	3,294,314	3,294,314	3,294,314	3,294,314	3,294,314
Book Reimbursement - Old	0	0	0	0	0
Tuition Reimbursement - New	490,000	490,000	490,000	490,000	490,000
Book Reimbursement - New	5,000	5,000	5,000	5,000	5,000
Payroll Reserve	1,057,956	1,057,956	1,057,956	1,057,956	1,057,956
Attrition	-16,083,120	-16,083,120	-16,083,120	-16,083,120	-16,083,120
Bonus Pay	0	0	0	0	0
Expense Recovery - Personnel	-14,046,416	-14,046,416	-14,046,416	-14,046,416	-14,046,416
Benefits Adjustments	7,184,783	7,184,783	7,184,783	7,184,783	7,184,783
<b>Personnel Services</b>	<b>471,609,780</b>	<b>472,424,911</b>	<b>472,151,218</b>	<b>471,554,436</b>	<b>471,494,561</b>
<b>Materials &amp; Supplies</b>					
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	19,853	19,853	19,853	19,853	19,853
Facility Repair & Carpentry	215,136	215,136	215,136	215,136	215,136
City Shop Charges	6,925,908	6,925,908	6,925,908	6,925,908	6,925,908
Info Sys Phone/Communication	3,374	3,374	3,374	3,374	3,374
City Shop Fuel	6,941,636	6,941,636	6,941,636	6,941,636	6,941,636
Outside Computer Services	2,301,904	2,301,904	2,301,904	2,301,904	2,301,904
City Computer Svc Equipment	2,549,815	2,549,815	2,549,815	2,549,815	2,549,815
Data/Word Processing Equipment	200	200	200	200	200



# FIVE YEAR PROJECTION

	FY17 Adopted Budget	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
Data/Word Process Software	2,846,015	2,846,015	2,846,015	2,846,015	2,846,015
Pers Computer Software	3,100	3,100	3,100	3,100	3,100
City Telephone/Communications	558,164	558,164	558,164	558,164	558,164
Printing - Outside	346,150	346,150	346,150	346,150	346,150
Supplies - Outside	1,163,219	1,163,219	1,163,219	1,163,219	1,163,219
Food Expense	85,000	85,000	85,000	85,000	85,000
Hand Tools	110,484	110,484	110,484	110,484	110,484
Document Reproduction - Outside	2,058	2,058	2,058	2,058	2,058
Clothing	2,308,813	2,308,813	2,308,813	2,308,813	2,308,813
Household Supplies	686,388	686,388	686,388	686,388	686,388
Ammunition & Explosives	745,191	745,191	745,191	745,191	745,191
Safety Equipment	766,532	766,532	766,532	766,532	766,532
Drafting/Photo Supplies	35,634	35,634	35,634	35,634	35,634
Medical Supplies	2,443,060	2,443,060	2,443,060	2,443,060	2,443,060
Athletic/Recreational Supplies	77,400	77,400	77,400	77,400	77,400
Outside Postage	753,005	753,005	753,005	753,005	753,005
Asphalt Products	5,059,250	5,059,250	5,059,250	5,059,250	5,059,250
Lumber & Wood Products	25,000	25,000	25,000	25,000	25,000
Paints Oils & Glass	319,000	319,000	319,000	319,000	319,000
Steel & Iron Products	111,700	111,700	111,700	111,700	111,700
Pipe Fittings & Castings	287,000	287,000	287,000	287,000	287,000
Lime Cement & Gravel	66,000	66,000	66,000	66,000	66,000
Chemicals	230,141	230,141	230,141	230,141	230,141
Materials and Supplies	3,084,221	3,084,221	3,084,221	3,084,221	3,084,221
Miscellaneous Expense	88,953	88,953	88,953	88,953	88,953
Penalization	0	0	0	0	0
Library Books	1,289,290	1,289,290	1,289,290	1,289,290	1,289,290
Library Microforms	0	0	0	0	0
Operation Police Canine	60,867	60,867	60,867	60,867	60,867
Operation Police DUI Unit	80,000	80,000	80,000	80,000	80,000
Operation Police Traffic Unit	80,000	80,000	80,000	80,000	80,000
Operation Police Mounted	69,200	69,200	69,200	69,200	69,200
Operation Police TACT	100,101	100,101	100,101	100,101	100,101
Maintenance Traffic Signal System	4,000	4,000	4,000	4,000	4,000
Repair/Oper Air Raid System	0	0	0	0	0
Operation Police Aircraft	671,432	671,432	671,432	671,432	671,432
Outside Vehicle Repair	3,109,840	3,109,840	3,109,840	3,109,840	3,109,840
Outside Equipment Repair/Maintenance	2,140,986	2,140,986	2,140,986	2,140,986	2,140,986
Facilities Structure Repair - Outside	777,043	777,043	777,043	777,043	777,043
Maintenance Of Grounds	0	0	0	0	0
Horticulture	10,000	10,000	10,000	10,000	10,000
Internal Repairs and Maintenance	455,737	455,737	455,737	455,737	455,737
Drug Education Program	0	0	0	0	0
Special Investigations	427,325	427,325	427,325	427,325	427,325
Legal Services/Court Cost	2,842,386	2,842,386	2,842,386	2,842,386	2,842,386
Medical/Dental/Veterinary	569,564	569,564	569,564	569,564	569,564
Legal Contingency	90,000	90,000	90,000	90,000	90,000
Accounting/Auditing/Cons	347,631	347,631	347,631	347,631	347,631
Advertising/Publication	914,006	914,006	914,006	914,006	914,006
Outside Phone/Communications	3,465,331	3,512,834	3,561,286	3,610,708	3,661,118
Janitorial Services	1,388,692	1,388,692	1,388,692	1,388,692	1,388,692
Security	1,359,981	1,359,981	1,359,981	1,359,981	1,359,981
Asset Amortization Payment	0	0	0	0	0
Weed Control/Chemical Service	190,442	190,442	190,442	190,442	190,442



