

---

# *City of Memphis*



## **MISSION**

The City of Memphis, its Employees, and City Partnerships will provide responsive and cost effective services through the enhancement of Employee, Neighborhood, Youth, and Business Development.

## **VISION**

To be recognized globally as the City of choice in which to live, learn, work, and recreate.

## **CORE VALUES**

- Honesty, in All Transactions
- Excellence, in All We Do
- Responsiveness, to All We Serve
- Safety, in All Environments



**Jim Strickland, MAYOR**

**ADMINISTRATION**

**CHIEFS**

Collins, Brian..... Chief Financial Officer  
Madden, Ursula.....Chief Communications Officer  
McGowen, Douglas .....Chief Operating Officer  
McMullen, Bruce .....Chief Legal Officer  
Rallings, Michael..... Interim Chief of Police  
Smith, Alexandria.....Chief Human Resources Officer

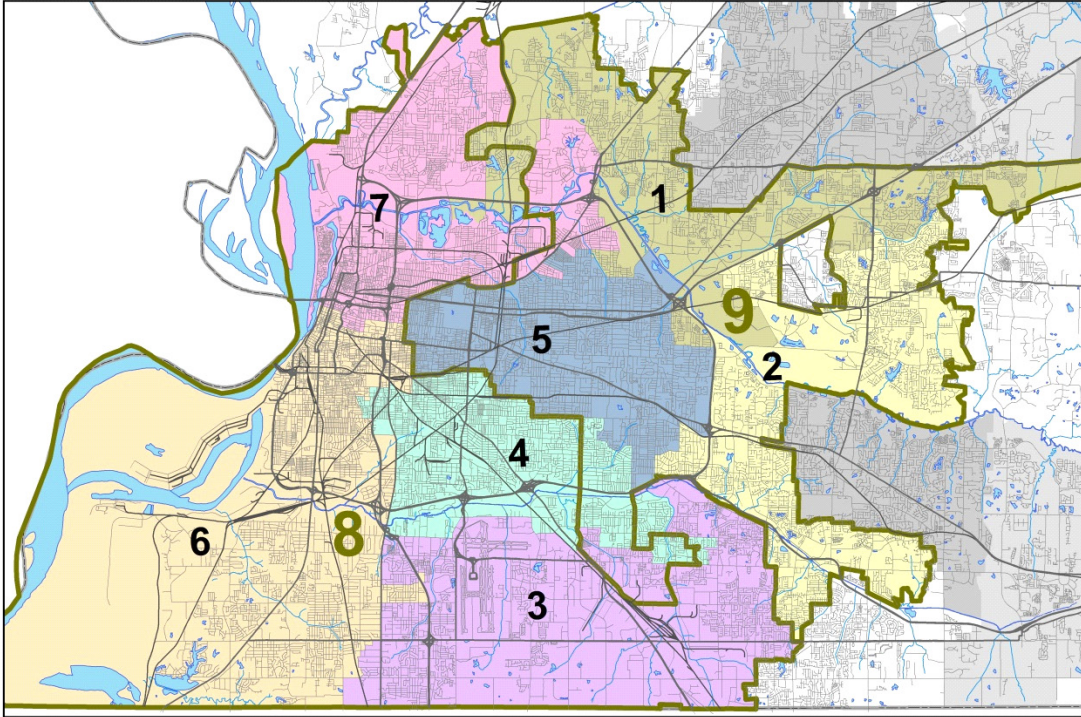
**DIRECTORS**

Adams, Antonio..... Director, General Services  
Belen, Manny ..... Interim Director, Engineering  
Copeland, Richard ..... Director, Planning and Development  
Knecht, Robert ..... Director, Public Works  
McCloy, Keenon..... Director, Libraries  
Nair, Brenton ..... Chief Information Officer  
Muñoz-Blanco, Maria ..... Director, Parks and Neighborhoods  
Sweat, Gina ..... Director, Fire Services  
Young, Paul..... Director, Housing and Community Development

**COURTS**

Sugarmon, Tarik, Administrative Judge (Division 2)  
Hunt Dorse, Earnestine ..... City Court Judge Division 1  
Chandler, Jayne R. .... City Court Judge Division 2  
Robilio, Kay..... City Court Clerk

# City of Memphis Council Members



**Chairman: Kemp Conrad (District 9-1)**

Council Administrator: Juaness Keplinger

Morrison, Bill		District 1
Colvett, Jr., Frank		District 2
Robinson, Patrice J.		District 3
Swearngen, Jamita E.		District 4
Morgan, Worth		District 5
Ford, Jr., Edmund	<i>Vice Chairman</i>	District 6
Boyd, Berlin F.		District 7
Brown, Joe		District 8-1
Fullilove, Janis		District 8-2
Jones, Martavius D.		District 8-3
Spinosa, Jr., Philip C.		District 9-2
Hedgepath, Reid		District 9-3



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Memphis  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director



# Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Memphis for its annual budget presentation for the fiscal year beginning July 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another year.

Although there have been years that we have not received the Distinguished Budget Award, we have received it now for 18 consecutive years. The City of Memphis also holds GFOA's Certificate of Excellence in Financial Reporting for our Comprehensive Annual Financial Report for the previous 39 years.

The Finance Division Employees who contribute to the development of the FY2017 Annual Budget are:

Deputy Finance Director: Coleman, Margaret  
Deputy Finance Director: Walker, Andre  
Budget Manager: Campbell, Richard  
Revenue Manager: Wyatt, Kametris  
Budget Supervisor: Hughes-Ward, Cynthia  
Sr. Financial Analyst CIP: Johnson, Yvonne  
Sr. Financial Analyst: Majumdar, Shuman  
Sr. Financial Analyst: Taylor, Anita  
Sr. Financial Analyst: Angus, James





---

How to Use this Book .....	vii
<b>INTRODUCTION</b>	
Mayor's Letter .....	1
Organization .....	5
Organization Chart .....	7
<b>BUDGET OVERVIEW</b>	
Budget Process .....	11
Process and Policy .....	25
Fiscal Policy .....	34
Fund Accounting .....	37
Financial Summary .....	43
Funds Summary .....	43
Taxing Overview .....	59
Operating Budget Ordinance .....	61
Authorized Complement .....	79
Capital Improvement Program .....	81
<b>GENERAL FUND REVENUES</b>	
General Fund Summary .....	95
Revenue Forecast Methodology .....	96
<b>GENERAL FUND EXPENDITURES</b>	
General Fund Summary .....	113
Expenditure Forecast Methodology .....	114
<b>CITY ATTORNEY</b>	
City Attorney Summary .....	125
City Attorney .....	131
<b>CITY COUNCIL</b>	
City Council Summary .....	133
City Council .....	136
<b>CITY COURT CLERK</b>	
City Court Clerk Summary .....	139
City Court Clerk & TVB .....	143
Automated Photo Enforcement .....	144
<b>CITY COURT JUDGES</b>	
City Court Judges Summary .....	147
City Court Judges .....	149
<b>CITY ENGINEERING</b>	
City Engineering Summary .....	151
Planning, Design and Construction .....	158
Signs & Markings .....	159
Signal Maintenance .....	160
<b>EXECUTIVE</b>	
Executive Summary .....	163
Mayor's Office .....	169
Chief Operating Officer .....	170
Auditing .....	171
311 Call Center .....	172
Office of Youth Services .....	173
EMA .....	174



Contract Compliance .....	175
Intergovernmental Affairs .....	176
C.L.E.R.B. ....	177
Animal Shelter .....	178
Community Affairs .....	179
Communications .....	180
Office of Performance Management .....	181
 <b>FINANCE</b>	
Finance Summary .....	185
Administration .....	191
Financial Management .....	192
Purchasing .....	193
Budget Office .....	194
Debt Management .....	195
City Treasurer .....	196
Office of Financial & Strategic Planning .....	197
Equal Business Opportunity & Development Program .....	198
Landmarks Commission .....	199
 <b>FIRE SERVICES</b>	
Fire Services Summary .....	201
Administration .....	208
Apparatus Maintenance .....	209
Logistical Services .....	210
Training .....	211
Communications .....	212
Fire Prevention .....	213
Fire Fighting .....	214
Emergency Medical Services .....	215
Airport .....	216
 <b>GENERAL SERVICES</b>	
General Services Summary .....	219
Administration .....	226
Property Maintenance .....	227
Real Estate .....	228
Operation City Hall .....	229
Printing/Mail Services .....	230
Park Operations .....	231
Motor Vehicle Inspection Bureau .....	232
Fleet Management .....	233
 <b>GRANTS &amp; AGENCIES</b>	
Grants & Agencies Summary .....	237
 <b>HCD</b>	
HCD Summary .....	243
Housing .....	249
Economic Development .....	250
Community Initiatives .....	251
Renaissance Business Center .....	252
 <b>HUMAN RESOURCES</b>	
Human Resources Summary .....	255
Administration .....	262
Benefits Administration .....	263
Talent Management .....	264



Compensation .....	265
Equity, Diversity and Inclusion .....	266
Office of Talent Development .....	267
Retiree Healthcare .....	268
Workplace, Wellness, Safety and Compliance .....	269
HR Information Systems .....	270
HR Business Partners .....	271
<b>INFORMATION SERVICES</b>	
Information Services Summary .....	273
Information Services .....	277
<b>LIBRARY SERVICES</b>	
Library Services Summary .....	279
Library Services .....	285
<b>PARKS &amp; NEIGHBORHOODS</b>	
Parks & Neighborhoods Summary .....	287
Administration .....	296
Planning & Development .....	297
Park Operations .....	298
Park Facilities .....	299
Zoo .....	300
Brooks Museum .....	301
Memphis Botanic Garden .....	302
Sports Centers .....	303
Recreation .....	304
Golf .....	305
Special Services .....	306
Animal Shelter .....	307
Libraries .....	308
Neighborhood Watch .....	309
<b>POLICE SERVICES</b>	
Police Services Summary .....	313
Executive Administration .....	322
Support Services .....	323
Precincts .....	324
Investigative Services .....	325
Special Operations .....	326
<b>PUBLIC WORKS</b>	
Public Works Summary .....	329
Administration .....	337
Street Maintenance .....	338
Drain Maintenance .....	339
Heavy Equipment Services .....	340
Street Lighting .....	341
Neighborhood Improvements .....	342
<b>OTHER GOVERNMENTAL FUNDS</b>	
<b>DEBT SERVICE FUND</b> .....	345
<b>SPECIAL REVENUE FUNDS</b>	
Special Revenue Funds .....	355
Solid Waste Management .....	357
Solid Waste .....	358



Metro Alarm Fund .....	361
Drug Enforcement .....	371
MLK Park Improvements .....	373
<b>PROPRIETARY FUNDS</b>	
<b>ENTERPRISE FUNDS</b>	
Enterprise Funds Overview .....	375
<b>SEWER FUND</b>	
Sewer Fund Summary .....	377
Sewer Fund .....	378
Public Works .....	379
Maxson Treatment Plant .....	380
Stiles Treatment Plant .....	381
Lift Stations .....	382
Environmental Administration .....	383
Environmental Maintenance .....	384
Eng/Sewer Design .....	385
Sewer Fund Authorized Complement .....	386
<b>STORM WATER</b>	
Storm Water Summary .....	389
Storm Water Management .....	391
<b>INTERNAL SERVICE FUNDS</b>	
Internal Service Funds Overview .....	393
<b>HUMAN RESOURCES</b>	
Human Resources .....	394
Health Fund .....	394
Human Resources Health Fund Authorized Complement .....	395
<b>UNEMPLOYMENT FUND</b>	
Unemployment Fund Summary .....	396
<b>FLEET MANAGEMENT</b>	
Fleet Management Summary .....	397
<b>FIDUCIARY FUND</b>	
Fiduciary Fund Overview .....	399
OPEB Fund Summary .....	400
<b>STRATEGIC PLANNING .....</b>	<b>401</b>
<b>APPENDIX</b>	
Community Profile .....	411
Glossary .....	415

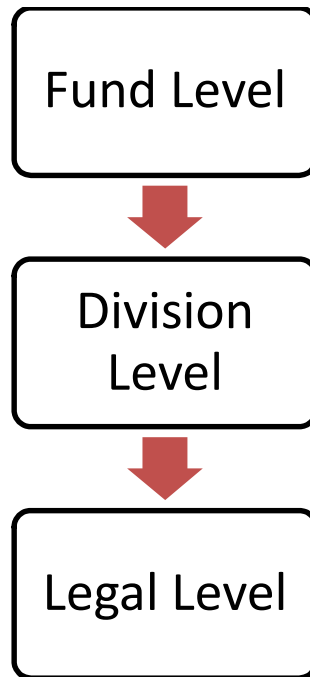




**Format and Organization of this Book**

As the previous Table of Contents demonstrates, this book divides budget information into different **major sections** and **sub-sections** within those major sections, all designated by tabs. The following is a brief description of each section.

Revenues and Expenses are presented in the context of **Funds** which is the highest grouping of financial information. The second level of information grouping is at the **Division** Level. These levels summarize to the Fund Level. The lowest level of information grouping is the **Legal** Level (program level). This grouping summarizes to the Division level.



The General Fund is the largest fund. The General Fund is used to account for the general operations and activities that provide services to the citizens. It provides the resources necessary to sustain the day-to-day activities and thus pays for all administrative and operating expenses. The primary sources of revenues are Ad Valorem Tax, Local Sales Tax, Licenses and Permits, and Fines and Forfeitures. The General Fund is the first fund section presented in this document. The major section titled “Other Funds” presents the Debt Fund, Enterprise Funds, Special Revenue Funds, and the Internal Service Funds.

**Description of the Major Sections and Sub-Sections**

The **Introduction** section includes the Mayor’s Letter, followed by historical information about the City of Memphis, the Governmental Structure, and the City’s Organizational Chart.

The **Budget Overview** section provides a summary of the budget and explains some of the factors behind the numbers presented. This section also identifies the City's Mission and Priorities and Performance Accountability Plan. The sub-sections describes the City's Budget Process and Policy, the All Funds Financial Summary and individual summaries of each Fund, the Tax History, the Operating Ordinance, the Authorized Positions and the Capital Improvement Program (CIP) Summary.

The **General Fund Revenue** section of the book includes a summary of the General Fund revenues and a detailed listing of all revenue sources. The detailed listing includes revenues that are for the general use of the City of Memphis and revenues earned through the direct efforts of a City Division.

The **General Fund Expenditures** section of the book begins with a summary of the General Fund expenditures. The sub sections of the summary provide information at the **Division Level** and the **Legal Levels**.

All divisions included in this book have a uniform format. Each division's budget provides the reader with a wealth of information, not only about the division's total budget, but also about its mission, goals and performance toward providing the best services possible for citizens. Further information pertaining to the Division is presented as the legal level or program level. The City of Memphis' General Fund Budget is approved, by ordinance, on the Legal Level; therefore each division will have one or more legal levels.

The information at the **Division Level**:

Comparative Financial Plan – This financial spreadsheet compares previous fiscal year expenditures and revenues against the current year adopted budget.

Mission – A mission statement is a clear, concise statement of purpose that guides the action of the division and captures the essence of the division's goals and philosophies.

Structure – The organization chart shows the Legal Level entities that comprise the division.

Services – This section lists the scope of services provided by the division and to the citizens of Memphis. Some of these are public safety, parks and recreation, public works and courts.

Performance Highlights – Performance highlights summarize the accomplishments achieved, changes made, and new programs implemented in FY2016.

Strategic Goals (KPI's) – Key performance indicators identify the major goals and the performance metrics that support the City's priorities.

Description – This summarizes the function and or services of this sub-unit of the division.

The information at the **Legal Level**:

Comparative Financial Plan - This financial spreadsheet compares previous fiscal year expenditures and revenues against the current year adopted budget.

The **Other Funds** section includes funds other than the General Fund that have been appropriated by the budget ordinance. These funds have their own assets, liabilities, equity, revenues, and expenditures, for certain specific activities to accomplish definite objectives. The funds are as follows:

Debt Service Fund – This fund accounts for the periodic deposits of revenue and loan payments to assure the timely availability of sufficient moneys for the payment of the City’s general obligation debt and other related debt and costs.

Enterprise Fund – The Sewer Fund and the Storm Water Fund represent the City’s Enterprise Funds which provide services to the public on a user charge basis.

Other Post-Employment Benefits (OPEB) Fund – This fund accounts for the City’s payment of healthcare benefits to retirees and their families.

Internal Service Fund – These funds provide services to other divisions of the City on a cost reimbursement basis. Included in the Internal Service Funds are:

Health Insurance Fund – This fund accounts for the City’s self-insurance for health benefits for City employees and their dependents.

Unemployment Fund – This fund accounts for unemployment compensation deposited into the City’s self-insured plan.

Fleet Management Fund – This fund accounts for the maintenance and repair of all City vehicles and equipment.

Special Revenue Fund – These funds are required to account for the use of revenue earmarked by law for a particular and restricted purpose. Included in the Special Revenue Funds are:

Solid Waste Management Fund- accounts for the delivery of timely and environmentally responsible solid waste disposal services.

Metro Alarm Fund – accounts for the financial resources enforcing an ordinance for the proper use of alarms and reducing false alarms.

Office of Planning and Development Fund – Funds programs that result in thriving and livable neighborhoods, safe and efficient buildings, and enhanced economic development opportunities.

Hotel/Motel Fund- Funds to support the convention center and tourism.

New Memphis Arena- Funds to retire debt of the FedEx Forum.

Drug Enforcement Fund – Funds from seized properties that support the drug enforcement cost.

The **Strategic Planning** section details the City’s Four-Year Financial Plan for the General Fund. This is a projection; however it does not represent what will be adopted and approved by Council for that year. Budgets are approved one year at a time.

The **Appendix** section provides statistical information and includes the Community Profile and Glossary.



In the upcoming budget year, I have one mission in mind--being brilliant at the basics of city government by providing the people of Memphis the essential services they've come to expect and deserve.

This budget reflects priorities including public safety, crime reduction, blight reduction and removal, clean streets, and repaved roads.

The City Of Memphis faces significant budgetary challenges in the next few years. That being said, I see this as an opportunity to show the people of Memphis that city government can be excellent stewards of their tax dollars. My proposed FY2017 operating budget is \$667M. This is a balanced budget that will not require a tax increase or require us to dip into our reserves.

As you review this budget you will notice that substantial thought and reflection has gone into our efforts to carefully allocate the tax dollars of the Citizens of Memphis. Given that we have not asked for a tax increase new revenues to meet our needs have been budgeted based on moderate economic growth. We have adapted to the current climate and our expenditure budget reflects fiscal accountability and responsibility while targeting the needs of our citizenry and our community challenges. Repurposed expenditures remain focused on our priorities. In addition to public safety, we have invested more in public transportation, community programs and, to continue efficiencies, technology.

My proposed capital spending budget for General Obligation Bonds (GO) will be \$85M. As you know, our annual target for the Capital Improvement Program (CIP) is \$70M; however, our safety priorities require that we invest in new technology to make our community as safe as possible. In order to be efficient with GO spending, our economic development strategy for CIP spending leverages federal and private funding where opportunities to do so are available. GO bond funding represents 38% of the CIP revenues that grow our capital investments. These investments include proposed funding for paving additional roads and filling potholes, providing new radios for first responders, dash and body worn cameras for our police, improvements to public transportation, and transformative efforts in the South City project.

As I have learned about budget challenges, I have shared them with the City Council and the public, something I will continue to do in the future. In order for city leadership to make the

best decisions moving forward, it is important that we all know and understand the facts about our finances.

The effort to be brilliant at the basics is driven by the true purpose of city government-to improve the quality of life for all Memphians, every day. That is why we are here. That is why we serve. With that thought in mind, we will succeed in our mission.

Jim Strickland



Mayor, City of Memphis



**Note:** The Mayor's transmittal letter was written at the time that the Proposed Budget was submitted to Council. This schedule shows the amendments made to the Proposed Budget.

General Fund Divisions	FY2017 Proposed Budget	Amendments	FY2017 Adopted Budget
------------------------	---------------------------	------------	--------------------------

**General Fund Revenues**

All Revenues	667,210,280	214,719	667,424,999
<b>Total Revenues</b>	<b>667,210,280</b>	<b>214,719</b>	<b>667,424,999</b>

**General Fund Expenditures**

City Attorney	10,732,092	(300,047)	10,432,045
City Council	1,595,975	163,400	1,759,375
City Court Clerks	7,129,172	(49)	7,129,123
City Judges	640,398	-	640,398
City Engineering	11,165,878	(12,153)	11,153,725
Executive	13,114,226	53,039	13,167,265
Finance	8,611,518	234,962	8,846,480
Fire Services	172,429,550	(169,873)	172,259,677
General Services	26,166,068	(527,829)	25,638,239
Grants & Agencies	55,972,527	1,759,450	57,731,977
Housing and Community Development	4,325,070	(1,868)	4,323,202
Human Resources	8,507,077	(800,075)	7,707,002
Information Services	21,485,481	3,448	21,488,929
Library Services	19,372,530	(2,408)	19,370,122
Parks and Neighborhoods	28,598,807	(19,648)	28,579,159
Police Services	256,394,426	(444,032)	255,950,394
Public Works	20,969,485	147,337	21,116,822
<b>Total Expenditures</b>	<b>667,210,280</b>	<b>83,654</b>	<b>667,293,934</b>

**Contribution/(Use) of  
Fund Balance**

	-	131,065	131,065
--	---	---------	---------

Capital Improvement Projects	FY2017 Proposed Budget	Amendments	FY2017 Adopted Budget
---------------------------------	---------------------------	------------	--------------------------

<b>Total Expenditures</b>	<b>225,635,770</b>	<b>3,475,000</b>	<b>229,110,770</b>
---------------------------	--------------------	------------------	--------------------







### *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 343 square miles, representing 45 percent of the total land area of Shelby County. Memphis ranks as the twentieth largest city in the nation. The 2015 population was 653,480. According to the Memphis Chamber of Commerce the population is estimated to be 666,723 in 2016.

---

### **GOVERNMENTAL STRUCTURE**

The City of Memphis was 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, numbered 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, jointly-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; Memphis and Shelby County Downtown Memphis Development Commission; Memphis & Shelby County Convention Center Complex; 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 Chiefs who coordinate the activities of all administrative divisions of City

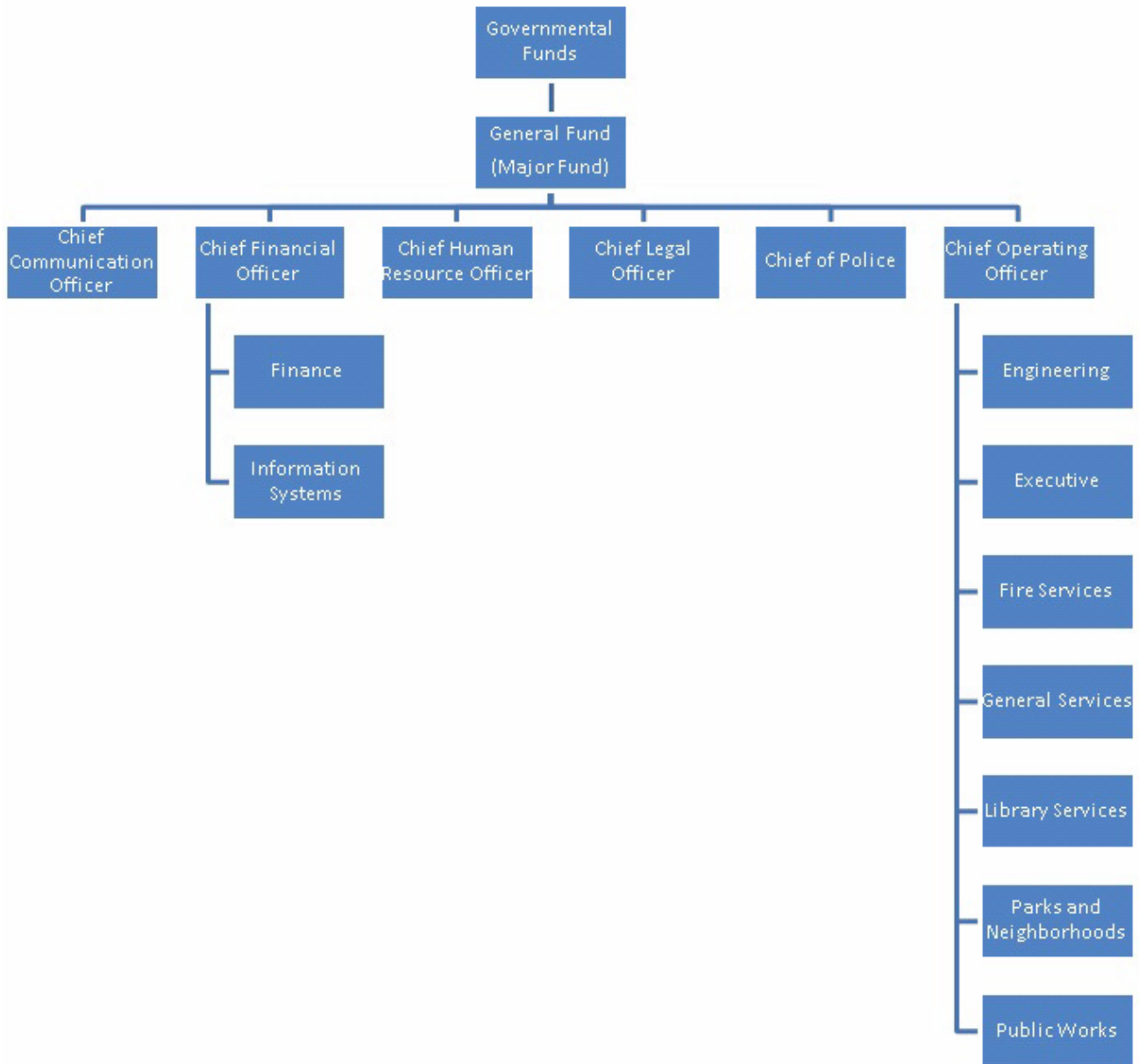
government are as follows: Chief Financial Officer, Chief Operating Officer, Chief Communications Officer, Chief Human Resources Officer, Chief Legal Officer, and Chief of Police. The Chiefs act as liaisons between the Mayor and all divisions, bureaus, boards, commissions and authorities.

The administrative divisions of the City include: Engineering; Executive; Finance; Fire; General Services; Information Services; Housing and Community Development; Human Resources; Legal; Libraries; Parks; 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 variety of local and intergovernmental taxes, fees and fines.



**Organization Chart**

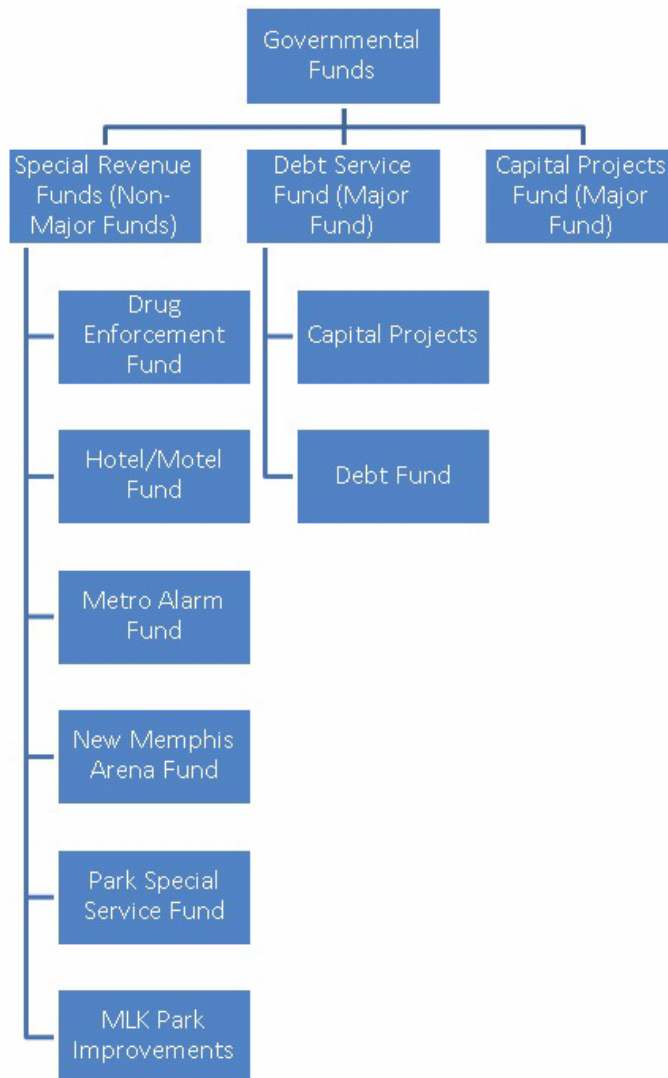
**GOVERNMENTAL FUNDS (part 2 of 2)**

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 and state and federal grant funds.

The **Capital Fund** has its own budget cycle. A separate appropriation is established after the CIP budget is finalized.





### Organization Chart

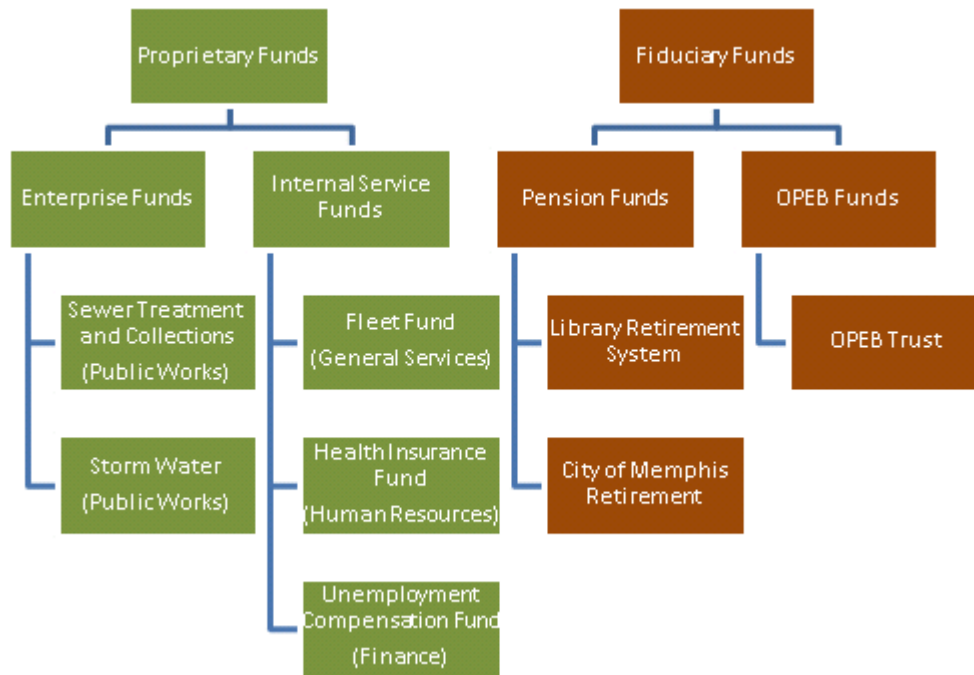
**PROPRIETARY FUNDS**

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 for the City.

**FIDUCIARY FUNDS**

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





---

The financial data presented in this section represent the Financial Summary and a written Overview of the revenues and expenses for all City of Memphis Funds. Figures are rounded to the nearest dollar. Some totals may be off due to rounding.

---



# Budget Overview

The City of Memphis continues moderate and sturdy economic growth with tax revenues, jobs returning to the Bluff City, and cultural amenities continuing to blossom. The Fiscal Year 2017 (FY2017) budget conservatively embraces economic positives and carefully apportions increased investments in the City's priorities of *safety, neighborhoods- a clean and vibrant community which is inclusive of our roads and infrastructure, youth, government -being brilliant at the basics, and economic development.* (This budget shows appreciation to our employees, dedicated public servants working to carry out the City's mission to the citizens of Memphis.)

Public safety, which encompasses our Police and Fire divisions, is a top priority. Safe neighborhoods create vibrant neighborhoods. It takes government, community partnerships, and citizen participation to create sustainable strategies to make our city and its communities safe. As several communities have already stepped up to donate sky cameras to the City of Memphis, we have taken their lead and included \$407k for 70 Sky Cameras to be deployed in each council district. This budget has also increased funding for the divisions of Police and Fire to recruit and ensure the maintenance of a work force at effective staffing levels.

Investments to create a vibrant community are represented in this budget through blight funding, public transportation and community grants. This budget continues funding at \$3.0m to fight blight and increases the City Attorney's staff by three persons to litigate blight more effectively. In public transportation the budget for Memphis Area transit Authority (MATA) has been increased by \$2.5m. Funding for community service grants and assistance for middle income housing is included at \$1.8m. The community service grants will impact the economy and also many of the grants are targeted at youth initiatives.

Employees are valued. Cost of living adjustments (COLAs), which began in FY2016, are in full year effect for FY2017. General increases for all employees are in this plan , and for our current and retired public servants we are doing our part to fund pensions so they are there when needed. Pension funding in FY 2017 will increase by \$4.0m. This represents a payment of 92% of the annual required contribution (ARC). Just two years ago we were at 58%.

## **The Economic Impact on Budget Planning**

The City uses the University of Memphis in addition to our internal staff to forecast revenues in particular. A brief synopsis of their findings will note that the Memphis economy is diverse and the City is attracting new businesses. There is a correlating response in the performance of our local economy with that of the national economy. As such, The City of Memphis' FY 2017 Budget is presented in the context of current economic conditions that are impacting the U.S. economy. Consequently, this budget is predicated on the continuing assumption that the Memphis MSA will experience moderate growth during FY 2017, which is reflective of the anticipated economic performance of the U.S. economy in general. In the FY 2017 budget proposal, this translates into low to moderate revenue growth for our local economy. Therefore, we are ever more diligent in balancing services to match expected revenue resources. In summary, the economic outlook for Memphis is slow but steady growth.

Additional discussion pertaining to our economy, from the University of Memphis, can be found later in this section.

## **Performance Accountability Plans**

*The City's Mission:* To provide a safe environment, efficient and effective services, and clean neighborhoods, to the citizens of Memphis. With newly elected leadership this mission may change slightly, however, at its core our leadership's goal is to be brilliant at the basics. The priorities associated with this mission were discussed above. How then does the City monitor the effectiveness of its mission and priorities?

The City of Memphis is committed to continuous improvement and transparency. To that end, we have implemented a comprehensive performance measurement system that builds on the City's previous performance data initiatives. The new system, MEMFacts, will give leadership a dynamic, top-down view of the full range of City operations, and the ability to evaluate progress against service delivery goals and strategies developed to meet the needs of our customers. It will also enable customers to see and download performance data on the City operations that matter most to them.



**PERFORMANCE MANAGEMENT IN MEMPHIS**

To make good use of its integrated performance data, the City has established a business process that includes regular and recurring performance reviews to address divisional issues, as well as issues that cross divisional lines.

To increase transparency about our performance, we established an Office of Performance Management to manage the performance review process as well as the public-facing and internal MEMFacts performance dashboards. This will provide the public and City staff easy access to the information they need, and serve as new management accountability tools for both operational and fiscal management.

Throughout this document each general fund division’s key performance indicators (KPI’s) and goals to measure effectiveness are identified. These KPI’s represent a portion of the public facing performance dashboards indicators. The public facing dashboards are reviewed monthly by senior management.



**A More Detailed Discussion of the Numbers**

**General Fund Discussion**

**Revenues**

The revenue budget was developed relying on management’s trend experience and economic research by the University of Memphis (U of M), with particular focus on the forecast and trends for the top ten revenue sources.

The FY2017 *General Fund Revenue Budget* is \$667.4M compared to the FY2016 adopted budget of \$644.7M. Generally revenues are increasing because of an improved local economy. This is noted in increases in Local and State tax revenue. Bass Pro rental income, a one-time payment from the Memphis Area Transit Authority (MATA), and Graceland Tourism Development Zone (TDZ) are new revenues that were not in last year’s budget. PILOT revenue from Memphis Light Gas and Water (MLGW) is expected to decrease slightly.

**REVENUES**

Fund Type	FY2016 ADOPTED	FY2017 Proposed	Inc./ Dec
General Fund	\$ 644,771,442	\$ 667,424,999	\$ 22,653,557

Notable FY 2017 budget revenue increases and decreases are as follows:

- ❖ \$ 3.6 million – Ad Valorem Taxes
- ❖ \$ 5.0 million – Local Sales Tax Growth
- ❖ \$ 5.5 million – State Sales tax Growth
- ❖ \$ 3.0 million - State Income Tax Growth
- ❖ \$ 1.0 million - Bass Pro Rental Income
- ❖ \$ 1.9 million - Graceland TDZ
- ❖ \$ 3.0 million - MATA
- ❖ \$ 3.0 million - Ambulance, Auto Registrations, Gross Business Fees- \$1.0m ea.
- ❖ \$ (1.3) million - Court Fees and Court costs
- ❖ \$ (3.3) million – MLGW PILOT

**Expenditures**

The FY 2017 *General Fund Expenditure Budget* is \$667.4M. This is 1.4% greater than the FY 2016 adopted budget of \$658M. Throughout this document many divisions may have large increases or decreases; however this is primarily caused by realignment of some divisions and not aggressive increases or decreases. While these are major changes to the budget, spending remains aligned with priorities and maintaining sufficient resources for core government services, such as safety.

For FY2017 the budget adds spending for safety, technology, public transportation, community programs and increased payments to the pension ARC.

**EXPENDITURES**

Fund Type	FY2016 ADOPTED	FY2017 Proposed	Inc./ Dec
General Fund	\$ 658,055,169	\$ 667,424,999	\$ 9,369,830

Notable expenditure changes are as follows:

Expenditure Increases:

- ❖ \$ 8.4 million – Full implementation of FY 16 COLA’s and FY 17 COLA’s
- ❖ \$ 4.2 million – Pension ARC Funding
- ❖ \$ 1.4 million – Overtime
- ❖ \$ 2.5 million – MATA
- ❖ \$ 1.0 million – Technology – Replacement of Obsolete Equipment
- ❖ \$ 1.0 million – Insurance
- ❖ \$ 2.2 million – Initiatives including Sky Cameras, Community Grant,

Expenditure Decreases:

- ❖ \$ - 6.4 million – Pensioners insurance and OPEB Transfers
- ❖ \$ - 2.2 million – *Various*
- ❖ \$ - 1.8 million – Lower Fuel Costs \$1.5m; Lower Rent \$300k
- ❖ \$ - 1.0 million – Lower Utility Costs and Discontinued Grants

**Debt Service Fund Discussion**

The Debt Service Fund provides for the accumulation of resources for the payment of principal, interest, and other costs of the City’s debt. A major source of Debt Service Fund revenue is provided by an apportionment of the property tax rate. Recently the City’s debt has been certified by Moody’s Investor Services as Aa2, S & P Global Ratings as AA and Fitch Ratings Inc. as AA-.

## BUDGET OVERVIEW

The total Debt Service Fund expenditures for FY2017 will be slightly higher at \$162.2M for FY2017.

### DEBT FUND

Fund Type	FY2016 ADOPTED	FY2017 Proposed	Inc./ Dec
Debt Fund Expenditures	\$ 161,234,105	\$ 162,272,415	\$ 1,038,310

### Enterprise Funds Discussion

Enterprise Funds account for the acquisition, operation and maintenance of the City's facilities and services that are entirely or predominantly supported by user fees. Strategies for the enterprise funds include paying for capital requirements. In the Sewer Fund, capital expenses for FY2017 will again be paid for without the issuance of Sewer Revenue bonds. Therefore debt service payments in the Sewer Fund will continue to decline. Capital purchases for the Storm Water Fund will be financed by G.O. bonds; however the debt service for those bonds will be paid by Storm Water Fund revenues. FY2017 Expenses in this fund will increase slightly from the FY2016 adopted budget.

### ENTERPRISE FUNDS

Fund Type	FY2016 ADOPTED	FY2017 Proposed	Inc./ Dec
Sewer Treatment Expenses	\$ 103,775,750	\$ 87,881,635	\$ (15,894,115)
Storm Water Expenses	\$ 23,281,145	\$ 23,844,591	\$ 563,446
	\$ 127,056,895	\$ 111,726,226	\$ (15,330,669)

### Fiduciary Fund Discussion

The full implementation of OPEB changes leaves a fund that provides for only those pre-65 retirees unable to obtain Medicare or meeting certain special circumstances. This has decreased our OPEB liability significantly. The budget presented below reflects cost after the structural changes. There is still a premium to cost imbalance in this fund which will be addressed in the coming months.

### FIDUCIARY FUND

Fund Type	FY2016 ADOPTED	FY2017 Proposed	Inc./ Dec
OPEB Fund Expenses	\$ 41,611,826	\$ 26,276,256	\$ (15,335,570)

### Internal Service Funds Discussion

Internal Service Funds (ISFs) are used to budget for services provided by the fund to other general fund City divisions. The City of Memphis' ISFs are the Healthcare Fund, the Fleet Fund and the Unemployment Compensation Fund. The costs of these funds are reimbursed by the divisions utilizing the goods and services provided by the ISFs.



## BUDGET OVERVIEW

Healthcare expenses for FY2017 are lower than the FY2016 adopted budget. Cost saving initiatives such as the employee clinic has contributed to better cost control. The Fleet Fund contains inventory purchases for fuel. Lower expenses reflect the decreased cost of fuel. This change will result in the Fleet Fund achieving a positive fund balance now and into the future.

### INTERNAL SERVICE FUNDS

Fund Type	FY2016 ADOPTED	FY2017 Proposed	Inc./ Dec
Health Care Fund Expenses	\$ 78,326,820	\$ 75,174,655	\$ (3,152,165)
Fleet Mgmt. Expenses	\$ 27,279,007	\$ 24,973,090	\$ (2,305,917)
Unemployment Expenses	\$ 650,000	\$ 350,000	\$ (300,000)
	\$ 106,255,827	\$ 100,497,745	\$ (5,758,082)

### Special Revenue Funds Discussion

Special Revenue Funds (SRFs) budget revenues and allocate expenses to support the purpose for the revenue received. Solid Waste (SW) and Metro Alarms are the major Special Revenue Funds. The SW fund shows decreasing expenses as labor agreements are changing to assist in cost effectiveness. The State Street Aid Fund shows no expenses as the budget proposes to close this fund. State Street Aid transactions will be absorbed into the general fund operations. The Hotel/Motel Fund and the New Memphis Arena Fund show increased expenses which are reflective of new revenues that are purposed to support improvements to the convention center. Other funds that make up the Special Revenue Funds have no material variances from the FY 2016 adopted budget.

### SPECIAL REVENUE FUND

Fund Type	FY2016 ADOPTED	FY2017 Proposed	Inc./ Dec
State Street Aid Expenditures	\$ 16,568,300	\$ -	\$ (16,568,300)
Solid Waste Expenditures	\$ 63,220,891	\$ 59,012,898	\$ (4,207,993)
Drug Enforcement Fund Expenditures	\$ 4,227,500	\$ 4,100,800	\$ (126,700)
Metro Alarm Fund Expenditures	\$ 385,599	\$ 466,578	\$ 80,979
Park Special Services Fund	\$ 166,752	\$ 166,752	\$ -
Hotel/Motel Occupancy Tax Fund Expenditures	\$ 5,554,530	\$ 12,362,589	\$ 6,808,059
New Memphis Arena Expenditures	\$ 4,554,530	\$ 8,787,564	\$ 4,233,034
	\$ 94,678,102	\$ 84,897,181	\$ (9,780,921)



### **The 2016-2017 Economic Outlook**

The 2016-17 City of Memphis fiscal year will see the outlook for positive economic growth, income and job creation continue as a result of the steady expansion of the national economy. The Memphis economy historically expands during periods of sustained national economic growth. The stronger the nation grows, the stronger the Memphis economic expansion will be in 2016-17. While the economic malaise in Europe, Asia and most of the developing world limits global opportunities, the 2016-17 U.S. economic outlook is for continued expansion at a modest 2-2.5% pace. This national growth rate will have a positive impact on the Memphis economy. The threat of the national economy slipping into a recession will most likely postpone any additional interest rate increases during this year. The growth plans of businesses over the next year will reflect the economic forecast for the year. Stronger growth will be met with stronger expansion plans while weaker growth will be associated with weaker expansion plans for businesses in Memphis and the nation.

While corporate profits continue to be strong, profit expectations for the coming year remain constrained by the threats to economic growth. Multiple rounds of quantitative easing will sow the seeds for both economic expansion and inflation in many areas of the world. The U.S. economy seems well positioned to take advantage of the economic opportunities that will be generated domestically and internationally over the next few years. Investments in new plants and capital equipment will be generated in nearly every sector with the possible exception of the petroleum industry. Low oil prices are a strong positive for most people and businesses in Memphis. Low natural gas prices will help keep the winter energy bills for families low. Low fuel prices will keep gas expenditures low for households that depend on cars for transportation. Low fuel prices will help FedEx and other transportation companies to be more profitable this year.

Inflation, traditionally seen as a sign of an overheated economy, will remain low over the next year. The ability of companies to increase prices and still sell goods and services will be limited by domestic and global competition. Competition will remain high in 2016-17 and put downward pressure on wages, prices and profits. Like businesses, communities will be challenged to do more with less as job creation, income, and tax revenue grow slowly.

In general, the economic trends expected for the U.S. in 2016-17 include the following:

- 1) Sustained economic and job growth;
- 2) Little inflation;
- 3) Low interest rates;
- 4) Unemployment rates near full employment levels;
- 5) The housing recovery will continue;
- 6) Income growth will be slow but positive.

The economic trends expected for Memphis include the following:

- 1) Tax revenues will grow more rapidly this year;

- 2) The MSA population will continue to grow while the Memphis population declines;
- 3) Job growth will improve;
- 4) The out-migration of people and jobs will continue;
- 5) Job creation will be particularly strong in the service industries;
- 6) Low cost of living and housing remain assets for Memphis;
- 7) Low taxes continue to make Memphis attractive;
- 8) Abundant cultural amenities help offset the long term problems of high poverty and crime.

Memphis enjoyed the ride up the economic elevator during the 90’s and the early part of the first decade of the 21st century. And, as in most major U.S. cities, the Memphis economy and its employment experienced a tremendous slow down with the housing bust and the Great Recession. While the post-Great Recession recovery has been painfully slow, 2016-17 should see some positive gains in employment and income for Memphis.

Chart 1 shows that the Memphis MSA has enjoyed year over year growth since January of 2012. The data in Chart 1 show the seasonal employment ups and downs for the Memphis MSA over time. Peak to peak employment occurs repeatedly in November and December as seasonal employment spikes occur followed by employment declines in January. Looking past seasonal variations at the trend line reveals a slow but steady growth path.

**Chart 1. Memphis MSA Employment (000), January 2010-December 2015**

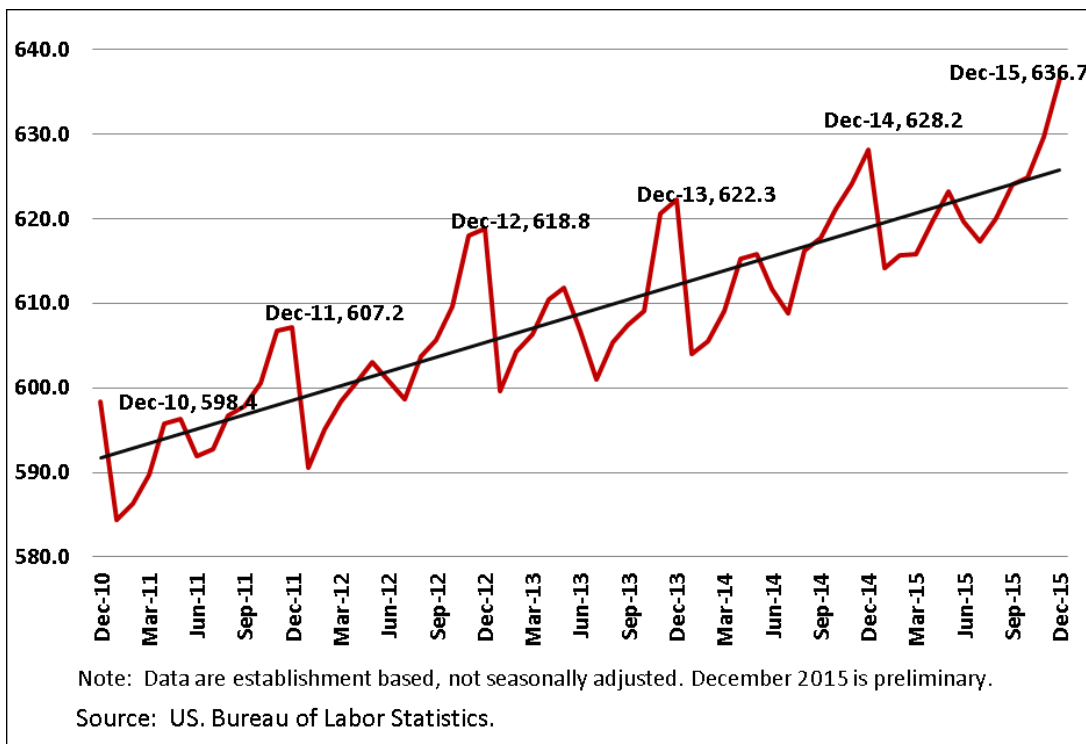


Chart 2 reveals the major reason why current economic conditions may not feel very good in comparison to other economic recoveries. Employment in the Memphis MSA peaked at nearly 641,000 jobs in 2007, while bottoming out in 2010 at just over 590,000. After losing 51,000 jobs, the MSA has gained back 31.6 thousand since the recession ended but the hardest hit industries have not completely recovered since the recession.

**Chart 2.** Annual Memphis MSA Employment (000), 2000-2015

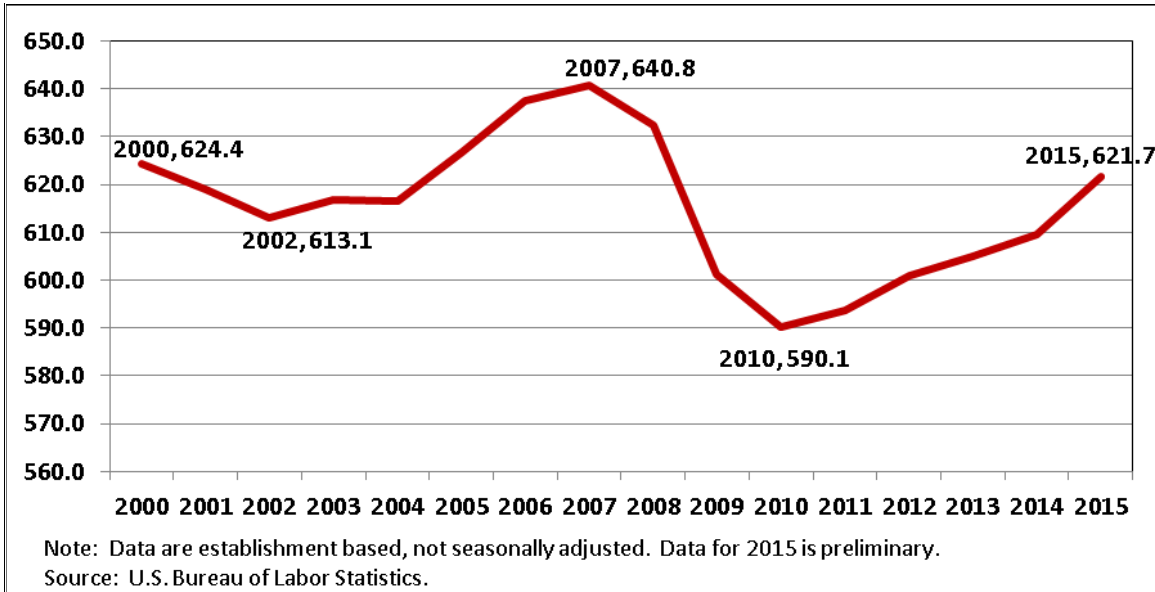


Chart 3 shows the trends for unemployment rates for Memphis, Tennessee and the nation. It is clear that employment growth has had a positive impact in reducing unemployment nationwide and in the Memphis MSA. Ironically unemployment rates for the Memphis MSA and Tennessee peaked in the summer of 2009 – about the same time the Great Recession officially ended. While some of the declines are associated with reductions in the number of people looking for work, the national job situation is improving steadily and will continue to improve in Memphis as well in 2016-2017.

**Chart 3.** Annual Memphis MSA Unemployment Rate Trends, 2000-2015

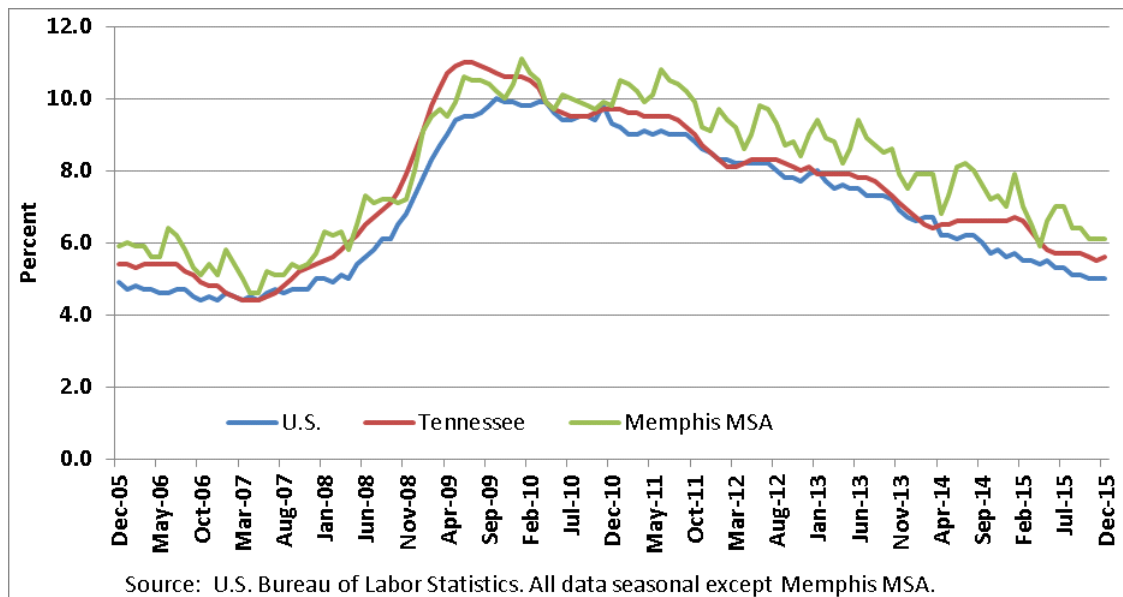




Table 1 provides more detailed employment data by industry in December 2015 and reflects an improvement in the local economy. In percentage terms, financial activities was the biggest winner with 6.8% growth over 2014 while employment in leisure and hospitality was second with 2.4% growth. In comparison, national growth in financial activities was only 1.9%. Locally four sectors shrank in 2015: manufacturing (-3.1%), information (-1.6%), government (-1.0%), and professional and business services (-0.1%). While there are some local bright spots in manufacturing, manufacturing overall is likely to continue on a downward trend as is the case nationally.

**Table 1: Memphis MSA Employment by Industry, December 2015 and 12 Month Percent Change**

	Total Employment (000)	12 Month Percent Change
Total Nonfarm	636,700	1.4%
Mining & Construction	21,600	0.0%
Manufacturing	43,400	-3.1%
Retail Trade	68,100	0.9%
Transportation & Utilities	70,300	2.3%
Information	6,000	-1.6%
Financial Activities	29,700	6.8%
Professional & Business Services	99,500	-0.1%
Education & Health Services	90,000	2.2%
Leisure & Hospitality	64,500	2.4%
Other Services	23,800	0.8%
Government	82,900	-1.0%

Source: U.S. Bureau of Labor Statistics. Data are NOT seasonally adjusted.

Bass Pro’s successful opening in The Pyramid in 2015 generated positive momentum for the local economy and especially for the downtown area of the city. Redevelopment of the Tennessee Brewery building and other downtown structures will translate into a higher quality of life for local residents as well as a favorable impression on visitors. The expected opening of IKEA in the fall of 2016 will also bring with it retail tourism and tax dollars. Additionally, Memphis International Airport continues to add airlines and seat capacity to the Memphis market, making it easier for visitors to come to town and making Memphis more attractive to business as well. Memphis is well on its way to a full recovery in the coming year.



## **BUDGET DEVELOPMENT PROCESS**

The Budget Office uses financial data provided by city divisions to facilitate the review and approval of the Operating and Capital Improvement Budgets. The Budget Office is responsible for ensuring the operation of all divisions within financial guidelines established by Administrative policy and City Council legislation. The Budget Office is also responsible for forecasting all general revenue for the City.

The Operating Budget is established annually. The process begins in January for the following fiscal year. Divisions are asked to enter Personnel, Materials & Supplies and Capital outlay requests into the Budget System over a three week period. The information is then analyzed and divisions are consulted with respect to noticeable budgetary changes. The process continues in January with the second quarter forecast and revision of next year's operating budget. Administrative reviews are held in March to examine each division's request and to make necessary revisions. After the reviews are completed, the Budget Office finalizes the Proposed Operating Budget, which the Mayor submits to the Council on the third Tuesday in April. The Council conducts its own hearings throughout May and June to scrutinize the budget. With Council's revisions and approval, a budget spending ordinance is adopted and the process is complete. Funding approvals are limited to one fiscal year.

The Capital Improvement Program (CIP) is a five-year plan for capital allocations, which is reviewed annually for priority and project changes and additions. This plan examines each project in which the City participates and specifies the source of financing for the projected expenditures. The process for the CIP also begins in November when a cross divisional CIP committee is assembled to understand the city's needs and meet with divisions (starting in January) to review their requests. Requested projects are analyzed by the finance division, external bond counsel, and then reviewed with the Mayor before a CIP plan is compiled and presented, by the Mayor, to Council along with the operating budget. After finalizing revisions, the CIP Budget is presented to Council in April. The Council then conducts its own hearings, as described above, and after adjustments adopts a CIP resolution. The Council's adoption of the CIP resolution authorizes a portion of engineering, architecture, land acquisition and development costs, and rolling stock through administrative appropriation. Funds for construction costs, equipment, and acquisition contracts are subject to additional authorization by the Council. Prior and current CIP allocations will remain in the plan until the Division in charge of the project or Council determines that the project is completed or is not needed.

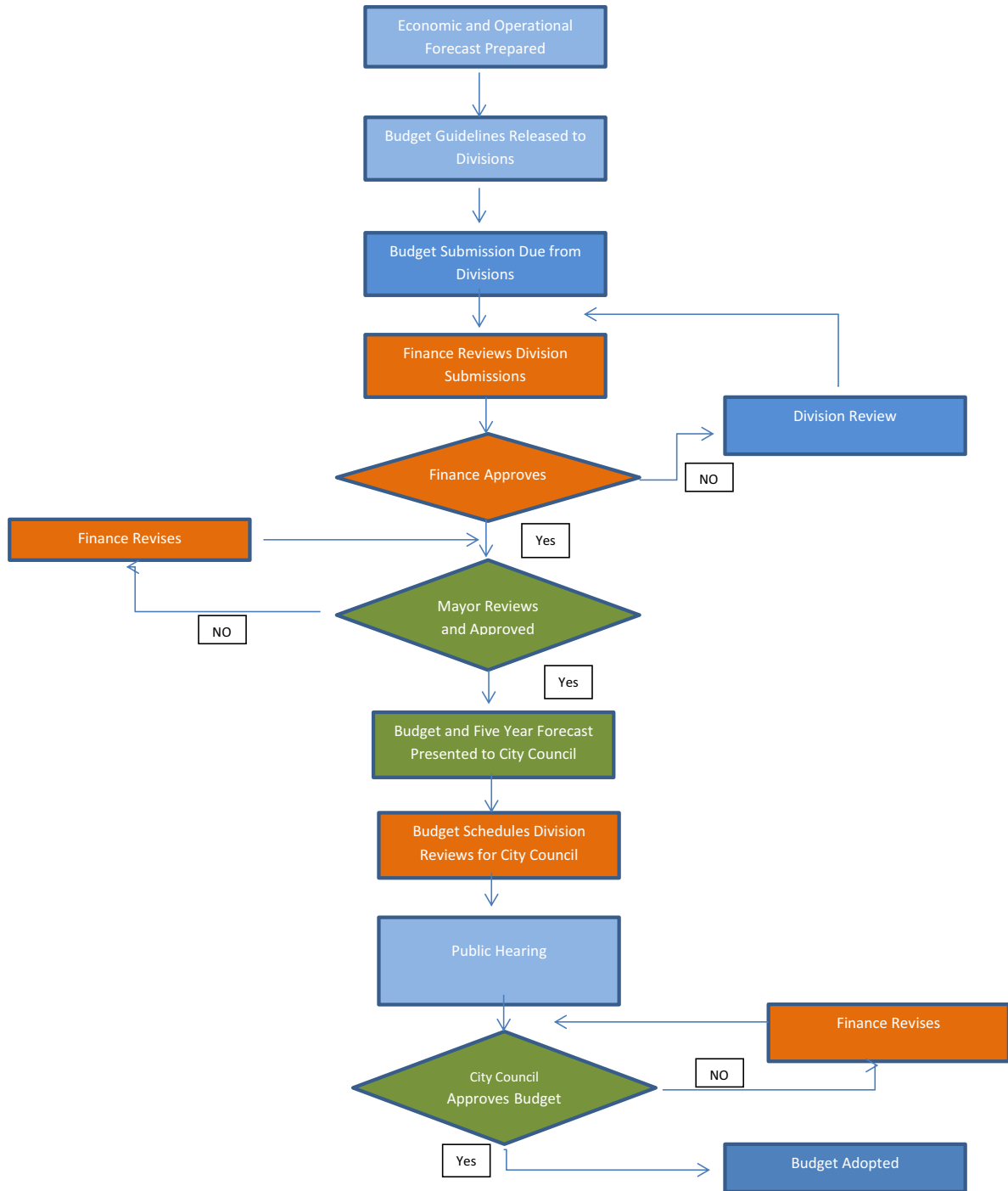
The Budget Office ensures operational spending, within the legally established financial guidelines, by monitoring the budgets monthly. Quarterly reports on financial operations are provided to the City Council. The Budget Office also monitors the operation budget through forecasts provided by service centers management personnel. This enables the Budget Office to project citywide surpluses and deficits. These forecasts help the Administration to determine which service centers require additional assistance in planning or funding.

The Budget Office monitors the CIP by using tracking reports, which are usually completed during budget submission and may be requested at various intervals during the year Both CIP and Operating Bud-

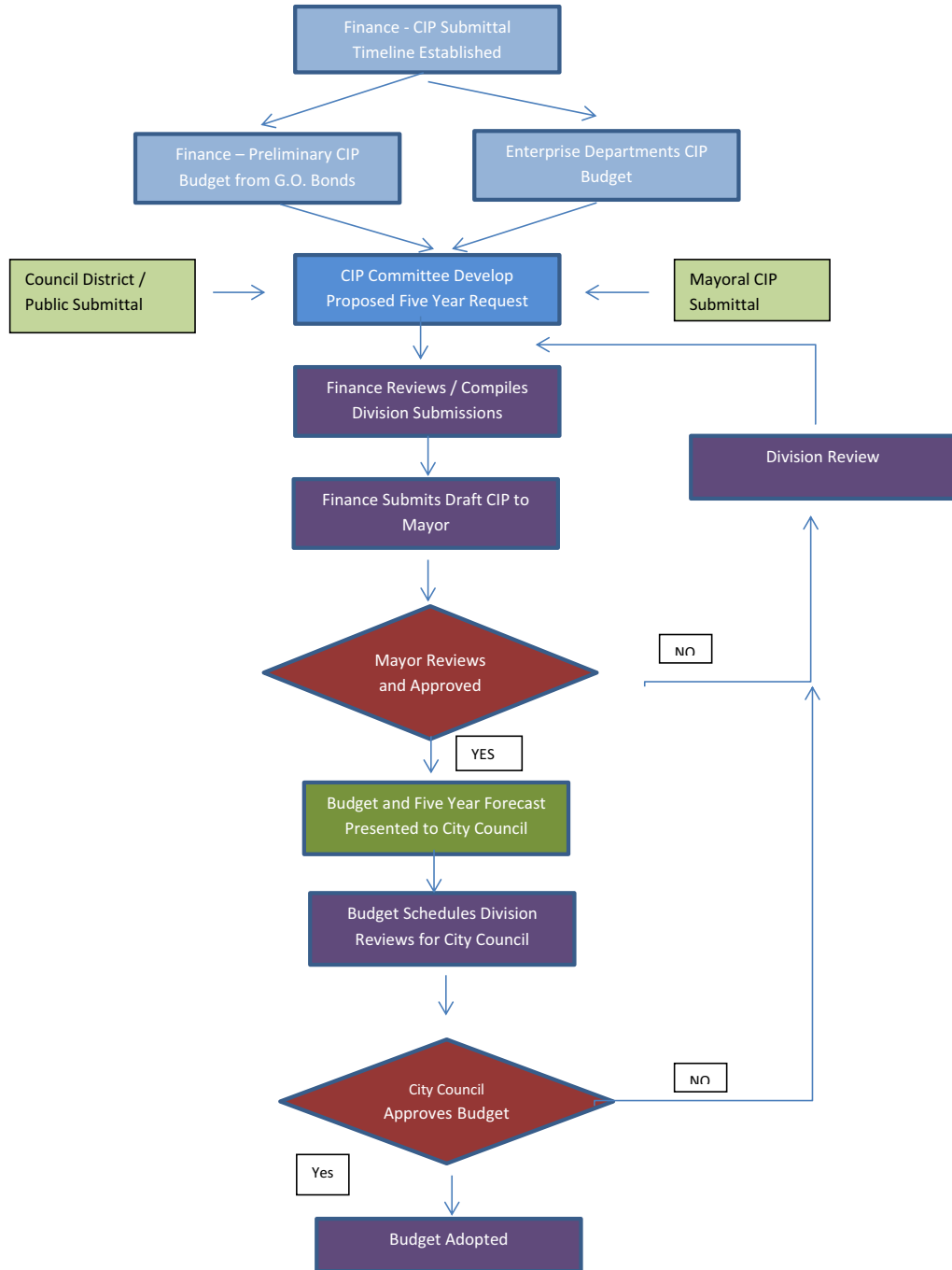
gets may change during the fiscal year when user service centers submit resolutions and obtain approval from Council.

The Budget Office routinely revises reference materials and training to division personnel responsible for budget submission to reflect technology advances and refined processes. Documentation of the past years' budgets is available for review electronically, in the Annual Report, and in Appropriation Ordinances.

### OPERATING BUDGET PROCESS



### CAPITAL PREPARATION PROCESS



## BUDGET CALENDAR

### July – August

Preparation of final documents for the new budget are completed. This includes the Adopted and CIP Budget Books.

Submission of Budget documents to the State Comptroller's Office.

Prior year budget process debrief, retreat and planning for the next budget cycle.

### September

First quarter analysis of budget to actual performance.

Technology updates - review and training.

### October

Current Year 1st Quarter Actuals reviewed and review of revenue trends with external analyst begins.

### November

Finance submits 1<sup>st</sup> Quarter Operating results of the new budget to the City Council.

Internal CIP committee assembled to plan for the next budget cycle.

### December, January

Revenue projections updated for current year and next year.

Budget meeting with divisions for 2<sup>nd</sup> Quarter forecast and next year's budget request.

Operating Budget training and initiation dates provided to Divisions.

CIP Budget training and initiation dates provided to Divisions.

Division submit operating budget request and the CIP committee submit capital requests to Finance.

### February, March

Second quarter forecast presented to Council.

Operating Budget/CIP Administrative hearings with divisions.

Operating Budget/CIP review with Mayor and COO. - Final recommendations made and budget documents prepared.

### April

The Mayor presents the Proposed Operating Budget and CIP Budget request to the City Council on the third Tuesday in April.

Ordinances and Resolutions covering the Proposed Budget are presented to Council.

Notification of the Proposed Budget is published in the local newspaper.

Current year 3<sup>rd</sup> Quarter Actuals reviewed and a final full year forecast prepared for the current year.

### May

Budget hearings with the City Council Operating Budget and CIP Committee to review the Proposed Budget.

### June

Final Adopted Budgets are approved by the City Council.

Ordinances and resolutions associated with the Operating and CIP Budgets are finalized.

## BUDGETING AND APPROPRIATIONS REVISION PROCESS

The financial plans of the City are included in the annual operating and capital budgets. This budget project all receipts and disbursements, and frames the level of governmental services that can be provided at the approved funding levels.

The Administration is responsible for proposing programs and recommending funding levels to the Council and for implementing service programs in accordance with established goals and objectives. The City Council has final responsibility for approving the annual Operating Budget and the Capital Improvement Program, and setting the tax rate and fees for services.

The adopted budget ordinance appropriates spending and provides for budgetary control at program levels. Program budgets cannot be exceeded without the approval of the City Council. Strict budgetary compliance is maintained by an automated accounting system to assure effective fiscal management and accountability. All requests for purchases or payments are checked by the budgetary control system to assure that funds are available. Purchase Orders and contracts are encumbered prior to their release to vendors. Those Purchase Orders and contracts that exceed appropriated amounts cannot be executed until additional appropriations are made available, either by transfer of existing appropriations or by a resolution granting additional appropriations by Council. The system controls are maintained at the program levels and are basically set up within Personnel, Operations and Maintenance and Capital categories.

### CHANGES TO THE OPERATING BUDGET

The Operating budget is a guideline or plan of operation for each division. However, budget changes may be necessary during the fiscal year (for example, new grant monies can be made available or changes in a service center's personnel can disrupt an otherwise successful budget). When unforeseen circumstances arise, changes can be made to the budget two ways: Intra-Category Line Item Transfer (Black Line) or Inter-Category Line Item Transfer (Red Line).

#### Intra-Category Line Items Transfers

*Intra-category* line item transfers, called administrative transfers, are used to transfer budgeted funds from one expenditure to another as long as the transfer is within the same legal level (program) and does not exceed \$50,000 between categories or a cumulative total of \$100,000 for the year.

Administrative transfers are necessary when transferring small amounts of funds within a legal level (program), such as moving \$1,000 from document reproduction to City Hall printing within a service center. The Request for Transfer of Budget Appropriation Intra-Category Line item Transfer must be completed in full including a justification of the transfer. The explanation should address why surplus funds are available and why funds are needed. This form must be signed by the division director and forwarded to the Budget Office for approval.



**Inter-Category Line Item Transfers**

*Inter-category* line item transfers, called council transfers, are used to transfer funds from one legal level (program) to another or between categories. The council transfer form is very similar to the administrative form. Since the changes require approval of the City Council, each transfer must be accompanied by a resolution and a Council Agenda Check-Off Sheet.

Capital Budget - The Capital budget and Capital Improvement Program are prepared annually to present the capital expenditures planned for each of the next five fiscal years. The total costs of each project and the sources of funding (local, state, federal and private) required to finance each project are estimated. The Capital Improvement Program is prepared after a rigorous review and evaluation of all proposed projects by the Capital Review Committee. Building Design and Construction reviews the scope of all requests involving construction or major renovations to City owned structures. Debt Management studies the fiscal feasibility of the projects submitted for future funding needs. The single year Capital Improvement Plan allocates the capital expenditures to be made in the current budget year. The Capital Budget must be in full conformity with that part of the Capital Improvement Program applicable to the fiscal year which it covers.

Additional authorizations (appropriations) for each capital project in the Capital Budget must precede the expenditures of construction funds.

**CHANGES TO THE CIP BUDGET - TRANSFERRING ALLOCATIONS/APPROPRIATIONS**

Once the CIP has been adopted by the City Council, the data is loaded into the City's Accounting System. During the life of the project, it may be necessary to provide additional allocations or transfer funds to aid in the completion of the project. Two methods are used to transfer or establish allocation and/or appropriations.

- 1** The Capital Improvement Budget Request for Administrative Transfer or Appropriation form (Black Line) is used to:
  - A.** Record the initial appropriation of the planning lines (A/E, land development, land acquisition) upon the adoption of the CIP by the City Council.
  - B.** Transfer allocations and appropriations within planning lines or within construction lines (contract construction, latent conditions, and other costs).
  - C.** Transfer allocations from "cover-line" project planning lines to the new project planning lines and the appropriation of the lines.
- 2** The Capital Improvement Budget Request for Council Transfer and Appropriation form (Red Lines) is used to:
  - A.** Appropriate all construction lines.
  - B.** Transfer allocations and appropriations between projects.
  - C.** Increase/decrease allocations or appropriations of a project.

Changes to the operating budget (exceeding the prescribed administrative levels), or the CIP budget must be done through resolutions.

## **BUDGET RESOLUTION REVIEW PROCESS (Operating & CIP)**

### **RESOLUTIONS**

A resolution is a document asking the City Council to amend the Appropriation Budget Ordinance or Capital Improvement Budget. A resolution is written in two sections: the “WHEREAS” section and the “RESOLVED” section. The WHEREAS section explains why the change is necessary, what the money will be spent for, and why funds are available and where the funds will come from. The RESOLVED section includes the statements that actually change the Budget Ordinance.

A resolution details the action requested by Council and should answer one or more of the following questions:

- What is the purpose of the change?
- Why is the change necessary?
- What will the funds be used for?
- Why are funds available?

A resolution shall be written in clause format. Each clause in the preamble shall begin with the word “WHEREAS”, include a brief statement answering one or more of the above questions, and continue with “AND,” an adopting clause. “NOW THEREFORE BE IT RESOLVED”, shall summarize all information as requested regarding changes to the City Resolution. The adopting clause may be followed by several additional clauses.

After finalizing a Resolution, a Council Agenda Check-Off sheet must be prepared which summarizes the Resolution and includes all organizational date, account numbers, and dollar amounts.

### **COUNCIL AGENDA CHECK-OFF SHEET**

The Council Agenda Check-Off Sheet must accompany all documentation that goes before Council. The originating division/service center must complete the form and have it signed by the appropriate service center manager and division director.

### **Routing and Handling of Transfers**

A) Administrative Transfers and Appropriations

- Division Directors
- Budget Office

- Comptroller's Office

### B) Council Transfers and Appropriations

The budget resolution package (Council Agenda Check-Off Sheet, original resolution, red line forms-including appropriate signatures from the division director) should be forwarded to the Budget Office one week before the Council Committee meets. From there the documents will be forwarded as follows:

- 1** Director of Finance and Administration.
- 2** City Attorney.
- 3** Chief Operating Officer (COO).
- 4** Mayor's Office – Resolutions appropriating or transferring CIP funds must be received by the Mayor's Office by noon on Thursday for Council Committee action on the following Tuesday.
- 5** Council Committee reviews monetary transfers and makes recommendations to the full Council.
- 6** The Mayor's Office forwards the resolution to Council Records after the Council Committee recommendation (s) are made. Then the resolutions are placed on the Council Agenda for consideration by the full Council on the following Tuesday.

Council's approval of the resolution gives legal authority to amend the fiscal year's budget.

Resolutions may be returned to the originating division/bureau for corrections at any time during the process.

The need for accuracy in the completion of all appropriate forms and recognition of time constraints is crucial in processing transfers. The Budget Office may be contacted for further assistance and/or information.

---

## FISCAL POLICY

### Policies for Fiscal Control

- **Basis of Budgeting.** The City budgets in accordance with the Municipal Budget Law of the State of Tennessee. This law requires a cash basis budget and the budget must be balanced. The budget for the respective funds in this document are presented on a cash basis.
- **Balanced Budget.** It is the fiscal policy of the City of Memphis to adopt a balanced budget. For State law a balanced budget requires that the beginning Unassigned Fund Balances plus estimated revenues must be greater than or equal to appropriations. If necessary budgets can be balanced with revenues from the fund balance, however, the fund balance shall remain positive and the use of fund balance for future budgets shall not be recurring.
- **Financial Management.** The City will manage and account for its Operating and Capital Budgets in accordance with principles and standards set forth by the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP).
- **Accounting Method.** The City will maintain its accounting records for general governmental operations on a modified accrual basis, with revenues recorded when available and measurable and expenditures recorded when services or goods are received and the liabilities incurred. The City actual expenditures, compared to budget, are on a “modified accrual plus encumbrances” basis, which treats encumbrances as actual expenditures at the time the funds are encumbered. Accounting records for proprietary fund types and similar trust funds are maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt of payment of cash. For governmental-type funds, revenues and expenditures are also monitored internally on a “budgetary” basis to ensure compliance with legal limitations.
- **Internal Accounting Controls.** The City will develop and manage its accounting system to provide reasonable assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. “Reasonable assurance” recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits requires estimates and judgments by management.
- **Audits.** The City will ensure the conduct of timely, effective, and periodic audit coverage of all financial records and actions of the City, its officials and employees in compliance with local, State, and Federal law.
- **Fund Balance.** The City of Memphis strives to maintain a General Fund balance of 10% of expenditures as a standing fiscal policy.

**Policies for Revenue and Program Funding**

- **Revenue Projections.** The City will estimate revenues in a conservative manner in order to minimize the adverse impact of a revenue shortfall.
- **Property Tax Rates.** The City will maintain stable tax rates that avoid wide annual fluctuations as economic and fiscal conditions change.
- **Intergovernmental Revenue.** The City will aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the City's interest.
- **Cash Management.** The City will maintain sophisticated and aggressive cash management and investment programs in order to achieve maximum financial return on available funds. Cash will be pooled and invested on daily basis at best obtainable rates; investments will be generally limited to federal debt instruments, fully collateralized repurchase agreements, or highest quality bankers' acceptances and commercial paper.

**Policies for Expenditures and Allocation of Costs:**

- **Contents of Budgets.** The City will include in the Operating Budget all programs and facilities not specifically eligible for inclusion in the Capital Improvement Program.
- **Expenditure Growth.** The City will budget expenditures for necessary and essential public purposes only, holding expenditure growth to levels consistent with realistic prospects for the community's ability to pay, both in the upcoming fiscal year and in the ensuing years as well.
- **Allocation of Costs.** The City will balance the financial burden of programs and facilities as fairly as possible between the general taxpayers and those who benefit directly, recognizing the common good that flows from many public expenditures, the inability of some citizens to pay the full costs of certain benefits, and the difficulty of measuring the relationship between public costs and public or private benefits in some services.
- **Expenditure Reduction.** The City will seek expenditure reductions whenever possible through efficiencies and through the reduction or elimination of programs, policies, and practices which have outlived their usefulness.
- **Public Investment in Infrastructure.** The City will, within available funds, plan and budget for those facilities and infrastructure necessary for a healthy economy and for support of public programs determined to be necessary for the quality of life desired by its citizens.
- **Procurement.** The City will make purchases, directly or indirectly, through a competitive process except when an alternative method of procurement is specifically authorized by law.

**Policies for Debt Management:**

- **Debt Management.** The City will minimize debt service costs through the judicious use of available debt instruments, consistent with the desirability of maintaining stable current tax rates and distributing the costs of certain long-lived facilities among all users, present and future.
- **Debt Incurrence.** The City will limit the amount of new general obligation debt it will plan for and issue in any six-year period to that which can be supported by the community under conservative fiscal and economic projections and to that which will maximize the likelihood of sustaining the City's "AA" credit rating

**Policies for Governmental Management:**

- **Productivity.** The City will measure and seek to increase the productivity of City Programs in terms of quantity and quality of services relative to resources expended, through program evaluation, employee training and incentives, and other strategies.
- **Risk Management.** The City will control its exposure to financial loss through a combination of commercial and self-insurance; will self-insure against all but highest cost risks; and will aggressively control its future shares among agencies through loss history.
- **Employee Compensation.** The City will seek to provide equitable pay among comparable jobs and City agencies and between employees in collective bargaining units and those outside of such units, and will seek to contain the growth of compensation costs through organizational efficiencies and productivity within the workforce.
- **Pension Funds.** The City will, through judicious management and diversified investment, assure the security of the assets of the Employees Retirement System toward its solvency and regular benefits for future as well as present retirees and will continue to evaluate the accrued liability and adjust the funding rate when necessary.
- **Surplus Property.** The City will maximize the residual value of land parcels or buildings declared excess to current public needs through efforts at public reuse, lease to appropriate private organizations, or sale toward returning them to the tax base of the City. Deposition of goods that have become obsolete, unusable, or surplus to the needs of the City will be made through bid, auction or other lawful method to the purchaser offering the highest price except under circumstances as specified by law.
- **Resource Management.** The City will seek continued improvement in its budgetary and financial management capacity in order to achieve the best possible decisions on resource allocation and the most effective use of budgeted resources.

**GOVERNMENTAL ACCOUNTING**

**Overview**

Government accounting has many similarities to commercial accounting. For example, governmental accounting uses the double-entry system, journals, ledgers, trial balances, financial statements, internal control, etc. Differences arise due to the objectives and environment of government. The major differences include:

- 1) The absence of a profit motive, except for governmental enterprises, such as utilities
- 2) A legal emphasis which involves restrictions both in raising and spending revenues
- 3) An emphasis of accountability or stewardship of resources entrusted to public officials
- 4) The recording of the budget in some funds
- 5) The use of modified accrual accounting in some funds

**Fund Accounting**

There are three principles that deal specifically with fund accounting. These principles cover 1) Definition of a fund 2) Types of funds 3) Number of funds.

A fund is defined by the Governmental Accounting Standards Board as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities and balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The City of Memphis reports the following funds that are classified into three general types.

<b>Governmental Fund</b>		<b>Proprietary Funds</b>		<b>Fiduciary Funds</b>	
<b>1</b>	General	<b>5</b>	Enterprise	<b>7</b>	Pension Trust
<b>2</b>	Special Revenue	<b>6</b>	Internal Services	<b>8</b>	Investment Trust
<b>3</b>	Debt Service				
<b>4</b>	Capital Projects				

The City does not currently utilize Permanent, Private-purpose Trust or Agency Funds.

In the governmental funds, the objective is to provide services to the public. All of these funds are expendable, i.e., they are not concerned with preserving capital or measuring “net income.” Governmental funds are concerned with the availability of resources to provide services, and the emphasis is on working capital flows. Usually, only current assets and current liabilities are accounted for in the governmental funds. Fixed assets and long-term liabilities of governmental funds are reported only in the government-wide financial statements. The proprietary funds use accounting and reporting techniques similar to commercial enterprise. The fiduciary funds are accounted for like proprietary funds.

The City does not currently utilize Permanent, Private-purpose Trust or Agency Funds.

In the governmental funds, the objective is to provide services to the public. All of these funds are expendable, i.e., they are not concerned with preserving capital or measuring "net income." Government funds are concerned with the availability of resources to provide services, and the emphasis is on working capital flows. Usually, only current assets and current liabilities are accounted for in the governmental funds. Fixed assets and long-term liabilities of governmental funds are reported only in the government-wide financial statement. The proprietary funds use accounting and reporting techniques similar to commercial enterprise. The fiduciary funds are accounted for like proprietary funds.

### **Budgets and Their Impact upon the Accounting System**

The GASB, in one of its basic principles, states 1) An annual budget(s) should be adopted for every government unit 2) The accounting system should provide the basis for appropriate budgetary control 3) A common terminology and classification should be used consistently throughout the budget, the accounts, and the financial reports of each fund.

Generally Accepted Accounting Principles (GAAP) requires a budgetary comparison for the general fund and for each major individual special revenue fund for which an annual (or biennial) budget is legally adopted. The City Council annually approves a budget ordinance that includes the City of Memphis General, Special Revenue, Debt Service and Enterprise Funds. Internal Service Funds are also included in the Adopted Budget. These budgetary accounts are incorporated into the governmental accounting system to provide legislative control over revenues and other resource inflows and expenditures and other resource outflows.

In order to prevent the overspending of an item in the appropriations budget, an additional budgetary account is maintained during the year. The account is called "Encumbrances." When goods or services are ordered, appropriations are encumbered. The "Encumbrances" account does not represent expenditure; it is a budgetary account which represents the estimated cost of goods or services which have yet to be received. In effect, the recording of encumbrances represents the recording of executory contracts, which is essential to prevent overspending of an appropriation (normally, illegal act). Encumbrances of governmental funds outstanding at year end are re-appropriated during the subsequent fiscal year.

### **Financial Statements for State and Local Governments**

The City of Memphis prepares a Comprehensive Annual Financial Report (CAFR) that includes Basic Financial Statements, Required Supplementary Information, Combining and Individual Fund Statements and Schedules, Supplementary Schedules, Single Audit, Statistical Section and the Management Discussion and Analysis (MD&A) as prescribed by GASB.

Accrual basis accounting is recognition of revenues in the accounting period the revenues are earned and recognition of expenses in the accounting period the expenses are incurred. In addition,



revenues and expenses have to be measurable in order to be reported. The following funds use full accrual accounting:

**Proprietary Funds**

Enterprise  
Internal Service

**Fiduciary Funds**

Pension Trust Funds  
Investment Trust Funds

All of the funds that use accrual accounting (except the Trust Funds) are non-expendable, i.e., an objective of each of the funds is to maintain capital.

The *modified accrual basis* of accounting on the other hand, recognizes: 1) Revenues in the accounting period in which they are both measurable and available to finance expenditures made during the current fiscal period 2) Expenditures in the accounting period in which the liabilities are both measured and incurred.

The modified accrual basis is used in the following funds:

**Governmental Funds**

General  
Special Revenue  
Debt Service  
Capital Projects

All of the funds which use the modified accrual basis are expendable and do not, therefore, have a capital maintenance objective.

The *General Fund* is the most significant Government Fund. It accounts for all transactions not accounted for in any other fund. Revenues come from many sources and the expenditures cover major functions of government.

*Special Revenue Funds* account for earmarked revenue as opposed to many revenue sources which are accounted for in the General Fund. The earmarked revenue is then used to finance various authorized expenditures. Many federal and state grants are reported in Special Revenue Funds.

*Debt Service Funds* usually handle the repayment of general obligation long-term debt and interest. This type of debt is secured by the good faith and taxing power of the governmental unit. Repayment of enterprise and internal service long-term debt is accounted for in these individual funds. Consequently, the type of debt for which the Debt Service Fund is established usually is the result of issuing general obligation bonds for capital projects.

*Capital Projects Funds* account for the acquisition and use of resources for the construction or purchase of major, long-lived fixed assets, except for those which are financed by Enterprise, Internal Service, and Nonexpendable Trust Funds. Resources for construction or purchase normally come from the issuance of general long-term debt and from governmental grants.

*Enterprise Funds* account for activities by which the government provides goods and services which are (1) rendered primarily to the general public, (2) financed substantially or entirely through user charges, and (3) intended to be self-supporting. They are usually established for public utilities, transit systems, golf courses, etc.

*Internal Service Funds* are established to account for the provision of goods and services by one department of the government to other departments within the government on generally a cost reimbursement basis. Uses of Internal Service Fund services are budgeted through the budgets of the user departments.

*Trust Funds* are used to account for monies held for others, generally being used when assets are held for substantial periods of time. Trust Funds do not generally record their budgets formally.

### **Fund Balance**

Fund Balance (the difference between assets and liabilities in the governmental fund financial statements) is among the most widely and frequently used information in state and local government financial reports.

The GFOA recommends an unreserved Fund Balance of 8 to 17 percent (i.e. one to two months) of regular general fund operating expenditures. The City of Memphis strives to maintain a General Fund balance of 10% of expenditures as a standing fiscal policy.

The City uses the classifications that have been developed by the Governmental Accounting Standards Board (GASB) and described in GASB Statement No. 54. Statement 54 is intended to improve the usefulness of information provided to financial report users about fund balance by providing clearer, more structured fund balance classifications, and by clarifying the definitions of existing governmental fund types.

The GASB developed Statement 54 to address the diversity of practice and the resulting lack of consistency that had evolved in fund balance reporting across governments. To reduce confusion, statement 54 establish a hierarchy of fund balance classifications based primarily on the extent to which government is bound to observe spending constraints imposed upon how resources in governmental funds may be used.

Statement 54 distinguishes fund balance between amounts that are considered completely "nonspendable" such as fund balance associated with inventories, and other "spendable" amounts that are classified based on the relative strength of the constraints that control the purposes for which specific amounts can be spent. Beginning with the most binding constraints, fund balance amounts are reported in the following classifications.

- ***Nonspendable*** - amounts that cannot be spent because they are either (a) not spendable form or (b) legally or contractually required to remain intact.