# FIVE YEAR PROJECTION

	FY17 Adopted Budget	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
Seminars/Training/Education	595,937	595,937	595,937	595,937	595,937
Fixed Charges	1,285,520	1,285,520	1,285,520	1,285,520	1,285,520
Misc Professional Services	37,417,107	37,417,107	37,721,264	38,031,503	38,347,948
Technical Services	0	0	0	0	0
Employee Activities	0	0	0	0	0
Rewards and Recognition	57,500	57,500	57,500	57,500	57,500
Staff Development	2,000	2,000	2,000	2,000	2,000
Administrative Fees	0	0	0	0	0
Textbooks	103,000	103,000	103,000	103,000	103,000
Travel Expense	669,924	669,924	669,924	669,924	669,924
Unreported Travel	5,029	5,029	5,029	5,029	5,029
Relocation Expense	300,000	300,000	300,000	300,000	300,000
Auto Allowance	837	837	837	837	837
Outside Fuel	43,436	43,436	43,436	43,436	43,436
Mileage	274,751	274,751	274,751	274,751	274,751
Utilities	10,681,700	10,681,700	10,681,700	10,681,700	10,681,700
Sewer Fees	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Wonders Materials	0	0	0	0	0
Tower Lease Expense - Library	46,208	46,208	46,208	46,208	46,208
WYPL Studio Facilities Expense - Library	0	0	0	0	0
WYPL Arkansas Tower Expense - Library	30,000	30,000	30,000	30,000	30,000
Photography	650	650	650	650	650
Total Quality Management	300	300	300	300	300
Hazardous Materials Clean-up	0	0	0	0	0
Demolitions	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Insurance	6,028,430	6,028,430	6,028,430	6,028,430	6,028,430
Claims	1,140,252	1,140,252	1,140,252	1,140,252	1,140,252
Lawsuits	2,828,771	2,828,771	2,828,771	2,828,771	2,828,771
Hospitality	1,801	1,801	1,801	1,801	1,801
Dues/Memberships/Periodicals	255,600	255,600	255,600	255,600	255,600
Rent	2,065,613	2,072,142	2,078,801	2,085,593	2,092,521
Radio Trunking Lease	2,000	2,000	2,000	2,000	2,000
Misc Services and Charges	3,173,541	3,173,541	3,173,541	3,173,541	3,173,541
Urban Art Maintenance	10,000	10,000	10,000	10,000	10,000
VIP Gifts	0	0	0	0	0
Hotel	0	0	0	0	0
Minor Equipment	82,650	82,650	82,650	82,650	82,650
Equipment Rental	2,434,366	2,434,366	2,434,366	2,434,366	2,434,366
Catering	28,000	28,000	28,000	28,000	28,000
Expense Recovery - Telephones	-700,000	-696,317	-710,244	-724,448	-738,937
Expense Recovery - M & S	-11,843,322	-11,843,322	-11,843,322	-11,843,322	-11,843,322
<b>Materials &amp; Supplies</b>	<b>123,378,259</b>	<b>123,435,974</b>	<b>123,781,315</b>	<b>124,133,564</b>	<b>124,492,858</b>
Furniture/Furnishings	338,900	338,900	338,900	338,900	338,900
Prod/Constr/Maint Equipment	44,000	44,000	44,000	44,000	44,000
Equipment	564,694	564,694	564,694	564,694	564,694
Security Equipment	0	0	0	0	0
<b>Capital Outlay</b>	<b>947,594</b>	<b>947,594</b>	<b>947,594</b>	<b>947,594</b>	<b>947,594</b>
Sports Authority	0	0	0	0	0
Payment To Sub grantees	75,475	75,475	75,475	75,475	75,475
Aging Commission of the Mid-South	143,906	143,906	143,906	143,906	143,906
Elections	0	0	0	0	0