- **Restricted** - amounts constrained by external parties, constitutional provision, or enabling legislation. Effectively, restrictions may only be changed or lifted with the consent of the resource provider.
- **Committed** - amounts formally constrained by a government using its highest level of decision-making authority (i.e. City Council). The commitment of these funds can only be changed by the government taking the same formal action that imposed the constraint originally.
- **Assigned** - amounts a government intends to use for a particular purpose. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority (Finance Director).
- **Unassigned** - residual amounts that are otherwise not constrained at all will be reported in the general fund. These are technically available for any purpose.



---

The financial data presented in this section presents the revenue and expenditure summaries of all City of Memphis funds. These funds represent all appropriated funds, major and non-major, in addition to the General Fund. The forecasted and budget fund balances for each fund and for the collective funds are also shown in this section.

---

**BUDGET SUMMARY OF ALL FUNDS**

Category	FY2015 Actual	FY2016 Adopted	FY2016 Forecast	FY2017 Adopted
<b>Revenues</b>				
Local Taxes	570,495,082	566,263,583	576,914,205	592,526,377
State Taxes	81,984,864	76,643,300	85,189,694	85,643,300
Issuance of Refunding Debt	224,138,661	0	75,520,000	0
Licenses and Permits	12,694,657	11,906,320	12,820,840	12,945,725
Fines and Forfeitures	19,592,903	22,967,368	21,674,121	20,551,368
Grants	5,924,184	4,308,393	7,189,315	5,791,131
Charges for Services	239,546,699	243,726,408	238,285,987	245,149,133
Health Premium Revenues	36,519,685	44,315,053	31,754,155	31,503,961
Dividend and Interest	302,640	0	41,553	0
Gain (Loss) on Investments	227,397	0	(54,775)	0
Gain (Loss) on Sale of Asset	274,924	0	11,553	0
Transfers In	100,236,612	104,102,550	87,126,537	83,049,429
Capital Contributions	1,293,166	0	0	0
Tourism Development Zone	12,073,534	13,750,000	16,818,431	23,500,000
Intergovernmental Revenue	3,410,528	3,516,708	6,014,125	6,409,377
Proceeds from Loan	85,450	0	47	0
Use of Money	945,593	539,065	977,317	562,648
Other Revenues	95,501,689	80,496,250	83,440,115	72,950,951
<b>Total Revenues</b>	<b>1,405,248,268</b>	<b>1,172,534,998</b>	<b>1,243,723,220</b>	<b>1,180,583,400</b>

**Expenditures**

Personnel	499,005,000	524,838,560	507,146,716	532,636,932
Materials & Supplies	179,767,638	206,826,511	188,181,061	196,928,515
Capital Outlay	18,394,116	9,196,040	9,289,411	7,367,634
Grants & Subsidies	74,162,319	70,257,322	77,843,270	74,142,551
Inventory	14,415,343	16,771,595	14,804,928	14,275,639
Expense Recovery	(15,158,643)	0	0	0
Service Charges	14,838,333	15,867,330	15,367,885	15,339,200
Principal-Serial Bonds, Notes and Leases	89,714,924	93,984,794	93,770,508	94,712,122
Interest-Serial Bonds, Notes and Leases	67,464,925	66,005,366	65,618,141	65,806,403
Retirement of Refunded Debt	222,170,890	0	75,000,000	0
Depreciation on own funds	14,548,279	16,923,440	15,415,604	17,024,735
Bond Issue Costs	410,324	0	0	0
Investment Fees	5,092	0	71,612	0

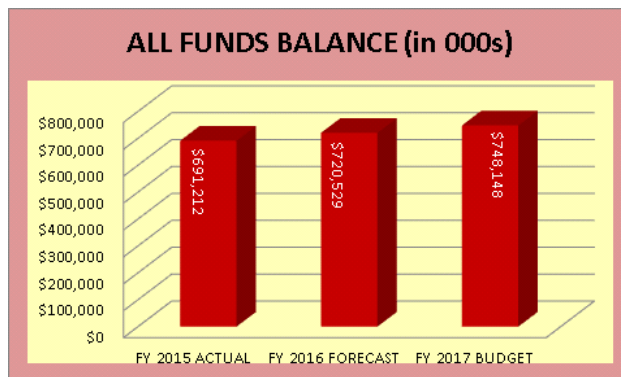
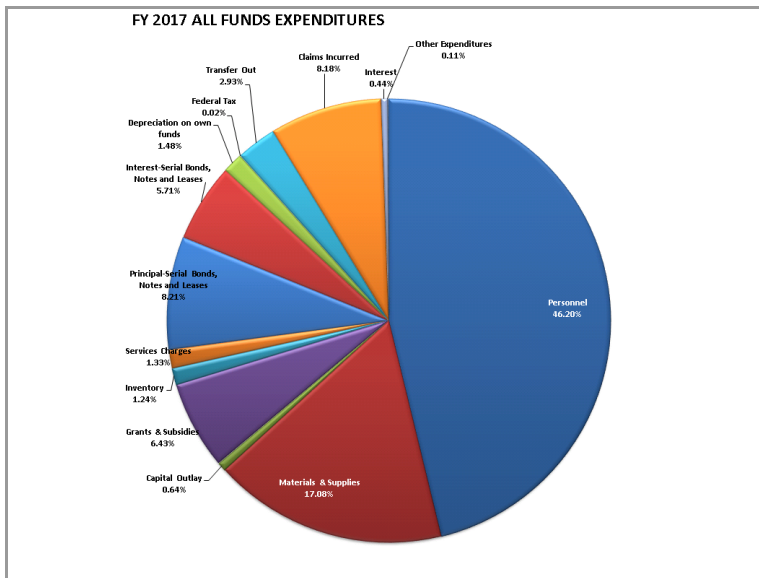
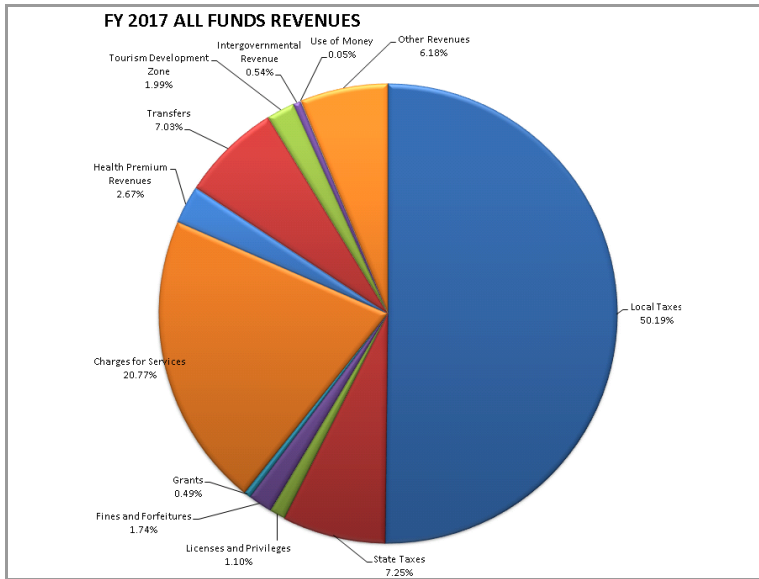
# FINANCIAL SUMMARY

# FUND SUMMARY

Category	FY2015	FY2016	FY2016	FY2017
	Actual	Adopted	Forecast	Adopted
Federal Tax	59,560	633,212	378,315	242,240
Miscellaneous Expense	1,204,725	0	0	0
Transfers Out	42,350,179	48,802,470	51,794,161	33,763,896
Claims Incurred	113,011,167	101,436,341	92,858,727	94,350,000
Project Costs	138,632	0	0	0
Interest	4,847,617	16,105,000	5,100,000	5,120,000
Other Expenditures	3,748,225	1,243,945	1,766,445	1,253,890
<b>Total Expenditures</b>	<b>1,345,098,645</b>	<b>1,188,891,926</b>	<b>1,214,406,784</b>	<b>1,152,963,757</b>
Increase (Decrease) in Net Position	60,149,623	(16,356,928)	29,316,436	27,619,643

<b>Fund balance beginning of year</b>	<b>631,062,500</b>	<b>691,212,123</b>	<b>691,212,123</b>	<b>720,675,917</b>
<b>Fund balance end of year</b>	<b>691,212,123</b>	<b>674,855,195</b>	<b>720,528,559</b>	<b>748,148,202</b>

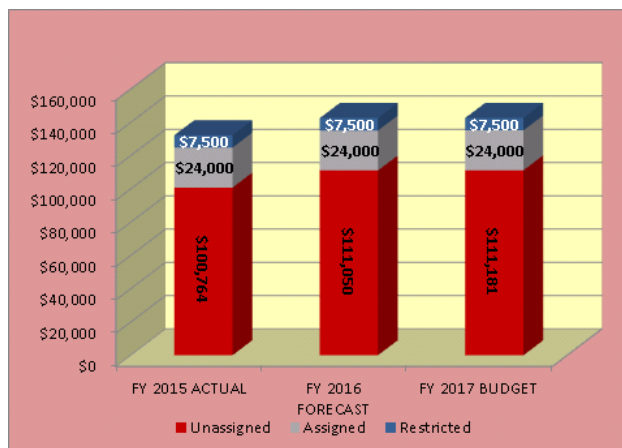
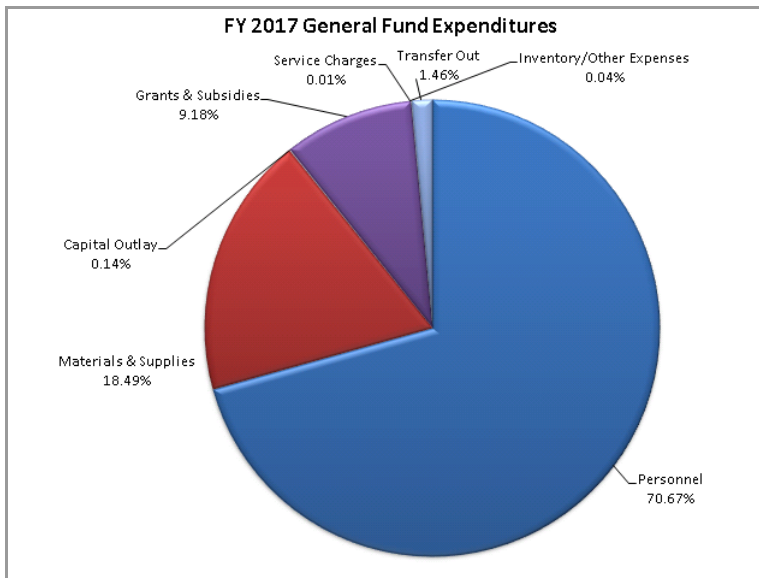
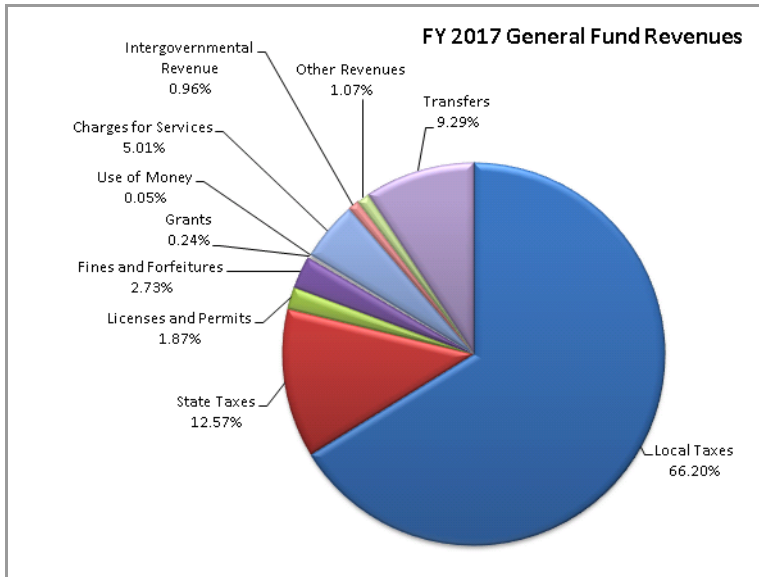






**GENERAL FUND**

<b>Category</b>	<b>FY2015 Actual</b>	<b>FY2016 Adopted</b>	<b>FY2016 Forecast</b>	<b>FY2017 Adopted</b>
<b>Revenues</b>				
Local Taxes	432,560,963	430,155,749	434,176,295	441,868,104
State Taxes	65,057,921	60,075,000	83,421,394	83,875,000
Licenses and Permits	12,253,022	11,473,033	12,357,323	12,488,033
Fines and Forfeitures	16,162,608	19,603,368	18,307,214	18,188,368
Federal Grants	1,434	117,197	451,000	0
State Grants	1,432,891	1,630,362	1,630,362	1,630,362
Use of Money	476,751	335,000	520,000	335,000
Charges for Services	31,090,876	30,601,863	32,020,861	33,468,639
Intergovernmental Revenue	3,410,528	3,516,708	6,014,125	6,409,377
Other Revenues	11,552,465	7,048,373	12,052,281	7,162,116
<b>Total General Revenues</b>	<b>573,999,459</b>	<b>564,556,653</b>	<b>600,950,855</b>	<b>605,424,999</b>
Transfers	66,350,364	80,214,789	58,107,981	62,000,000
<b>Total Revenues/Transfers</b>	<b>640,349,823</b>	<b>644,771,442</b>	<b>659,058,836</b>	<b>667,424,999</b>
<b>Expenditures</b>				
Personnel	443,304,006	459,419,177	443,194,578	471,609,780
Materials & Supplies	101,123,039	122,240,465	117,855,048	123,378,258
Capital Outlay	19,626	451,500	210,994	947,594
Grants & Subsidies	67,841,710	64,091,974	69,241,402	61,259,353
Inventory	306,033	342,839	286,333	285,688
Investment Fees	0	0	67,539	0
Expense Recovery	(15,158,643)	0	0	0
Service Charges	113,585	65,828	137,360	89,200
Bond Issue Costs	1,350	0	0	0
Depreciation -Purchased	7	0	0	0
Transfers Out	19,005,478	11,443,386	17,779,786	9,724,061
<b>Gross Expenditures</b>	<b>616,556,191</b>	<b>658,055,169</b>	<b>648,773,040</b>	<b>667,293,934</b>
<b>Increase (Decrease) in Net Position</b>	<b>23,793,632</b>	<b>(13,283,727)</b>	<b>10,285,796</b>	<b>131,065</b>
<b>Fund balance beginning of year</b>	<b>108,470,383</b>	<b>132,264,015</b>	<b>132,264,015</b>	<b>142,697,169</b>
<b>Fund balance end of year</b>	<b>132,264,015</b>	<b>118,980,288</b>	<b>142,549,811</b>	<b>142,680,876</b>

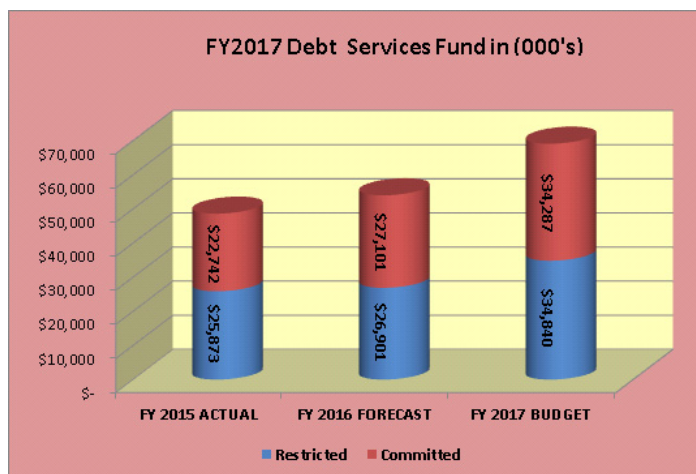
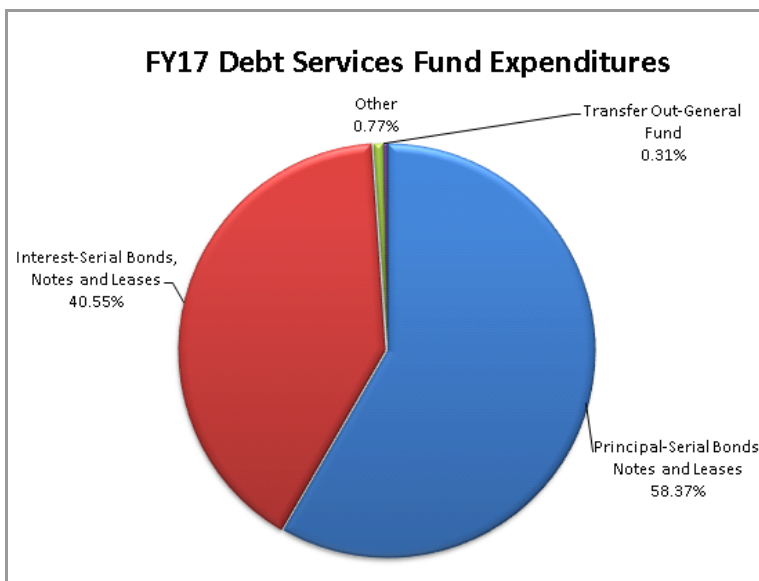
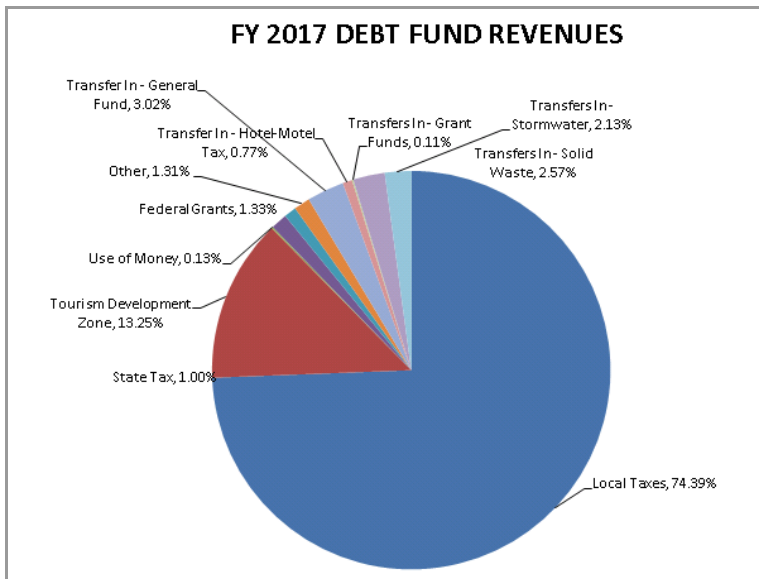


**DEBT SERVICE**

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

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
<b>Revenues and Other Sources</b>				
Current Property Taxes	112,819,696	113,024,150	115,000,000	115,900,000
Delinquent Property Taxes	2,792,696	2,300,000	1,500,000	2,400,000
Sale of Delinquent Property Taxes	4,268,576	3,000,000	2,600,000	3,500,000
Local Option Sales Tax	7,802,856	7,488,000	8,150,058	8,200,000
In Lieu Of Taxes - Contractual	1,816,551	1,964,678	1,964,678	1,964,678
Tourism Development Zone	12,073,534	13,750,000	16,818,431	23,500,000
Use of Money	169,501	125,000	266,602	223,000
Federal Grants	2,107,986	2,337,834	2,337,834	2,355,769
State Gas-Motor Fuel Tax	0	0	1,768,300	1,768,300
Other	3,924,548	2,622,903	2,881,684	2,323,700
Proceeds from Loan	85,450	0	47	0
Issuance of Refunding Debt	224,138,661	0	75,520,000	0
Transfers In - Hotel - Motel Tax	1,187,853	1,186,252	1,365,752	1,366,517
Transfers In - State Street Aid	1,768,300	1,768,300	(294,717)	0
Transfers In - New Memphis Arena	0	0	3,693,896	0
Transfers In - Solid Waste	3,454,807	5,055,687	5,055,687	4,553,723
Transfers In - Storm water	1,893,502	1,893,502	1,893,502	3,787,004
Transfers In - GF	4,822,170	5,360,125	5,166,504	5,360,125
Transfers In - Grant Funds	192,596	0	193,621	194,496
<b>Total Revenues and Other Sources</b>	<b>385,319,283</b>	<b>161,876,431</b>	<b>245,881,879</b>	<b>177,397,312</b>
<b>Expenditures and Other Uses</b>				
Principal - Serial Bonds, Notes and Leases	89,714,924	93,984,794	93,770,508	94,712,122
Interest - Serial Bonds, Notes and Leases	67,464,925	66,005,366	65,618,141	65,806,403
Other (M&S & COI & Srvc. Chrg.)	3,748,225	1,243,945	1,766,445	1,253,890
Retirement of Refunded Debt	222,170,890	0	75,000,000	0
Transfers Out - Capital Projects	0	0	4,269,307	0
Transfers Out - General Fund	0	0	0	500,000
<b>Total Expenditures and Other Uses</b>	<b>383,098,964</b>	<b>161,234,105</b>	<b>240,424,401</b>	<b>162,272,415</b>
Contribution to (Use of) Fund Balance	2,220,319	642,326	5,457,478	15,124,897

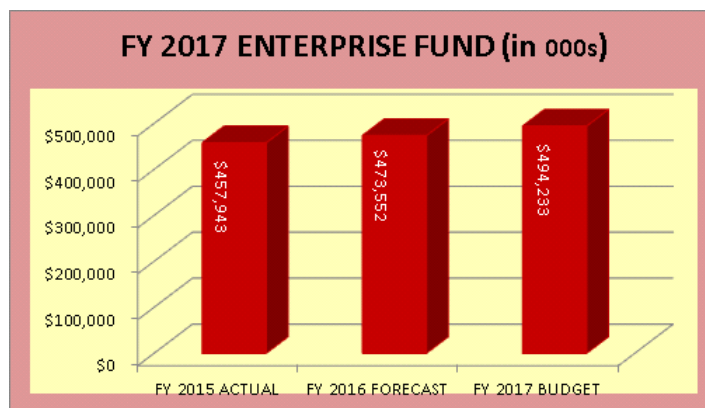
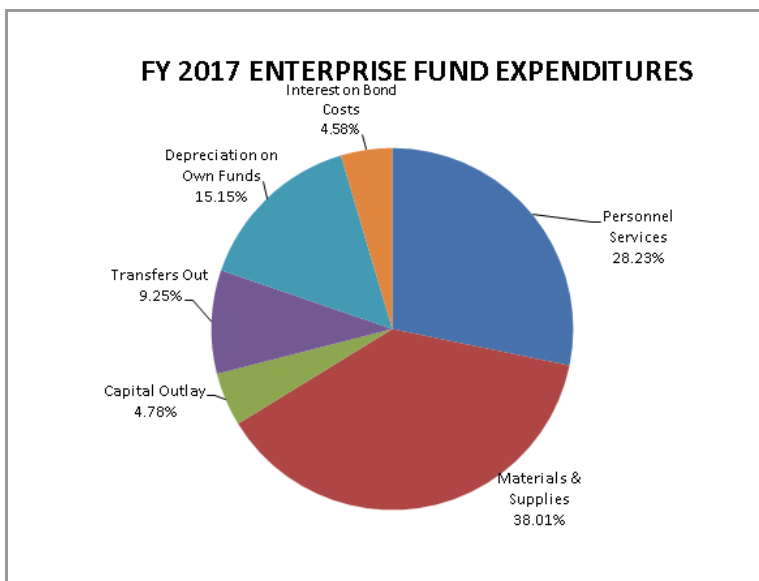
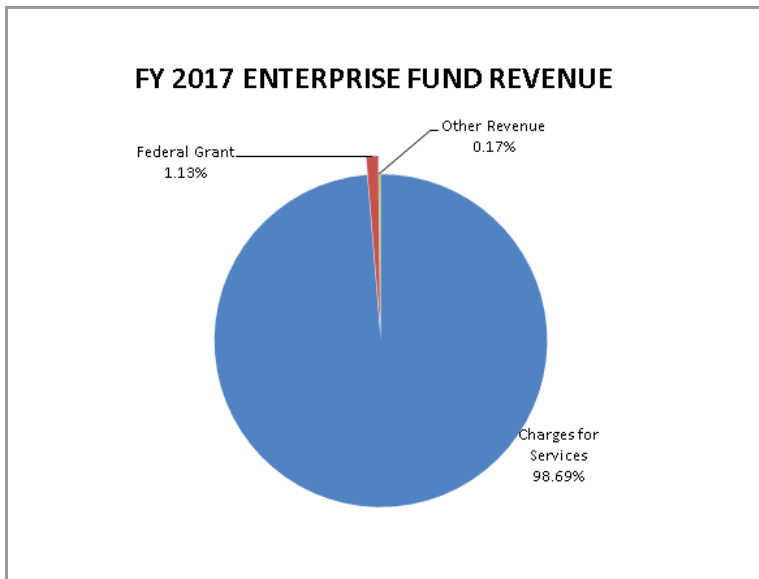
Restricted Fund Balance - Beg. of Year	29,056,219	25,873,291	25,873,291	26,900,980
Contribution to (Use of) Fund Balance	(3,182,928)	(1,686,334)	1,027,689	7,938,601
<b>Restricted Fund Balance - End of Year</b>	<b>25,873,291</b>	<b>24,186,957</b>	<b>26,900,980</b>	<b>34,839,581</b>
Committed Fund Balance - Beginning of Year	17,338,409	22,741,657	22,741,657	27,101,162
Contribution to (Use of) Fund Balance	5,403,248	2,328,660	4,359,505	7,186,296
<b>Committed Fund Balance - End of Year</b>	<b>22,741,657</b>	<b>25,070,317</b>	<b>27,101,162</b>	<b>34,287,458</b>



**ENTERPRISE**

*(Sewer Fund and Storm Water Fund)*

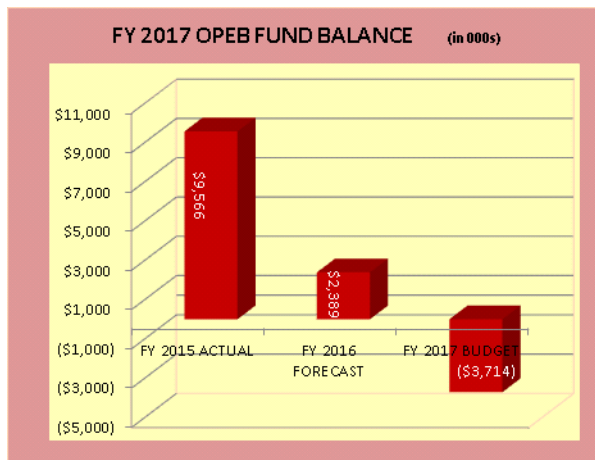
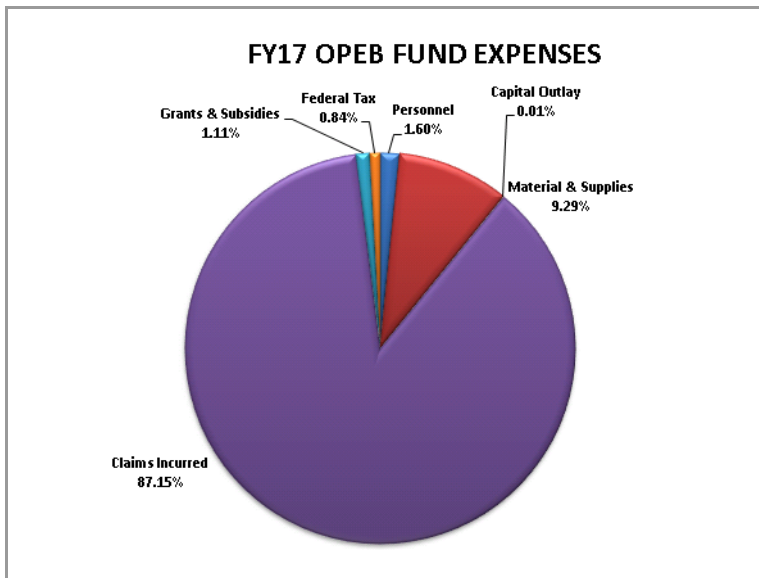
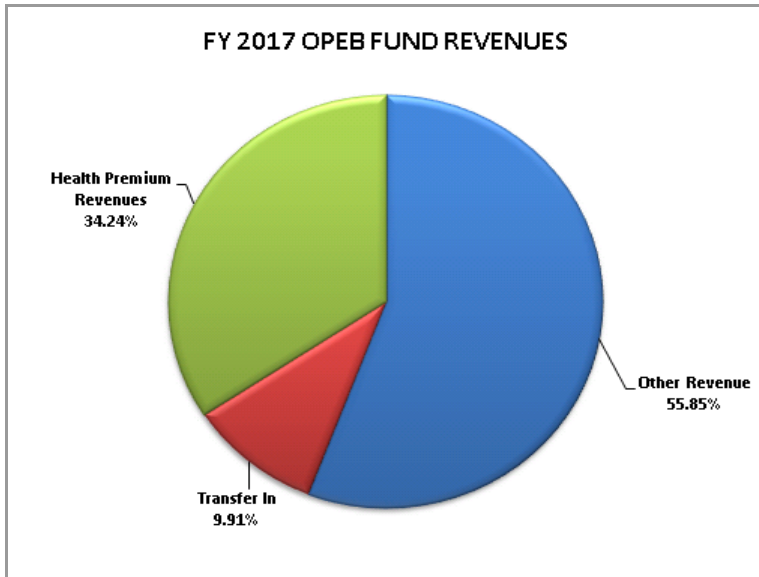
<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY2016 Forecast</b>	<b>FY 2017 Adopted</b>
<b>Revenues</b>				
Charges for Services	127,561,128	129,822,000	129,356,428	130,677,000
Fines and Forfeitures	47,320	20,000	11,500	30,000
Use of Money	203,048	75,000	129,500	0
Federal Grant	2,078,671	0	2,050,000	1,500,000
State Grant	213,020	0	212,254	0
Dividend on Interest	65,773	0	26,192	0
Gain (Loss) on Investment	(2,826)	0	(18,173)	0
Gain (Loss) on Sale	157,193	0	850	0
Capital Contributions	1,293,166			
Other Revenue	417,544	47,000	187,813	200,000
Transfers in General Fund	1,313,181	0	0	0
<b>Total Revenue</b>	<b>133,347,218</b>	<b>129,964,000</b>	<b>131,956,364</b>	<b>132,407,000</b>
<b>Expenses</b>				
Personnel Services	26,919,033	33,724,405	35,438,261	31,538,216
Materials & Supplies	34,841,803	44,358,609	43,757,239	42,463,331
Capital Outlay	3,023,422	7,603,040	7,950,917	5,344,040
Investment Fees	3,240	0	3,159	0
Project Cost	138,632	0	0	0
Transfers Out	8,599,902	8,438,502	8,693,502	10,332,004
Depreciation on Own Funds	14,531,815	16,827,340	15,403,888	16,928,635
Misc. Expense	1,204,725	0	0	0
Service Charges	9,300	0	0	0
Interest	4,847,617	16,105,000	5,100,000	5,120,000
Bond Issue Cost	408,974	0	0	0
<b>Total Expenses</b>	<b>94,528,463</b>	<b>127,056,896</b>	<b>116,346,966</b>	<b>111,726,226</b>
<b>Increase (Decr) in Net Position</b>	<b>38,818,755</b>	<b>2,907,104</b>	<b>15,609,398</b>	<b>20,680,774</b>
<b>Fund balance beginning of year</b>	<b>419,124,000</b>	<b>457,942,755</b>	<b>457,942,755</b>	<b>473,552,153</b>
<b>Fund balance end of year</b>	<b>457,942,755</b>	<b>460,849,859</b>	<b>473,552,153</b>	<b>494,232,927</b>



**FIDUCIARY**

Other Post Employment Funds (OPEB)

<b>Category</b>	<b>FY2015 Actual</b>	<b>FY2016 Adopted</b>	<b>FY2016 Forecast</b>	<b>FY2017 Adopted</b>
<b><u>Revenues</u></b>				
Other Revenue	10,562,150	16,736,448	14,625,329	11,266,550
Transfer In	17,144,781	6,514,835	4,556,519	2,000,000
Health Premium Revenues	11,038,093	18,360,543	6,928,808	6,906,599
Dividend and Interest	236,867	0	15,361	0
Gain (Loss) on Investments	230,223	0	(36,602)	0
Gain (Loss) on Sale of Asset	(80,944)	0	10,703	0
<b>Total Revenue</b>	<b>39,131,170</b>	<b>41,611,826</b>	<b>26,100,118</b>	<b>20,173,149</b>
<b><u>Expenses</u></b>				
Personnel	298,789	413,500	236,965	421,475
Material & Supplies	2,278,608	11,171,645	2,478,991	2,441,474
Capital Outlay	0	0	0	2,100
Claims Incurred	46,927,781	29,500,000	29,924,584	22,900,000
Grants & Subsidies	294,279	254,400	290,449	290,450
Federal Tax	21,610	272,281	345,609	220,757
Investment Fees	1,852	0	914	0
<b>Total Expenses</b>	<b>49,822,919</b>	<b>41,611,826</b>	<b>33,277,512</b>	<b>26,276,256</b>
<b>Increase (Decrease) in Net Position</b>	<b>(10,691,749)</b>	<b>0</b>	<b>(7,177,394)</b>	<b>(6,103,107)</b>
<b>Fund balance beginning of year</b>	<b>20,258,000</b>	<b>9,566,251</b>	<b>9,566,251</b>	<b>2,388,857</b>
<b>Fund balance end of year</b>	<b>9,566,251</b>	<b>9,566,251</b>	<b>2,388,857</b>	<b>(3,714,250)</b>

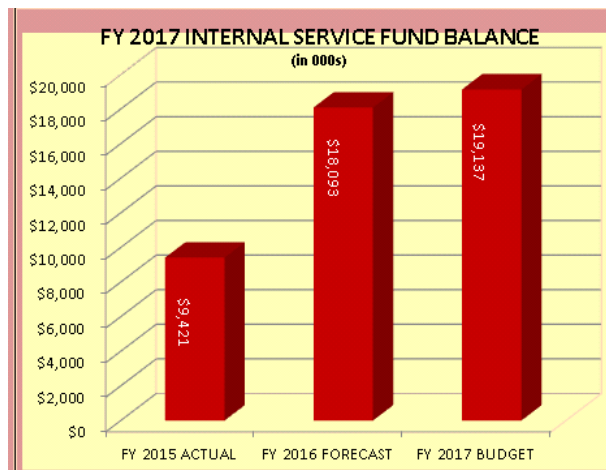
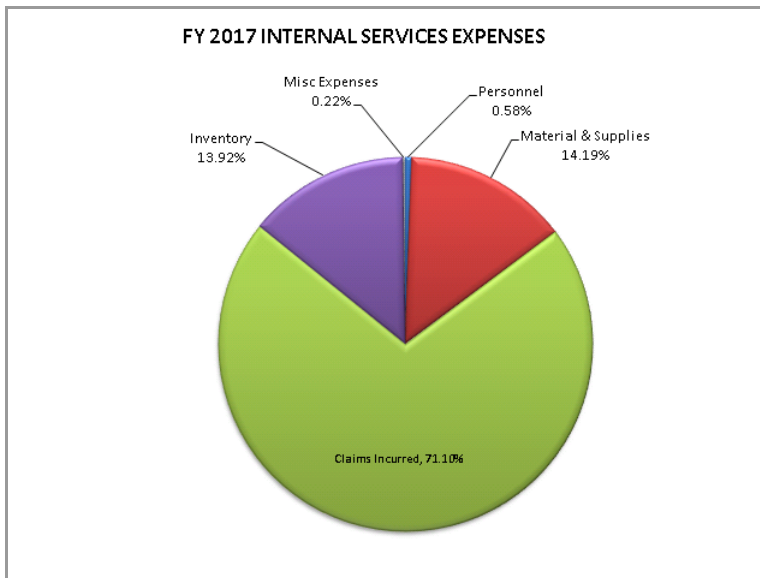
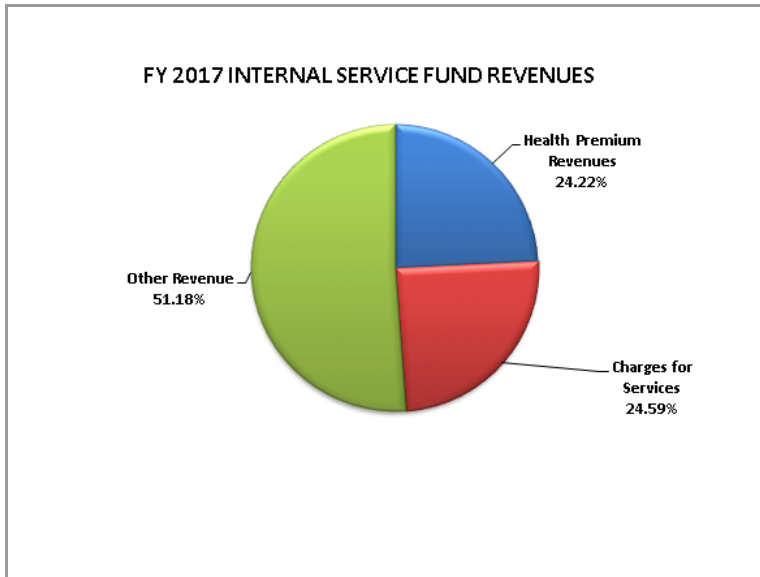




**INTERNAL SERVICE**

Fleet, Health Care and Unemployment

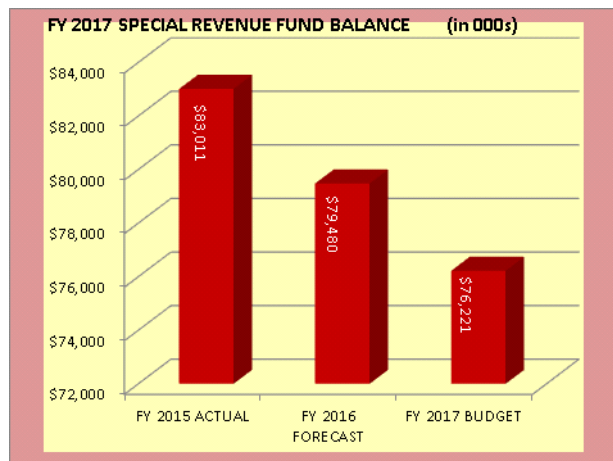
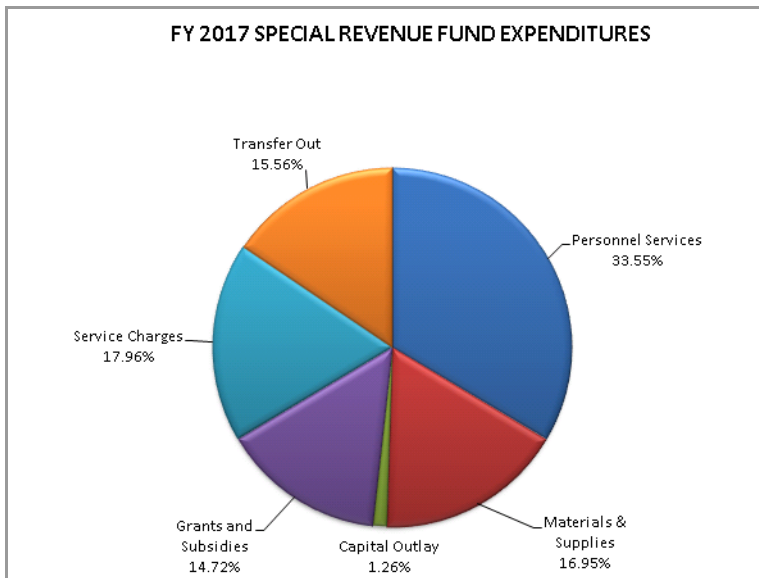
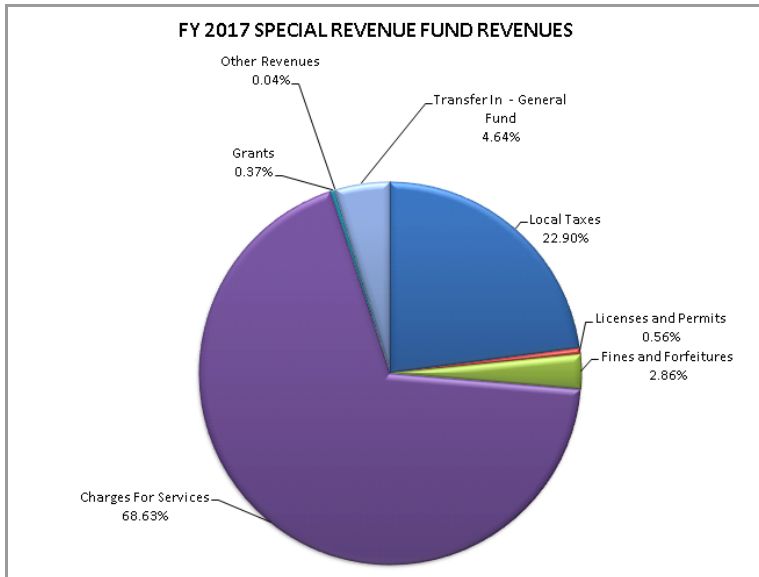
<b>Category</b>	<b>FY2015 Actual</b>	<b>FY2016 Adopted</b>	<b>FY2016 Forecast</b>	<b>FY2017 Adopted</b>
<b>Revenues</b>				
Health Premium Revenues	25,481,592	25,954,510	24,825,347	24,597,362
Charges for Services	25,062,845	27,529,006	21,135,159	24,972,507
Use of Money	43,802	0	40,213	583
Other Revenue	53,523,689	53,785,776	53,562,089	51,971,699
<b>Total Revenue</b>	<b>104,111,928</b>	<b>107,269,292</b>	<b>99,562,808</b>	<b>101,542,151</b>
<b>Expenses</b>				
Personnel	437,704	545,129	601,181	584,061
Material & Supplies	13,436,602	13,776,087	9,679,942	14,256,573
Capital Outlay	2,607	14,000	0	2,900
Federal Tax	37,950	360,931	32,706	21,483
Claims Incurred	66,083,386	71,936,341	62,934,143	71,450,000
Grants & Subsidies	97,394	97,200	110,753	96,676
Inventory	14,109,310	16,428,756	14,518,595	13,989,952
Depreciation on own funds	16,457	96,100	11,716	96,100
Transfer Out - OPEB Fund	5,224,781	3,001,283	3,001,283	0
<b>Total Expenses</b>	<b>99,446,191</b>	<b>106,255,827</b>	<b>90,890,319</b>	<b>100,497,745</b>
<b>Increase (Decrease) in Net Position</b>	<b>4,665,737</b>	<b>1,013,465</b>	<b>8,672,489</b>	<b>1,044,406</b>
<b>Fund balance beginning of year</b>	<b>4,755,000</b>	<b>9,420,737</b>	<b>9,420,737</b>	<b>18,092,226</b>
<b>Fund balance end of year</b>	<b>9,420,737</b>	<b>10,434,202</b>	<b>18,093,226</b>	<b>19,136,632</b>



**SPECIAL REVENUE**

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
<b><u>Revenues</u></b>				
Charges For Services	55,831,850	55,773,539	55,773,539	56,030,987
Local Taxes	8,433,744	8,331,006	13,523,174	18,693,595
State Taxes	16,926,943	16,568,300	0	0
Licenses and Permits	441,635	433,287	463,517	457,692
Fines and Forfeitures	3,382,975	3,344,000	3,355,407	2,333,000
Use of Money	52,491	4,065	21,002	4,065
Federal Grants	90,182	150,000	150,000	150,000
State Grants	0	73,000	357,865	155,000
Other Revenues	15,521,293	255,750	130,919	26,886
Transfer In - General Fund	2,109,058	2,109,060	7,387,792	3,787,564
Gain (Loss) on Sale of Assets	198,675			
<b>Total Revenue</b>	<b>102,988,846</b>	<b>87,042,007</b>	<b>81,163,215</b>	<b>81,638,789</b>
<b><u>Expenditures</u></b>				
Personnel Services	28,045,468	30,736,349	27,675,731	28,483,400
Materials & Supplies	28,087,586	15,279,705	14,409,841	14,388,879
Capital Outlay	15,348,461	1,127,500	1,127,500	1,071,000
Project Cost	0	0	0	0
Service Charges	14,715,448	15,801,502	15,230,525	15,250,000
Grants and Subsidies	5,928,936	5,813,748	8,200,666	12,496,072
Transfer Out	9,520,018	25,919,299	18,050,283	13,207,831
<b>Total Expenditures</b>	<b>101,645,917</b>	<b>94,678,103</b>	<b>84,694,546</b>	<b>84,897,182</b>
<b>Increase (Decrease) in Net Position</b>	<b>1,342,929</b>	<b>(7,636,096)</b>	<b>(3,531,331)</b>	<b>(3,258,393)</b>
<b>Fund balance beginning of year</b>	<b>81,668,000</b>	<b>83,010,929</b>	<b>83,010,929</b>	<b>79,479,598</b>
<b>Fund balance end of year</b>	<b>83,010,929</b>	<b>75,374,833</b>	<b>79,479,598</b>	<b>76,221,205</b>



**PROPERTY TAX REVENUES**

Property Tax revenues are the largest single source of operating revenues. This tax is levied based on the assessed value of various types of property including:

- Real property (land, structures, and lease-hold improvements),
- Personal property (business equipment, excluding inventories for resale) and
- Public utility property (real and personal property owned by utilities and organizations regulated by the State)

In 2014 Memphis' assessed value of real property

- 51.01% Residential
- 36.14% Commercial
- 12.29% Industrial
- 0.07% Farm
- 0.49% Multiple

**Assessment Percentage of Appraisal**

Residential	25%
Commercial	40%
Industrial	40%
Public Utility	55%
Farm	25%
Personal Property	30%

The assessed value of a residential property with an appraised value of \$100,000 would be \$25,000 (.25 x100,000), while a commercial property of the same appraised value would have an assessed value of \$40,000 (.40 x100,000).

Tax rates are set by the Council through the annual budget process. These rates are set as necessary in order to fund a balanced budget that provides services believed to be necessary and affordable.

The City Treasurer generates tax bills based on the following information: the assessed value of the property and the tax rate to figure each property tax bill. That office also collects the taxes.

To calculate the property tax bill, the assessed value is divided by \$100 and the result is multiplied by the tax rate. For example, a residential property appraised at \$100,000 would be assessed at \$25,000 (the \$100,000 appraised value times the 25% residential assessment ratio). With a tax rate set at \$3.40, the calculation is:

$$\begin{aligned} \text{tax} &= (\$25,000/\$100) \times \$3.40 \text{ per } \$100 \\ &= \$250 \times \$3.40 = \$850.00 \end{aligned}$$

Property tax bills are mailed to property owners and, if taxes are paid through an escrow account, also to the mortgage holder. This normally occurs by July 1. Tax payments are due by the end of August.

Property Tax revenues along with other local tax sources provide the City with the largest source of revenue to the operating budget.

Property appraisals are done by the Shelby County Assessor of Property, except for public utilities which are assessed by the Tennessee Regulatory Authority. Appraised value is the estimated market value based on a point in time. Certain properties are exempt such as government, religious, charitable, etc.

Historical property tax rates are displayed in the table below.

**HISTORY OF PROPERTY TAXES**

<b>Tax Year</b>	<b>Fiscal Year</b>	<b>General Fund</b>	<b>Schools</b>	<b>Debt Service</b>	<b>Capital Pay Go</b>	<b>Total Rate</b>
1980	1981	1.720000	1.060000	0.290000	0.0000	3.07
1981	1982	2.000000	1.140000	0.410000	0.0000	3.55
1982	1983	2.080000	1.140000	0.450000	0.0000	3.67
1983	1984	1.680000	1.000000	0.450000	0.0000	3.13
1984	1985	1.680000	1.000000	0.450000	0.0000	3.13
1985	1986	1.830000	1.030000	0.450000	0.0000	3.31
1986	1987	1.909800	1.030000	0.370200	0.0000	3.31
1987	1988	1.896660	1.030000	0.383340	0.0000	3.31
1988	1989	1.588270	1.090000	0.631730	0.0000	3.31
1989	1990	1.662870	1.030000	0.617130	0.0000	3.31
1990	1991	1.620490	1.030000	0.659510	0.0000	3.31
1991	1992	1.094100	0.665655	0.386900	0.0000	2.15
1992	1993	1.304296	0.804955	0.566704	0.0000	2.68
1993	1994	1.610611	0.967537	0.596990	0.0000	3.18
1994	1995	1.672400	0.967538	0.535200	0.0000	3.18
1995	1996	1.672400	0.967538	0.535200	0.0000	3.18
1996	1997	1.672400	0.967538	0.535200	0.0000	3.18
1997	1998	1.672400	0.967538	0.535200	0.0000	3.18
1998	1999	1.376300	0.840675	0.548800	0.0000	2.77
1999	2000	1.376300	0.840675	0.548800	0.0000	2.77
2000	2001	1.751000	0.894900	0.724100	0.0000	3.37
2001	2002	1.678500	0.857800	0.694100	0.0000	3.23
2002	2003	1.675300	0.857800	0.694100	0.0032	3.23
2003	2004	1.675300	0.857800	0.694100	0.0032	3.23
2004	2005	1.675300	0.857800	0.694100	0.0032	3.23
2005	2006	1.908800	0.827100	0.694100	0.0032	3.43
2006	2007	1.908800	0.827100	0.694100	0.0032	3.43
2007	2008	1.908800	0.827100	0.694100	0.0032	3.43
2008	2009	2.342700	0.190000	0.714100	0.0032	3.25
2009	2010	2.291700	0.186800	0.714100	0.0031	3.19
2010	2011	2.291700	0.186800	0.714100	0.0031	3.19
2011	2012	2.471700	0.000000	0.714100	0.0031	3.19
2012	2013	2.291700	0.100000	0.715200	0.0031	3.11
2013	2014	2.487400	0.000000	0.909300	0.0033	3.40
2014	2015	2.312500	0.000000	1.084200	0.0033	3.40
2015	2016	2.312500	0.000000	1.084200	0.0033	3.40
2016	2017	2.312500	0.000000	1.084200	0.0033	3.40



**ORDINANCE NO. 5616**  
**APPROPRIATION ORDINANCE**  
**(Adopted with Council Amendments)**

AN ORDINANCE TO APPROPRIATE THE PROCEEDS OF THE TAX LEVY ON THE ASSESSED VALUES ON ALL PROPERTIES OF EVERY SPECIES WITHIN THE CITY LIMITS FOR GENERAL PURPOSES FOR THE FISCAL YEAR JULY 1, 2016 THROUGH JUNE 30, 2017, INCLUSIVE, TOGETHER WITH ALL COLLECTIONS FROM PRIVILEGES, LICENSES, FEES, FINES, PERMITS, CHARGES, REQUESTS, TRANSFERS FROM NON-BUDGET ACCOUNTS, EARNINGS, REFUNDS, AND ALL OTHER ITEMS CONSTITUTING THE REVENUE RECEIPTS OF THE CITY OF MEMPHIS FOR THE FISCAL YEAR JULY 1, 2016 THROUGH JUNE 30, 2017, INCLUSIVE, TO PROVIDE THE MANNER IN WHICH MONIES MAY BE TRANSFERRED FROM ONE FUND TO ANOTHER AND TO PROVIDE THE STANDARD CODE OR DESIGNATIONS UNDER WHICH THE APPROPRIATIONS ARE TO BE ADMINISTERED AND ACCOUNTING CONTROL MAINTAINED.

SECTION 1. BE IT ORDAINED that the anticipated receipts herein appropriated shall be designated as follows:

1. GENERAL FUND, which shall embrace all expenditures for the accounts of the City Corporation, except for the expenditures hereinafter appropriated to the Special Revenue Funds, Debt Service Fund, Enterprise Funds, Internal Service Fund and Fiduciary Funds, including current operations and outlays for construction and equipment to be made from receipts herein appropriated.

**GENERAL FUND**  
**GENERAL REVENUES**

<b>LOCAL TAXES</b>	
Ad Valorem Tax- Current	249,470,000
Ad Valorem Tax - Current Sale of Receivables	7,500,000
Ad Valorem Tax Prior	5,200,000
Special Assessment Tax	558,000
Prop Taxes Interest & Penalty	4,200,000
Bankruptcy Interest & Penalty	170,000
Interest, Penalty - Sale of Tax Rec	1,300,000
PILOT's	4,500,000
State Apportionment TVA	7,800,000
Local Sales Tax	109,000,000
Tourism Development Zone Local	1,980,000
Beer Sales Tax_040311	17,000,000
Alcoholic Beverage Inspection Fee	5,000,000
Mixed Drink Tax_040710	6,400,000
Gross Rec Business Tax	11,000,000
Bank Excise Tax	954,000
Franchise Tax - Telephone	1,800,000
Cable TV Franchise Fees	4,300,000
Fiber Optic Franchise Fees	894,842
Misc Franchise Tax	840,000

# FINANCIAL SUMMARY

# OPERATING BUDGET ORDINANCE

---

Interest, Penalties & Commission	200,000
Business Tax Fees	1,000,000
Warrants and Levies	300
Misc Tax Recoveries	500,000
MLGW/Williams Pipeline	300,962
<b>TOTAL LOCAL TAXES</b>	<b>441,868,104</b>

STATE TAXES	
State Gas-Motor Fuel Tax	11,000,000
Three-Cent Tax	3,500,000
One-Cent Tax	1,900,000
State Sales Tax	52,500,000
Telecommunication Sales Tax	60,000
State Income Tax	13,000,000
State Shared Beer Tax	315,000
Alcoholic Beverage Tax	300,000
Spec Petroleum Product Tax	1,300,000
<b>TOTAL STATE TAXES</b>	<b>83,875,000</b>

LICENSES & PERMITS	
Auto Registration Fee	11,500,000
Dog License	274,965
County Dog License Fee	83,568
Liquor By Ounce License	215,000
Taxi Drivers License	20,500
Gaming Pub Amus Perm Fee	15,000
Wrecker Permit Fee	11,000
Misc Permits	80,000
Beer Application	60,000
Beer Permit Privilege Tax	140,000
Sidewalk Permit Fees	88,000
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>12,488,033</b>

FINES AND FORFEITURES	
Court Fees	5,600,000
Court Costs	6,300,000
Fines & Forfeitures	5,105,000
Seizures	50,000
Beer Board Fines	110,000
Arrest Fees	215,000
DUI BAC Fees	2,400





# FINANCIAL SUMMARY

# OPERATING BUDGET ORDINANCE

---

Sex Offender Registry Fees	262,368
Library Fines & Fees	425,000
Delinquent Collection Fees	100,000
Vacant Property Registration Fee	18,600
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>18,188,368</b>
CHARGES FOR SERVICES	
Subdivision Plan Inspection Fee	90,000
Parking	743,000
Senior Citizen's Meals	82,000
Concessions	1,500,382
Golf Car Fees	1,057,500
Pro Shop Sales	135,500
Green Fees	1,565,100
Softball	91,000
Basketball	17,500
Football	1,000
Ballfield Permit	18,000
Class Fees	55,750
Day Camp Fees	320,220
After School Camp	3,000
Parking Meters	850,000
Ambulance Service	21,000,000
Rental Fees	2,025,000
MLG&W Rent	2,400
Rent Of Land	43,130
Parking Lots	315,000
Easements & Encroachments	75,000
Tax Sales Attorney Fees	525,000
Street Cut Inspection Fee	250,000
Traffic Signals	200,000
Signs-Loading Zones	15,000
Arc Lights	4,000
Wrecker & Storage Charges	500,000
Shelter Fees	181,239
Animal Vaccination	22,943
Police Special Events	700,000
Outside Revenue	78,500
Tow Fees	1,000,000
Officers in the Schools	1,475
<b>TOTAL CHARGES FOR SERVICES</b>	<b>33,468,639</b>

---



# FINANCIAL SUMMARY

# OPERATING BUDGET ORDINANCE

## USE OF MONEY

Interest on Investments	115,000
Net Income/Investors	100,000
State Litigation Tax Commission	120,000
<b>TOTAL USE OF MONEY</b>	<b>335,000</b>

## STATE GRANTS

St TN Highway Maint Grant	830,362
St TN Interstate	800,000
<b>TOTAL STATE GRANTS</b>	<b>1,630,362</b>

## INTERGOVERNMENTAL REVENUE

International Airport	3,409,377
MATA	3,000,000
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>6,409,377</b>

## OTHER REVENUES

Miscellaneous Auctions	1,600,000
Local Shared Revenue	1,966,856
Anti-Neglect Enforcement	200,000
Property Insurance Recoveries	229,939
Rezoning Ordinance Publication Fees	10,000
Sale Of Reports	273,423
City of Bartlett	1,034,000
Miscellaneous Income	389,500
Sewer Fund Cost Allocation	1,075,000
Fire - Misc Collections	20,000
Cash Overage/Shortage	30
Coca - Cola Sponsorship	65,000
Grant Revenue - Library	17,000
Commissions	20,000
Miscellaneous Revenue	61,368
Recovery Of Prior Year Expense	200,000
<b>TOTAL OTHER REVENUES</b>	<b>7,162,116</b>

## TRANSFERS IN

In Lieu Of Taxes-MLGW	55,200,000
In Lieu Of Taxes-Sewer	5,000,000
Oper Tfr In - Debt Service Fund	500,000
Oper Tfr In - Sewer	1,300,000
<b>TOTAL TRANSFERS IN</b>	<b>62,000,000</b>



<b>TOTAL GENERAL REVENUES</b>	<b>667,424,999</b>
-------------------------------	--------------------

GENERAL FUND  
EXPENDITURE BUDGET

<b>EXECUTIVE</b>	
Mayor’s Office	767,999
Chief Administrative Office	840,670
Auditing	861,386
311 Call Center	423,590
Office of Youth Services and Community Affairs	2,984,775
Intergovernmental Affairs	723,677
CLERB	209,971
Animal Shelter	4,083,772
Community Affairs	1,017,506
Communications	1,010,469
Performance Mgmt	243,450
<b>TOTAL EXECUTIVE</b>	<b>13,167,265</b>
<b>FINANCE</b>	
Administration	513,873
Financial Accounting	2,130,765
Purchasing	811,258
Budget	598,446
Debt & Investment Management	232,009
City Treasurer	3,264,523
Financial & Strategic Planning Office	197,714
Equal Business Opportunity & Development	895,648
Landmarks	202,245
<b>TOTAL FINANCE</b>	<b>8,846,481</b>
<b>FIRE</b>	
Administration	2,949,921
Apparatus Maintenance	8,807,850
Logistical Services	2,295,540
Training	3,389,483
Communications	6,369,392
Fire Prevention	5,258,664
Firefighting	99,706,215
EMS	40,073,235
Airport	3,409,377

# FINANCIAL SUMMARY

# OPERATING BUDGET ORDINANCE

---

<b>TOTAL FIRE</b>	<b>172,259,677</b>
POLICE	
Executive Administration	39,126,155
Administrative Services	39,426,690
Uniform Patrol/Precincts	129,254,155
Investigative Services	22,407,593
Special Operations	25,735,801
<b>TOTAL POLICE</b>	<b>255,950,394</b>
PARKS AND NEIGHBORHOODS	
Administration	1,502,948
Planning & Development	212,346
Park Facilities	3,564,597
Zoo	3,551,236
Brooks Museum	571,448
Memphis Botanic Gardens	795,694
Sports Centers	2,798,081
Recreation	10,472,149
Golf	4,840,220
Special Services	270,440
<b>TOTAL PARKS &amp; NEIGHBORHOODS</b>	<b>28,579,159</b>
PUBLIC WORKS	
Administration	879,194
Street Maintenance	8,248,973
Neighborhood Improvements	11,988,655
<b>TOTAL PUBLIC WORKS</b>	<b>21,116,822</b>
HUMAN RESOURCES	
Administration	377,891
Talent Management	2,998,916
Compensation/Records Administration	851,610
Equity, Diversity & Inclusion	469,148
Health Care Plans	2,080,240
HR Information	296,379
Workplace Safety & Compliance	450,265
HR Business Partner	182,553
<b>TOTAL HUMAN RESOURCES</b>	<b>7,707,002</b>
GENERAL SERVICES	
Administration	909,962

---



# FINANCIAL SUMMARY

# OPERATING BUDGET ORDINANCE

---

Property Maintenance	17,235,675
Real Estate	646,501
Operation Of City Hall	6,010,853
Fleet Management	835,248
<b>TOTAL GENERAL SERVICES</b>	<b>25,638,239</b>
HOUSING & COMMUNITY DEVELOPMENT	
Housing	878,776
Economic Development	2,161,558
Community Initiatives	964,181
Business Development Center	318,688
<b>TOTAL HOUSING &amp; COMMUNITY DEVELOPMENT</b>	<b>4,323,203</b>
<b>CITY ATTORNEY</b>	<b>10,432,045</b>
ENGINEERING	
Administration	5,256,486
Signs & Markings	2,815,185
Signal Maintenance	3,082,054
<b>TOTAL ENGINEERING</b>	<b>11,153,725</b>
<b>LIBRARY</b>	<b>19,370,122</b>
<b>INFORMATION SYSTEMS</b>	<b>21,488,929</b>
<b>CITY COUNCIL</b>	<b>1,759,375</b>
<b>CITY COURT JUDGES</b>	<b>640,398</b>
CITY COURT CLERK	
City Court Clerk	3,549,574
Red Light Camera	3,579,547
<b>TOTAL CITY COURT CLERK</b>	<b>7,129,121</b>
GRANTS & AGENCIES	
Black Business Association	200,000
Family Safety Center of Memphis and Shelby County	200,000
Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000
Launch Memphis aka Starter Co.	25,000
MLGW Citizen's Assistance Grant	1,000,000
Shelby County School Mixed Drink Proceeds	3,200,000
Shelby County School Settlement	1,333,335



## FINANCIAL SUMMARY

## OPERATING BUDGET ORDINANCE

---

Aging Commission of the Mid-South	143,906
Academy of Youth and Empowerment	25,200
Blues and Cultural Center	75,000
Boys and Girls Club	33,333
Damascus Road	300,000
Emmanuel Center	33,333
Families Matter	25,000
Game Day Health Kids Foundation	100,000
Greater Memphis Media	20,000
Grooming Greatness	25,000
Healing Word Counseling Center	75,000
Ladies In Need Can Survive (LINCS)	50,000
Memphis Grizzlies Foundation	50,000
MLK Basketball Tournament	20,000
National Heritage Tourism	37,500
Pyramid Recovery Center	25,000
Streets Ministries	33,334
U Can Memphis	20,000
Whitehaven Economic Development	300,000
Women of Concern	25,000
Africa in April	70,000
Hospitality Hub (Homeless Initiative)	150,000
Life Line to Success	200,000
MapSouth Inc.	41,750
Serenity Recovery House	125,000
WIN Operational	55,000
Convention Center	2,053,566
Innovation Delivery Team Grant-Wells Fargo	387,000
Exchange Club	50,000
MATA	25,920,040
Memphis Film & Tape	175,000
Pensioners Insurance	11,016,550
Planning & Development	1,500,000
Riverfront Development	2,974,000
Shelby County Assessor	600,000
Urban Art	150,000
Transfer Out - CRA Program	2,739,130
Transfer Out - OPEB Fund	2,000,000
<b>TOTAL GRANTS &amp; AGENCIES</b>	<b>57,731,977</b>
<i>Contribution to Fund Balance</i>	131,065



**TOTAL EXPENDITURES / TRANSFERS GENERAL FUND** **667,424,999**

**2. SPECIAL REVENUE FUNDS**

A. HOTEL/MOTEL TAX FUND

HOTEL/MOTEL TAX FUND

REVENUE BUDGET

Hotel/Motel Tax	10,996,072
Transfer from New Memphis Arena Fund	1,366,517
<b>TOTAL REVENUES</b>	<b>12,362,589</b>

EXPENDITURE BUDGET

Convention/Visitor's Bureau	3,246,072
Memphis/Shelby County Sports	4,250,000
Transfer to New Memphis Arena Fund	1,366,517
Transfer To Debt Service Fund	3,500,000
<b>TOTAL EXPENDITURES</b>	<b>12,362,589</b>

B. NEW MEMPHIS ARENA FUND

NEW MEMPHIS ARENA FUND

REVENUE BUDGET

Program Revenues	9,842,094
<b>TOTAL REVENUES</b>	<b>9,842,094</b>

EXPENDITURE BUDGET

Grants and Subsidies	5,000,000
Transfer Out	3,787,564
Contribution to Fund Balance	1,054,530
<b>TOTAL EXPENDITURES</b>	<b>9,842,094</b>

C. METRO ALARM FUND

METRO ALARM FUND

REVENUE BUDGET

Alarm Revenue	466,578
<b>TOTAL REVENUE</b>	<b>466,578</b>

EXPENDITURE BUDGET

Personnel Services	281,920
Materials and Supplies	184,658
<b>TOTAL EXPENDITURES</b>	<b>466,578</b>

D. SOLID WASTE MANAGEMENT FUND

SOLID WASTE MANAGEMENT FUND  
REVENUE BUDGET

Solid Waste Disposal Fee	55,410,987
Sanitation Inspection Fee	620,000
Local Taxes	113,789
State Grants	85,000
Waste Reduction Grant	70,000
Other Revenues	18,000
Contribution From Fund Balance	2,695,122
<b>TOTAL REVENUES</b>	<b>59,012,898</b>

EXPENDITURE BUDGET

Personnel Services	26,810,480
Materials and Supplies	11,898,668
Capital Outlay	500,000
Service Charges	15,250,000
Transfers Out	4,553,750
<b>TOTAL EXPENDITURES</b>	<b>59,012,898</b>

E. DRUG ENFORCEMENT FUND

DRUG ENFORCEMENT  
REVENUE BUDGET

Fines & Forfeitures	2,333,000
Federal Grants	150,000
Contribution from Fund Balance	1,617,800
<b>TOTAL REVENUES</b>	<b>4,100,800</b>

EXPENDITURE BUDGET

Personnel Services	1,391,000
Materials and Supplies	2,138,800
Capital Outlay	571,000
<b>TOTAL EXPENDITURES</b>	<b>4,100,800</b>

**3. DEBT SERVICE FUND**

The Debt Service Fund shall embrace expenditures for the payment of interest and installments on the public debt.



DEBT SERVICE FUND  
REVENUE BUDGET

Current Property Tax	115,900,000
Delinquent Property Tax	2,400,000
Sale of Delinquent Accounts	3,500,000
Local Option Sales Tax	8,200,000
In Lieu Of Taxes-Contractual	1,964,678
Tourism Development Zone Local	3,500,000
Tourism Development Zone State	20,000,000
State Gas Motor Fuel Tax	1,768,300
Use of Money	223,000
Federal Grants	2,355,769
Other Revenue	2,323,700
Transfer In-Hotel-Motel Tax	1,366,517
Transfer In-Misc Grants Fund	194,496
Transfer In-Solid Waste	4,553,723
Transfer in Storm Water Fund	3,787,004
Transfer In - General Fund	5,360,125
Contribution From Committed Fund Balance	39,881
<b>TOTAL REVENUES / TRANSFERS IN</b>	<b>177,437,193</b>

EXPENDITURE BUDGET

Principal- Serial Bonds, Notes, and Leases	94,712,122
Interest- Serial Bonds, Notes, and Leases	65,806,403
Contribution To Fund Balance	15,164,777
Other	1,753,891
<b>TOTAL EXPENDITURES / TRANSFERS OUT</b>	<b>177,437,193</b>

**4. ENTERPRISE FUNDS**

A. SEWER FUND which shall embrace expenditures from City Sewer Fees, Connection Fees, Miscellaneous Fees and other monies used for Sewer Services operating and debt service purposes.

SEWER FUND

REVENUE BUDGET

Sewer Fees	105,745,000
Sewer Connection Fees	140,000
Rents	32,000
Subdivision Development Fees	350,000
Other Revenue/Prior Yr.	380,000
<b>TOTAL REVENUES</b>	<b>106,647,000</b>

EXPENDITURE BUDGET

Personnel	20,680,711
Materials and Supplies	36,445,746
Capital Outlay	4,421,000
Debt Service -Interest	5,000,000
State Loan Interest	120,000
In-Lieu-Of Payment-General	5,245,000
Dividend To General Fund	1,300,000
Depreciation on Own Fund	14,537,000
Increase (Decrease) in Net Position	18,897,543
<b>TOTAL EXPENDITURES</b>	<b>106,647,000</b>

B. STORM WATER FUND which shall embrace expenditures from City Storm Water Fees, Drainage Fees, Miscellaneous Fees, and other monies used for Storm Water Services operating and debt service purposes.

STORM WATER FUND

REVENUE BUDGET

Storm Water Fees	24,250,000
Fines & Forfeitures	10,000
Federal Grants	1,500,000
<b>TOTAL REVENUES</b>	<b>25,760,000</b>

EXPENDITURE BUDGET

Personnel	10,725,327
Materials & Supplies	6,017,585
Capital Outlay	923,040
Transfer Out	3,787,004
Depreciation on Own Funds	2,391,635
Increase (Decrease) in Net Assets	1,915,409
<b>TOTAL EXPENDITURES</b>	<b>25,760,000</b>

**5. INTERNAL SERVICE FUNDS**

HEALTHCARE

REVENUE BUDGET

Operating Revenues	76,071,861
<b>TOTAL REVENUES</b>	<b>76,071,861</b>

EXPENDITURE BUDGET

Personnel	582,038
Materials & Supplies	3,371,558
Claims Incurred	71,100,000

# FINANCIAL SUMMARY

# OPERATING BUDGET ORDINANCE

---

Grants & Subsidies	96,676
Other	24,383
Contribution to Fund Balance	897,206
<b>TOTAL EXPENDITURES</b>	<b>76,071,861</b>

---

## UNEMPLOYMENT FUND REVENUE BUDGET

Program Revenues	497,200
<b>TOTAL REVENUE</b>	<b>497,200</b>

---

## EXPENDITURE BUDGET

Claims Incurred	350,000
Contribution to Fund Balance	147,200
<b>TOTAL EXPENDITURE</b>	<b>497,200</b>

---

## FLEET MANAGEMENT FUND REVENUE BUDGET

V.M. Fuel Revenue Inside	11,176,011
V.M. Shop Charges	13,540,911
V.M. Inventory/Store Sales	250,000
Use of Money	583
Outside Revenue	5,585
<b>TOTAL REVENUES</b>	<b>24,973,090</b>

---

## EXPENDITURE BUDGET

Materials & Supplies	10,885,015
Inventory	13,989,952
Depreciation on Own Funds	96,100
Other	2,023
<b>TOTAL EXPENDITURES</b>	<b>24,973,090</b>

---

## 6. FIDUCIARY FUND

### OTHER POST EMPLOYMENT BENEFITS (OPEB) ADDITIONS

Operating Revenues	20,173,149
Contribution from Fund Balance	6,103,107
<b>TOTAL ADDITIONS</b>	<b>26,276,256</b>

---



DEDUCTIONS

Claims Incurred	22,900,000
Administrative Expenses	3,085,806
Grants & Subsidies	290,450
<b>TOTAL DEDUCTIONS</b>	<b>26,276,256</b>

SECTION 2. BE IT FURTHER ORDAINED that for the purposes of budget control, administration and accounting of the appropriations made herein for the fiscal year, July 1, 2016, through June 30, 2017, inclusive, the Division and Program names shall be as set out in accordance with the requirements of Section One (1) hereof.

SECTION 3. BE IT FURTHER ORDAINED that Council estimates of the revenues of the City of Memphis for the fiscal year, July 1, 2016, through June 30, 2017, inclusive, which are applicable to the purposes for which taxes are levied shall be set in the schedule within Section 1.

SECTION 4. BE IT FURTHER ORDAINED that all monies subject to appropriation by all divisions shall be deposited with the City Treasurer for the use of the City and all monies so received shall be considered appropriated regardless of the foregoing estimates by items until the appropriations have been filled.

Thereupon, any surplus shall become and be designated unappropriated Revenue and be subject to lawful appropriation by the Council. Such amounts are not appropriated for the use of the Division receiving same, but shall be carried as a memorandum of collections and earnings.

SECTION 5. BE IT FURTHER ORDAINED that the Comptroller shall have no power to authorize withdrawal of funds constituting the current operating revenues of the City of Memphis from the Treasury of the City of Memphis nor shall any obligations for the expenditures of any such funds be incurred except in pursuance of this ordinance; provided, however, that the Council may appropriate in the current year a greater amount for the operation of any Division, or for any corporate purpose other than those for which an appropriation shall have been made herein in the event that the current revenues shall be available for such purposes; and, provided further, that said expenditures shall be authorized by ordinance or resolution duly adopted by the Council.

SECTION 6. BE IT FURTHER ORDAINED that for Fiscal Year 2017 that the salary of the Chief Operating Officer for the City of Memphis, the Chiefs of the consolidated Divisions and the salaries of the Division Directors, City Court Judges, and City Court Clerk shall be increased by the percentage granted to general City employees as a wage increase.

SECTION 7. BE IT FURTHER ORDAINED that where work is done or materials furnished by one service center for another service center, the Comptroller is directed to charge the appropriation of the service center receiving and to credit the appropriation of the service center furnishing such labor or materials with the proper cost thereof, when said charge is accepted by the service center receiving same.

SECTION 8. BE IT FURTHER ORDAINED that the Comptroller shall maintain on file in his/her office the line item budget of each program, and that sums not to exceed the preceding amounts set forth in totals by Division and Program for the several funds shall so far as may be needed, be appropriated for the purpose shown for the fiscal year, July 1, 2016 through June 30, 2017, inclusive.

The Mayor shall have the authority to approve transfers between line items within the total amounts of each category (Personnel, Supplies and Services, Grants & Subsidies, Capital Outlay and Expense Recoveries). The Mayor shall also have the authority to approve the correction of an appropriation that was applied in error, that is budget neutral, as identified by the comptroller.

The Mayor shall have the authority to approve transfers between Categories within the total amounts of each Program as set forth herein, however, each transfer shall have a maximum limit of \$50,000 and each Program shall have an annual cumulative limit of \$100,000 for transfers between Categories, within the total amounts of each Program. The transfer of an amount between personnel Categories, within a Program that is associated with authorized and funded positions, also transfers the position to the Category receiving funding. Any transfer of appropriations between Programs shall be made only upon the authorization by ordinance or resolution of the Council.

SECTION 9. BE IT FURTHER ORDAINED that pursuant to the provisions of the City Charter as amended when any obligation has been incurred by order, contract, agreement to purchase, hire, receive or otherwise obtain anything of value for the use of the City by the joint action of the respective Division Directors, a liability shall be construed to have been created against the appropriation of the Division affected and the respective Division Directors and Program Heads in charge and other persons are prohibited from incurring liabilities in excess of the amount appropriated for each budget of each Program, the totals of which are set out in Section One (1), hereof, of additional amounts which may hereafter be authorized by the Council.

SECTION 10. BE IT FURTHER ORDAINED that, at the close of each fiscal year, which is fixed as June 30, any unencumbered balance of an appropriation shall revert to the appropriate fund balance account or net assets account and shall be subject to re-appropriation by the Council, encumbered appropriations shall be carried forward into the next fiscal year from the current year budget in furtherance of improvements or for any corporate purpose which will not be completed within such current fiscal year.

SECTION 11. BE IT FURTHER ORDAINED that it shall be the duty of the Comptroller to keep an account of each object item appropriation made by the City Council and each such account shall show the appropriations made thereto, the amounts drawn thereon, and he/she shall make available such information on each appropriation account to the Directors of the various Divisions.

SECTION 12. BE IT FURTHER ORDAINED that no claims against the City shall be paid except by means of a check, manual or electronic, on the Treasury issued and signed/authorized by the Comptroller.

SECTION 13. BE IT FURTHER ORDAINED that the Council expressly declares that each section, subsection, paragraph and provision of this ordinance is severable, and that should any portion of this ordinance be held unconstitutional or invalid, the same shall not affect the remainder of this ordinance, but such unconstitutional or invalid portion be elided, and the City Council declares that it would have passed this ordinance with such unconstitutional or invalid portions elided.

SECTION 14. BE IT FURTHER ORDAINED that this ordinance take effect from and after the date it shall have been passed by the Council, signed by the Chairman of the Council, certified and delivered to the Office of the Mayor in writing by the Comptroller and become effective as otherwise provided by law.

SECTION 15. BE IT FURTHER ORDAINED that if for any reason a budget ordinance is not adopted prior to the beginning of the next succeeding fiscal year, the appropriations from the previous fiscal years' adopted budget ordinance shall become the appropriation for the new fiscal year until the adoption of the new fiscal year budget ordinance is approved, in accordance with Section 6-56-210, TENNESSEE CODE ANNOTATED, provided sufficient revenues are being collected to support the continuing appropriations.

THE FOREGOING ORDINANCE  
 # 5616 PASSED  
 1st Reading 05-03-2016  
 2nd Reading 05-17-2016  
 3rd Reading 06-07-2016  
 Approved Edmund J. [Signature]  
 Chairman of Council  
 Date Signed: 4/21/2016  
 Approved: [Signature]  
 Mayor, City of Memphis  
 Date Signed: 6/22/16

I hereby certify that the foregoing is a true copy, and said document was adopted by the Council of the City of Memphis as above indicated and approved by the Mayor.

Valerie C. Sipes  
 Comptroller

Kemp Conrad, Chairperson

Attest: Shirley Ford, Comptroller





**Authorized Complement Discussion**

Authorized Complement is the total number of positions approved for a division. All authorized positions are funded; however funding is reduced by the average vacancy rate for the respective division to arrive at the final budget level for personnel.

Notable authorized complement changes for the adopted FY17 budget are as follows:

**Executive Division** - The complement increase includes shift of Animal Shelter Service Center (51 positions) from Parks and Neighborhoods Division and creation of Communications Legal Level with 4 positions.

**Finance** - The complement increase was due to shift of 5 positions in Equal Business Opportunity and Development from Executive (an additional 3 positions were granted to Equal Business Opportunity and Development by council during Budget hearing) and 3 positions from Landmarks service center's move from Grants and Agencies Division.

**Information Services** - The complement increase of 5 positions is a conversion of 5 contractor positions to City of Memphis employees.

**Libraries** - This Division was created by Libraries with its 280 positions breaking away from the Parks and Neighborhoods Division.

Other Division changes not noted above are the result of the permanent elimination of vacancies or minor structural adjustments.

# FINANCIAL SUMMARY

# AUTHORIZED COMPLEMENT

Category	FY15 Adopted	FY16 Adopted	FY17 Adopted
<b>General Fund</b>			
City Attorney	57	57	60
City Council	25	23	23
City Court Clerk	57	57	57
City Court Judges	5	5	5
City Engineering	116	116	116
Executive	37	46	99
Finance	72	72	84
Fire Services	1,789	1,789	1,784
General Services	311	318	318
Grants and Agencies	3	3	0
Housing and Community Development	5	5	5
Human Resources	44	44	46
Information Services	17	17	22
Libraries	0	0	280
Parks and Neighborhoods	505	506	162
Police Services	2,696	2,774	2,728
Public Works	204	205	209
<b>General Fund Total</b>	<b>5,943</b>	<b>6,037</b>	<b>5,998</b>
<b>Enterprise Fund</b>			
Sewer Treatment and Collection Fund	305	341	341
Storm Water Fund	187	188	190
<b>Enterprise Fund Total</b>	<b>492</b>	<b>529</b>	<b>531</b>
<b>Special Revenue Fund</b>			
Solid Waste	615	615	515
Metro Alarm Fund	7	5	6
M.L. K. Fund	3	0	0
<b>Special Revenue Funds Total</b>	<b>625</b>	<b>620</b>	<b>521</b>
<b>Internal Service Funds</b>			
Health Insurance Fund	14	13	13
<b>Internal Service Funds Total</b>	<b>14</b>	<b>13</b>	<b>13</b>
<b>Total Authorized Complement</b>	<b>7,074</b>	<b>7,199</b>	<b>7,063</b>



## 2017 Capital Improvement Budget Process

The Fiscal Years 2017-2021 Capital Improvement Program (CIP) is a multi-year plan for capital expenditures to replace and expand the City's infrastructure, vehicles and equipment. For program purposes the City defines a capital improvement as a major improvement or acquisition costing over \$50,000 that will last 10 years or more. The program is updated annually to reflect the latest priorities, updated cost estimates and available revenue sources.

The purpose of the CIP is to outline the funding for capital projects and capital acquisitions that will be of a long-term benefit to the citizens of Memphis. Because projects in the CIP Plan have long term benefits, they are financed over a longer period of time. As a result, present and future users pay for the projects.

The City's adopted Capital Budget is \$231.9 million in total allocations for FY 2017. Listed below are our major sources for Capital Funding.

### Long Term Debt

General Obligation Bonds, excluding G.O. for Storm Water which will be paid by the fund, are \$88.9 million or 38.33% of the total revenue for the FY 2017.

### Federal Grants / State Grants

Federal and State grants represent \$33.8 million or 14.57% of the revenue in the FY 2017 Capital Budget. The majority of these Federal funds are for MATA projects and Public Works projects that qualify for Federal grants. State grants represent the State-matching portion of the MATA funds and Public Works projects that qualify for State funds.

### Capital-Pay-Go/CWSRF

The Sewer Fund current projects are funded by Capital-Pay-Go or Clean Water State Revolving Fund (CWSRF) loans. Projects funded by "Capital-Pay-Go" allocations represent internally generated funds. Sewer project funding is not represented in sewer bonds for the second year in a row. CWSRF loan is a line of credit which is available for the Planning, Design, and Construction Phases of wastewater facilities.

### Carry Forward Funding

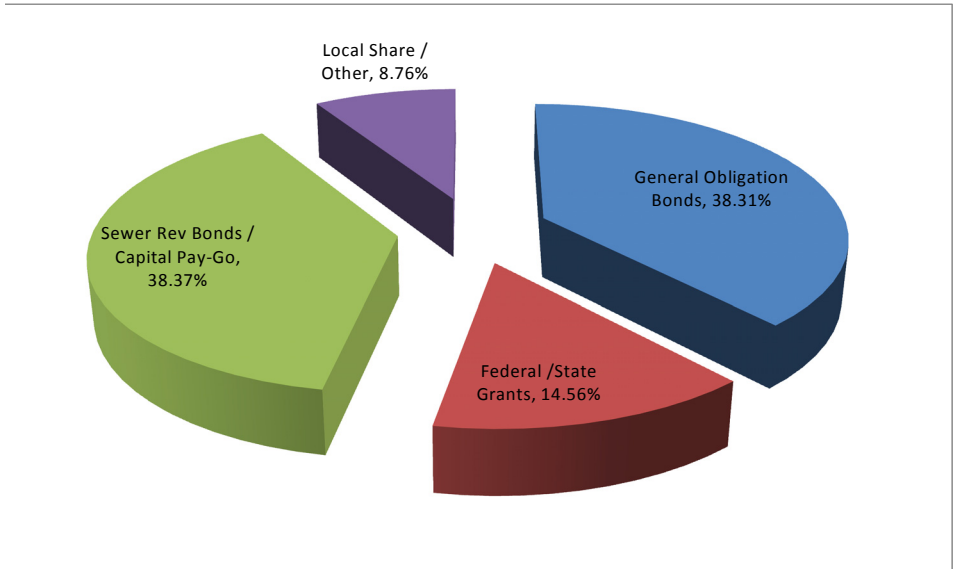
Projects allocated in previous years' Capital Budgets, that have been delayed, may be reprogrammed, according to the priorities of the administration for spending in the new plan. Carry Forward funds represent \$494.5 million. These funds are the unspent allocations from the prior years' approved CIP plan that could not be allocated within the prior year because the timeframe for completion is greater than one year. Unspent allocations are shown as carry forward requests within the respective Divisions. Specific projects where unspent appropriations will carry forward into the FY 2017 CIP spending are identified in the appendix section of this document.

Adoption of the CIP budget by the City Council allows for the allocation of funds for the first year of the program, or in the case of carry forward projects a reallocation of unappropriated funding. The Capital Improvement Budget is the annual allocation to the CIP that is set aside to fund major construction projects, acquire property, purchase equipment and fund ongoing capital programs for the City. The City attempts to budget annual G. O. Bonds specifically at an average of \$70.0 million per year. Specific language on how to appropriate and spend construction funds is contained in the CIP resolution.

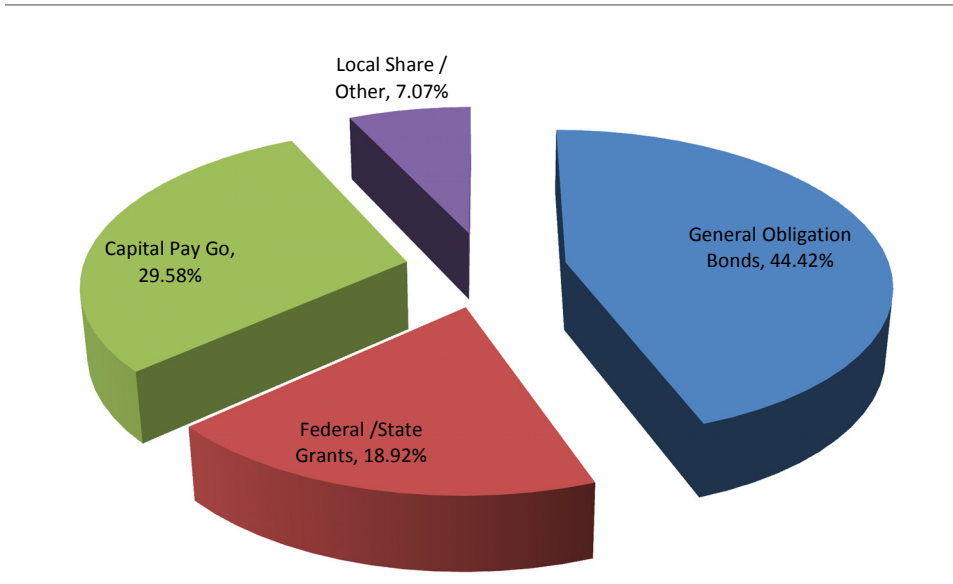
**Capital Improvement Budget Highlights**

The City's planned CIP spending aligns with current priorities that are focused on projects that enhance the City's economic development strategy, leverage federal or private funding, projects that maintain existing facilities, and projects mandated by law. The FY2017 CIP Budget for General Obligation Bond (G.O.) spending is \$88.9 million. This budget increases G. O. funding for the Memphis Area Transit Authority (MATA) by \$5.0 million. The CIP budget also includes \$9.8 million to begin the investment in a radio system upgrade for Police and other City of Memphis safety divisions. In the division of Housing and Community Development the MHA Foote-Future Hope VI project is included. This project will remove the last public housing project in the City (Foote Homes). There is a continued emphasis on road paving, which is proposed for \$16.5 million in GO Bond funding, and an increased funding for technology needs.