# FIVE YEAR PROJECTION

	FY17 Adopted Budget	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
MIFA General Assistance	669,218	669,218	669,218	669,218	669,218
Africa In April	70,000	70,000	70,000	70,000	70,000
Section 108 - Court Square	1,455,720	1,455,720	1,455,720	1,455,720	1,455,720
Shelby County Assessor	600,000	600,000	600,000	600,000	600,000
Business & Economic Development Grants	61,377	61,377	61,377	61,377	61,377
Community Initiatives Grants for Non-Profits	192,467	192,467	192,467	192,467	192,467
Academy of Youth and Empowerment	25,200	0	0	0	0
Blues and Cultural Center	75,000	0	0	0	0
Boys and Girls Club	33,333	0	0	0	0
Damascus Road	300,000	0	0	0	0
Emmanuel Center	33,333	0	0	0	0
Families Matter	25,000	0	0	0	0
Game Day Health Kids Foundation	100,000	0	0	0	0
Greater Memphis Media	20,000	0	0	0	0
Grooming Greatness	25,000	0	0	0	0
Healing Word Counseling Center	75,000	0	0	0	0
Ladies In Need Can Survive (LINCS)	50,000	0	0	0	0
Memphis Grizzlies Foundation	50,000	0	0	0	0
MLK Basketball Tournament	20,000	0	0	0	0
National Heritage Tourism	37,500	0	0	0	0
Pyramid Recovery Center	25,000	0	0	0	0
Streets Ministries	33,334	0	0	0	0
U Can Memphis	20,000	0	0	0	0
Whitehaven Economic Development	300,000	0	0	0	0
Women of Concern	25,000	0	0	0	0
Community Development Grants	269,531	269,531	269,531	269,531	269,531
Facility Management Program Expense	0	0	0	0	0
Economic Development	0	0	0	0	0
Launch Memphis	25,000	25,000	25,000	25,000	25,000
Memphis Film & Tape Commission	175,000	175,000	175,000	175,000	175,000
Homeless Initiative	382,500	382,500	382,500	382,500	382,500
Pensioners Insurance	11,016,550	11,016,550	11,016,550	11,016,550	11,016,550
Down Payment Assist/City	192,930	192,930	192,930	192,930	192,930
Disaster Recovery Relief	0	0	0	0	0
Planning & Development	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Death Benefits	0	0	0	0	0
Memphis In May	0	0	0	0	0
Riverfront Development	2,974,000	2,974,000	2,974,000	2,974,000	2,974,000
Memphis Area Transit Authority	25,920,040	25,920,040	25,920,040	25,920,040	25,920,040
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	200,000	200,000	200,000	200,000	200,000
RBC Training/Certification Program	4,650	4,650	4,650	4,650	4,650
EDGE	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000
Human Services Grants	0	0	0	0	0
Social Services Administration	89,537	89,537	89,537	89,537	89,537
Botanic Gardens Foundation	250,000	250,000	250,000	250,000	250,000
MHA/HCD Community Development Projects	157,000	157,000	157,000	157,000	157,000



# FIVE YEAR PROJECTION

	FY17 Adopted Budget	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
Urban Art	150,000	150,000	150,000	150,000	150,000
Target Area Small Business Loan Fund	23,250	23,250	23,250	23,250	23,250
Sickle Cell Center Foundation	0	0	0	0	0
Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000	150,000	150,000	150,000	150,000
Middle Income Housing	300,000	300,000	300,000	300,000	300,000
Contr Assist Prog/Bonding	4,650	4,650	4,650	4,650	4,650
Black Business Association	200,000	200,000	200,000	200,000	200,000
Peabody Place - Section 108	0	0	0	0	0
Map South	41,750	41,750	41,750	41,750	41,750
MLGW Unclaimed Deposit Reserve	0	0	0	0	0
Convention Center	2,053,566	2,053,566	2,053,566	2,053,566	2,053,566
Professional Services	0	0	0	0	0
WIN Operational	55,000	55,000	55,000	55,000	55,000
Ambassador's Fellowship Pay	1,663,740	1,663,740	1,663,740	1,663,740	1,663,740
MORE Initiative	0	0	0	0	0
Innovation Delivery Team Grant - Wells Fargo	387,000	387,000	387,000	387,000	387,000
Exchange Club	50,000	50,000	50,000	50,000	50,000
Rock and Soul Museum	0	0	0	0	0
Civil Rights Museum_	0	0	0	0	0
Fire Museum_	0	0	0	0	0
Lifeline to Success	200,000	200,000	200,000	200,000	200,000
Shelby County School Mixed Drink Proceeds	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000
Cocaine Alcohol Awareness Program (CAAP)	0	0	0	0	0
2015 Shelby County School Settlement	1,333,335	1,333,335	1,333,335	1,333,335	1,333,335
Memphis Health Center	0	0	0	0	0
Serenity Recovery Centers	125,000	125,000	125,000	125,000	125,000
Pyramid - Section 108	644,461	644,461	644,461	644,461	644,461
<b>Grants and Subsidies</b>	<b>61,259,353</b>	<b>59,986,653</b>	<b>59,986,653</b>	<b>59,986,653</b>	<b>59,986,653</b>
Inventory Purchases	71,820	71,820	71,820	71,820	71,820
Food Inventory	213,867	213,867	213,867	213,867	213,867
<b>Inventory</b>	<b>285,687</b>	<b>285,687</b>	<b>285,687</b>	<b>285,687</b>	<b>285,687</b>
Credit Card Fees - Expense	89,200	89,200	89,200	89,200	89,200
<b>Service Charges</b>	<b>89,200</b>	<b>89,200</b>	<b>89,200</b>	<b>89,200</b>	<b>89,200</b>
Oper Tfr Out - CRA Program	2,739,130	2,739,130	2,739,130	2,739,130	2,739,130
Oper Tfr Out - Debt Service Fund	4,984,931	4,984,931	4,984,931	4,984,931	4,984,931
Oper Tfr Out - OPEB Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Transfers Out</b>	<b>9,724,061</b>	<b>9,724,061</b>	<b>9,724,061</b>	<b>9,724,061</b>	<b>9,724,061</b>
Contribution To Fund Balance/RE	131,065	131,065	131,065	131,065	131,065
Contribution to Assigned Fund Balance	0	0	0	0	0
<b>Contributed to Fund Balance</b>	<b>131,065</b>	<b>131,065</b>	<b>131,065</b>	<b>131,065</b>	<b>131,065</b>
<b>Total Expenditures</b>	<b>667,424,999</b>	<b>667,025,145</b>	<b>667,096,793</b>	<b>666,852,260</b>	<b>667,151,679</b>