**FY 2017 - 2021  
CAPITAL IMPROVEMENT PROGRAM  
WHERE THE MONEY COMES FROM**

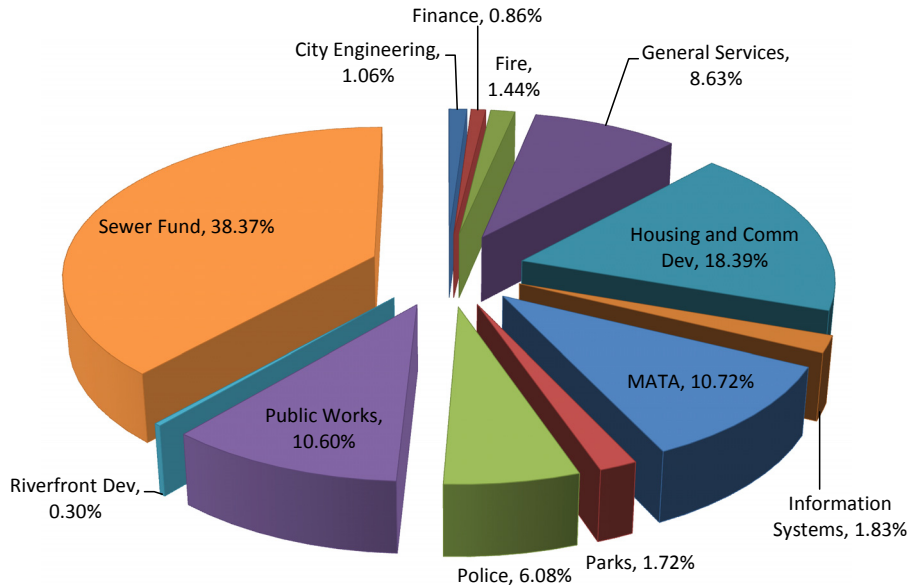


**FY 2017 Budget \$231,951,014**

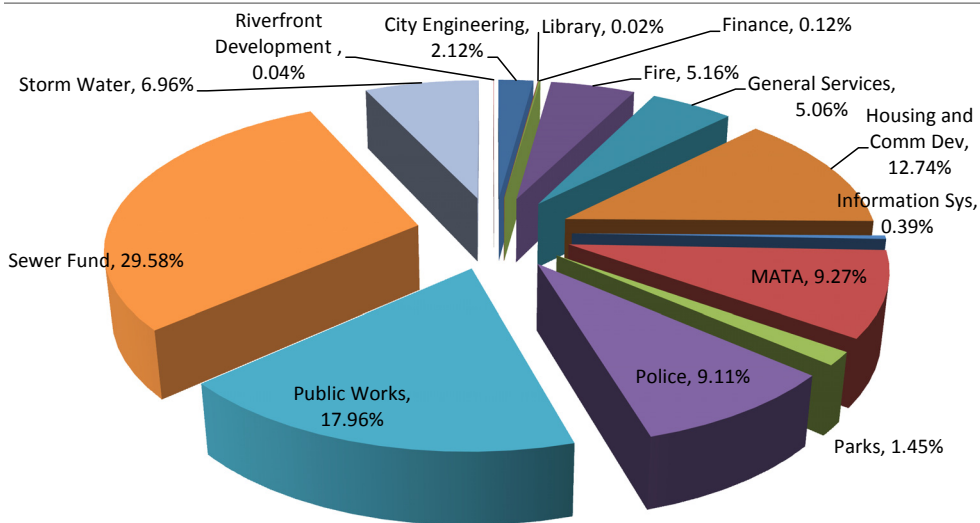


**FY 2017 - 2021 Programs \$1,682,356,721**  
Includes Carry Forward Allocation

**FY 2017 - 2021  
CAPITAL IMPROVEMENT PROGRAM  
WHERE THE MONEY GOES**



**FY 2017 Budget \$ 231,951,014**



**FY 2017 - 2021 Programs \$1,682,356,721**

**Includes Carry Forward Allocation**

*(Divisions under 0.09% are not shown.)*

## **The Impact of Debt Service Cost and Operating Cost for FY 2016**

The cost of capital assets manifests is the general fund (operational costs) or the debt fund (principal and interest costs). Both of these funds budgets are established through the budget ordinance in this budget.

The financial impact of CIP projects is the annual cost of debt service. Debt service projects impact operational cost because of the issuance of General Obligation (G.O.) Bonds which are repaid by the tax rate charged to citizens. The property tax rate finances the debt fund, which pays the debt service. In theory if debt increases, larger portions of property tax revenue is assigned to debt, and this reduces resources for operating costs. The City has a G.O. Bond target to essentially maintain the property tax rate apportioned to debt within a specific range. This target is established considering debt that will also be retired within the fiscal year.

This summary lists all CIP above a total cost of \$1.0 million in the CIP program for FY2017 along with their related G.O. funding amounts, and the associated impact on debt service and the operating budget. The debt service payments will average 20-30 years depending on the project. Projects not detailed are either under \$1.0m or are considered as replacement investments for fully used existing capital assets. The cost to maintain these assets are in the current funding base. Therefore, these projects are budget neutral. A full listing of all FY2017 CIP projects follows this summary.

### **Division: Finance**

**Project Name: Sports Authority-FedEx**

**Project Number: GA01022**

This project provides for the City's portion of capital expenditures necessary to the FedEx Forum, which houses our professional basketball team. Potential expenses include, but are not limited to, the halo repair and the pending future roof membrane replacement. Capital expenditures will be approved by the Sports Authority Board prior to submission for City funding.

G.O. Funding: \$2.0m

Debt Service Impact: \$25.0k  
Operating Budget Impact: \$ None

### **Division: Fire Services**

**Project Name: Fire Station Repairs**

**Project Number: FS02001**

This project provides funds for major repairs and renovations of facilities including station driveways, roofs, generators, sidewalks, landscaping, lighting and fencing. Construction covers items beyond the scope of General Services.

G.O. Funding: \$1.9m

Debt Service Impact: \$23.7k  
Operating Budget Impact: \$ None

**Division: General Services****Project Name: CoMEM Phase II****Project Number: GS01032**

This project provides funds for the City of Memphis Municipal Complex, former “Walter Simmons” site, Master Plan. General Services and the Fire Services divisions will provide a Fleet Maintenance Facility, Fueling Station and Fire Apparatus section.

G.O. Funding: \$2.2m

Debt Service Impact: \$27.5k  
Operating Budget Impact: \$ Neutral**Division: Housing and Community Development****Project Name: MHA-Foote Future Hope VI****Project Number: CD01030**

South City CNI (Foote Homes Project) is part of the South City Urban Renewal Plan. Funding will provide new rental housing to a mixed income population. The physical plans will be implemented in multiple phases on the old Foote Homes site and in the surrounding neighborhood on acquired land. The transformation will include demolition of existing dwellings, improved park & open space, community facilities, library, neighborhood retail and comprehensive supportive services and programs.

G.O. Funding: \$4.5m

Debt Service Impact: \$56.2k  
Operating Budget Impact: None**Project Name: Mason Village****Project Number: CD02011**

This project is predevelopment investments in the infrastructure and public space in support of the redevelopment of the area surrounding the historic Mason Temple and the I-55 Gateway known as COGIC Place. This project will address critical improvements to neighborhood assets and housing by replacing distressed housing and blight with nearly 80 units of new, highly quality, mixed income housing.

G.O. Funding: \$2.0m

Debt Service Impact: \$25.0k  
Operating Budget Impact: None**Division: Information Services****Project Name: HRMS Management System Cloud****Project Number: IS01075**

This project provides funds for Software upgrade. Managed software will be transitioned to a SAAS/ Cloud version in order to improved productivity through technological enhancements.

G.O. Funding: \$1.5m

Debt Service Impact: \$18.7k  
Operating Budget Impact: \$400,000



**Division: Memphis Area Transit Authority (MATA)**

**Project Name: MATA Bus Replacement**

**Project Number: GA03007**

This project provides funding for the purchase of buses over the next five years to replace buses that have reached the end of their useful service life. MATA is making an effort to incorporate alternative fuel and smaller vehicles into the fleet and may choose to purchase a smaller or larger number of vehicles with the funds provided for this project. This level of funding will allow MATA to replace approximately 78 vehicles over the five-year CIP period.

G.O. Funding: \$5.0m

Debt Service Impact: \$62.5k  
Operating Budget Impact: None

**Division: Memphis Area Transit Authority (MATA)**

**Project Name: Rail Vehicles**

**Project Number: GA03026**

MATA will purchase and renovate rail vehicles that have reached the end of their useful service life.

G.O. Funding: \$1.1m

Debt Service Impact: \$12.5k  
Operating Budget Impact: None

**Division: Parks and Neighborhoods**

**Project Name: Greenway Improvements**

**Project Number: PK07012**

This project provides additional funds for Phase 4 - \$650,000 for Construction; Phase 5A - \$450,000 for Construction and Phase 5B \$50,000 for A/E. Funds are provided in Fiscal Years 2018 through 2022 per MOU with the Wolf River Conservancy to provide funds of \$1,500,000 per year for five years.

G.O. Funding: \$1.2m

Debt Service Impact: \$15.0k  
Operating Budget Impact: \$ None

**Division: Police Services**

**Project Name: In-Car Video/GPS**

**Project Number: PS04022**

This project will install mobile in-car video cameras with GPS tracking devices for 125 squad police cars and body worn cameras for over 2,000 officers. This project is spread out over a seven year lease to own period.

G.O. Funding: \$2.7m

Debt Service Impact: \$33.7k  
Operating Budget Impact: \$ 64,700

**Project Name: Radio System Upgrade****Project Number: PS04025**

This project will fund the replacement of the City of Memphis radio system because our current radio system will have reached its end of life cycle for parts and service on December 31, 2018. This will replace the old system with a new radio system that's compatible with P25 technology.

G.O. Funding: \$9.8m

Debt Service Impact: \$122.5k  
Operating Budget Impact: \$300,000**Division: Public Works****Project Name: Asphalt/Paving****Project Number: PW01272**

This project funds the asphalt paving activities performed by the City or contracted out.

G.O. Funding: \$16.5m

Debt Service Impact: \$206.2k  
Operating Budget Impact: \$ None

**Public Works Division – Sewer Fund**

The Sewer Fund’s current projects are funded by Capital-Pay-Go (CPG) or Clean Water State Revolving Fund (CWSRF) loans. CPG fund current project through the use of fund balance. CWSRF is a line of credit that is available for the Planning, Design, and Construction Phases of wastewater facilities. The funds may be used for all three phases in any combination. Eligible projects include new construction or the upgrading/expansion of existing facilities and may encompass wastewater treatment plants, pump stations, force mains, collector sewers, interceptors, elimination of combined sewer overflows, and/or nonpoint source pollution remedies.

The City currently has two active CWSRF loans. The first loan is for \$22 million and is associated with two projects. One project is an outfall modification at the M.C. Stiles Wastewater Treatment Facility (SW01001) and the other project is a lagoon expansion at the T.E. Maxson Wastewater Treatment Facility (SW02011). The second loan is for \$100 million and is associated with the sewer rehabilitation of the City of Memphis’ collection system (SW05001). The term of each loan is 20 years.

# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
<b>CITY ENGINEERING</b>				
EN01003	URBAN ART	838,500	350,000	1,188,500
EN01004	TRAFFIC SIGNALS	773,439	700,000	1,473,439
EN01007	TRAFFIC CALMING DEVICES	582,000	500,000	1,082,000
EN01026	MEDICAL CTR STREETScape	4,508,000	-	4,508,000
EN01035	STP BIKE ROUTES	428,659	-	428,659
EN01036	STP PEDESTRAIN ROUTES	221,182	-	221,182
EN01037	CMAQ BIKE ROUES	1,750,000	-	1,750,000
EN01049	STP ISOL TRG SIGN IMPR - 1	3,815,620	-	3,815,620
EN01050	STP ISOL TRG SIGN IMPR - 2	3,058,820	-	3,058,820
EN01051	STP ISOL TRG SIGN IMPR - 3	3,058,820	-	3,058,820
EN01055	TRANSPORATION ALTERNATIVES	123,000	550,450	673,450
EN01056	SIGN SHOP RELOCATION	500,000	-	500,000
EN01067	HSIP COVER LINE	23,078	150,000	173,078
EN01074	RAILROAD QUIET ZONE	-	200,000	200,000
<b>Total City Engineering</b>		<b>19,681,118</b>	<b>2,450,450</b>	<b>22,131,568</b>
<b>EXECUTIVE</b>				
GA01022	SPORTS AUTHORITY-FEDEX	-	2,000,000	2,000,000
<b>Total Executive</b>		<b>-</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>FIRE SERVICES</b>				
FS02001	FIRE STATION REPAIRS	61,307	1,916,135	1,977,442
FS02011	REPLACE FIRE STATION #43	214,000	-	214,000
FS02027	EMA SIRENS	155,038	79,500	234,538
FS04001	PERSONAL PROTECTIVE EQUIP.	-	1,340,772	1,340,772
<b>Total Fire Service</b>		<b>430,345</b>	<b>3,336,407</b>	<b>3,766,752</b>
<b>GENERAL SERVICES</b>				
GS01001	CITY HALL IMPROVEMENTS	-	1,500,000	1,500,000
GS01007	CITY WIDE MAJOR MAINTENANCE	-	4,650,000	4,650,000



# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
GS01032	CMEM PHASE II	-	2,200,000	2,200,000
GS01036	MAJOR MODIFICATION COVERLINE	-	1,500,000	1,500,000
GS0217A-H	CITY WIDE FLEET ACQUISITIONS	-	10,175,546	10,175,546
<b>Total General Services</b>		<b>-</b>	<b>20,025,546</b>	<b>20,025,546</b>

## HOUSING AND COMMUNITY DEVELOPMENT

CD01030	MHA-FOOTE FUTURE HOPE VI	-	35,256,000	35,256,000
CD01096	UNIVERSAL LIFE	-	3,140,244	3,140,244
CD01097	KLONDIKE/SMOKEY CITY REDEV INITIATIVES	-	300,000	300,000
CD02011	MASON VILLAGE	10,104,329	2,000,000	12,104,329
CD02012	LIBERTY BOWL STADIUM PHASE III	4,800,000	-	4,800,000
CD02013	MEMPHIS HERTIAGE TRAILS	-	1,950,000	1,950,000
<b>Total HCD</b>		<b>14,904,329</b>	<b>42,646,244</b>	<b>57,550,573</b>

## INFORMATION SERVICES

IS01075	HRMS MANAGEMENT SYSTEM CLOUD	-	1,500,000	1,500,000
IS01076	NETWORK HARDWARE UPGRADE	-	525,000	525,000
IS01077	TIME & ATTENDANCE	-	1,700,000	1,700,000
IS01078	COMMUNITY CTR NETWORK UPGRADE	-	216,667	216,667
IS01079	MFD TELE/RADIO LOG RECORDER	-	300,000	300,000
<b>Total Information Services</b>		<b>-</b>	<b>4,241,667</b>	<b>4,241,667</b>

## LIBRARY SERVICES

PK08033	RADIO TOWER MAINTENANCE	160,000	-	160,000
PK08035	WYPL RADIO & TV EQUIPMENT	190,000	-	190,000
<b>Total Library Services</b>		<b>350,000</b>	<b>-</b>	<b>350,000</b>

## MATA

GA03001	MATA-SERVICE VEHICLES	-	100,000	100,000
GA03007	MATA-BUS REPLACEMENT	-	5,000,000	5,000,000
GA03011	MATA-PARATRANSIT BUS	-	1,260,000	1,260,000



# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
GA03022	MATA-ADV PUBLIC TRANSPORTATION SYSTEM	-	5,000,000	5,000,000
GA03023	MATA-OPERATIONS/MAINT FACILITY	-	5,000,000	5,000,000
GA03024	RAIL FACILITY IMPROVEMENTS	-	1,500,000	1,500,000
GA03025	BUS FACILITY IMPROVEMENTS	-	1,500,000	1,500,000
GA03026	RAIL VEHICLES	-	5,500,000	5,500,000
<b>Total MATA</b>		<b>-</b>	<b>24,860,000</b>	<b>24,860,000</b>

## PARKS & NEIGHBORHOODS

PK07012	GREENWAY IMPROVEMENTS	-	1,150,000	1,150,000
PK07114	PARKS COVER LINE	1,860,490	2,595,000	4,455,490
PK09002	ZOO MAJOR MAINTENANCE	-	250,000	250,000
<b>Total Parks &amp; Neighborhoods</b>		<b>1,860,490</b>	<b>3,995,000</b>	<b>5,855,490</b>

## POLICE SERVICES

PD04022	IN-CAR VIDEO / GPS	-	2,659,200	2,659,200
PD04025	RADIO SYSTEM UPGRADE	-	9,800,000	9,800,000
PD04026	HELICOPTER MAINTENANCE	-	1,000,000	1,000,000
PD04027	SHOT SPOTTER TECHNOLOGY	-	650,000	650,000
<b>Total Police Services</b>		<b>-</b>	<b>14,109,200</b>	<b>14,109,200</b>

## PUBLIC WORKS

PW01023	SECOND /I-40 / CEDAR	15,344,593	-	15,344,593
PW01056	HOLMES - MILLBRANCH TO EAST	2,005,000	-	2,005,000
PW01058	WALNUT GROVE / BEND/ ROCKY POINT	5,355,000	-	5,355,000
PW01059	FOREST HILL/ IRENE /WALNUT GROVE	10,204,379	-	10,204,379
PW01064	ELVIS PRESLEY/SHELBY/WINCHESTER	35,939,087	-	35,939,087
PW01087	HOLMES RD/S 3RD/HORN LAKE	440,000	-	440,000
PW01174	KIRBY PKWY/WALNUT GR TO MACON	2,944,000	-	2,944,000
PW01179	HOLMES ROAD EAST MALONE -LAMAR	14,612,760	-	14,612,760
PW01245	STP BIKE / PED GROUP	916,120	-	916,120
PW01252	BROOKS ROAD BRIDGE REPAIR	1,447,000	-	1,447,000



# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
PW01253	SAM COOPER BRIDGE REPAIR	332,000	2,919,000	3,251,000
PW01254	STP GROUP 5 RESURFACING	8,106,500	-	8,106,500
PW01256	OVERTON PARK - COOPER ST TRAIL	31,200	-	31,200
PW01257	SHELBY FARMS GREENLINE TRAIL	369,500	-	369,500
PW01258	ROW UTILITY USAGE STUDY	700,000	-	700,000
PW01260	SANDBROOK REALIGNMENT	500,000	-	500,000
PW01262	PATTERSON REALIGNMENT	2,081,091	-	2,081,091
PW01269	VOLLINTINE EVERGREEN COMMUNITY ASSOC PAVING	210,000	-	210,000
PW02034	STP BRIDGE REPAIR @ VARIOUS LOCATIONS	994,040	-	994,040
PW04094	WALKER AVE STREETSCAPE	34,641	-	34,641
PW04097	BLIGHT CROSSTOWN	1,000,000	-	1,000,000
PW04102	RIVERDALE RELOCATION	114,215	-	114,215
PW04103	WALKER AVE STREETSCAPE PHASE 2	525,075	-	525,075
PW04114	SOUTHBROOK MALL INFRASTRUCTURE	-	1,500,000	1,500,000
PW04115	TRASH RECEPTABLES	-	105,000	105,000
PW17100	FY17 ASPHALT PAVING COVER LINE	-	16,500,000	16,500,000
PW17200	FY17 ADA CURB RAMP COVER LINE	-	2,500,000	2,500,000
PW17300	FY17 STP REPAVING COVER LINE	-	500,000	500,000
PW17400	FY17 STP BIKE/PED COVER LINE	-	62,500	62,500
PW17500	FY17 SIDEWALK REPLACEMENT COVER LINE	-	500,000	500,000
<b>Total Public Works</b>		<b>104,206,201</b>	<b>24,586,500</b>	<b>128,792,701</b>

## RIVERFRONT DEVELOPMENT CORPORATION

GA01018	RAILROAD CROSSING / ADA IMPROV	-	700,000	700,000
<b>Total Riverfront Development Corporation</b>		<b>-</b>	<b>700,000</b>	<b>700,000</b>

## SEWER FUND

SW02006	SLUDGE DISP/EARTH COMPLEX	7,050,266	-	7,050,266
SW02011	COVERED ANAEROBIC LAGOON	40,687,816	2,200,000	42,887,816
SW02033	SOUTH PLANT EXPANSION	92,313,262	30,000,000	122,313,262



# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
SW04004	WOLF RIVER INTERCEPTOR	25,278,344	1,000,000	26,278,344
SW04007	ENVIRONMENTAL MAINT RELOCATION	8,339,811	1,900,000	10,239,811
SW04009	STILES PLANT MODIFICATION	19,751,230	-	19,751,230
SW05001	SEWER ASSESSMENT AND REHAB	46,958,409	15,000,000	61,958,409
SW17100	FY17 MISC SUB OUTFALLS COVERLINE	-	4,300,000	4,300,000
SW17200	FY17 REHAB EXISTING SEWER COVER LINE	-	33,000,000	33,000,000
SW17300	FY17 SVC UNSEWERED COVER LINE	-	1,600,000	1,600,000
<b>Total Sewer Fund</b>		<b>240,379,138</b>	<b>89,000,000</b>	<b>329,379,138</b>

## STORM WATER FUND

ST01089	BARTLETT RD / FLETCHER ST	6,138,960	-	6,138,960
ST03084	WATKINS STORM WATER	852,295	-	852,295
ST03111	AIRWAYS OVER NONCONNAH	8,810,027	-	8,810,027
ST04038	STORMWATER POLLUTION - ST	12,100,000	-	12,100,000
ST04041	ENVIRONMENTAL PERMITTING - ST	1,991,987	-	1,991,987
ST17100	FY17 DRAINAGE ST COVER LINE	37,703,435	-	37,703,435
ST17200	FY17 SUB DRAIN ST COVER LINE	1,000,000	-	1,000,000
ST17300	FY17 FLOOD CONTROL COVER LINE	6,366,969	-	6,366,969
ST17400	FY17 BRIDGE REPAIR COVER LINE	4,189,049	-	4,189,049
ST17500	FY17 MAJOR DRAIN REHAB COVER LINE	27,832,577	-	27,832,577
ST17600	FY17 CURB & GUTTER COVER LINE	5,751,838	-	5,751,838
<b>Total Storm Water Fund</b>		<b>112,737,137</b>	<b>-</b>	<b>112,737,137</b>

## GRAND TOTAL FY 2017

<b>494,548,758</b>	<b>231,951,014</b>	<b>726,499,772</b>
--------------------	--------------------	--------------------





---

**The financial data presented in this section represents the revenues for the City of Memphis General Fund.**

---

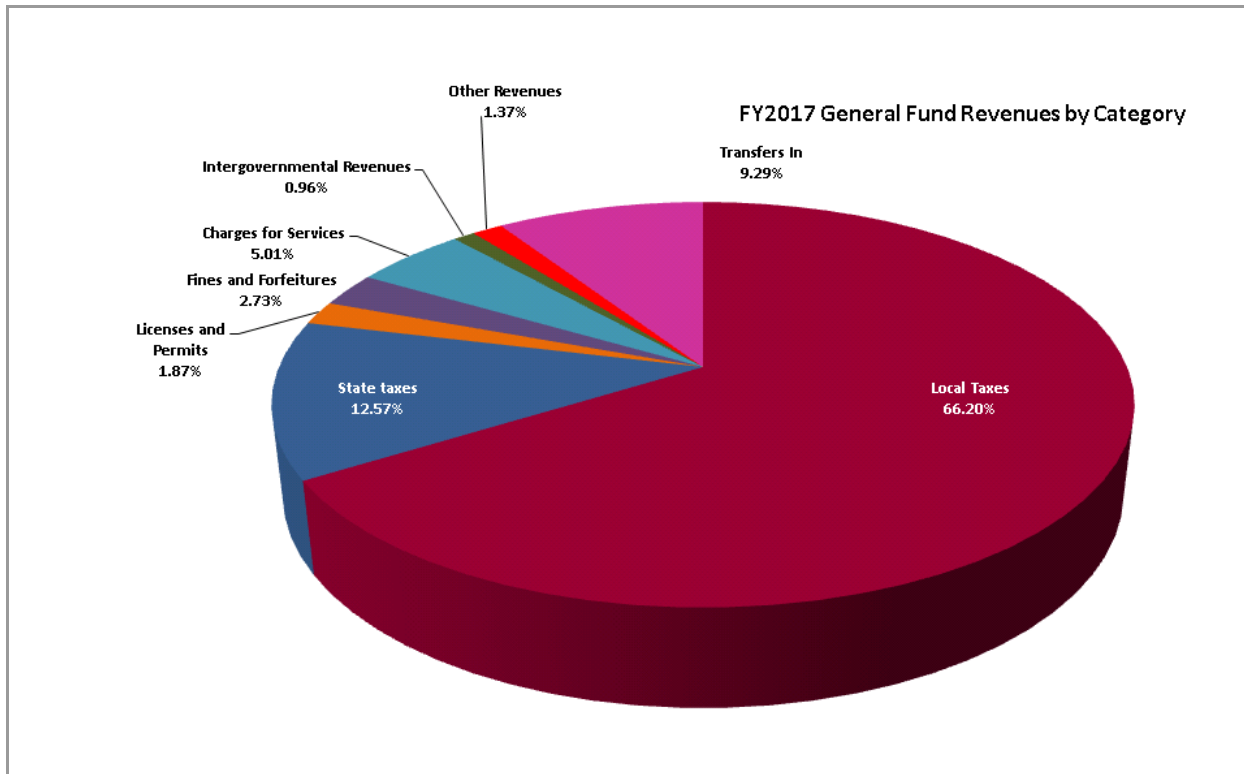
## Revenue Forecasting Methodology

The University of Memphis forecasters independently prepare quarterly reports of revenue updates and forecasts for use in the internal decision-making done in the City of Memphis Finance Department. The forecasts have two areas of focus: forecasts for the current fiscal year's end-of-year revenues and forecasts for the next fiscal year and for each year out for ten years.

A team of Ph.D. economists report on current economic trends that influence the City of Memphis. National, state and local economic indicators receive full discussion in both an oral presentation and written documents. These perspectives are essential for the finance department to understand and respond to a second area of focus. In the second part of the quarterly report, the team prepares numerical forecasts for the current fiscal year's end-of-year revenues, for the next fiscal year, and for each year out for ten years. The forecasts are for more than fifty revenue variables, including total revenue for the city's general fund, subgroups of revenue sources, and individual revenue sources. The format of the forecast involves a median forecast as the single most likely value and a high/low range to indicate the degree of uncertainty. Also, for the most important single revenue sources and for total revenue, there is a more detailed risk analysis. This involves developing a downside risk assessment expressed as the probability that revenues will be at or below important levels.

The smallest revenue sources are forecasted with autoregressive, integrated, moving average models estimated with monthly or annual data that extends back to 1968 in some cases. Major revenue sources get forecasts from at least two alternative statistical models. For some variables, seasonal patterns are so reliable that end-of-year totals are accurately predicted from year-to-date data used in some of the quarterly updates. For longer-term forecasts, entirely different models are necessary. For some of the revenue sources, national and regional economic indicators are useful to add to short and long term forecast accuracy. These statistical models are combinations of autoregressive, integrated, moving average (ARIMA) modeling and regression analysis. Although some series are estimated with single equation models, others have simultaneous equation models. Stochastic simulations of the short- and long-term models generate empirical estimates of the probability distributions for the revenue sources. These distributions are reported both for the current fiscal year and the next fiscal year. These simulation results are used to report the high/low ranges for the revenue sources and the detailed risk analyses. The high/low range end points are defined to cover the middle 50 percent of the estimated distributions for the forecasted variables. They are, in fact, the first and third quartiles that surround the median forecast. These intervals are reported for detailed lists of revenue sources, for subcategories of the general fund, and for total revenue.

The simulation results are the basis for more detailed risk analysis of total revenue, the property tax, and the sales tax. These risk reports give the quartiles and median, plus all the deciles. For example, the first decile in the forecast distribution for total revenue is the level of revenue such that there is a 10 percent probability that revenue will be at or below that level. In addition, the risk analysis estimates the probability that revenues will be at or below key levels, such as the previous year's level and the level anticipated in the operating budget. This risk analysis is a downside risk description, giving the probability that end-of-year revenue will be short of specified values.



Type of Revenues	FY15 Actual	FY16 Budget	FY16 Forecast	FY17 Adopted
Local Taxes	\$ 432,560,963	\$ 430,155,749	\$ 434,176,295	\$ 441,868,104
State taxes	65,057,921	60,075,000	83,421,394	83,875,000
Licenses and Permits	12,253,022	11,473,033	12,357,323	12,488,033
Fines and Forfeitures	16,162,608	19,603,368	18,307,214	18,188,368
Charges for Services	31,090,876	30,601,863	32,020,861	33,468,639
Use of Money and Property	476,751	335,000	520,000	335,000
Federal Grants	1,434	117,197	451,000	-
State Grants	1,432,891	1,630,362	1,630,362	1,630,362
Intergovernmental Revenues	3,410,528	3,516,708	6,014,125	6,409,377
Other Revenues	11,552,465	7,048,373	12,051,281	7,162,116
Transfers In	66,350,364	80,214,789	58,107,981	62,000,000
Contribution from Fund Balance	-	13,283,727	-	-
<b>Total Revenues</b>	<b>\$ 640,349,823</b>	<b>\$ 658,055,169</b>	<b>\$ 659,057,836</b>	<b>\$ 667,424,999</b>

# GENERAL FUND

# GENERAL FUND REVENUES

Type of Revenues	FY15 <i>Actual</i>	FY16 <i>Budget</i>	FY16 <i>Forecast</i>	FY17 <i>Adopted</i>
Revenue:				
Ad Valorem Tax - Current	240,458,721	244,000,000	247,000,000	249,470,000
Ad Valorem Tax - Current Sale of Receivables	8,943,554	8,500,000	5,882,549	7,500,000
Ad Valorem Tax Prior	8,193,774	6,000,000	4,700,000	5,200,000
Ad Valorem Tax - Prior One Time Assessment	132,686	0	102,289	0
Special Assessment Tax	510,799	558,000	638,000	558,000
Property Taxes Interest & Penalty	4,178,532	4,200,000	5,000,000	4,200,000
Bankruptcy Interest & Penalty	157,021	170,000	140,000	170,000
Interest & Penalty - Sale of Tax Rec	1,534,818	1,600,000	1,452,491	1,300,000
PILOT's	3,836,670	5,000,000	3,700,000	4,500,000
State Apportionment TVA	7,694,573	7,600,000	7,788,276	7,800,000
Local Sales Tax	104,869,291	104,000,000	105,000,000	109,000,000
Tourism Development Zone Local Sales	158,959	0	1,992,736	1,980,000
Beer Sales Tax	17,136,633	17,500,000	17,300,000	17,000,000
Alcoholic Beverage Inspection Fee	4,997,849	5,000,000	5,000,000	5,000,000
Mixed Drink Tax	7,407,170	6,400,000	6,400,000	6,400,000
Gross Rec Business Tax	11,861,606	10,000,000	11,500,000	11,000,000
Bank Excise Tax	619,817	400,000	954,000	954,000
Franchise Tax - Telephone	1,768,727	1,600,000	1,800,000	1,800,000
Cable TV Franchise Fees	4,334,626	4,450,000	4,300,000	4,300,000
Fiber Optic Franchise Fees	750,195	544,842	544,842	894,842
Misc Franchise Tax	839,584	750,000	840,000	840,000
Hotel/Motel Taxes	2,487	0	0	0
Interest, Penalties & Commission	212,354	200,000	340,000	200,000
Business Tax Fees	1,158,672	900,000	1,000,000	1,000,000
Warrants and Levies	129	300	150	300
Misc Tax Recoveries	500,753	500,000	500,000	500,000
MLGW/Williams Pipeline	300,962	282,606	300,962	300,962
<b>Local Taxes</b>	<b>432,560,963</b>	<b>430,155,749</b>	<b>434,176,295</b>	<b>441,868,104</b>
State Gas - Motor Fuel Tax	0	0	11,000,000	11,000,000
Three-Cent Tax	0	0	3,500,000	3,500,000
One-Cent Tax	0	0	1,900,000	1,900,000
State Professional Privilege Tax - Athletes	3,494	1,000,000	0	0
State Sales Tax	48,583,605	47,000,000	51,000,000	52,500,000
Telecommunication Sales Tax	64,700	60,000	60,000	60,000
State Income Tax	14,477,921	10,000,000	14,000,000	13,000,000
State Shared Beer Tax	309,389	315,000	315,000	315,000
Alcoholic Beverage Tax	292,198	300,000	330,000	300,000
Spec Petroleum Product Tax	1,326,614	1,400,000	1,316,394	1,300,000
<b>State Taxes</b>	<b>65,057,921</b>	<b>60,075,000</b>	<b>83,421,394</b>	<b>83,875,000</b>



# GENERAL FUND

# GENERAL FUND REVENUES

Type of Revenues	FY15 <i>Actual</i>	FY16 <i>Budget</i>	FY16 <i>Forecast</i>	FY17 <i>Adopted</i>
Auto Registration Fee	11,362,944	10,500,000	11,500,000	11,500,000
Dog License	267,639	274,965	142,292	274,965
County Dog License Fee	26,256	83,568	59,178	83,568
Liquor By Ounce License	185,914	180,000	249,353	215,000
Taxi Drivers License	26,267	20,500	20,500	20,500
Gaming Pub Amus Perm Fee	15,781	15,000	15,000	15,000
Wrecker Permit Fee	14,372	11,000	11,000	11,000
Misc Permits	119,857	100,000	57,000	80,000
Beer Application	42,838	60,000	25,000	60,000
Beer Permit Privilege Tax	166,726	140,000	190,000	140,000
Sidewalk Permit Fees	24,429	88,000	88,000	88,000
<b>Licenses and Permits</b>	<b>12,253,022</b>	<b>11,473,033</b>	<b>12,357,323</b>	<b>12,488,033</b>
Court Fees	5,691,387	6,400,000	6,010,241	5,600,000
Court Costs	6,263,630	6,800,000	6,224,186	6,300,000
Fines & Forfeitures	3,035,548	5,105,000	5,091,905	5,105,000
Seizures	108,574	50,000	138,350	50,000
Beer Board Fines	173,397	150,000	108,000	110,000
Arrest Fees	232,530	215,000	200,000	215,000
DUI BAC Fees	30,567	2,400	1,231	2,400
Sex Offender Registry Fees	74,000	262,368	32,300	262,368
Library Fines & Fees	386,174	500,000	425,000	425,000
Delinquent Collection Fees	0	100,000	0	100,000
Vacant Property Registration Fee	166,800	18,600	76,000	18,600
<b>Fines and Forfeitures</b>	<b>16,162,608</b>	<b>19,603,368</b>	<b>18,307,214</b>	<b>18,188,368</b>
Subdivision Plan Inspection Fee	130,149	90,000	90,000	90,000
Subdivision Development Fees	0	0	0	0
Admissions - Museum Workshops	2,177	0	0	0
Admissions - General	167,005	0	0	0
Museum Planetarium Fee	-6,523	0	0	0
Parking	540,021	543,000	513,861	743,000
Senior Citizen's Meals	82,039	82,000	82,000	82,000
Concessions	985,505	1,025,372	1,770,795	1,500,382
Golf Car Fees	966,916	1,072,659	1,069,392	1,057,500
Pro Shop Sales	76,461	178,361	115,126	135,500
Green Fees	1,353,235	1,670,314	1,474,776	1,565,100
Softball	72,412	91,000	72,412	91,000
Basketball	16,212	17,500	16,060	17,500
Football	528	1,000	1,250	1,000
Ball field Permit	19,226	18,000	18,000	18,000
Class Fees	62,120	55,750	56,696	55,750
Yearly Tennis	0	0	0	0



# GENERAL FUND

# GENERAL FUND REVENUES

Type of Revenues	FY15 <i>Actual</i>	FY16 <i>Budget</i>	FY16 <i>Forecast</i>	FY17 <i>Adopted</i>
Day Camp Fees	304,354	320,220	304,405	320,220
Food Service Revenue	-850	0	0	0
After School Camp	1,000	3,000	2,160	3,000
Parking Meters	857,299	800,000	850,000	850,000
Ambulance Service	20,790,494	20,000,000	21,000,000	21,000,000
Rental Fees	951,971	614,000	1,708,501	2,025,000
MLG&W Rent	2,203	2,400	2,400	2,400
Rent Of Land	47,083	174,130	48,457	43,130
Parking Lots	315,000	315,000	315,000	315,000
Easements & Encroachments	111,556	75,000	75,000	75,000
Tax Sales Attorney Fees	594,543	500,000	580,000	525,000
Street Cut Inspection Fee	348,009	250,000	250,000	250,000
Traffic Signals	249,631	200,000	200,000	200,000
Signs-Loading Zones	26,913	15,000	15,000	15,000
Arc Lights	3,824	4,000	4,000	4,000
Wrecker & Storage Charges	446,935	500,000	394,340	500,000
Shelter Fees	197,470	181,239	108,153	181,239
Animal Vaccination	35,460	22,943	17,164	22,943
Police Special Events	589,452	700,000	165,600	700,000
Outside Revenue	0	78,500	7,500	78,500
P & S Printing	15,730	0	8,435	0
Tow Fees	735,316	1,000,000	684,380	1,000,000
Officers in the Schools	0	1,475	0	1,475
Charges for Services	31,090,876	30,601,863	32,020,861	33,468,639
Interest on Investments	191,834	115,000	300,000	115,000
Net Income/Investors	145,574	100,000	100,000	100,000
State Litigation Tax Commission	139,343	120,000	120,000	120,000
Use of Money and Property	476,751	335,000	520,000	335,000
Federal Grants - Others	1,434	117,197	451,000	0
Federal Grants	1,434	117,197	451,000	0
St TN Highway Maint Grant	639,591	830,362	830,362	830,362
St TN Interstate	794,660	800,000	800,000	800,000
State Reimbursements	-1,360	0	0	0
State Grants	1,432,891	1,630,362	1,630,362	1,630,362
International Airport	3,406,928	3,495,108	3,501,525	3,409,377
MHA	3,600	21,600	21,600	0
MATA	0	0	2,491,000	3,000,000
Intergovernmental Revenues	3,410,528	3,516,708	6,014,125	6,409,377
Miscellaneous Auctions	1,708,952	1,600,000	1,600,000	1,600,000



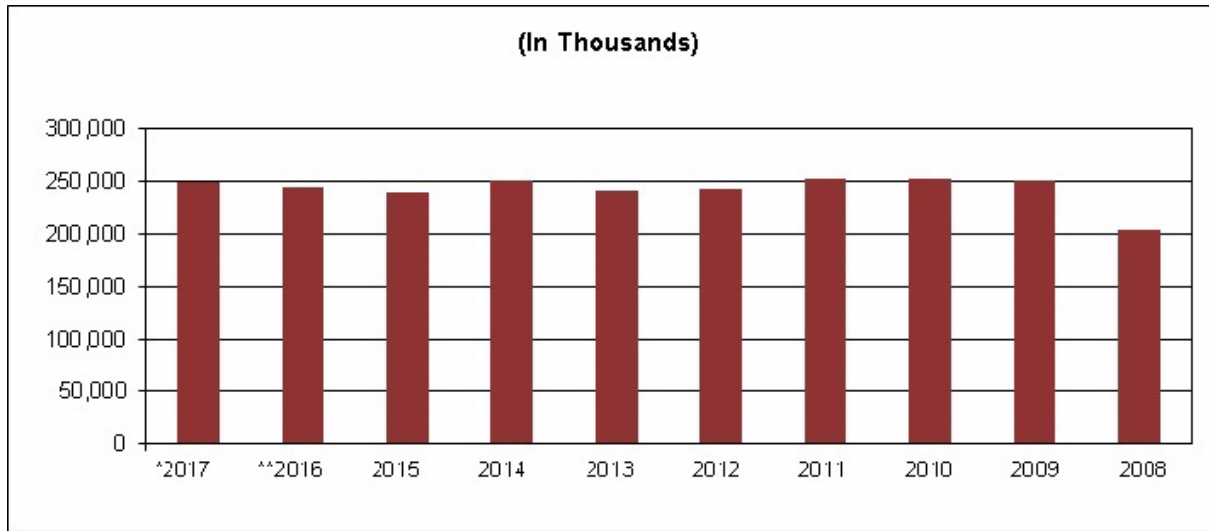
# GENERAL FUND

# GENERAL FUND REVENUES

Type of Revenues	FY15 <i>Actual</i>	FY16 <i>Budget</i>	FY16 <i>Forecast</i>	FY17 <i>Adopted</i>
Sale Of Capital Assets	691,060	0	2,700	0
Local Shared Revenue	815,073	2,066,200	2,073,383	1,966,856
Anti-Neglect Enforcement Program	173,688	200,000	190,000	200,000
Property Insurance Recoveries	229,939	229,939	351,423	229,939
Rezoning Ordinance Publication Fees	4,600	10,000	6,000	10,000
Sale Of Reports	354,041	273,423	301,077	273,423
City of Bartlett	1,002,597	1,034,000	1,034,000	1,034,000
Miscellaneous Income	1,076,749	174,331	763,963	389,500
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000
Local Other Revenue	24,820	0	0	0
Court Reimbursement	1	0	0	0
Unclaimed Property	0	0	20,291	0
Fire - Misc Collections	131,645	20,000	46,513	20,000
MLGW Reimbursement	5	0	0	0
Cash Overage/Shortage	4,871	30	2,123	30
Donated Revenue	1,711	0	1,952	0
Coca - Cola Sponsorship	77,580	65,000	70,000	65,000
Vendor Rebates	0	0	69,096	0
Grant Revenue - Library	36,739	16,000	-1,635	17,000
FNMA Service Fees	911	0	289	0
Donations for Rape Kits	5,600	0	0	0
Brigham Young	5,445	0	0	0
Commissions	0	0	0	20,000
Miscellaneous Revenue	289,127	84,450	547,541	61,368
Misc. Library Revenue	-6,080	0	174	0
Recovery Of Prior Year Expense	548,392	200,000	3,898,390	200,000
Lease Payments	3,300,000	0	0	0
Other Revenues	11,552,465	7,048,373	12,052,281	7,162,116
In Lieu Of Taxes-MLGW	58,514,789	58,514,789	52,200,000	55,200,000
In Lieu Of Taxes-Sewer	5,406,400	4,600,000	4,600,000	5,000,000
Oper Tfr In - State Street Aid	0	14,800,000	0	0
Oper Tfr In - Misc Grants Fund	129,175	0	7,981	0
Oper Tfr In - New Arena Fund	1,000,000	1,000,000	0	0
Oper Tfr In - Debt Service Fund	0	0	0	500,000
Oper Tfr In - Sewer Operating/CIP	1,300,000	1,300,000	1,300,000	1,300,000
Oper Tfr In - Storm Water	0	0	0	0
Transfers In	66,350,364	80,214,789	58,107,981	62,000,000
Contributed From Fund Balance	0	13,283,727	0	0
Contributed from Fund Balance	0	13,283,727	0	0
<b>Total Revenues</b>	<b>640,349,821</b>	<b>658,055,169</b>	<b>659,058,835</b>	<b>667,424,999</b>



Current Property Tax



Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	249,470	1.70%	2012	242,361	-4.24%
2016	245,300	2.01%	2011	253,100	-1.36%
2015	240,459	-4.33%	2010	256,602	1.81%
2014	251,343	3.86%	2009	252,036	23.59%
2013	242,000	-0.15%	2008	203,937	2.19%

\* FY 2017 Adopted

\*\* FY 2016 Forecast

Property Tax is the largest source of revenue for the City. Property assessments are made by the Shelby County Tax Assessor based on the estimated appraised value and the following property classifications:

Residential and Farm Real Property = 25% of Appraised Value

Personal Property = 30% of Appraised Value

Commercial and Industrial Real Property = 40% of Appraised Value

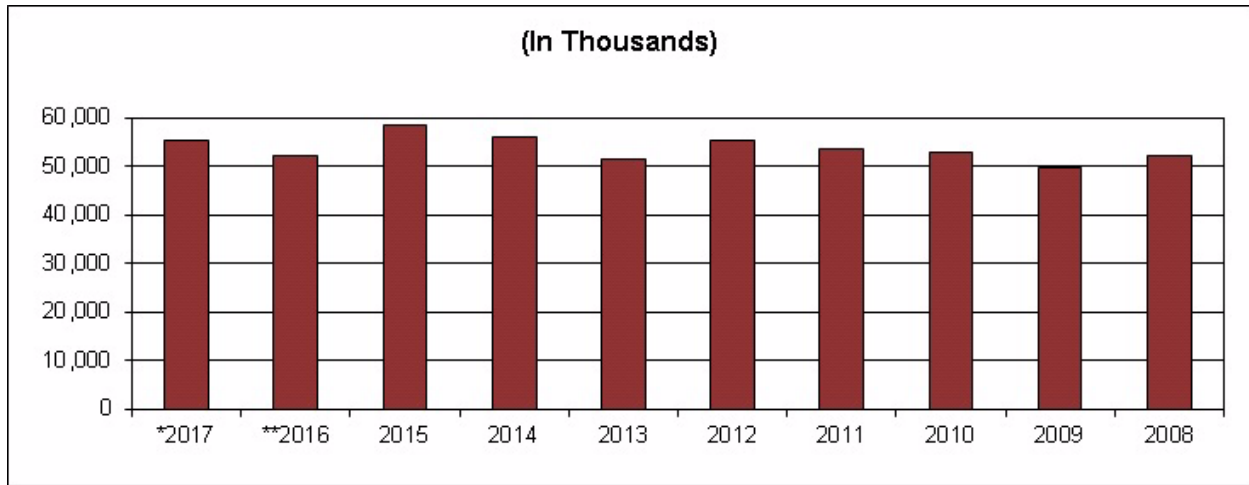
Public Utilities and Railroads = 55% of Appraised Value Assessed by Tennessee Regulatory Authority (TRA).