**Revenue:**



# FIVE YEAR PROJECTION

	FY17 Adopted Budget	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
Ad Valorem Tax - Current	249,470,000	251,964,700	254,484,347	257,029,190	259,599,482
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	5,200,000	5,252,000	5,304,520	5,357,565	5,411,141
Ad Valorem Tax - Prior One Time Assessment	0	100,000	100,000	100,000	100,000
Special Assessment Tax	558,000	560,500	562,000	563,000	563,000
Property Taxes Interest & Penalty	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000
Bankruptcy Interest & Penalty	170,000	170,000	170,000	170,000	170,000
Interest & Penalty - Sale of Tax Rec	1,300,000	1,313,000	1,313,000	1,313,000	1,313,000
PILOT's	4,500,000	4,545,000	4,545,000	4,545,000	4,545,000
State Appointment TVA	7,800,000	7,878,000	7,878,000	7,878,000	7,878,000
Local Sales Tax	109,000,000	110,090,000	111,190,900	112,302,809	113,425,837
Tourism Development Zone Local Sales	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000
Beer Sales Tax	17,000,000	17,170,000	17,170,000	17,170,000	17,170,000
Alcoholic Beverage Inspection Fee	5,000,000	5,050,000	5,050,000	5,050,000	5,050,000
Mixed Drink Tax	6,400,000	6,432,000	6,432,000	6,432,000	6,432,000
Gross Rec Business Tax	11,000,000	11,110,000	11,110,000	11,110,000	11,110,000
Bank Excise Tax	954,000	963,540	963,540	963,540	963,540
Franchise Tax - Telephone	1,800,000	1,818,000	1,818,000	1,818,000	1,818,000
Cable TV Franchise Fees	4,300,000	4,343,000	4,343,000	4,343,000	4,343,000
Fiber Optic Franchise Fees	894,842	894,842	894,842	894,842	894,842
Misc Franchise Tax	840,000	848,400	848,400	848,400	848,400
Interest, Penalties & Commission	200,000	202,000	202,000	202,000	202,000
Business Tax Fees	1,000,000	1,010,000	1,010,000	1,010,000	1,010,000
Warrants and Levies	300	303	303	303	303
Misc Tax Recoveries	500,000	505,000	505,000	505,000	505,000
MLGW/Williams Pipeline	300,962	303,972	303,972	303,972	303,972
<b>Local Taxes</b>	<b>441,868,104</b>	<b>446,279,257</b>	<b>450,029,574</b>	<b>453,816,879</b>	<b>457,641,047</b>
State Gas - Motor Fuel Tax	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
Three-Cent Tax	3,500,000	3,535,000	3,535,000	3,535,000	3,535,000
One-Cent Tax	1,900,000	1,920,000	1,920,000	1,920,000	1,920,000
State Sales Tax	52,500,000	53,025,000	53,555,250	54,090,803	54,631,711
Telecommunication Sales Tax	60,000	60,600	60,600	60,600	60,600
State Income Tax	13,000,000	10,400,000	7,800,000	5,200,000	2,600,000
State Shared Beer Tax	315,000	318,150	318,150	318,150	318,150
Alcoholic Beverage Tax	300,000	303,000	303,000	303,000	303,000
Spec Petroleum Product Tax	1,300,000	1,313,000	1,313,000	1,313,000	1,313,000
<b>State Taxes</b>	<b>83,875,000</b>	<b>81,874,750</b>	<b>79,805,000</b>	<b>77,740,553</b>	<b>75,681,461</b>
Auto Registration Fee	11,500,000	11,500,000	11,500,000	11,500,000	11,500,000
Dog License	274,965	274,965	274,965	274,965	274,965
County Dog License Fee	83,568	83,568	83,568	83,568	83,568
Liquor By Ounce License	215,000	217,150	217,150	217,150	217,150
Taxi Drivers License	20,500	20,500	20,500	20,500	20,500
Gaminy Pub Amus Perm Fee	15,000	15,000	15,000	15,000	15,000
Wrecker Permit Fee	11,000	12,000	12,000	12,000	12,000
Misc Permits	80,000	80,000	80,000	80,000	80,000
Beer Application	60,000	50,000	50,000	50,000	50,000
Beer Permit Privilege Tax	140,000	141,400	141,400	141,400	141,400
Sidewalk Permit Fees	88,000	88,000	88,000	88,000	88,000
<b>Licenses and Permits</b>	<b>12,488,033</b>	<b>12,482,583</b>	<b>12,482,583</b>	<b>12,482,583</b>	<b>12,482,583</b>