Tax bills originate from, and collections are made by, the City Treasurer's Office, based on the tax rate set by the City Council and applied to the assessment rolls provided by the County Assessor and the TRA. Taxes are due and payable when the tax bills are mailed, normally July 1, and become delinquent sixty days thereafter, normally September 1. About 95% of the taxes are collected in the first four months of tax mailings. Through fiscal year 2014 City Schools and the Debt Service Fund shared proceeds of this tax. Beginning in fiscal year 2013, City Schools merged with County Schools and was not allocated City property tax. There are no restrictions on property tax increases. However, tax rates are approved by Ordinance.

Major Influences: Annexations, Appraisals, Development and Population changes



In lieu of Tax - MLGW



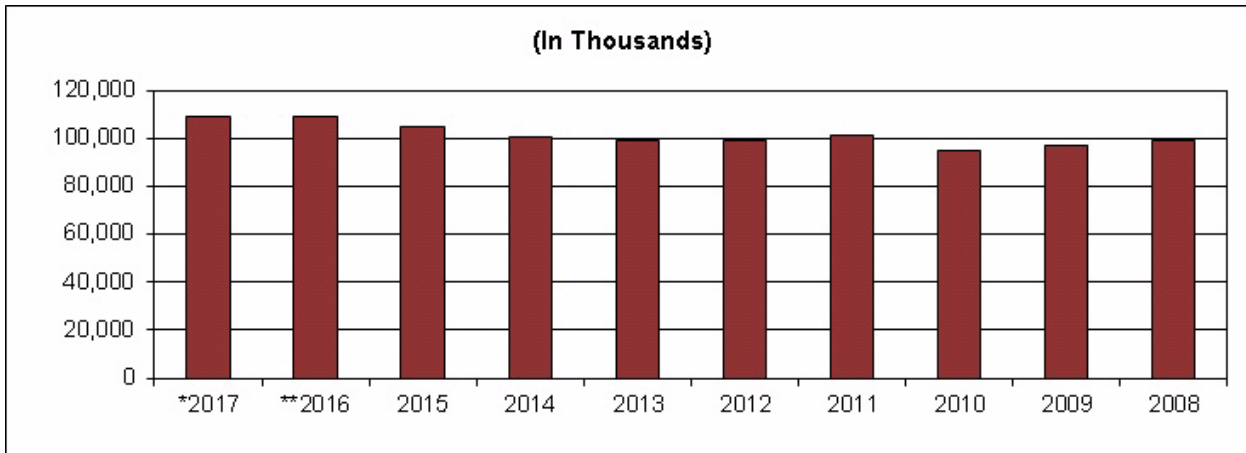
Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	55,200	5.75%	2012	55,105	3.06%
2016	52,200	-10.79%	2011	53,469	1.46%
2015	58,515	4.63%	2010	52,698	5.95%
2014	55,923	8.72%	2009	49,737	-4.42%
2013	51,439	-6.65%	2008	52,036	4.58%

\* FY 2017 Adopted  
 \*\* FY 2016 Forecast

The Memphis Light Gas and Water Division makes in lieu of property tax equivalent payments as provided by the Municipal Electric System Tax Equivalent Law and the Municipal Gas System Tax Equivalent Law, both of which provide a uniform formula for establishing such payments. This payment is shared with Shelby County according to State law. This revenue is limited to the calculation defined in the state law. T.C.A. 7-52-307 and T.C.A. 7-39-404.

Major Influences: Municipal Electric/Gas System Tax Equivalent Laws

Local Sales Tax



Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	109,000	0.00%	2012	99,000	-2.08%
2016	109,000	3.94%	2011	101,100	7.03%
2015	104,869	4.39%	2010	94,462	-2.68%
2014	100,455	1.37%	2009	97,065	-2.32%
2013	99,100	0.10%	2008	99,371	-0.36%

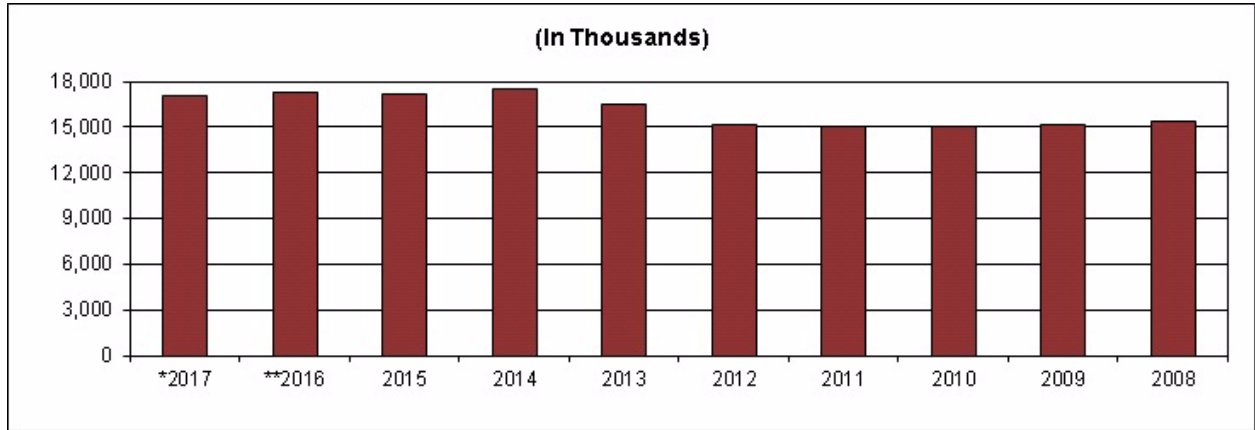
\* FY 2017 Adopted

\*\* FY 2016 Forecast

This, the second largest revenue source for the City, is charged on gross proceeds derived from retail sales or use of tangible personal property and certain specific services. It is computed at 2.25% of the amount of each transaction with one-half of the proceeds allocated to education. The rate was last changed in 1984 from 1.5% to 2.25%.

Major Influences: Annexation, Population changes and Taxable sales

Beer Sales Tax



Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	17,000	-1.73%	2012	15,100	0.67%
2016	17,300	0.95%	2011	15,000	-0.38%
2015	17,137	-2.05%	2010	15,057	-0.66%
2014	17,496	5.55%	2009	15,157	-1.53%
2013	16,500	9.27%	2008	15,392	1.77%

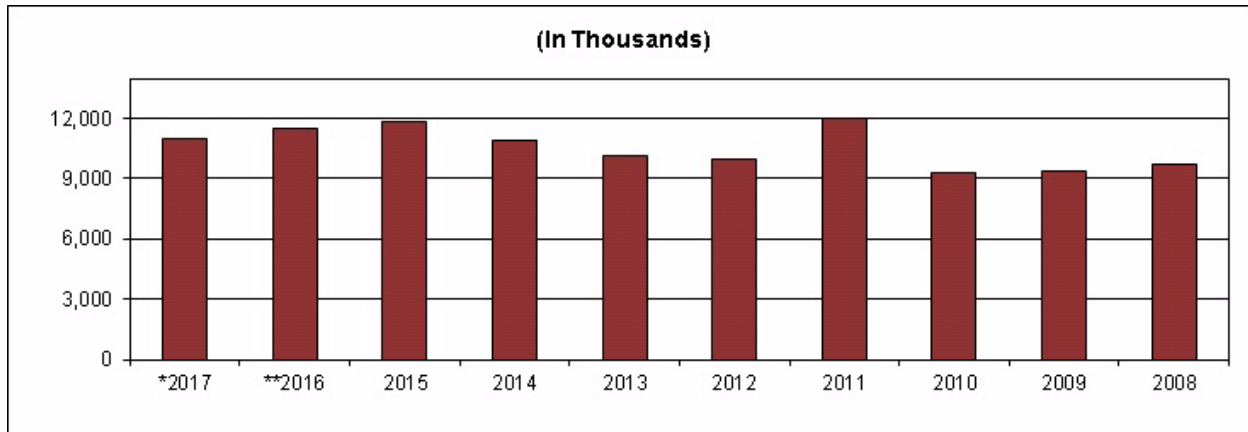
\* FY 2017 Adopted

\*\* FY 2016 Forecast

Beginning in 2014, this beer tax is imposed at \$35.60 per barrel of retail purchases from licensed wholesalers. Prior to fiscal year 2014, this tax was levied at 17% on the sale of beer to wholesalers. Fees are remitted to the City by wholesalers on a monthly basis. T.C.A. 57-6-103 (FY2014) and T.C.A. 57-5-103 (prior to FY2014)

Major Influences: Wholesaler quantities and Consumption rates

Gross Receipts Business Tax



Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	11,000	-4.35%	2012	10,000	-16.67%
2016	11,500	-3.05%	2011	12,000	29.14%
2015	11,862	9.12%	2010	9,292	-0.58%
2014	10,871	7.63%	2009	9,346	-3.57%
2013	10,100	1.00%	2008	9,692	8.47%

\* FY 2017 Adopted

\*\* FY 2016 Forecast

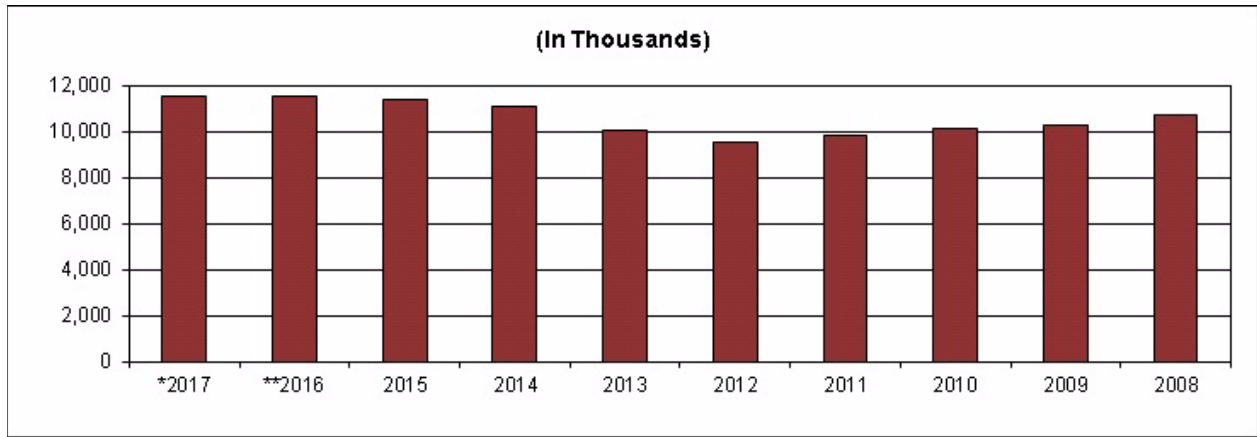
This is a privilege tax on the exercise of most business sales, consisting of two parts:

\$15 minimum annual license fee

Tax on gross receipts (wholesale and retail) of the covered business activities, for businesses with annual sales of \$10,000 or more.

Business activities are divided into five classifications, with each classification having different tax rates. (Beginning January 1, 2014, businesses' tax periods coincide with their fiscal years. Prior to this date, each business classification had its own taxable period.) Furthermore, each county and/or incorporated municipality in which a qualifying business, business activity, vocation or occupation is conducted may levy a business tax not exceeding the rates established by state law. T.C.A. 67-4-704 and the 2013 Uniformity and Small Business Relief Act.

Auto/Vehicle Registration



Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	11,500	0.00%	2012	9,500	-3.06%
2016	11,500	1.56%	2011	9,800	-2.90%
2015	11,363	2.93%	2010	10,093	-1.73%
2014	11,040	9.77%	2009	10,271	-3.80%
2013	10,057	5.86%	2008	10,677	-0.92%

\* FY 2017 Adopted

\*\* FY 2016 Forecast

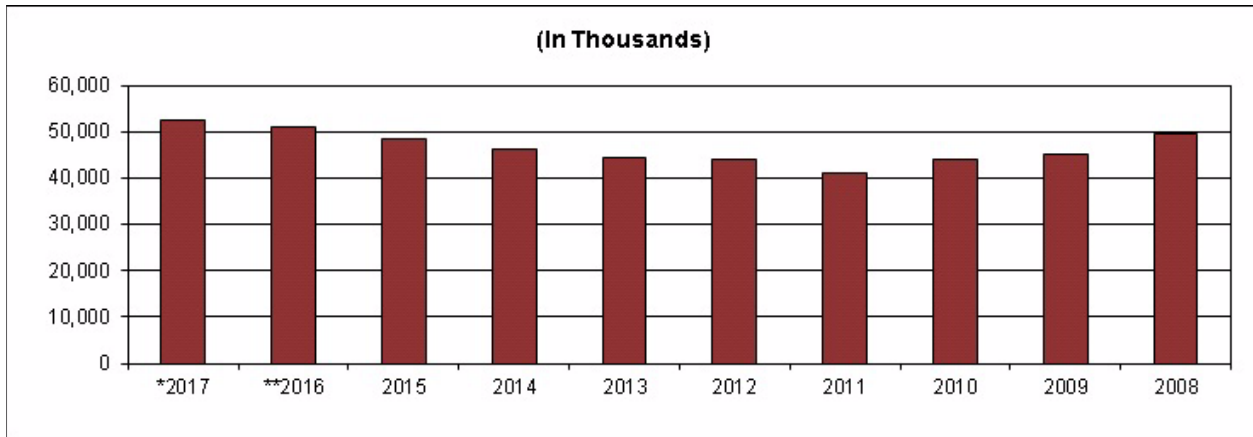
All residents of the City who own/operate a motor vehicle or motorcycle for business or pleasure must register the vehicle with the City's registration agent and pay an annual registration fee as follows:

Motorcycle (Private)	\$10.00
Motorcycle (Commercial)	\$21.00
Passenger motor vehicle	\$30.00
Dealers, manufacturers, transporters	\$21.00 to \$325.00
Freight vehicles, depending on weight	\$114.00 to \$452.00
Combined farm and private truck	\$30.00 to \$376.00

The County Court Clerk remits collections to the City after deducting a collection fee.

Major Influences: Auto sales, Vehicle registrations

State Sales Tax



Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	52,500	2.94%	2012	43,867	6.99%
2016	51,000	4.97%	2011	41,000	-6.99%
2015	48,584	5.12%	2010	44,082	-2.32%
2014	46,218	3.86%	2009	45,131	-8.61%
2013	44,500	1.44%	2008	49,381	0.28%

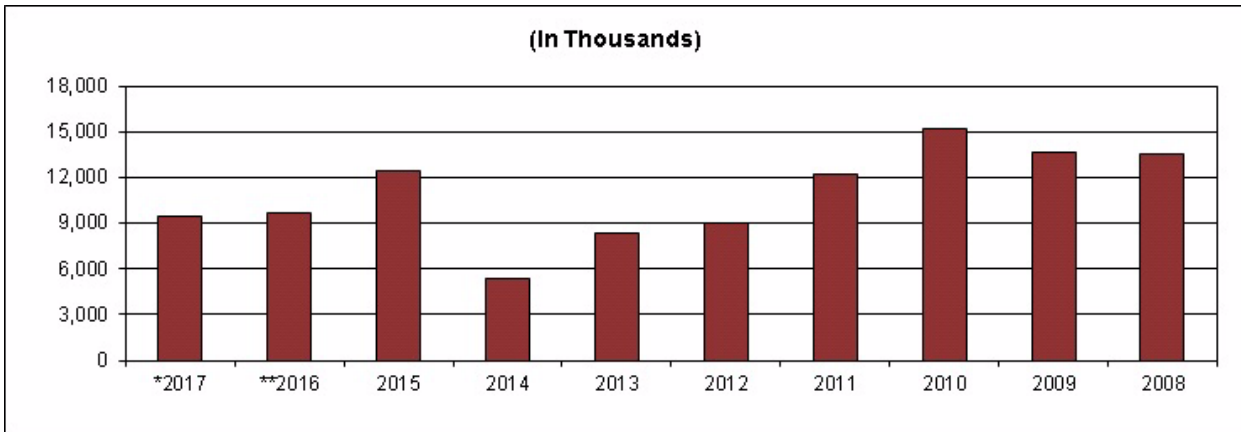
\* FY 2017 Adopted

\*\* FY 2016 Forecast

This is the largest state shared revenue the City receives. The current rate is 7.0% and is charged on each transaction described in the Local Sales Tax, 1.0% goes to the State's General Fund. Of the 6.0% remaining, 0.5% goes to education. Municipalities receive approximately 4.5925% of collections on 5.5% of the 6%, which is allocated among the municipalities on a per capita basis. Changes in fees require General Assembly vote, T.C.A. 67-6-103.

Major Influences: Population (relative to State) and Taxable sales

**Delinquent Property Tax with Interest**



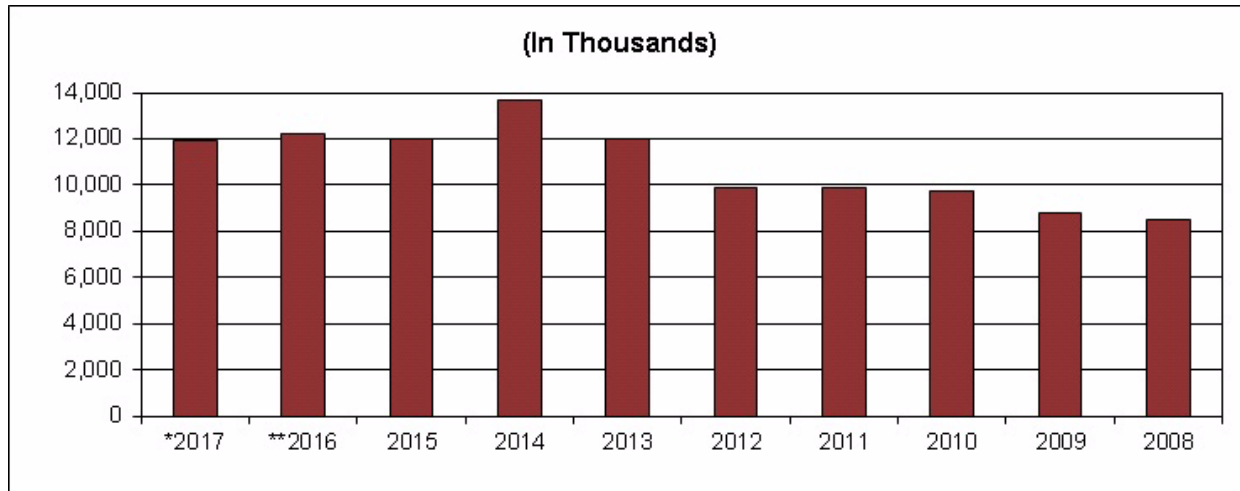
Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	9,400	-3.09%	2012	9,000	-26.23%
2016	9,700	-21.60%	2011	12,200	-19.79%
2015	12,372	130.82%	2010	15,211	11.14%
2014	5,360	-35.42%	2009	13,686	1.43%
2013	8,300	-7.78%	2008	13,493	-17.96%

\* FY 2017 Adopted  
 \*\* FY 2016 Forecast

Property taxes that are not paid in the fiscal year in which they are assessed are recorded as delinquent tax receipts when they are paid in subsequent years. Between 95% to 97% of property taxes are paid in the year of assessment and approximately 40% to 50% of delinquent taxes are collected the first fiscal year they become delinquent. Delinquent payments carry an additional penalty and interest. The decline in delinquent property tax revenue for previous years reflects that the City has initiated a sale of its delinquent property taxes to an outside vendor.

Major Influences: Economy and Appraisals

**Court Costs/Fines**



Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	11,900	-2.46%	2012	9,900	0.00%
2016	12,200	1.67%	2011	9,900	1.49%
2015	12,000	-12.41%	2010	9,755	10.70%
2014	13,700	14.17%	2009	8,812	3.46%
2013	12,000	21.21%	2008	8,517	14.85%

\* FY 2017 Adopted

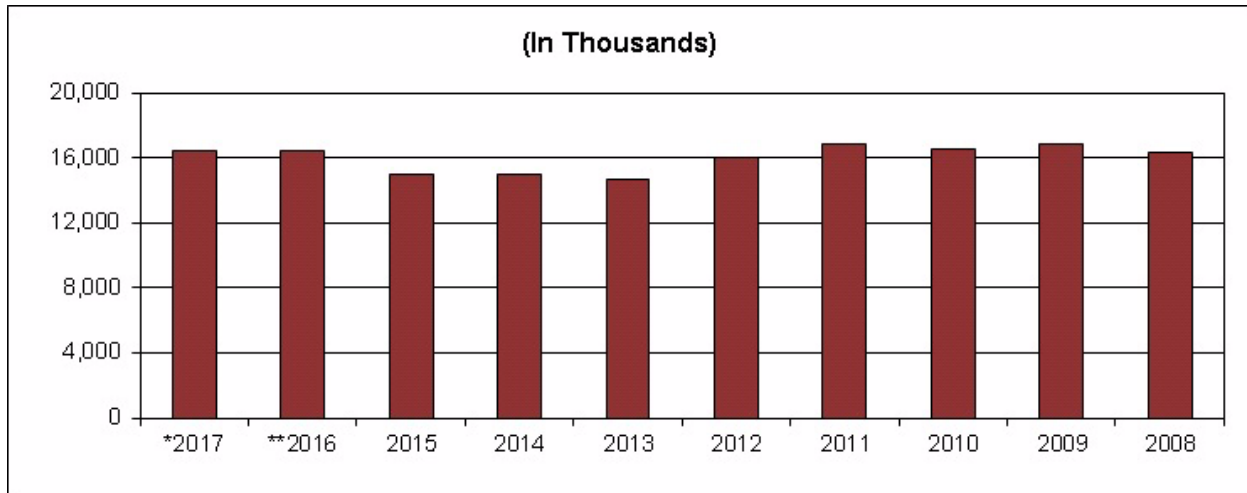
\*\* FY 2016 Forecast

The City Court Clerk collects all City Courts fines, including court costs, fine assessments, and forfeitures in lieu-of-court appearances. Remittances are made to the City monthly. Traffic violation fines and court costs are set by the City Council. Fees require Ordinance change and Council approval, Section 11-24-25 Memphis Code.

Major Influences: Population (Demographics), Crime Rate and Enforcement



Municipal State Aid



Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2017	16,400	0.00%	2012	16,000	-4.82%
2016	16,400	9.33%	2011	16,811	1.88%
2015	15,000	0.25%	2010	16,500	-1.85%
2014	14,962	1.78%	2009	16,811	3.33%
2013	14,700	-8.13%	2008	16,270	0.66%

\* FY 2017 Adopted

\*\* FY 2016 Forecast

Local share of state gasoline and other motor fuel taxes comprising the Gasoline Tax, the Diesel Tax, the Liquefied Gas Tax on vehicles, the Compressed Natural Gas Tax, and the Prepaid User Diesel Tax. Distribution is based upon population. Revenue is distributed monthly by the State. T.C.A. 67-3-202, T.C.A. 67-3-1309

Major Influences: Population and Gasoline Sales



---

**The financial data presented in this section represents the expenditures of the City of Memphis General Fund.**

---

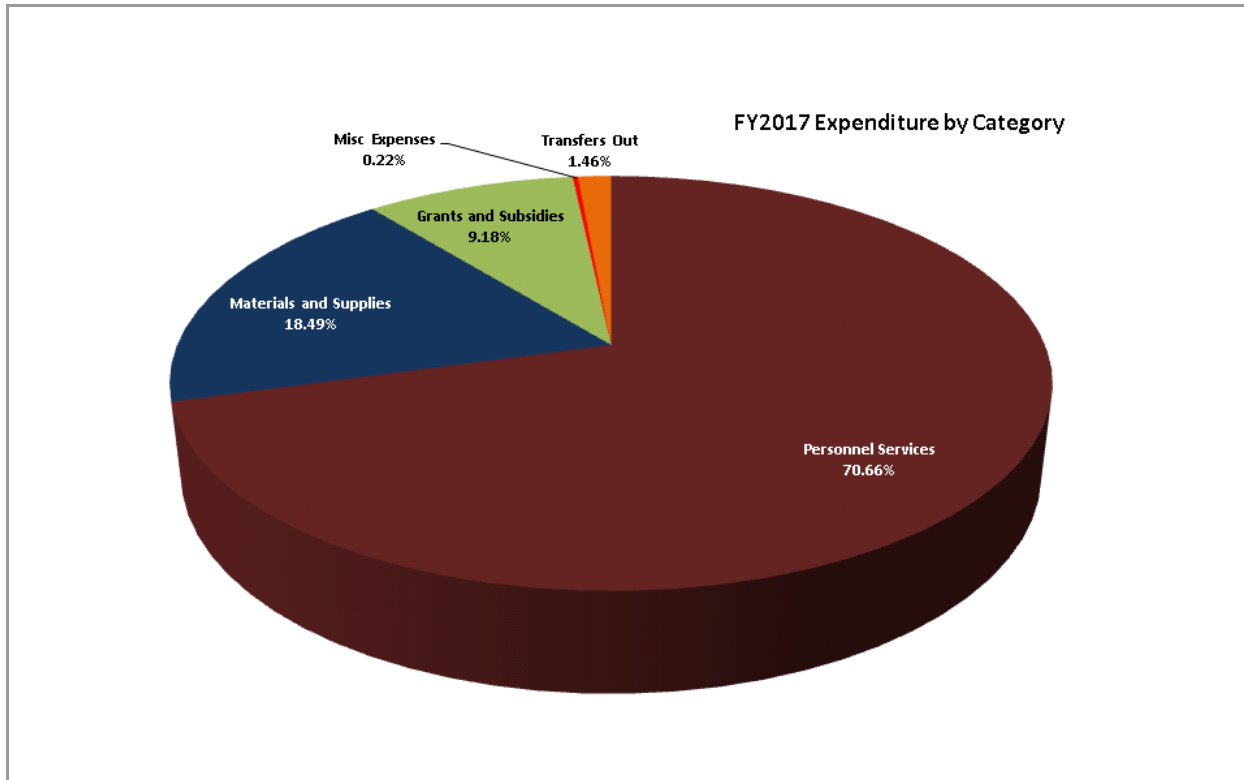
**Expense Forecasting and Budgeting Methodology**

THE MAIN PURPOSE of the budgeting process is to gain perspective on cash needs and set flexible goals for controlling expenditures. The by-product of the information produced will make the information in financial statements significantly more useful and identify areas requiring correction throughout the annual operating cycle.

Expenditures are budgeted 90 to 120 days ahead of the beginning of any budget year. They are budgeted at the lowest level of the operation of each respective division, by line item. Each line item budget is created based on past history, the trends of the current operations, and planned priorities or future cost expectations (increases or decreases). A financial forecast of actual and expected expenditures for the current year provides a static financial document and a one-time snapshot as an initial basis for budgeting each line item within a Division.

In addition to using expenditure data from the last year or several years of actual cost results, discussions with key personnel on the anticipated performance of current and new services, changes in the marketplace and other factors that might cause changes in priorities or spending are discussed and compared with prior years' and or the trending annualized forecast of the current operating year.

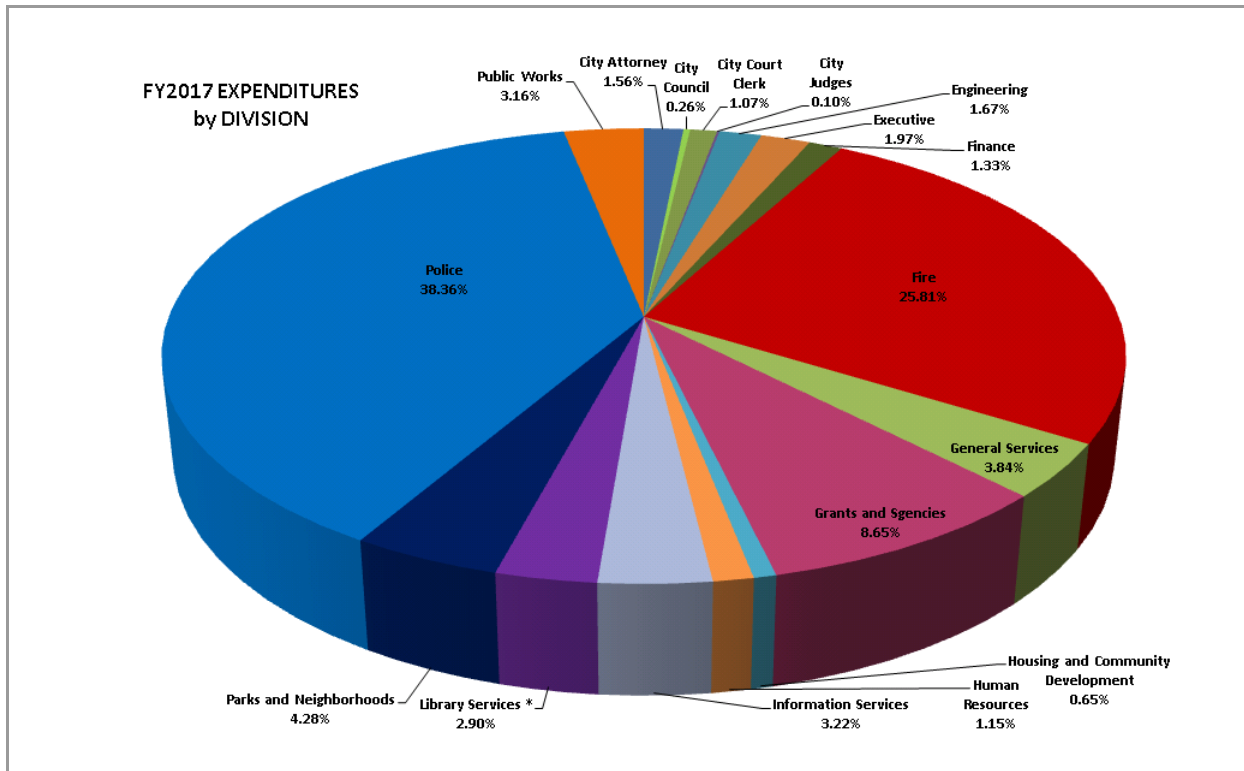
Collectively all of the methodologies: prior year experience, future trends, and stakeholders knowledge of the company priorities and goals, result in the budget number. All line items are summarized and adjusted as necessary to establish the final expenditure plan.



Category	FY15 Actual	FY16 Budget	FY16 Forecast	FY17 Adopted
Personnel Services	\$ 443,304,006	\$ 459,419,176	\$ 443,194,578	\$ 471,609,780
Materials and Supplies	101,123,039	122,240,465	117,855,048	123,378,258
Capital Outlay	19,626	451,500	210,994	947,594
Grants and Subsidies	67,841,710	64,091,974	69,241,402	61,259,354
Inventory	306,033	342,839	286,333	285,687
Expense Recovery	(15,158,643)	-	-	-
Investment Fees	-	-	67,539	-
Service Charges	114,942	65,828	137,360	89,200
Transfers Out	19,005,478	11,443,386	17,779,786	9,724,061
Contribution to Fund Balance	-	-	-	131,065
<b>Total Expenditures</b>	<b>\$ 616,556,191</b>	<b>\$ 658,055,168</b>	<b>\$ 648,773,040</b>	<b>\$ 667,424,999</b>

# SUMMARY

# GENERAL FUND EXPENDITURES



Division	FY15 Actual	FY16 Adopted	FY16 Forecast	FY17 Adopted
City Attorney	\$ 9,131,384	\$ 9,963,823	\$ 9,944,308	\$ 10,432,045
City Council	1,500,707	1,537,391	1,486,652	1,759,375
City Court Clerk	9,098,070	7,192,076	3,648,473	7,129,172
City Judges	625,501	641,534	641,034	640,398
Engineering	5,231,038	10,546,909	10,607,206	11,153,725
Executive	7,100,921	8,332,284	8,290,084	13,167,265
Finance	5,100,393	5,407,267	7,223,792	8,846,480
Fire	163,014,226	172,888,782	168,631,508	172,259,677
General Services	20,628,030	24,028,428	25,067,735	25,638,239
Grants and Sgencies	69,409,350	63,404,976	73,609,492	57,731,977
Housing and Community Development	4,725,989	4,486,271	4,237,419	4,323,202
Human Resources	5,730,689	7,079,656	7,636,171	7,707,002
Information Services	14,473,597	17,903,828	16,243,468	21,488,929
Library Services *	-	-	-	19,370,122
Parks and Neighborhoods	50,172,064	51,723,673	50,702,492	28,579,159
Police	238,875,028	250,476,780	240,800,555	255,950,394
Public Works	11,739,204	22,441,490	20,002,650	21,116,822
<b>Total Expenditures</b>	<b>\$ 616,556,191</b>	<b>\$ 658,055,168</b>	<b>\$ 648,773,039</b>	<b>\$ 667,293,983</b>

\* Library Services was previously in Parks and Neighborhoods



# SUMMARY

# GENERAL FUND EXPENDITURES

Expenditure Types	FY15 Actual	FY16 Budget	FY16 Forecast	FY17 Adopted
<b>Expenditures:</b>				
<b>Personnel Services</b>				
Full-Time Salaries	244,061,624	319,110,278	262,427,406	318,993,102
Holiday Salary Full Time	4,029,059	0	3,159,446	0
Vacation Leave	21,398,128	0	12,520,338	0
Bonus Leave	2,074,011	0	1,702,336	0
Sick Leave	15,636,647	0	8,082,292	0
Overtime	27,829,107	24,616,153	30,279,693	26,091,479
Holiday Fire/Police	10,685,927	10,741,035	10,193,745	10,200,161
Out of Rank Pay	1,894,195	1,901,991	2,140,104	1,852,067
Hazardous Duty Pay	419,234	469,977	491,776	463,123
College Incentive Pay	6,148,831	6,225,072	5,980,038	6,009,247
Longevity Pay	2,078,362	1,939,484	2,138,476	2,008,532
Shift Differential	787,484	806,444	774,655	799,571
Bonus Days	1,534,977	1,841,000	1,400,000	1,949,000
Retirement Benefits	5,823,586	5,195,772	4,611,215	4,798,478
Job Incentive	962,502	1,037,600	999,000	1,037,500
Required Special License Pay	3,368	52,950	34,054	52,950
Pension	16,404,751	16,033,312	16,520,165	16,243,320
Supplemental Pension	126,453	125,488	126,148	127,959
Social Security	920,852	412,199	969,837	411,000
Pension ARC Funding	26,128,749	29,870,570	29,870,570	34,112,131
Blue M Health Insurance	0	0	0	0
Group Life Insurance	741,667	846,476	692,668	862,998
Unemployment	846,000	600,380	614,900	429,280
Medicare	4,739,477	4,784,818	5,010,547	4,675,850
Long Term Disability	806,537	863,626	740,866	863,757
EE New Premiums	1,122,399	0	1,964,915	2,080,240
Health Insurance - Basic	2,833,989	1,776,659	3,043,758	1,807,517
Health Insurance - Premier	41,372,329	41,205,250	38,445,411	39,951,948
Other Post Employment Benefits	0	4,635,527	1,140,156	1,510,046
Salaries - Part Time/Temporary	9,421,664	11,032,983	10,628,059	12,376,007
On the Job Injury	3,433,302	3,411,618	3,978,423	3,294,314
Book Reimbursement - Old	0	0	0	0
Tuition Reimbursement - New	229,828	490,000	150,000	490,000
Book Reimbursement - New	4,604	10,000	5,000	5,000
Payroll Reserve	1,278,127	1,155,477	-5,139,423	1,057,956
Attrition	0	-15,842,797	20,000	-16,083,120
Bonus Pay	7,466	0	56,200	0
Expense Recovery - Personnel	-12,481,234	-14,351,428	-12,408,754	-14,046,416
Benefits Adjustments	0	-1,541,787	-169,440	7,184,783
<b>Personnel Services</b>	<b>443,304,006</b>	<b>459,419,175</b>	<b>443,194,580</b>	<b>471,609,780</b>



# SUMMARY

# GENERAL FUND EXPENDITURES

Expenditure Types	FY15 Actual	FY16 Budget	FY16 Forecast	FY17 Adopted
<b>Materials &amp; Supplies</b>				
City Hall Printing	170,211	250,000	359,260	350,000
City Hall Postage	132	1,100	0	1,000
Document Reproduction - City	0	2,500	5,000	2,500
City Storeroom Supplies	22,037	19,853	69,284	19,853
Facility Repair & Carpentry	90,421	177,736	267,120	215,136
City Shop Charges	6,402,553	6,146,728	6,537,653	6,925,908
Info Sys Phone/Communication	0	3,374	824	3,374
City Shop Fuel	7,185,470	8,485,557	5,369,439	6,941,636
Outside Computer Services	238,606	1,640,022	3,826,217	2,301,904
City Computer Svc Equipment	277,175	1,461,347	1,276,245	2,549,815
Data/Word Processing Equipment	161	9,940	710,182	200
Data/Word Process Software	1,855,316	3,505,596	3,341,679	2,846,015
Pers Computer Software	15,136	4,220	450	3,100
City Telephone/Communications	585,611	544,099	453,427	558,164
Printing - Outside	289,645	333,710	323,327	346,150
Supplies - Outside	1,127,399	1,117,091	1,056,102	1,163,219
Food Expense	101,783	85,000	83,112	85,000
Hand Tools	72,607	111,484	94,948	110,484
Document Reproduction - Outside	2,158	2,058	1,558	2,058
Clothing	1,914,460	2,228,997	2,725,329	2,308,813
Household Supplies	575,239	718,449	682,062	686,388
Ammunition & Explosives	727,849	745,191	1,126,881	745,191
Safety Equipment	468,759	762,032	851,015	766,532
Drafting/Photo Supplies	25,443	36,169	36,106	35,634
Medical Supplies	2,559,918	2,193,060	2,083,094	2,443,060
Athletic/Recreational Supplies	37,249	77,400	75,011	77,400
Outside Postage	734,567	709,168	671,071	753,005
Asphalt Products	3,280,592	5,059,250	2,930,869	5,059,250
Lumber & Wood Products	11,402	17,000	12,190	25,000
Paints Oils & Glass	212,223	323,000	218,000	319,000
Steel & Iron Products	34,066	95,000	154,993	111,700
Pipe Fittings & Castings	199,710	287,000	189,000	287,000
Lime Cement & Gravel	106,775	60,000	254,731	66,000
Chemicals	226,150	235,426	206,951	230,141
Materials and Supplies	3,067,196	3,207,294	3,573,417	3,084,221
Miscellaneous Expense	-26,120	69,700	106,614	88,953
Penalization	294	0	0	0
Library Books	1,270,543	1,289,290	1,289,290	1,289,290
Library Microforms	849	0	0	0
Operation Police Canine	59,796	60,867	49,212	60,867
Operation Police DUI Unit	40,032	80,000	37,614	80,000
Operation Police Traffic Unit	55,602	80,000	47,044	80,000





# SUMMARY

# GENERAL FUND EXPENDITURES

Expenditure Types	FY15	FY16	FY16	FY17
	Actual	Budget	Forecast	Adopted
Operation Police Mounted	60,299	69,200	69,251	69,200
Operation Police TACT	85,470	100,101	79,789	100,101
Maintenance Traffic Signal System	6,425	4,000	4,000	4,000
Repair/Oper Air Raid System	1,758	0	-499	0
Operation Police Aircraft	553,483	671,432	576,860	671,432
Outside Vehicle Repair	3,201,228	3,084,840	4,797,011	3,109,840
Outside Equipment Repair/Maintenance	1,863,425	2,101,618	1,798,167	2,140,986
Facilities Structure Repair - Outside	85,583	228,048	827,289	777,043
Maintenance Of Grounds	0	0	186	0
Horticulture	12,009	10,000	15,845	10,000
Internal Repairs and Maintenance	363,298	471,017	469,606	455,737
Drug Education Program	0	0	0	0
Special Investigations	682,115	427,325	407,094	427,325
Legal Services/Court Cost	2,992,961	2,692,384	3,288,932	2,842,386
Medical/Dental/Veterinary	105,715	692,664	298,710	569,564
Legal Contingency	53,000	75,000	75,000	90,000
Accounting/Auditing/Cons	369,778	362,631	586,471	347,631
Advertising/Publication	92,901	599,092	602,587	914,006
Outside Phone/Communications	3,058,724	3,053,636	3,016,125	3,465,331
Janitorial Services	1,024,020	1,363,692	1,356,753	1,388,692
Security	1,158,224	1,336,254	1,295,333	1,359,981
Asset Amortization Payment	467	0	0	0
Weed Control/Chemical Service	152,723	90,442	192,548	190,442
Seminars/Training/Education	268,198	451,722	379,416	595,937
Fixed Charges	1,011,330	1,250,000	858,148	1,285,520
Misc Professional Services	34,636,749	39,980,690	36,459,629	37,417,107
Technical Services	600	0	0	0
Employee Activities	416	0	0	0
Rewards and Recognition	44,822	31,000	43,252	57,500
Staff Development	0	2,000	2,000	2,000
Administrative Fees	0	0	0	0
Textbooks	72,535	53,300	55,300	103,000
Travel Expense	509,637	479,576	428,611	669,924
Unreported Travel	-97,260	3,496	29,962	5,029
Relocation Expense	0	300,000	903,000	300,000
Auto Allowance	0	837	837	837
Outside Fuel	39,316	43,934	41,688	43,436
Mileage	274,248	270,633	226,306	274,751
Utilities	9,742,699	11,045,540	9,340,782	10,681,700
Sewer Fees	1,377,333	1,745,240	1,540,000	1,400,000
Wonders Materials	750	0	0	0
Tower Lease Expense - Library	33,905	36,700	36,700	46,208
WYPL Studio Facilities Expense - Library	1,020	0	0	0



# SUMMARY

# GENERAL FUND EXPENDITURES

Expenditure Types	FY15	FY16	FY16	FY17
	Actual	Budget	Forecast	Adopted
WYPL Arkansas Tower Expense - Library	29,815	30,000	30,000	30,000
Photography	450	500	500	650
Total Quality Management	733	300	549	300
Hazardous Materials Clean-up	175	0	0	0
Demolitions	3,294,643	3,000,000	3,277,000	3,000,000
Insurance	4,582,522	5,113,866	5,348,432	6,028,430
Claims	687,755	1,140,252	221,584	1,140,252
Lawsuits	1,438,843	2,828,774	2,277,486	2,828,771
Hospitality	165	0	1,272	1,801
Dues/Memberships/Periodicals	293,077	259,198	250,300	255,600
Rent	2,586,722	2,399,268	2,843,496	2,065,613
Radio Trunking Lease	0	2,000	2,000	2,000
Misc Services and Charges	2,011,010	2,942,259	2,890,458	3,173,541
Urban Art Maintenance	4,239	10,000	10,000	10,000
VIP Gifts	44	0	0	0
Hotel	0	1,000	0	0
Minor Equipment	66,649	86,650	83,825	82,650
Equipment Rental	2,336,474	2,277,771	2,146,288	2,434,366
Catering	12,495	17,000	16,342	28,000
Expense Recovery - Telephones	-865,581	-682,664	-776,468	-700,000
Expense Recovery - M & S	-13,216,109	-12,549,460	-11,967,026	-11,843,322
<b>Materials &amp; Supplies</b>	<b>101,123,039</b>	<b>122,240,465</b>	<b>117,855,048</b>	<b>123,378,258</b>
Furniture/Furnishings	54,035	190,500	189,400	338,900
Prod/Constr/Maint Equipment	0	44,000	44,000	44,000
Equipment	-34,409	217,000	-22,406	564,694
Security Equipment	0	0	0	0
<b>Capital Outlay</b>	<b>19,626</b>	<b>451,500</b>	<b>210,994</b>	<b>947,594</b>
2015 Shelby County School Settlement	8,000,000	1,333,335	1,333,335	1,333,335
Academy of Youth and Empowerment	0	0	0	25,200
Africa In April	0	50,000	50,000	70,000
Aging Commission of the Mid-South	143,906	143,906	143,906	143,906
Ambassador's Fellowship Pay	1,427,548	2,332,958	1,691,178	1,663,740
Black Business Association	200,000	200,000	200,000	200,000
Blues and Cultural Center	0	0	0	75,000
Botanic Gardens Foundation	0	0	0	250,000
Boys and Girls Club	0	0	0	33,333
Business & Economic Development Grants	90,633	61,377	61,377	61,377
Civil Rights Museum	1,000,000	0	0	0
Cocaine Alcohol Awareness Program (CAAP)	500,000	0	0	0
Community Development Grants	9,030	42,614	42,614	269,531
Community Initiatives Grants for Non-Profits	109,619	192,467	192,467	192,467