# FIVE YEAR PROJECTION

	FY17 Adopted Budget	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
Court Fees	5,600,000	5,656,000	5,656,000	5,656,000	5,656,000
Court Costs	6,300,000	6,300,000	6,300,000	6,300,000	6,300,000
Fines & Forfeitures	5,105,000	5,120,000	5,120,000	5,120,000	5,120,000
Seizures	50,000	50,000	50,000	50,000	50,000
Beer Board Fines	110,000	111,100	111,100	111,100	111,100
Arrest Fees	215,000	217,150	217,150	217,150	217,150
DUI BAC Fees	2,400	2,400	2,400	2,400	2,400
Sex Offender Registry Fees	262,368	262,368	262,368	262,368	262,368
Library Fines & Fees	425,000	425,000	425,000	425,000	425,000
Delinquent Collection Fees	100,000	100,000	100,000	100,000	100,000
Vacant Property Registration Fee	18,600	18,600	18,600	18,600	18,600
<b>Fines and Forfeitures</b>	<b>18,188,368</b>	<b>18,262,618</b>	<b>18,262,618</b>	<b>18,262,618</b>	<b>18,262,618</b>
Subdivision Plan Inspection Fee	90,000	90,000	90,000	90,000	90,000
Parking	743,000	743,000	743,000	743,000	743,000
Senior Citizen's Meals	82,000	82,000	82,000	82,000	82,000
Concessions	1,500,382	1,500,382	1,500,382	1,500,382	1,500,382
Golf Car Fees	1,057,500	1,057,500	1,057,500	1,057,500	1,057,500
Pro Shop Sales	135,500	135,500	135,500	135,500	135,500
Green Fees	1,565,100	1,565,100	1,565,100	1,565,100	1,565,100
Softball	91,000	91,000	91,000	91,000	91,000
Basketball	17,500	17,500	17,500	17,500	17,500
Football	1,000	1,000	1,000	1,000	1,000
Ball field Permit	18,000	18,000	18,000	18,000	18,000
Class Fees	55,750	55,750	55,750	55,750	55,750
Day Camp Fees	320,220	320,220	320,220	320,220	320,220
After School Camp	3,000	3,000	3,000	3,000	3,000
Parking Meters	850,000	858,500	858,500	858,500	858,500
Ambulance Service	21,000,000	21,000,000	21,000,000	21,000,000	21,000,000
Rental Fees	2,025,000	2,025,000	2,025,000	2,025,000	2,025,000
MLG&W Rent	2,400	2,400	2,400	2,400	2,400
Rent Of Land	43,130	43,130	43,130	43,130	43,130
Parking Lots	315,000	318,150	318,150	318,150	318,150
Easements & Encroachments	75,000	75,000	75,000	75,000	75,000
Tax Sales Attorney Fees	525,000	530,250	530,250	530,250	530,250
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
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	500,000	500,000	500,000	500,000	500,000
Shelter Fees	181,239	181,239	181,239	181,239	181,239
Animal Vaccination	22,943	22,943	22,943	22,943	22,943
Police Special Events	700,000	700,000	700,000	700,000	700,000
Outside Revenue	78,500	78,500	78,500	78,500	78,500
Tow Fees	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Officers in the Schools	1,475	1,475	1,475	1,475	1,475
<b>Charges for Services</b>	<b>33,468,639</b>	<b>33,485,539</b>	<b>33,485,539</b>	<b>33,485,539</b>	<b>33,485,539</b>
Interest on Investments	115,000	116,150	116,150	116,150	116,150
Net Income/Investors	100,000	101,000	101,000	101,000	101,000
State Litigation Tax Commission	120,000	121,200	121,200	121,200	121,200
<b>Use of Money and Property</b>	<b>335,000</b>	<b>338,350</b>	<b>338,350</b>	<b>338,350</b>	<b>338,350</b>
St TN Highway Maint Grant	830,362	830,362	830,362	830,362	830,362
St TN Interstate	800,000	800,000	800,000	800,000	800,000
<b>State Grants</b>	<b>1,630,362</b>	<b>1,630,362</b>	<b>1,630,362</b>	<b>1,630,362</b>	<b>1,630,362</b>





## FIVE YEAR PROJECTION

	FY17 Adopted Budget	FY18 Projection	FY19 Projection	FY20 Projection	FY21 Projection
International Airport	3,409,377	3,409,377	3,409,377	3,409,377	3,409,377
MATA	3,000,000	0	0	0	0
<b>Intergovernmental Revenues</b>	<b>6,409,377</b>	<b>3,409,377</b>	<b>3,409,377</b>	<b>3,409,377</b>	<b>3,409,377</b>
Miscellaneous Auctions	1,600,000	1,616,000	1,616,000	1,616,000	1,616,000
Local Shared Revenue	1,966,856	1,966,856	1,966,856	1,966,856	1,966,856
Anti-Neglect Enforcement Program	200,000	200,000	200,000	200,000	200,000
Property Insurance Recoveries	229,939	229,939	229,939	229,939	229,939
Rezoning Ordinance Publication	10,000	10,000	10,000	10,000	10,000
Fees					
Sale Of Reports	273,423	273,423	273,423	273,423	273,423
City of Bartlett	1,034,000	1,034,000	1,034,000	1,034,000	1,034,000
Miscellaneous Income	389,500	389,500	389,500	389,500	389,500
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000
Fire - Misc Collections	20,000	20,000	20,000	20,000	20,000
Cash Overage/Shortage	30	30	30	30	30
Coca - Cola Sponsorship	65,000	65,000	65,000	65,000	65,000
Grant Revenue - Library	17,000	17,000	17,000	17,000	17,000
Commissions	20,000	20,000	20,000	20,000	20,000
Miscellaneous Revenue	61,368	61,368	61,368	61,368	61,368
Recovery Of Prior Year Expense	200,000	200,000	200,000	200,000	200,000
<b>Other Revenues</b>	<b>7,162,116</b>	<b>7,178,116</b>	<b>7,178,116</b>	<b>7,178,116</b>	<b>7,178,116</b>
In Lieu Of Taxes-MLGW	55,200,000	55,200,000	55,200,000	55,200,000	55,200,000
In Lieu Of Taxes-Sewer	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Oper Tfr In - Debt Service Fund	500,000	500,000	500,000	500,000	500,000
Oper Tfr In - Sewer Operating/CIP	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
<b>Transfers In</b>	<b>62,000,000</b>	<b>62,000,000</b>	<b>62,000,000</b>	<b>62,000,000</b>	<b>62,000,000</b>
Contributed From Fund Balance	0	0	0	0	0
<b>Contributed from Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Revenues	667,424,999	666,940,952	668,621,519	670,344,377	672,109,453
<b>Net Revenue</b>	<b>0</b>	<b>-84,193</b>	<b>1,524,726</b>	<b>3,492,117</b>	<b>4,957,774</b>