# SUMMARY

# GENERAL FUND EXPENDITURES

Expenditure Types	FY15	FY16	FY16	FY17
	Actual	Budget	Forecast	Adopted
Contr Assist Prog/Bonding	4,380	4,650	4,650	4,650
Convention Center	2,122,702	2,053,566	2,053,566	2,053,566
Damascus Road	0	0	0	300,000
Death Benefits	14,167	0	51,019	0
Disaster Recovery Relief	0	250,000	250,000	0
Down Payment Assist/City	159,391	192,930	192,930	192,930
Economic Development	35,000	0	453,000	0
EDGE	2,258,959	362,000	2,354,736	1,980,000
Elections	0	900,000	1,250,000	0
Emmanuel Center	0	0	0	33,333
Exchange Club	50,000	50,000	50,000	50,000
Facility Management Program Expense	3,494	1,000,000	0	0
Families Matter	0	0	0	25,000
Family Safety Center of Memphis and Shelby County	125,000	200,000	200,000	200,000
Fire Museum	25,000	0	0	0
Game Day Health Kids Foundation	0	0	0	100,000
Greater Memphis Media	0	0	0	20,000
Grooming Greatness	0	0	0	25,000
Healing Word Counseling Center	0	0	0	75,000
Homeless Initiative	197,822	332,500	290,000	382,500
Human Services Grants	3,456,822	0	0	0
Innovation Delivery Team Grant - Wells Fargo	387,000	387,000	387,000	387,000
Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000	150,000	150,000	150,000
Ladies in Need Can Survive (LINCS)	0	0	0	50,000
Launch Memphis	25,000	25,000	25,000	25,000
Lifeline to Success	125,000	100,000	100,000	200,000
Map South	0	46,300	46,300	41,750
Memphis Area Transit Authority	25,481,040	23,420,040	29,420,040	25,920,040
Memphis Film & Tape Commission	150,000	175,000	175,000	175,000
Memphis Grizzlies Foundation	0	0	0	50,000
Memphis Health Center	0	375,000	375,000	0
Memphis In May	0	0	0	0
MHA/HCD Community Development Projects	483,816	501,546	290,000	157,000
Middle Income Housing	76,725	0	0	300,000
MIFA General Assistance	669,218	669,218	669,218	669,218
MLGW Citizen's Assistance - Grants	1,800,000	1,000,000	1,000,000	1,000,000
MLGW Unclaimed Deposit Reserve	0	1,860	1,860	0
MLK Basketball Tournament	0	0	0	20,000
MORE Initiative	55,920	0	0	0
National Heritage Tourism	0	0	0	37,500
Payment To Sub grantees	850,086	326,725	460,647	75,475
Peabody Place - Section 108	1,418,329	1,737,668	1,671,384	0



# SUMMARY

# GENERAL FUND EXPENDITURES

Expenditure Types	FY15 Actual	FY16 Budget	FY16 Forecast	FY17 Adopted
Pensioners Insurance	7,363,155	15,986,448	14,126,509	11,016,550
Planning & Development	1,399,844	1,500,000	1,500,000	1,500,000
Professional Services	494,231	0	50,000	0
Pyramid - Section 108	0	0	0	644,461
Pyramid Recovery Center	0	0	0	25,000
RBC Training/Certification Program	3,457	4,650	4,729	4,650
Riverfront Development	2,974,000	2,974,000	2,974,000	2,974,000
Rock and Soul Museum	250,000	0	0	0
Section 108 - Court Square	564,235	746,430	669,907	1,455,720
Serenity Recovery Centers	0	125,000	125,000	125,000
Shelby County Assessor	0	600,000	600,000	600,000
Shelby County School Mixed Drink Proceeds	2,806,318	3,200,000	3,200,000	3,200,000
Sickle Cell Center Foundation	50,000	0	50,000	0
Social Services Administration	72,443	89,537	89,537	89,537
Streets Ministries	0	0	0	33,334
Target Area Small Business Loan Fund	105,000	23,250	23,250	23,250
U Can Memphis	0	0	0	20,000
Urban Art	130,000	130,000	130,000	150,000
Whitehaven Economic Development	0	0	0	300,000
WIN Operational	23,423	95,000	62,243	55,000
Women of Concern	0	0	0	25,000
<b>Grants and Subsidies</b>	<b>67,841,710</b>	<b>64,091,974</b>	<b>69,241,402</b>	<b>61,259,353</b>
Inventory Purchases	97,032	75,802	65,588	71,820
Food Inventory	209,001	267,037	220,744	213,867
<b>Inventory</b>	<b>306,033</b>	<b>342,839</b>	<b>286,332</b>	<b>285,687</b>
Expense Recovery - State Street Aid	-15,158,643	0	0	0
<b>Expense Recovery</b>	<b>-15,158,643</b>	<b>0</b>	<b>0</b>	<b>0</b>
Investment Fee	0	0	67,539	0
<b>Investment Fees</b>	<b>0</b>	<b>0</b>	<b>67,539</b>	<b>0</b>
Bond Sale Expense	1,350	0	0	0
<b>Bond Issue Costs</b>	<b>1,350</b>	<b>0</b>	<b>0</b>	<b>0</b>
Credit Card Fees - Expense	113,585	65,828	137,360	89,200
<b>Service Charges</b>	<b>113,585</b>	<b>65,828</b>	<b>137,360</b>	<b>89,200</b>
Oper Tfr Out - Misc Grants Fund	238	24,200	224,200	0
Oper Tfr Out - Workforce Investment	0	0	2,000,000	0
Oper Tfr Out - HCD Grants	0	0	5,000,000	0
Oper Tfr Out - CRA Program	2,263,070	2,739,130	2,739,130	2,739,130



# SUMMARY

# GENERAL FUND EXPENDITURES

Expenditure Types	FY15 Actual	FY16 Budget	FY16 Forecast	FY17 Adopted
Oper Tfr Out - Debt Service Fund	4,822,170	5,166,504	5,461,220	4,984,931
Oper Tfr Out - Capital Projects Fund	0	0	800,000	0
Oper Tfr Out - OPEB Fund	11,920,000	3,513,552	1,555,236	2,000,000
<b>Transfers Out</b>	<b>19,005,478</b>	<b>11,443,386</b>	<b>17,779,786</b>	<b>9,724,061</b>
Depreciation - Purchased	7	0	0	0
<b>Depreciation on Own Funds</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>
Miscellaneous Expense	0	0	0	0
<b>Misc Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Contribution To Fund Balance/RE	0	0	0	131,065
Contribution to Assigned Fund Balance	0	0	0	0
<b>Contribution to Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>131,065</b>
<b>Total Expenditures</b>	<b>616,556,191</b>	<b>658,055,168</b>	<b>648,773,041</b>	<b>667,424,998</b>





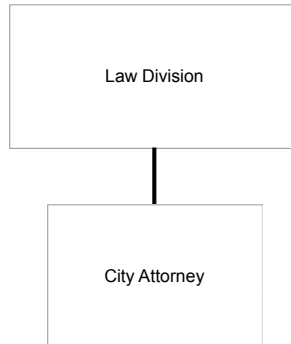
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	4,622,579	4,865,712	4,904,717	5,204,604
Materials and Supplies	4,524,664	5,098,110	5,040,591	5,227,441
Service Charges	(15,858)	0	(1,000)	0
Total Expenditures	9,131,384	9,963,823	9,944,308	10,432,045
Program Revenues	(269,128)	(229,939)	(351,423)	(229,939)
Net Expenditures	8,862,256	9,733,884	9,592,885	10,202,106
Authorized Complement				60

## Mission

The Law Division and the Office of the City Attorney mission is to provide legal advice in all matters, opinions, claims service, contract review and compliance support and legal representation on behalf of the City of Memphis, various divisions, agencies, boards, and commissions.

## Structure



## Services

The City Attorney's Office defends and prosecutes litigation on behalf of the City in all lawsuits filed in all courts, agencies or commissions. It provides advice and counsel on municipal processes to ensure compliance with the City Charter, State and Federal laws. It provides legal research, opinions, and advice to all divisions of the City government. It provides advice and counsel regarding ordinances, resolutions, agreements, contracts and other legal documents. The Claims Office receives, investigates, processes and resolves third-party claims filed against the City of Memphis and tracks and monitors lawsuits filed against the City and recovers claims on behalf of the City. The Risk Management Department identifies, plans, implements, and monitors exposures to losses in order to alleviate or reduce the amount paid which ultimately preserves and protects the City's financial assets. The Office of Grants Compliance provides comprehensive oversight of all City grants to ensure compliance and the proper administration of federal, state and private grant funds, identifies grant

opportunities and provides assistance to all city divisions with the processing of grant applications. The Permits Office bills, collects and issues permits as mandated by controlling ordinances, monitors permit holder compliance with city ordinances and state law, and serves as the administrative office for both the Alcohol Commission and the Transportation Commission. The City prosecutor represents the City in City Court proceedings and prosecutes misdemeanors, traffic tickets and citations issued for violation of the City Code of Ordinances.

## Performance Highlights

- City Prosecutors Office handled and resolved 176,514 City Court ordinance violations in City Court.
- Continued to monitor and assist MPD with implementation of new \$5.00 fee for moving violations to support implementation of electronic ticketing.
- City Prosecutors Office successfully prosecuted ALL red light camera violations.
- Collaborated with City Court Clerk to develop a standard form for issuance of subpoenas by private attorneys and citizens.
- At the request and instructions of Judges, City Prosecutors implemented an intake form and process for individuals asserting identify theft as it relates to traffic violations.
- Claims office closed 1465 claims filed against the city at a total cost of \$698,489 or \$476.78 per claim.
- Claims Office reached its goal of investigating and closing claims within 25 days of their filing.
- Claims Office continued to improve its online claims filing system that allows citizens to file and track claims progress online resulting in greater claims handling efficiency.
- Risk Management Office conducted four Risk Management training classes to City Divisions.
- Risk Management Office conducted the quarterly Risk Management Committee Meetings.
- Risk Management Office filled the risk management analyst position.
- Risk Management Office reviewed and provided insurance requirements for all contracts that were sent to the risk management department.
- Office of Grants Compliance successfully closed 110 active grant awards in the Oracle Grants Financial Module with approximate award budgets totaling \$118 million dollars.
- Office of Grants Compliance Continued the Grants Encumbrance Clean Up Initiative– a city-wide review of outstanding grant encumbrances to be closed out in the Oracle Grants Financial Module.
- Office of Grants Compliance Maintained a centralized electronic repository with copies of key City grant documents to assist with audits and monitoring reviews from outside agencies.
- Office of Grants Compliance Conducted quarterly Administration & Compliance workshops for all grant liaisons representing each division.



- Office of Grants Compliance assisted City Engineering with the recovery of \$836,402 in funds associated with the Fast Track Infrastructure Development Program.
- Office of Grants Compliance received above satisfactory or satisfactory compliance rating for 100% scheduled site visits by grantor agencies.
- Permits developed and processed applications and certifications for the sale of wine in grocery stores (WIGS).
- Permits Office facilitated the collection of over \$400,000 in underpaid beer taxes.
- Permits Office implemented on-line processing and payment for certain permits.
- Permits Office Issued 5818 permits to public.
- Permits Office Collected \$857,061 + for permits issued by the Permits Office including over \$100,000 for vacant properties. Partial implementation of online payment system.
- Permits Office Decreased the time for processing certain applications
- Permits Office Reduced the amount of time Permits takes to hear beer violations from an average of 45 days to 30 days of the time Permits receives the notice of violation
- The Ethics Department (Chief Ethics Officer and Board of Ethics) reviewed 1 formal ethics complaint.
- The Ethics Department (Chief Ethics Officer and Board of Ethics) reviewed 8 informal ethics complaints/and or inquiries.
- The Chief Ethics Officer provided training to approximately 250 City Employees.
- The Chief Ethics Officer disseminated collected and maintained records of Disclosure of Financial Interests.

## Issues & Trends

The City Attorney's Office is comprised of a number of departments, including Litigation, Contracts, City Prosecutor's Office, Permits, Claims, Risk Management, and Grant Compliance. Our litigation attorneys vigorously prosecute matters on the City's behalf and defend the City in all lawsuits and claims, including blight, condemnation of neglected properties, City Court traffic violations, 1982 and GTLA suits, Paramedic malpractice suits, City Council operating procedures, as well as the legality of ordinances passed by City Council. The Office provides legal opinions, ethics opinions and training to guide City divisions in their operations, and oversees the production of records pursuant to Open Records Requests. Our contract attorneys drafts and review hundreds of contracts every year to ensure compliance with local, state and federal laws. The Office monitors and provides counsel on State and Federal legislative changes that could have an impact on the City of Memphis, including defeating de-annexation laws that had the potential to dramatically affect the City of Memphis. The Claims department reviews, investigates and responds to claims made by the citizens of the City, such as claims for damages from potholes. The Permits Office, in conjunction with the Division of Finance, issues beer permits, monitors beer tax collections to ensure proper allocation of beer sales tax receipts

between Shelby County Government, other municipalities in Shelby County and the City of Memphis, and is involved in the certifications for the sale of wine in grocery stores (WIGS). The Office communicates with the various Divisions to facilitate the achievement of the City's goal - to improve the quality of life for all Memphians. Additionally, the Office provides legal advice and strategy on a variety of City-wide projects, including improvements to city infrastructure such as the Harahan Bridge and Cross-town, recruitment and relocation of Service Master to downtown Memphis, the continued development and involvement of MWBE programs, PILOT programs, development of tourism development zones ("TDZ"), and obtaining and maintaining the City's fair share of grants that will create opportunities for economic development and community projects to improve the quality of life for all its citizens.

## City Attorney Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	3,090,758	3,753,177	3,638,464	4,102,019
Holiday Salary Full Time	175,302	0	98,015	0
Vacation Leave	170,432	0	90,136	0
Bonus Leave	29,145	0	13,323	0
Sick Leave	73,509	0	47,065	0
Overtime	4,806	0	1,677	0
Out of Rank Pay	18,000	18,000	18,000	18,000
Retirement Benefits	126,893	23,361	25,364	23,361
Pension	213,274	225,191	225,755	231,867
Social Security	3,876	0	1,428	0
Pension ARC Funding	225,419	266,868	266,868	311,416
Group Life Insurance	8,804	9,239	9,516	10,252
Unemployment	8,400	6,270	6,270	4,480
Medicare	50,909	55,675	59,082	65,632
Long Term Disability	9,888	10,184	10,309	11,433
Health Insurance - Basic	24,682	48,486	44,069	8,847
Health Insurance - Premier	366,243	367,054	371,713	377,222
Other Post Employment Benefits	0	46,729	46,730	15,759
Salaries - Part Time/Temporary	62,515	90,841	37,907	72,907
On the Job Injury	2,719	2,000	0	2,000
Payroll Reserve	14,003	0	(49,610)	(3,666)
Attrition	0	20,000	20,000	20,000
Expense Recovery - Personnel	(56,996)	(51,166)	(51,166)	(51,166)
Benefits Adjustments	0	(26,197)	(26,197)	(15,759)
<b>Total Personnel Services</b>	<b>4,622,579</b>	<b>4,865,712</b>	<b>4,904,717</b>	<b>5,204,604</b>
<b><u>Materials and Supplies</u></b>				
City Storeroom Supplies	2	0	0	0
City Shop Charges	2,951	13,476	13,476	7,635
City Shop Fuel	94	879	879	433
City Computer Svc Equipment	7,793	27,000	30,093	27,000
Data/Word Process Software	10,933	10,933	10,933	0
City Telephone/Communications	14,247	9,514	9,515	9,514
Printing - Outside	441	250	327	250
Supplies - Outside	49,311	47,810	42,310	47,810
Outside Postage	3,618	2,600	2,700	2,600
Materials and Supplies	1,392	10,550	1,250	10,550
Repair/Oper Air Raid System	787	0	0	0
Outside Equipment Repair/ Maintenance	0	558	558	558

## City Attorney Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Drug Education Program	0	0	0	0
Legal Services/Court Cost	2,992,961	2,692,384	3,288,912	2,842,386
Advertising/Publication	526	500	5,810	500
Weed Control/Chemical Service	114	0	0	0
Seminars/Training/Education	17,971	21,300	23,125	21,300
Misc Professional Services	1,173,633	1,142,676	1,292,324	1,162,977
Rewards and Recognition	555	0	484	0
Travel Expense	40,017	30,700	27,000	30,700
Unreported Travel	(11,439)	1,986	0	1,986
Mileage	2,576	2,950	2,700	2,950
Insurance	2,610,721	3,000,000	2,961,372	3,636,696
Claims	11,000	25,000	0	25,000
Lawsuits	6,912	195,000	1,114	195,000
Hospitality	165	0	1,272	1,801
Dues/Memberships/Periodicals	28,400	17,700	16,200	17,700
Rent	242,507	244,734	245,104	246,347
Misc Services and Charges	0	0	136	0
Expense Recovery - M & S	(2,683,523)	(2,400,390)	(2,937,003)	(3,064,252)
<b>Total Materials and Supplies</b>	<b>4,524,664</b>	<b>5,098,110</b>	<b>5,040,591</b>	<b>5,227,441</b>
<b><u>Service Charges</u></b>				
Credit Card Fees - Expense	(15,858)	0	(1,000)	0
<b>Total Service Charges</b>	<b>(15,858)</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>
<b>Total Expenditures</b>	<b>9,131,384</b>	<b>9,963,823</b>	<b>9,944,308</b>	<b>10,432,045</b>
<b><u>Licenses and Permits</u></b>				
Misc Permits	300	0	0	0
<b>Total Licenses and Permits</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Other Revenues</u></b>				
Property Insurance Recoveries	(229,939)	(229,939)	(351,423)	(229,939)
Miscellaneous Income	(39,489)	0	0	0
<b>Total Other Revenues</b>	<b>(269,428)</b>	<b>(229,939)</b>	<b>(351,423)</b>	<b>(229,939)</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(269,128)</b>	<b>(229,939)</b>	<b>(351,423)</b>	<b>(229,939)</b>
<b>NET EXPENDITURES</b>	<b>8,862,256</b>	<b>9,733,884</b>	<b>9,592,885</b>	<b>10,202,106</b>

### Description

*The Office of the City Attorney is committed to providing advice, opinions, claims service, and legal representation on behalf of the City of Memphis Administration, City Council, various divisions, agencies, boards, commissions and employees of the City of Memphis government.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	4,622,579	4,865,712	4,904,717	5,204,604
Materials and Supplies	4,524,664	5,098,110	5,040,591	5,227,441
Service Charges	(15,858)	0	(1,000)	0
Total Expenditures	9,131,384	9,963,823	9,944,308	10,432,045
Program Revenues	(269,128)	(229,939)	(351,423)	(229,939)
Net Expenditures	8,862,256	9,733,884	9,592,885	10,202,106
Authorized Complement				60

**CITY ATTORNEY**

**AUTHORIZED COMPLEMENT**

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>City Attorney</u>			
ADMR CONTRACT	1		
ADMR PERMITS LICENSES	1		
AGENT CLAIMS	1		
ANALYST CLAIMS	2		
ANALYST LOST CONTROL	1		
ANALYST RISK MGMT	1		
ATTORNEY ASST CITY	9		
ATTORNEY ASST COMPLIANCE AA	1		
ATTORNEY CITY	1		
ATTORNEY CITY ASST SR	9		
ATTORNEY CITY DEPUTY	1		
ATTORNEY PROSECUTOR AA	3		
ATTORNEY PROSECUTOR CHIEF	1		
ATTORNEY STAFF	4		
ATTORNEY STAFF SR	1		
CLERK GENERAL APP A	3		
CLERK SENIOR LAW	1		
COOR LEGAL ADMIN	1		
COOR PERMITS LICENSES	1		
COORD GRANTS	3		
EXECUTIVE ASSISTANT	1		
INVESTIGATOR LEGAL	1		
MGR GRANTS	1		
MGR LEGAL ADMIN	1		
MGR RISK	1		
OFFICER CHIEF ETHICS	1		
PARALEGAL	4		
SECRETARY	3		
SPEC COMMUNICATIONS REC REF	1		
<b><u>TOTAL CITY ATTORNEY</u></b>	<b><u>60</u></b>		



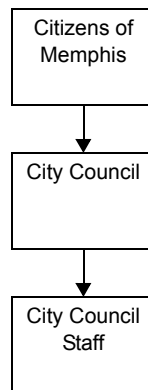
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	1,419,754	1,341,950	1,358,045	1,425,730
Materials and Supplies	80,954	195,441	128,607	333,645
Total Expenditures	1,500,707	1,537,391	1,486,652	1,759,375
Program Revenues	(105)	0	0	0
Net Expenditures	1,500,602	1,537,391	1,486,652	1,759,375
Authorized Complement				23

## Mission

To provide decisions that will promote stability through responsible budgeting and strategic planning for the citizens of Memphis.

## Structure



## SERVICES

The City Council strives to be a proactive catalyst for progress throughout Memphis. The Council provides fiscally responsible leadership and services that are sensitive to the diverse community it serves. Council members encourage citizen involvement in policy formulation and decision-making by holding town hall meetings and attending local community organizations and civic events.

## City Council Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	974,191	1,040,100	970,338	1,085,561
Holiday Salary Full Time	29,333	0	32,174	0
Vacation Leave	32,438	0	29,250	0
Bonus Leave	5,881	0	3,532	0
Sick Leave	21,607	0	4,218	0
Overtime	66	0	0	0
Retirement Benefits	17,809	0	1,191	0
Pension	53,328	49,955	54,535	61,355
Social Security	0	0	1,926	0
Pension ARC Funding	100,635	117,046	117,046	125,659
Group Life Insurance	2,700	2,924	2,285	2,926
Unemployment	3,750	2,530	2,530	1,840
Medicare	14,511	16,642	13,512	16,377
Long Term Disability	2,991	3,120	2,798	3,071
Health Insurance - Basic	828	0	0	0
Health Insurance - Premier	140,093	117,458	122,710	122,542
Other Post Employment Benefits	0	19,541	0	6,472
Salaries - Part Time/Temporary	0	10,000	0	6,400
On the Job Injury	12,157	0	0	0
Payroll Reserve	2,687	4,000	0	0
Attrition	0	(27,499)	0	0
Bonus Pay	4,750	0	0	0
Benefits Adjustments	0	(13,867)	0	(6,472)
<b>Total Personnel Services</b>	<b>1,419,754</b>	<b>1,341,950</b>	<b>1,358,045</b>	<b>1,425,730</b>
<b><u>Materials and Supplies</u></b>				
City Computer Svc Equipment	1,491	5,000	13,283	5,000
Data/Word Process Software	4,795	4,796	4,795	0
City Telephone/Communications	4,838	5,000	5,000	5,000
Supplies - Outside	976	2,000	1,685	2,000
Materials and Supplies	5,069	5,000	4,387	5,000
Outside Equipment Repair/ Maintenance	266	300	0	300
Legal Contingency	53,000	75,000	75,000	90,000
Accounting/Auditing/Cons	0	50,000	0	35,000
Outside Phone/Communications	0	345	0	345
Seminars/Training/Education	0	10,000	3,715	10,000
Misc Professional Services	686	5,000	8,950	105,000
Travel Expense	8,418	25,000	3,735	65,000
Unreported Travel	(929)	0	0	0



## City Council Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Mileage	653	500	960	1,000
Misc Services and Charges	1,400	4,000	3,755	2,000
Catering	292	3,500	3,342	8,000
<b>Total Materials and Supplies</b>	<b>80,954</b>	<b>195,441</b>	<b>128,607</b>	<b>333,645</b>
<b>Total Expenditures</b>	<b>1,500,707</b>	<b>1,537,391</b>	<b>1,486,652</b>	<b>1,759,375</b>
<b>Other Revenues</b>				
Miscellaneous Income	(105)	0	0	0
<b>Total Other Revenues</b>	<b>(105)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(105)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURES</b>	<b>1,500,602</b>	<b>1,537,391</b>	<b>1,486,652</b>	<b>1,759,375</b>

### Description

*The powers and duties of the City Council are prescribed for by State law and the Charter and Ordinances of the City of Memphis. In carrying out the duties of their office, the City's elected officials adopt legislation which promotes the health, safety and welfare of the citizens of this community and work to support the city's economic vitality.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,419,754	1,341,950	1,358,045	1,425,730
Materials and Supplies	80,954	195,441	128,607	333,645
Total Expenditures	1,500,707	1,537,391	1,486,652	1,759,375
Program Revenues	(105)	0	0	0
Net Expenditures	1,500,602	1,537,391	1,486,652	1,759,375
Authorized Complement				23

**CITY COUNCIL**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>City Council</i>			
ADMR COUNCIL STAFF	1		
ADMR STAFF ASST	1		
ANALYST RESEARCH	2		
ANALYST RESEARCH SR	1		
ASST EXECUTIVE	4		
ATTORNEY STAFF	1		
COUNCIL CHAIR	1		
COUNCIL MEMBER	<u>12</u>		
<b>Total City Council</b>	<b>23</b>		
<b><u>TOTAL CITY COUNCIL</u></b>	<b><u>23</u></b>		





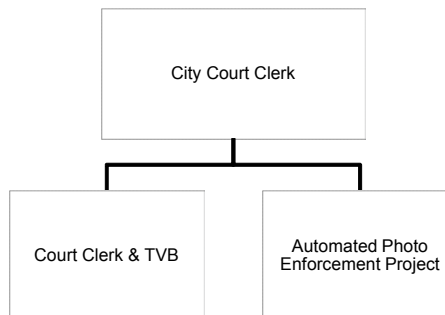
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	3,166,701	3,408,029	3,095,345	3,434,998
Materials and Supplies	5,896,660	3,634,047	539,242	3,644,125
Capital Outlay	0	150,000	0	50,000
Grants and Subsidies	2,500	0	2,500	0
Service Charges	32,210	0	11,386	0
<b>Total Expenditures</b>	<b>9,098,070</b>	<b>7,192,076</b>	<b>3,648,473</b>	<b>7,129,123</b>
Program Revenues	(6,263,931)	(5,100,000)	(4,729,572)	(5,100,000)
<b>Net Expenditures</b>	<b>2,834,139</b>	<b>2,092,076</b>	<b>(1,081,100)</b>	<b>2,029,123</b>
Authorized Complement				57

## Mission

To efficiently and effectively manage the collection of all fees and fines owed for City traffic violations and the records pertaining to these transactions.

## Structure



## Services

The City Court Clerk Division maintains all records pertaining to the office and the courts. The Clerk's Office collects fines and fees owed for traffic violations and provides outstanding ticket information to the State and other departments. The City Court Clerk is responsible for providing three divisions of the City Court with dockets for the purpose of citizens' hearings in open court. The Office of the City Court Clerk manages the operation of the Traffic Violations Bureau.

## Issues & Trends

In order to be more innovative in our collections and services to the citizens of Memphis, the City Court Clerk's Office will explore additional payment and collection options. Reporting of CDL convictions to the State of Tennessee will continue to be modified.

## City Court Clerk Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	1,807,826	2,450,911	2,130,710	2,405,607
Holiday Salary Full Time	110,073	0	0	0
Vacation Leave	136,412	0	0	0
Bonus Leave	11,676	0	0	0
Sick Leave	128,334	0	0	0
Overtime	107	0	200	0
Out of Rank Pay	12,495	0	0	0
Longevity Pay	2,074	0	1,908	0
Retirement Benefits	9,741	0	0	0
Pension	132,347	139,350	136,000	144,336
Social Security	9,909	2,346	5,341	2,346
Pension ARC Funding	229,442	266,867	266,867	311,416
Group Life Insurance	5,745	6,939	2,640	5,635
Unemployment	8,250	6,050	6,050	4,560
Medicare	31,724	37,160	35,728	38,490
Long Term Disability	6,038	6,967	2,802	7,217
Health Insurance - Basic	15,016	13,249	15,500	17,695
Health Insurance - Premier	338,154	367,054	360,752	337,696
Other Post Employment Benefits	0	46,729	0	16,040
Salaries - Part Time/Temporary	159,816	160,000	152,869	160,000
On the Job Injury	3,706	0	10,782	0
Payroll Reserve	7,817	0	(32,804)	0
Attrition	0	(64,897)	0	0
Benefits Adjustments	0	(30,698)	0	(16,040)
<b>Total Personnel Services</b>	<b>3,166,701</b>	<b>3,408,029</b>	<b>3,095,345</b>	<b>3,434,998</b>
<b><u>Materials and Supplies</u></b>				
City Shop Charges	0	1,133	1,133	1,133
Info Sys Phone/Communication	0	824	824	824
City Shop Fuel	33	550	550	446
City Computer Svc Equipment	184	13,105	13,105	13,105
Data/Word Process Software	10,933	10,993	10,933	0
City Telephone/Communications	8,106	3,000	3,000	3,000
Printing - Outside	34,241	30,140	30,140	30,140
Supplies - Outside	21,745	17,348	17,443	17,348
Document Reproduction - Outside	1,690	1,000	1,000	1,000
Outside Postage	45	5,000	2,000	2,500
Materials and Supplies	2,266	6,500	6,500	6,500
Outside Equipment Repair/ Maintenance	7,300	9,000	9,000	9,000

City Court Clerk Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Outside Phone/Communications	0	21,325	21,325	10,000
Security	20,991	25,334	25,334	25,334
Seminars/Training/Education	3,616	7,000	7,000	7,000
Misc Professional Services	5,769,464	3,468,295	375,155	3,503,295
Travel Expense	16,055	10,000	10,000	10,000
Unreported Travel	(1,992)	0	1,300	0
Mileage	0	1,000	1,000	1,000
Photography	450	500	500	500
Total Quality Management	516	0	0	0
Misc Services and Charges	1,018	2,000	2,000	2,000
<b>Total Materials and Supplies</b>	<b>5,896,660</b>	<b>3,634,047</b>	<b>539,242</b>	<b>3,644,125</b>
<b><u>Capital Outlay</u></b>				
Equipment	0	150,000	0	50,000
<b>Total Capital Outlay</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>50,000</b>
<b><u>Grants and Subsidies</u></b>				
Death Benefits	2,500	0	2,500	0
<b>Total Grants and Subsidies</b>	<b>2,500</b>	<b>0</b>	<b>2,500</b>	<b>0</b>
<b><u>Service Charges</u></b>				
Credit Card Fees - Expense	32,210	0	11,386	0
<b>Total Service Charges</b>	<b>32,210</b>	<b>0</b>	<b>11,386</b>	<b>0</b>
<b>Total Expenditures</b>	<b>9,098,070</b>	<b>7,192,076</b>	<b>3,648,473</b>	<b>7,129,123</b>
<b><u>Licenses and Permits</u></b>				
Liquor By Ounce License	0	0	647	0
<b>Total Licenses and Permits</b>	<b>0</b>	<b>0</b>	<b>647</b>	<b>0</b>
<b><u>Fines and Forfeitures</u></b>				
Court Fees	2,520	0	(2,741)	0
Court Costs	750	0	275,740	0
Fines & Forfeitures	(2,961,171)	(5,000,000)	(4,998,323)	(5,000,000)
Delinquent Collection Fees	0	(100,000)	0	(100,000)
<b>Total Fines and Forfeitures</b>	<b>(2,957,901)</b>	<b>(5,100,000)</b>	<b>(4,725,325)</b>	<b>(5,100,000)</b>
<b><u>Other Revenues</u></b>				
Sale Of Reports	(6,000)	0	(4,850)	0

## City Court Clerk Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Local Other Revenue	(30)	0	0	0
Cash Overage/Shortage	0	0	(45)	0
Lease Payments	(3,300,000)	0	0	0
<b>Total Other Revenues</b>	<b>(3,306,030)</b>	<b>0</b>	<b>(4,895)</b>	<b>0</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(6,263,931)</b>	<b>(5,100,000)</b>	<b>(4,729,572)</b>	<b>(5,100,000)</b>
<b>NET EXPENDITURES</b>	<b>2,834,139</b>	<b>2,092,076</b>	<b>(1,081,100)</b>	<b>2,029,123</b>



### Description

*The City Court Clerk Division maintains all records pertaining to the office and the courts and manages the operation of the Traffic Violations Bureau. The Clerks' office collects fees and fines owed for traffic violations, and provide outstanding ticket information to the State and other departments. The Clerk is responsible for providing three divisions of the City Court with dockets for the purpose of citizens' hearings in open court.*

### Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	3,011,460	3,251,926	2,943,388	3,272,735
Materials and Supplies	198,018	266,761	141,648	276,839
Grants and Subsidies	2,500	0	2,500	0
Service Charges	32,210	0	11,386	0
Total Expenditures	3,244,188	3,518,687	3,098,921	3,549,574
Program Revenues	(2,770)	0	273,340	0
Net Expenditures	3,241,418	3,518,687	3,372,262	3,549,574
Authorized Complement				54

**Description**

*Red Light Camera is a proven tool in slowing drivers down, resulting in a significant reduction in vehicle collisions. This program will provide safety improvements on roadways with known vehicle safety concerns.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	155,241	156,103	151,958	162,262
Materials and Supplies	5,698,642	3,367,286	397,594	3,367,286
Capital Outlay	0	150,000	0	50,000
<b>Total Expenditures</b>	<b>5,853,882</b>	<b>3,673,389</b>	<b>549,551</b>	<b>3,579,548</b>
Program Revenues	(6,261,161)	(5,100,000)	(5,002,912)	(5,100,000)
<b>Net Expenditures</b>	<b>(407,279)</b>	<b>(1,426,611)</b>	<b>(4,453,361)</b>	<b>(1,520,452)</b>
Authorized Complement				3

# CITY COURT CLERK

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>City Court Clerk &amp; TVB</i>			
ASST EXECUTIVE	1		
CLERK COURT REC	4		
COURT CLERK REC SR	42		
COURT CLERK CITY DEPUTY	1		
COURT CLERK CITY	1		
DEPUTY TVB CHIEF	1		
MGR INFO TECH TVB	1		
SUPER TVB	<u>3</u>		
<b>Total City Court Clerk &amp; TVB</b>	<b>54</b>		
<i>Automated Photo Enforcement</i>			
CLERK COURT REC SR	<u>3</u>		
<b>Total Automated Photo Enforcement</b>	<b>3</b>		
<b><u>TOTAL CITY COURT CLERK</u></b>	<b><u>57</u></b>		





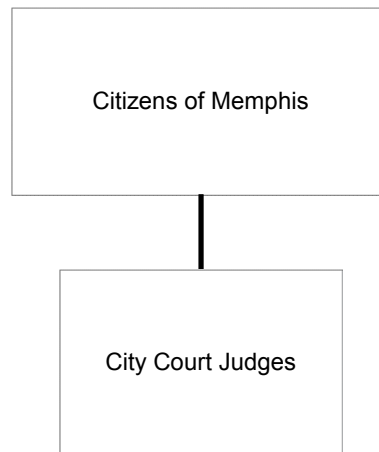
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	583,662	587,634	587,634	586,898
Materials and Supplies	41,839	53,900	53,400	53,500
Total Expenditures	625,501	641,534	641,034	640,398
Net Expenditures	625,501	641,534	641,034	640,398
Authorized Complement				5

## Mission

To adjudicate all traffic violations, various disputes and violations of City ordinances by operating three divisions of City Court.

## Structure



## Services

The City Court Judges fairly and impartially hear and decide all cases that are presented concerning Municipal Code violations. The Judges strive to decide all cases in a timely manner. The City Court Judges maintain their professional credentials through continual development activities, such as professional conferences and continuing education.

## City Court Judges Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	453,343	480,939	455,820	486,607
Holiday Salary Full Time	22,197	0	22,318	0
Vacation Leave	3,511	0	3,530	0
Bonus Leave	1,046	0	1,052	0
Sick Leave	842	0	847	0
Pension	28,856	28,856	28,856	21,306
Pension ARC Funding	20,151	23,501	23,501	27,317
Group Life Insurance	1,691	1,927	1,927	1,927
Unemployment	750	550	550	400
Medicare	6,679	7,695	7,695	7,786
Long Term Disability	1,332	1,443	1,443	1,460
Health Insurance - Premier	41,700	40,095	40,095	40,095
Other Post Employment Benefits	0	4,248	0	1,407
Payroll Reserve	1,563	0	0	0
Benefits Adjustments	0	(1,620)	0	(1,407)
<b>Total Personnel Services</b>	<b>583,662</b>	<b>587,634</b>	<b>587,634</b>	<b>586,898</b>
<b><u>Materials and Supplies</u></b>				
City Computer Svc Equipment	0	1,000	1,000	1,000
Data/Word Process Software	0	400	1,000	0
Pers Computer Software	959	600	0	600
City Telephone/Communications	4,505	3,500	3,500	3,500
Supplies - Outside	8,979	7,500	8,494	7,500
Document Reproduction - Outside	0	500	0	500
Clothing	0	500	0	500
Outside Postage	0	300	100	300
Miscellaneous Expense	0	300	100	300
Outside Phone/Communications	2,479	2,500	2,479	2,500
Seminars/Training/Education	2,370	4,800	4,500	4,800
Misc Professional Services	5,144	8,000	7,500	8,000
Travel Expense	12,841	16,000	16,727	16,000
Unreported Travel	(226)	0	0	0
Dues/Memberships/Periodicals	4,790	8,000	8,000	8,000
<b>Total Materials and Supplies</b>	<b>41,839</b>	<b>53,900</b>	<b>53,400</b>	<b>53,500</b>
<b>Total Expenditures</b>	<b>625,501</b>	<b>641,534</b>	<b>641,034</b>	<b>640,398</b>
<b>NET EXPENDITURES</b>	<b>625,501</b>	<b>641,534</b>	<b>641,034</b>	<b>640,398</b>

**Description**

*Hear and decide all cases that are presented concerning Municipal Code violations.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	583,662	587,634	587,634	586,898
Materials and Supplies	41,839	53,900	53,400	53,500
Total Expenditures	625,501	641,534	641,034	640,398
Net Expenditures	625,501	641,534	641,034	640,398
Authorized Complement				5

**CITY COURT JUDGES**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>City Court Judges</u>			
JUDGE	2		
JUDGE ADMIN	1		
ASST EXECUTIVE	1		
INTERPRETER COURT ASST	1		
<b>Total City Court Judges</b>	<b>5</b>		
<b><u>TOTAL CITY COURT JUDGES</u></b>	<b><u>5</u></b>		





## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	6,751,757	7,193,366	7,016,750	7,404,391
Materials and Supplies	2,533,085	3,273,542	3,510,456	3,644,334
Capital Outlay	0	44,000	44,000	69,000
Expense Recovery	(4,098,922)	0	0	0
Service Charges	45,111	36,000	36,000	36,000
Depreciation on Own Funds	7	0	0	0
<b>Total Expenditures</b>	<b>5,231,038</b>	<b>10,546,908</b>	<b>10,607,206</b>	<b>11,153,725</b>
Program Revenues	(943,206)	(758,763)	(759,431)	(1,108,763)
<b>Net Expenditures</b>	<b>4,287,832</b>	<b>9,788,145</b>	<b>9,847,775</b>	<b>10,044,962</b>
Authorized Complement				116

## Mission

To provide quality engineering and project management services to ensure properly planned, designed, and constructed public projects are delivered to the citizens of Memphis in a timely and cost-efficient manner.

## Structure



## Services

The Division of Engineering provides planning, design and construction administration to constantly improve and expand the City's infrastructure. The Division designs and manages the construction of all the City's capital projects. Engineering staff reviews all private development proposals to ensure the required public improvements are included.

## Performance Highlights

- Began evaluation of various drainage projects derived from master drainage basin reports and recommendations that will address flooding problems throughout the City.
- Develop pilot pedestrian projects from strategic plan and work to secure grant funding for additional projects.
- Implemented sidewalk assistance program.
- Incorporated complete street guidelines in the project development process.
- Complete work on the City Hall Traffic Management Center (TMC) to allow staff to monitor real time traffic conditions and diagnose/troubleshoot signal malfunctions and optimize signal coordination from City Hall.
- Development of Intelligent Transportation System (ITS) strategies to maximize the efficiency of the existing street network

## Issues & Trends

With the slow economy over the past budget years, the resources to fulfill our mission have been limited. The Engineering Division has been called upon to do more with less and we have responded. Solving drainage issues have placed increasing demands on divisional resources. However, Engineering has pursued grant funds to leverage City CIP funds in effort to assist greatly in meeting the demand for drainage improvements throughout the city. Transportation management is becoming increasingly difficult and expensive. The utilization of Intelligence Transportation System (ITS) technologies to increase the efficiency and capacity of the existing transportation system is necessary now more than ever. Traffic monitoring and control capabilities to allow appropriate response to collisions, gridlock, malfunctions, etc., are necessary to keep traffic moving with minimal impact. The Engineering Division has developed plans for interconnecting signals to provide the backbone for these technologies.

## Key Performance Indicators

ADMINISTRATION	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Review and return land development plan submittals to developers within 10 working days of submission	77.95%	100%	74%	100%	Government
Number of plan reviews performed monthly.	135 (11.25/mo)	Tracking	339 (33.9/Mo)	Tracking	Government
Cumulative average time to execute all construction contracts after the bid opening	127.7	120	114	120	Government
Review private development sewer drawings within 7 calendar days	92.60%	100%	75%	100%	Government
Cumulative number of drainage design projects initiated annually	12	10	6	12	Government
Cumulative number of drainage design projects completed annually	9	7	3	7	Government
Cumulative number of months until a decision is reached (approval/rejection) on speed hump requests	New measure	7	19	7	Government
Cumulative number of months between approval of a speed hump request and installation	New measure	8	4.4	8	Government

SIGNS AND MARKINGS	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
% of curb ramps in the city that are ADA compliant	New measure	New measure	59%	63%	Public Safety
Number of traffic signs repaired/installed annually	10,829	Tracking	11,107	Tracking	Public Safety
% of city streets re-striped annually	New measure	New measure	45%	50%	Public Safety

SIGNAL MAINTENANCE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Complete preventative maintenance on 100% of traffic signals (998) annually	58.32%	100%	63%	100%	Public Safety
% of down/malfunctioning traffic signals responded to within 24 hours	New measure	New measure	100%	100%	Public Safety
% of signal systems installed / modified within 2 months of assignment	New measure	New measure	84%	100%	Public Safety
% of intersections with pedestrian countdown signals	New measure	New measure	15%	21%	Public Safety

\* "FY16 Actual" describes performance as of April 30, 2016, the most recent available figures at time of publication.

## City Engineering Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Required Special License Pay	208	0	104	0
Pension	316,582	319,410	319,410	325,802
Social Security	4,240	0	2,185	0
Pension ARC Funding	470,964	547,779	547,779	633,761
Group Life Insurance	14,789	16,865	16,987	16,726
Unemployment	16,200	11,770	11,770	8,640
Medicare	78,370	91,751	91,750	92,410
Long Term Disability	15,090	16,685	16,685	16,968
Health Insurance - Basic	17,033	22,082	24,264	30,747
Health Insurance - Premier	726,141	731,453	679,336	756,702
Other Post Employment Benefits	0	90,909	0	30,392
Salaries - Part Time/Temporary	68,072	52,416	66,324	132,416
On the Job Injury	26,117	25,000	113,031	25,000
Payroll Reserve	23,086	0	(80,189)	0
Attrition	0	(249,449)	0	(249,449)
Expense Recovery - Personnel	(800,596)	(1,000,000)	(922,900)	(1,000,000)
Benefits Adjustments	0	(57,456)	0	(30,392)
Full-Time Salaries	4,584,763	6,143,834	5,198,347	6,234,351
Holiday Salary Full Time	261,641	0	146,475	0
Vacation Leave	374,841	0	198,056	0
Bonus Leave	45,612	0	20,196	0
Sick Leave	225,059	0	112,757	0
Overtime	224,069	291,200	291,450	241,200
Out of Rank Pay	23,195	35,757	38,550	35,757
Longevity Pay	6,859	0	6,605	0
Shift Differential	10,144	12,360	12,360	12,360
Retirement Benefits	19,278	91,000	105,417	91,000
<b>Total Personnel Services</b>	<b>6,751,757</b>	<b>7,193,366</b>	<b>7,016,750</b>	<b>7,404,391</b>
<b><u>Materials and Supplies</u></b>				
City Storeroom Supplies	1,603	4,640	4,640	4,640
City Shop Charges	132,299	166,587	185,099	190,469
City Shop Fuel	116,644	137,532	138,443	111,626
City Computer Svc Equipment	258	2,209	2,209	7,675
Data/Word Process Software	22,441	22,441	22,441	0
City Telephone/Communications	16,986	18,862	23,011	18,862
Printing - Outside	1,400	820	820	820
Supplies - Outside	18,046	41,458	41,458	41,458
Hand Tools	6,611	9,504	9,504	9,504
Clothing	31,833	30,233	30,529	30,533

## City Engineering Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Safety Equipment	3,903	10,365	10,372	11,365
Drafting/Photo Supplies	0	2,500	2,500	2,500
Outside Postage	938	1,575	1,655	1,575
Paints Oils & Glass	202,559	300,000	200,000	300,000
Steel & Iron Products	25,148	90,000	139,626	90,000
Pipe Fittings & Castings	3,911	3,000	3,000	3,000
Lime Cement & Gravel	653	1,000	1,000	1,000
Chemicals	0	0	100	0
Materials and Supplies	233,879	256,233	275,267	255,233
Maintenance Traffic Signal System	6,425	4,000	4,000	4,000
Outside Vehicle Repair	31,164	4,840	18,255	4,840
Outside Equipment Repair/ Maintenance	52,912	59,029	59,029	59,029
Internal Repairs and Maintenance	120,646	228,694	252,559	228,694
Advertising/Publication	0	0	0	0
Janitorial Services	7,260	8,000	8,000	8,000
Seminars/Training/Education	36,236	40,711	63,990	37,711
Misc Professional Services	366,439	387,000	621,010	780,500
Travel Expense	3,948	3,750	4,956	3,750
Unreported Travel	0	400	67	400
Outside Fuel	26,818	0	0	0
Mileage	215,781	181,655	156,655	188,351
Utilities	185,963	180,608	180,616	180,608
Wonders Materials	750	0	0	0
Insurance	34,002	39,347	39,347	38,913
Claims	220,794	300,000	(190,000)	300,000
Lawsuits	168,290	23,630	238,630	23,630
Dues/Memberships/Periodicals	8,648	13,548	13,548	13,548
Radio Trunking Lease	0	2,000	2,000	2,000
Misc Services and Charges	(39,471)	392,271	644,400	385,000
Urban Art Maintenance	4,239	10,000	10,000	10,000
Equipment Rental	326,100	326,100	339,150	326,100
Expense Recovery - M & S	(62,970)	(31,000)	(47,431)	(31,000)
<b>Total Materials and Supplies</b>	<b>2,533,085</b>	<b>3,273,542</b>	<b>3,510,456</b>	<b>3,644,334</b>
<b>Capital Outlay</b>				
Prod/Constr/Maint Equipment	0	44,000	44,000	44,000
Equipment	0	0	0	25,000
Security Equipment	0	0	0	0
<b>Total Capital Outlay</b>	<b>0</b>	<b>44,000</b>	<b>44,000</b>	<b>69,000</b>

## City Engineering Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Expense Recovery</u></b>				
Expense Recovery - State Street Aid	(4,098,922)	0	0	0
<b>Total Expense Recovery</b>	<b>(4,098,922)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Charges</u></b>				
Credit Card Fees - Expense	45,118	36,000	36,000	36,000
<b>Total Service Charges</b>	<b>45,118</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>
<b>Total Expenditures</b>				
	<b>5,231,038</b>	<b>10,546,908</b>	<b>10,607,206</b>	<b>11,153,725</b>
<b><u>Local Taxes</u></b>				
Fiber Optic Franchise Fees	0	0	0	(350,000)
<b>Total Local Taxes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(350,000)</b>
<b><u>Licenses and Permits</u></b>				
Sidewalk Permit Fees	(24,429)	(88,000)	(88,000)	(88,000)
<b>Total Licenses and Permits</b>	<b>(24,429)</b>	<b>(88,000)</b>	<b>(88,000)</b>	<b>(88,000)</b>
<b><u>Charges for Services</u></b>				
Subdivision Plan Inspection Fee	(130,149)	(90,000)	(90,000)	(90,000)
Subdivision Development Fees	0	0	0	0
Parking Meters	0	0	0	0
MLG&W Rent	(2,200)	(2,400)	(2,400)	(2,400)
Street Cut Inspection Fee	(348,009)	(250,000)	(250,000)	(250,000)
Traffic Signals	(249,631)	(200,000)	(200,000)	(200,000)
Signs-Loading Zones	(26,913)	(15,000)	(15,000)	(15,000)
Arc Lights	(3,824)	(4,000)	(4,000)	(4,000)
<b>Total Charges for Services</b>	<b>(760,727)</b>	<b>(561,400)</b>	<b>(561,400)</b>	<b>(561,400)</b>
<b><u>State Grants</u></b>				
St TN Highway Maint Grant	(161,447)	(95,000)	(95,000)	(95,000)
<b>Total State Grants</b>	<b>(161,447)</b>	<b>(95,000)</b>	<b>(95,000)</b>	<b>(95,000)</b>
<b><u>Other Revenues</u></b>				
Sale Of Reports	(6,944)	(14,363)	(14,363)	(14,363)
Miscellaneous Income	0	0	(668)	0
Recovery Of Prior Year Expense	10,342	0	0	0
<b>Total Other Revenues</b>	<b>3,397</b>	<b>(14,363)</b>	<b>(15,031)</b>	<b>(14,363)</b>

**City Engineering Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
<b>TOTAL PROGRAM REVENUES</b>	(943,206)	(758,763)	(759,431)	(1,108,763)
<b>NET EXPENDITURES</b>	<b>4,287,832</b>	<b>9,788,145</b>	<b>9,847,775</b>	<b>10,044,962</b>

**Description**

*To provide timely and quality engineering services in the design of civil works projects and the review of private developments to protect the safety of the public.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	2,885,003	2,956,182	2,907,631	3,151,510
Materials and Supplies	1,351,630	1,672,450	1,953,352	2,043,976
Capital Outlay	0	0	0	25,000
Expense Recovery	(1,001,522)	0	0	0
Service Charges	45,111	36,000	36,000	36,000
<b>Total Expenditures</b>	<b>3,280,222</b>	<b>4,664,632</b>	<b>4,896,983</b>	<b>5,256,486</b>
Program Revenues	(782,666)	(663,763)	(664,431)	(1,013,763)
<b>Net Expenditures</b>	<b>2,497,556</b>	<b>4,000,869</b>	<b>4,232,552</b>	<b>4,242,723</b>
Authorized Complement				60



**Description**

*To improve safety and quality of life within the city of Memphis by installing and maintaining proper signage and pavement markings for both pedestrian and vehicular traffic.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,742,899	2,007,871	1,999,354	1,985,043
Materials and Supplies	587,493	802,863	782,250	808,142
Capital Outlay	0	22,000	22,000	22,000
Expense Recovery	(1,429,499)	0	0	0
<b>Total Expenditures</b>	<b>900,892</b>	<b>2,832,733</b>	<b>2,803,603</b>	<b>2,815,185</b>
Program Revenues	(161,447)	(95,000)	(95,000)	(95,000)
<b>Net Expenditures</b>	<b>739,445</b>	<b>2,737,733</b>	<b>2,708,603</b>	<b>2,720,185</b>
Authorized Complement				28

### Description

*Traffic Signal Maintenance works to increase the safety of pedestrians, motorists and goods movement by maintaining existing traffic signals and installation of new signals at intersections throughout the city of Memphis.*

### Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	2,123,855	2,229,314	2,109,766	2,267,839
Materials and Supplies	593,962	798,229	774,854	792,216
Capital Outlay	0	22,000	22,000	22,000
Expense Recovery	(1,667,901)	0	0	0
Depreciation on Own Funds	7	0	0	0
Total Expenditures	1,049,923	3,049,543	2,906,620	3,082,054
Program Revenues	907	0	0	0
Net Expenditures	1,050,831	3,049,543	2,906,620	3,082,054
Authorized Complement				28

# ENGINEERING

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Planning, Design and Construction</u>		MGR SIGNAL MNT CONST	1
ADMR LAND DEVELOP BUDGET	1	SPEC PROCUREMENT	1
ADMR TRAFFIC ENGINEERING	1	TECH SIGNAL	<u>16</u>
ANALYST GIS TECHNICAL	2	<b>Total Signal Maintenance</b>	<b>28</b>
ASST EXECUTIVE	1		
CLERK ACCOUNTING A	1	<u>Signs &amp; Markings</u>	
CLERK GENERAL A	3	COUNTER TRAFFIC	3
COLLECTOR METER	1	MGR STREET SIGNS MARK	1
COORD ADA RAMP PROGRAM	1	PAINTER APPRENTICE	4
COORD ADMIN SUPPORT	1	PAINTER SIGNS AND MARKING	13
COORD LAND DEV	1	PAINTER SIGNS AND MARKING LO	2
COORD PLANS REVIEW PROJECT	1	SPEC FLAGMAN OFFICER	<u>5</u>
COORD RAILROAD/COMPLIANCE	1	<b>Total Signs &amp; Markings</b>	<b>28</b>
DIRECTOR ENGINEERING	1		
DEPUTY			
ENG DESIGNER AA	2	<b><u>TOTAL CITY ENGINEERING</u></b>	
ENGINEER CITY	1		<b><u>116</u></b>
ENGINEER CITY CIVIL DESIGN	1		
ENGINEER DESIGN	1		
ENGINEER DESIGN SENIOR	4		
INSP ZONE CONSTRUCTION	11		
MGR BIKEWAY PEDESTRIAN	1		
PROG			
MGR CONSTRUCTION INSP	1		
MGR ENG PROJECT	4		
MGR GIS MAPPING	1		
MGR SURVEYOR	1		
REPAIRER PARKING METER	1		
SECRETARY B	2		
SPEC DOCUMENT	1		
SPEC ITS MONITORING	1		
SUPER CONSTRUCTION INSP	4		
SUPER OFFICE ENG	1		
SUPER PARKING OPER	1		
TECH ENGINEERING AA	1		
TECH PARKING ENFORCEMENT	<u>4</u>		
<b>Total Planning, Design and Construction</b>	<b>60</b>		
<u>Signal Maintenance</u>			
AIDE SIGNAL	9		
CLERK GENERAL A	1		





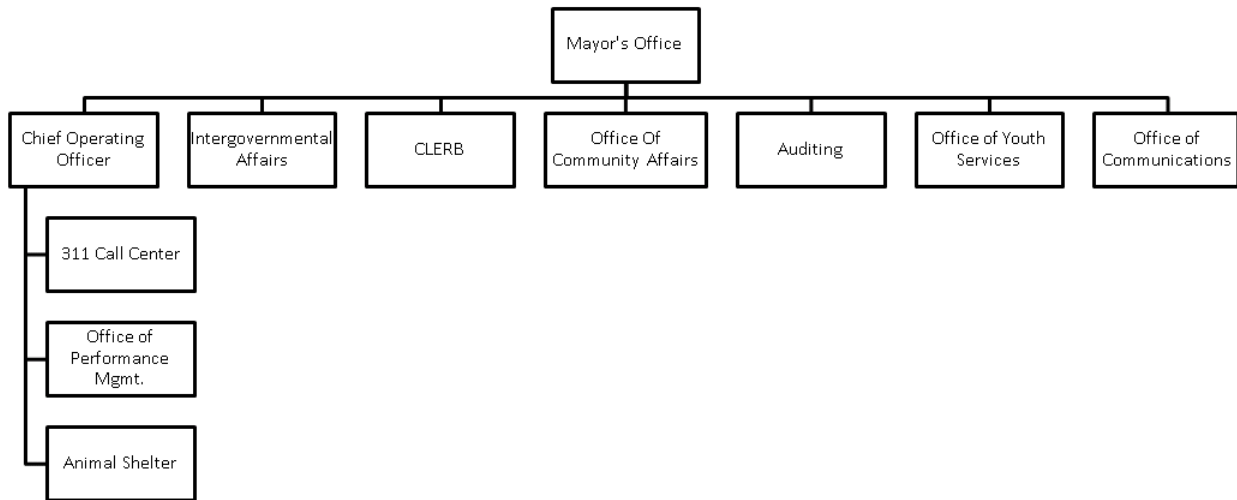
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	3,523,680	3,907,320	4,329,713	7,637,895
Materials and Supplies	2,093,773	2,055,055	2,269,193	3,196,412
Grants and Subsidies	1,483,468	2,332,958	1,691,178	2,332,958
<b>Total Expenditures</b>	<b>7,100,921</b>	<b>8,295,333</b>	<b>8,290,084</b>	<b>13,167,265</b>
Program Revenues	(18,293)	0	(94,926)	(562,715)
<b>Net Expenditures</b>	<b>7,082,628</b>	<b>8,295,333</b>	<b>8,195,158</b>	<b>12,604,550</b>
Authorized Complement				99

## Mission

The mission of the City of Memphis Executive Division is to provide direction, expectations and the resources necessary to make life better for all Memphians.

## Structure



## Services

The Executive Division is responsible for providing effective leadership and operational guidelines to all divisions within city government. The division also provides direct management support for key functional areas. The mayor's office provides direct oversight and direction to the Chief Operating Office, the office of Intergovernmental Affairs, the Office of Communications, the Office of Community Affairs, the Civilian Law Enforcement Review Board, the Office of Youth Services and Auditing. The Chief Operating Office provides direction and managerial support to the Office of Performance management, 311 Call Center and Animal Shelter. All of the services offered through the Executive Division function together to ensure responsive and cost-effective services are delivered to citizens.

## Performance Highlights

- Launched strategic partnerships and developed a de-annexation task force, consisting of city, county and state lawmakers, to research and evaluate the financial and operational impacts of de-annexation requests currently under review by the State Legislation.
- Continued to provide meaningful employment and/or soft skills training to approximately 1,500 youth through the City's MPLOY and Ambassadors programs.
- Launched an initiative to improve efficiencies and accountability within the code enforcement department by securing resources to assist with standardization, improvement and documentation of Code Enforcement's procedures based on best practices recognized nationally.
- Supported the Common Table Health Alliance, an organization dedicated to improving the health and well-being in our community and achieving health equity

## Issues & Trends

The citizens of Memphis expect for city government to provide basic services in an efficient and effective manner with crime, blight and litter identified as key priorities. While delivery of supreme basic services is paramount, youth development and economic growth opportunities continue to be very important to our citizens as well. As a result, the executive division's time and resources are directed towards these priorities with laser focus. Commitment to these priorities are reflected in the amount of appropriations allocated to fund strategic projects and initiatives with the greatest impact on service level accountability, public safety, blight elimination and youth employment.

## Key Performance Indicators

CHIEF ADMINISTRATIVE OFFICE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Average turnaround time for contracts.	New measure	New measure	New measure	36 hours	Government

OFFICE OF PERFORMANCE MANAGEMENT	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Ability of division directors to get the information needed to manage performance (scale of 1-5)	New measure	4.0	3.4	4.0	Government
Internal customer satisfaction with the total performance management system (scale of 1-5)	New measure	3.5	3.5	4.0	Government

AUDITING	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
# of audit projects completed	15	12	11	10	Government
% of recommendations implemented	New measure	New measure	New measure	100%	Government
# of fraud deterrent activities	5	4	3	4	Government

311 CALL CENTER	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Average time to answer 311 calls (seconds)	New measure	New measure	36.6 seconds	35 seconds	Government
Call abandonment rate (%)	14%	25%	10.4%	10%	Government

\* "FY16 Actual" describes performance as of April 30, 2016, the most recent available figures at time of publication.

## Executive Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	2,088,809	2,481,456	2,189,420	5,135,324
Holiday Salary Full Time	91,630	0	120,877	0
Vacation Leave	83,442	0	88,637	0
Bonus Leave	16,066	0	10,123	0
Sick Leave	61,696	0	72,545	0
Overtime	0	0	0	126,000
Out of Rank Pay	0	0	0	6,000
Hazardous Duty Pay	0	0	0	153,500
Retirement Benefits	9,051	0	294,985	10,000
Pension	140,499	145,330	144,118	269,697
Social Security	33,170	0	41,862	0
Pension ARC Funding	136,856	173,230	173,230	502,636
Group Life Insurance	5,965	8,002	5,547	11,678
Unemployment	5,100	3,960	3,960	6,960
Medicare	39,739	39,703	45,935	74,541
Long Term Disability	6,523	7,266	6,320	13,574
Health Insurance - Basic	12,333	13,249	11,408	39,704
Health Insurance - Premier	233,857	245,082	214,069	394,178
Other Post Employment Benefits	0	30,586	30,553	24,483
Salaries - Part Time/Temporary	535,006	920,683	997,568	954,270
On the Job Injury	4,791	0	177	70,000
Payroll Reserve	19,146	0	(45,871)	0
Attrition	0	(53,384)	0	(40,166)
Expense Recovery - Personnel	0	(90,000)	(90,000)	(90,000)
Benefits Adjustments	0	(17,844)	14,250	(24,483)
<b>Total Personnel Services</b>	<b>3,523,680</b>	<b>3,907,320</b>	<b>4,329,713</b>	<b>7,637,895</b>
<b><u>Materials and Supplies</u></b>				
City Hall Printing	860	0	0	0
City Hall Postage	0	1,000	0	1,000
City Storeroom Supplies	102	0	0	0
City Shop Charges	17,148	12,186	18,370	46,766
Info Sys Phone/Communication	0	2,550	0	2,550
City Shop Fuel	14,687	15,950	12,598	62,541
Outside Computer Services	4,834	11,794	7,236	11,794
City Computer Svc Equipment	10,286	50,500	20,710	62,000
Data/Word Process Software	15,451	18,506	23,251	0
City Telephone/Communications	46,756	18,829	31,875	34,949
Printing - Outside	0	2,200	1,378	3,200
Supplies - Outside	8,345	25,806	10,118	51,286



## Executive Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Hand Tools	0	0	0	400
Document Reproduction - Outside	0	0	0	0
Clothing	0	0	0	26,500
Household Supplies	0	0	0	10,000
Safety Equipment	0	0	0	2,000
Medical Supplies	0	0	0	132,000
Outside Postage	424	2,090	1,173	1,602
Materials and Supplies	103,290	42,538	46,908	115,378
Miscellaneous Expense	94,197	40,800	71,779	40,800
Penalization	294	0	0	0
Library Books	0	0	0	0
Repair/Oper Air Raid System	972	0	(499)	0
Outside Vehicle Repair	12	0	0	0
Outside Equipment Repair/ Maintenance	3,757	0	0	10,000
Medical/Dental/Veterinary	0	0	0	40,000
Accounting/Auditing/Cons	369,778	312,631	586,471	312,631
Advertising/Publication	8,971	10,500	0	312,060
Outside Phone/Communications	0	0	0	2,000
Janitorial Services	0	0	0	58,000
Seminars/Training/Education	26,170	50,783	15,329	49,283
Fixed Charges	0	0	0	35,520
Misc Professional Services	1,089,748	1,259,143	1,209,514	1,421,141
Technical Services	600	0	0	0
Employee Activities	416	0	0	0
Staff Development	0	0	0	2,000
Travel Expense	64,437	15,003	24,058	19,803
Unreported Travel	1,878	0	5,437	0
Mileage	7,895	7,414	13,888	9,250
Utilities	5,319	0	(6,365)	135,000
WYPL Studio Facilities Expense - Library	1,020	0	0	0
Total Quality Management	185	0	0	0
Insurance	4,726	7,359	13,774	24,139
Claims	2,676	2,000	2,000	2,000
Lawsuits	6,994	20,677	36,823	20,673
Dues/Memberships/Periodicals	169,219	107,096	119,810	110,446
Misc Services and Charges	12,329	17,700	3,557	27,700
<b>Total Materials and Supplies</b>	<b>2,093,773</b>	<b>2,055,055</b>	<b>2,269,193</b>	<b>3,196,412</b>

## Executive Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Grants and Subsidies</u></b>				
Sports Authority	0	0	0	0
MIFA General Assistance	0	0	0	669,218
Memphis In May	0	0	0	0
Ambassador's Fellowship Pay	1,427,548	2,332,958	1,691,178	1,663,740
MORE Initiative	55,920	0	0	0
<b>Total Grants and Subsidies</b>	<b>1,483,468</b>	<b>2,332,958</b>	<b>1,691,178</b>	<b>2,332,958</b>
<b>TOTAL EXPENDITURES</b>	<b>7,100,921</b>	<b>8,295,333</b>	<b>8,290,084</b>	<b>13,167,265</b>
<b><u>Licenses and Permits</u></b>				
Dog License	0	0	0	(274,965)
County Dog License Fee	0	0	0	(83,568)
<b>Total Licenses and Permits</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(358,533)</b>
<b><u>Fines and Forfeitures</u></b>				
Court Costs	0	0	74	0
<b>Total Fines and Forfeitures</b>	<b>0</b>	<b>0</b>	<b>74</b>	<b>0</b>
<b><u>Charges for Services</u></b>				
Shelter Fees	0	0	0	(181,239)
Animal Vaccination	0	0	0	(22,943)
<b>Total Charges for Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(204,182)</b>
<b><u>Other Revenues</u></b>				
Cash Overage/Shortage	7	0	0	0
Donated Revenue	0	0	0	0
Miscellaneous Revenue	(18,300)	0	(95,000)	0
<b>Total Other Revenues</b>	<b>(18,293)</b>	<b>0</b>	<b>(95,000)</b>	<b>0</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(18,293)</b>	<b>0</b>	<b>(94,926)</b>	<b>(562,715)</b>
<b>NET EXPENDITURES</b>	<b>7,082,628</b>	<b>8,295,333</b>	<b>8,195,158</b>	<b>12,604,550</b>

### Description

*The Mayor's Office duties include ensuring that the City Charter and Ordinances are observed to enhance the health, safety, and well-being of the citizens of Memphis. It also promotes economic and industrial development through a joint partnership of business, government, and the community at large.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	894,294	942,616	1,120,166	597,962
Materials and Supplies	268,205	175,997	226,247	170,037
Total Expenditures	1,162,498	1,118,614	1,346,413	767,999
Net Expenditures	1,162,498	1,118,614	1,346,413	767,999
Authorized Complement				5

**Description**

*Directs the operations of City divisions to follow the policies of the Mayor, performs authorized services efficiently, protects and maintains City assets, and conducts the planning and coordination of functions necessary to achieve stated goals and objectives.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	560,741	707,058	789,533	608,274
Materials and Supplies	134,890	238,000	420,152	232,396
Grants and Subsidies	55,920	0	0	0
<b>Total Expenditures</b>	<b>751,551</b>	<b>945,058</b>	<b>1,209,685</b>	<b>840,670</b>
Program Revenues	0	0	(95,000)	0
<b>Net Expenditures</b>	<b>751,551</b>	<b>945,058</b>	<b>1,114,685</b>	<b>840,670</b>
Authorized Complement				6

### Description

*Auditing provides the Mayor, City Council, and all levels of management with analyses, appraisals, valuations, counsel, information, and recommendations concerning activities being reviewed. Auditing also assists all members of the organization in being more effective and efficient in the discharge of their job responsibilities.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	486,423	502,212	416,347	519,503
Materials and Supplies	391,724	341,915	604,639	341,883
Total Expenditures	878,147	844,127	1,020,986	861,386
Net Expenditures	878,147	844,127	1,020,986	861,386
Authorized Complement				6

### Description

*To provide a non-emergency Online Support Center for the City of Memphis to better serve its citizens. From potholes, abandoned vehicles, high weeds on vacant lots, and curbside trash to faulty traffic signals and derelict and abandoned homes, the new Online Support Center makes it easy to submit service requests and public sentiments online. The City of Memphis' Online Support Center also allows you to track your service requests.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	387,838	312,989	382,032	388,140
Materials and Supplies	28,599	34,071	18,512	35,450
<b>Total Expenditures</b>	<b>416,437</b>	<b>347,060</b>	<b>400,544</b>	<b>423,590</b>
<b>Net Expenditures</b>	<b>416,437</b>	<b>347,060</b>	<b>400,544</b>	<b>423,590</b>
Authorized Complement				10

**Description**

*To enhance opportunities and the quality of life for the City's youth by studying related issues and functioning as an educational, informational, and advocacy body.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	582,222	627,499	816,054	731,547
Materials and Supplies	753,166	588,916	612,814	589,488
Grants and Subsidies	1,427,548	2,332,958	1,691,178	1,663,740
Total Expenditures	2,762,936	3,549,373	3,120,046	2,984,775
Net Expenditures	2,762,936	3,549,373	3,120,046	2,984,775
Authorized Complement				4

## Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	5,365	0	(6,864)	0
Total Expenditures	5,365	0	(6,864)	0
Net Expenditures	5,365	0	(6,864)	0
Authorized Complement				0



### Description

*The Office of Contract Compliance serves as the support agency and administrative arm to the Minority and Women Business Enterprise Participation Program. The purpose of the agency is to ensure that the legislative intent of the City's Ordinance 4288 et. Seq., which created the M/WBE program, is carried out in all procurement activities and opportunities. This office will serve as a catalyst through which Minority and Women Business Enterprises can fully participate in the economic expansion of the Memphis business community. This office will facilitate participation of public and private sector business entities in local M/WBE development through direct/indirect procurement opportunities.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	427,545	440,726	426,814	0
Materials and Supplies	143,215	227,120	190,116	0
Total Expenditures	570,761	667,845	616,930	0
Program Revenues	(18,293)	0	0	0
Net Expenditures	552,467	667,845	616,930	0
Authorized Complement				0

### Description

*The Office of Intergovernmental Affairs coordinates the City's legislative efforts in Washington and Nashville and identifies Federal and State legislation that impact the City. This office is also responsible for researching and identifying Federal, State and private grant opportunities and assists with the preparation of grant applications from all City's divisions.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	184,617	197,821	202,368	298,241
Materials and Supplies	365,934	425,436	179,977	425,436
<b>Total Expenditures</b>	<b>550,551</b>	<b>623,257</b>	<b>382,345</b>	<b>723,677</b>
Program Revenues	0	0	74	0
<b>Net Expenditures</b>	<b>550,551</b>	<b>623,257</b>	<b>382,419</b>	<b>723,677</b>
Authorized Complement				3

### Description

*The Civilian Law Enforcement Review Board (C.L.E.R.B.) is an independent, non-police Mayoral Agency with the authority to investigate allegations of misconduct filed by Citizens against City of Memphis Police Officers.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	176,400	176,400	191,871
Materials and Supplies	0	23,600	23,600	18,100
Total Expenditures	0	200,000	200,000	209,971
Net Expenditures	0	200,000	200,000	209,971
Authorized Complement				3

### Description

*Created by City ordinance, the Shelter is empowered to enforce animal control laws of the City. It protects the rights of people against the dangers and nuisance of uncontrolled animals and protects animals from mistreatment and abuse. The Shelter also provides a safe and caring environment for abused and abandoned animals until they are adopted.*

### Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	0	0	0	3,430,684
Materials and Supplies	0	0	0	653,088
Total Expenditures	0	0	0	4,083,772
Program Revenues	0	0	0	(562,715)
Net Expenditures	0	0	0	3,521,057
Authorized Complement				51

### Description

*The Office of Community Affairs works to engage all members of the Memphis community by serving as city government's liaison to key constituent groups including neighborhood associations, multicultural and immigrant populations, faith-based, civic and human service organizations.*

### Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	0	0	0	283,460
Materials and Supplies	0	0	0	64,828
Grants and Subsidies	0	0	0	669,218
Total Expenditures	0	0	0	1,017,506
Net Expenditures	0	0	0	1,017,506
Authorized Complement				4

**Description**

*The Office of Communications promotes the mission, identity and reputation the City of Memphis by presenting City to the public through a variety of media.*

We:

- *develop and distribute news releases;*
- *help the news media cover important stories;*
- *create and place print, web and radio advertising;*
- *produce videos and publications that promote the City;*
- *photograph events and people; and*
- *plan long-term strategies for communications.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	354,763
Materials and Supplies	0	0	0	655,706
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,010,469</b>
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,010,469</b>
<b>Authorized Complement</b>				<b>4</b>

**Description**

*The Office of Performance and Accountability promotes better City services through data-driven management decision-making and accountability for delivering results to citizens of the City of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	233,450
Materials and Supplies	0	0	0	10,000
Total Expenditures	0	0	0	243,450
Net Expenditures	0	0	0	243,450
Authorized Complement				3

**EXECUTIVE**

**AUTHORIZED COMPLEMENT**

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Mayor's Office</u>		<u>Intergovernmental Affairs</u>	
ASST EXECUTIVE	3	COORD INTERGOV	1
CHIEF STAFF MAYOR	1	SPECIAL COUNSEL MAYOR	1
MAYOR	1	SECRETARY A	1
<b>Total Mayor's Office</b>	<b>5</b>	<b>Total Intergovernmental Affairs</b>	<b>3</b>
<u>Chief Administrative Office</u>		<u>Community Affairs</u>	
CHIEF OPERATING OFFICER	1	COORD COMMUNITY RESOURCES	1
COORD GRANTS ADMIN	1	SPEC COMMUNITY OUTREACH	1
DIRECTOR COO DEPUTY	1	SPEC CUST ADMIN	1
SECRETARY	1	SPEC ASST MAYOR COMMUNITY	1
SPECIAL ASST COO	1	AFFAIRS	1
SPECIAL ASST STRATEGY & ACCT	1	<b>Total Community Affairs</b>	<b>4</b>
<b>Total Chief Administrative Office</b>	<b>6</b>		
<u>Auditing</u>		<u>Communications</u>	
AUDITOR ASSOCIATE B	1	CHIEF COMMUNICATION OFFICER	1
AUDITOR CITY	1	DIRECTOR COMMUNICATION DEPUTY	1
AUDITOR INFORMATION TECH	1	SECRETARY	1
AUDIT MANAGER	1	SPEC COMMUNICATION	1
AUDITOR SUPERVISING	1	<b>Total Communications</b>	<b>4</b>
SECRETARY	1		
<b>Total Auditing</b>	<b>6</b>	<u>Office of Performance Mgmt</u>	
		STRATEGIST PERFORMANCE	3
		<b>Total Office of Performance Mgmt</b>	<b>3</b>
<u>311 Call Center</u>		<u>C.L.E.R.B</u>	
AGENT BILINGUAL OUTREACH	1	ASST ADMINISTRATIVE	1
AGENT CALL CENTER LD	1	COORD CLERB	1
SPEC CITIZEN INFORM	7	INVESTIGATOR CLERB	1
SUPER CALL CENTER	1	<b>Total C.L.E.R.B</b>	<b>3</b>
<b>Total 311 Call Center</b>	<b>10</b>		
<u>Office of Youth Services and Community Affairs</u>		<u>Animal Shelter</u>	
ADMINISTRATOR COORDINATOR	1	ASST BUILDING MNT	1
MGR YOUTH SVCS	1	ADMR ANIMAL SHELTER	1
PROGRAM MANAGER	1	CLERK GENERAL B	5
SPECIAL ASST. MAYOR YOUTY	1	DIRECTOR VETERINARY MEDICAL	1
<b>Total Office of Youth Services and</b>	<b>4</b>	MGR OPERATION ANIMAL SVCS	1
		OFFICER ANIMAL SERVICES	20
		OFFICER ANIMAL SERVICES SR	1





**EXECUTIVE**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
SPEC CUST SVC ADMIN	1		
SPEC SUPPORT SVCS	1		
SUPER ADMIN SST	1		
SUPER FIELD AS	1		
SUPER SHELTER	1		
TECH ANIMAL CARE	14		
TECH ANIMAL CARE SR	1		
VETERINARIAN ANIMAL SHELTER	<u>1</u>		
<b>Total Animal Shelter</b>	<b>51</b>		
<b><u>Total Executive Division</u></b>	<b><u>99</u></b>		





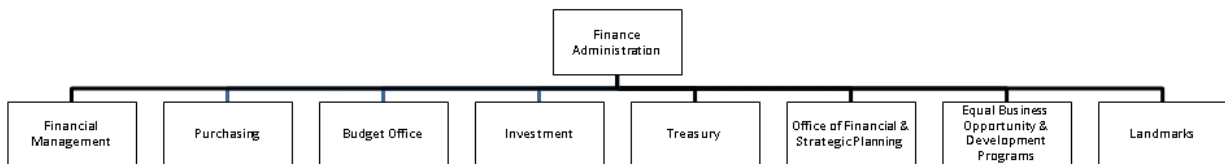
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	4,008,608	4,500,439	4,169,906	5,555,156
Materials and Supplies	930,875	905,827	1,061,071	1,310,324
Capital Outlay	1,951	1,000	0	1,000
Grants and Subsidies	158,959	0	1,992,815	1,980,000
<b>Total Expenditures</b>	<b>5,100,393</b>	<b>5,407,266</b>	<b>7,223,792</b>	<b>8,846,480</b>
Program Revenues	(136,559)	(10,000)	(2,009,079)	(2,010,000)
<b>Net Expenditures</b>	<b>4,963,834</b>	<b>5,397,266</b>	<b>5,214,714</b>	<b>6,836,480</b>
Authorized Complement				84

## Mission

To provide fiscal leadership, integrity and superior financial services through prudent and efficient management of the City’s financial affairs.

## Structure



## Services

The City’s financial responsibilities include timely, accurate and cost-effective preparation and maintenance of accounting records and financial reports; disbursement of payments to employees/ retirees, vendors, contractors and others; procurement of materials, products and construction services; development and management of accurate and timely operating and capital budgets; implementation of the City’s performance-based budgeting and accountability initiative; investment of the City’s cash and pension funds; debt management; and effective management of tax and other revenue collections.

## Performance Highlights

- Completed major finance technology system upgrade to Hyperion Budget Planning System
- Awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 39<sup>th</sup> straight year
- Earned the GFOA Distinguished Budget Presentation Award for the 18<sup>th</sup> consecutive year
- Maintained AA bond rating and earned improved “outlook” from Moody’s and S&P
- Earned the National Procurement Institute’s (NPI) Achievement of Excellence in Procurement Award for the 3rd consecutive year

## Issues & Trends

The Division of Finance will continue to pursue bond refinancing opportunities and use of the commercial paper program to minimize the City’s cost of Debt. The Division will also continue to encourage a culture of excellence by refining the internal division processes that will lead to effective, efficient and responsive services. The Division has expanded by adding The Office of Diversity and Compliance and Information Technology. With the addition of the Office of Business Diversity and Compliance, the Finance Division is committed to aggressively facilitating the City’s goal of public and private sector business procurement opportunities that reflect this diverse community. The inclusion of the Information Technology Division, reporting into the Finance Division, will enhance efficiency, effectiveness and reporting across the enterprise.

## Key Performance Indicators

FINANCIAL MANAGEMENT	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATGEGORY
Unassigned balance of 10% of General Fund's Expenditures	100%	100%	100%	100%	Government
% of time monthly financial reporting completed by the 10th day of the following month	83%	92%	92%	92%	Government
% of all accurately submitted vendor payments processed within 5 business days	85%	95%	95%	95%	Government

PURCHASING	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATGEGORY
The % of regular purchase orders completed within 30 days	86%	95%	95%	95%	Government
The % of construction requisitions completed within 120 days	100%	95%	95%	95%	Government

BUDGET OFFICE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATGEGORY
% of budget to actual variance reports completed within 10 business days after period closing	100%	100%	92%	100%	Government
Complete 1st and 2nd quarter Actuals within 45 days of quarterly closing	100%	100%	100%	100%	Government

DEBT MANAGEMENT	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Maintain the City's Bond rating at or above Moody: Aa2, S&P: AA	Moody: Aa2, S&P: AA	Moody: Aa2, S&P: AA	Moody: Aa2, S&P: AA	Moody: Aa2, S&P: AA	Government
Annual rate of return on investments (Exceed 3 month Treasury Bill rate)	100%	100%	100%	100%	Government

EQUAL BUSINESS OPPORTUNITY AND DEVELOPMENT	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
# of certified MWBE vendors registered with the City of Memphis	New measure	New measure	278	400	Government
% of City of Memphis spending with MWBE vendors	\$23,218,687	Tracking	14.00%	16.50%	Government

\* "FY16 Actual" describes performance as of April 30, 2016, the most recent available figures at time of publication.

**Finance Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
<b><u>Personnel Services</u></b>				
Full-Time Salaries	3,102,893	4,075,363	3,239,880	4,623,340
Holiday Salary Full Time	163,628	0	201,657	0
Vacation Leave	177,347	0	186,553	0
Bonus Leave	32,697	0	29,816	0
Sick Leave	89,472	0	112,779	0
Overtime	37,118	11,500	15,535	11,500
Out of Rank Pay	7,338	0	5,007	0
Longevity Pay	48	0	48	0
Retirement Benefits	66,932	30,000	2,462	150,000
Pension	205,098	207,685	216,685	236,222
Social Security	11,320	0	14,521	0
Pension ARC Funding	281,768	337,094	337,094	453,467
Group Life Insurance	9,790	12,085	10,537	13,411
Unemployment	10,200	7,370	7,370	5,840
Medicare	52,142	61,456	54,378	63,420
Long Term Disability	10,641	11,050	11,038	12,535
Health Insurance - Basic	8,806	4,416	19,160	26,433
Health Insurance - Premier	378,891	432,563	398,994	455,724
Other Post Employment Benefits	0	56,925	0	20,262
Salaries - Part Time/Temporary	180,834	251,900	234,217	432,335
On the Job Injury	4,599	4,260	2,307	4,260
Payroll Reserve	16,653	0	0	0
Attrition	0	(30,000)	0	(85,263)
Expense Recovery - Personnel	(839,608)	(938,069)	(930,132)	(848,069)
Benefits Adjustments	0	(35,158)	0	(20,260)
<b>Total Personnel Services</b>	<b>4,008,608</b>	<b>4,500,439</b>	<b>4,169,906</b>	<b>5,555,156</b>
<b><u>Materials and Supplies</u></b>				
City Hall Postage	0	100	0	0
City Shop Charges	0	1,430	0	1,430
City Shop Fuel	0	425	0	344
City Computer Svc Equipment	9,013	22,357	3,650	21,750
Data/Word Processing Equipment	0	0	0	200
Data/Word Process Software	0	15,202	13,810	0
Pers Computer Software	14,177	3,620	450	2,500
City Telephone/Communications	17,059	13,462	13,600	19,280
Printing - Outside	94,724	113,117	114,000	135,275
Supplies - Outside	51,684	62,614	56,487	69,620
Food Expense	794	0	112	0
Clothing	0	0	0	0

## Finance Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Drafting/Photo Supplies	0	0	0	250
Outside Postage	100,173	137,263	103,412	136,188
Materials and Supplies	1,531	8,972	740	21,993
Miscellaneous Expense	2,372	7,400	5,184	6,575
Outside Equipment Repair/ Maintenance	2,927	8,200	2,100	3,250
Advertising/Publication	57,975	61,886	57,834	64,300
Outside Phone/Communications	0	425	400	0
Security	896	4,129	3,856	4,000
Seminars/Training/Education	18,614	48,605	22,766	57,800
Misc Professional Services	604,405	444,743	725,488	797,800
Rewards and Recognition	0	0	442	0
Travel Expense	11,256	24,100	19,525	33,000
Unreported Travel	(3,172)	800	0	800
Mileage	0	0	0	1,000
Photography	0	0	0	150
Insurance	4,284	432	432	11,994
Lawsuits	0	1,000	0	1,000
Dues/Memberships/Periodicals	4,818	7,520	5,083	8,500
Misc Services and Charges	1,213	7,525	3,700	3,325
Hotel	0	1,000	0	0
Catering	210	1,500	0	0
Expense Recovery - M & S	(64,076)	(92,000)	(92,000)	(92,000)
<b>Total Materials and Supplies</b>	<b>930,875</b>	<b>905,827</b>	<b>1,061,071</b>	<b>1,310,324</b>
<b><u>Capital Outlay</u></b>				
Furniture/Furnishings	1,951	1,000	0	1,000
<b>Total Capital Outlay</b>	<b>1,951</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
<b><u>Grants and Subsidies</u></b>				
RBC Training/Certification Program	0	0	79	0
EDGE	158,959	0	1,992,736	1,980,000
<b>Total Grants and Subsidies</b>	<b>158,959</b>	<b>0</b>	<b>1,992,815</b>	<b>1,980,000</b>
<b>Total Expenditures</b>	<b>5,100,393</b>	<b>5,407,266</b>	<b>7,223,792</b>	<b>8,846,480</b>
<b><u>Local Taxes</u></b>				
Tourism Development Zone Local Sales	(158,959)	0	(1,992,736)	(1,980,000)
<b>Total Local Taxes</b>	<b>(158,959)</b>	<b>0</b>	<b>(1,992,736)</b>	<b>(1,980,000)</b>

Finance Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Fines and Forfeitures</u></b>				
Fines & Forfeitures	27,000	0	0	0
<b>Total Fines and Forfeitures</b>	<b>27,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Other Revenues</u></b>				
Rezoning Ordinance Publication Fees	(4,600)	(10,000)	(6,000)	(10,000)
Vendor Rebates	0	0	(10,343)	0
Commissions	0	0	0	(20,000)
<b>Total Other Revenues</b>	<b>(4,600)</b>	<b>(10,000)</b>	<b>(16,343)</b>	<b>(30,000)</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(136,559)</b>	<b>(10,000)</b>	<b>(2,009,079)</b>	<b>(2,010,000)</b>
<b>NET EXPENDITURES</b>	<b>4,963,834</b>	<b>5,397,266</b>	<b>5,214,714</b>	<b>6,836,480</b>



**Description**

*To provide leadership and direction to all Finance Division service centers and to coordinate all financial functions of the City. Along ensuring all contracts and/or subcontractors awarded city-funded projects are in compliance and adhering to the Prevailing Wage Ordinance adopted by the City.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	433,939	445,440	464,071	473,030
Materials and Supplies	36,273	43,082	32,210	39,843
Capital Outlay	0	1,000	0	1,000
<b>Total Expenditures</b>	<b>470,212</b>	<b>489,522</b>	<b>496,281</b>	<b>513,873</b>
Program Revenues	27,000	0	0	0
<b>Net Expenditures</b>	<b>497,212</b>	<b>489,522</b>	<b>496,281</b>	<b>513,873</b>
Authorized Complement				5

**Description**

*To ensure the integrity of the City's financial information by preparing and maintaining accurate accounting records, providing timely and accurate financial reports to City Divisions management and staff, and preparing the Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and legal requirements. This legal level includes Accounts Payable, Payroll and Records Management service centers.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,438,596	1,631,033	1,495,751	1,831,215
Materials and Supplies	186,418	167,040	399,389	299,550
Capital Outlay	1,951	0	0	0
Grants and Subsidies	0	0	79	0
Total Expenditures	1,626,965	1,798,073	1,895,219	2,130,765
Program Revenues	(4,600)	(10,000)	(6,000)	(10,000)
Net Expenditures	1,622,365	1,788,073	1,889,219	2,120,765
Authorized Complement				31

**Description**

*To provide the most cost effective method of procuring materials, products and construction services for the City of Memphis while adhering to the procurement laws of the State of Tennessee and the City of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	519,147	642,700	647,166	649,283
Materials and Supplies	154,518	160,975	143,013	161,975
<b>Total Expenditures</b>	<b>673,665</b>	<b>803,675</b>	<b>790,179</b>	<b>811,258</b>
Program Revenues	0	0	(10,343)	0
<b>Net Expenditures</b>	<b>673,665</b>	<b>803,675</b>	<b>779,836</b>	<b>811,258</b>
Authorized Complement				10

**Description**

*The Budget Office seeks to maximize City resources by identifying cost-saving measures, monitoring financial trends, assisting the divisions in developing their budgets, evaluating performance indicators and making improvements to the budget process, culminating in the accurate and timely publication of the City's annual operating and capital budgets, which play a vital role in communicating to the citizens of Memphis the uses of their tax dollars.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	437,254	464,292	431,648	524,346
Materials and Supplies	161,985	61,500	89,836	74,100
<b>Total Expenditures</b>	<b>599,238</b>	<b>525,792</b>	<b>521,484</b>	<b>598,446</b>
<b>Net Expenditures</b>	<b>599,238</b>	<b>525,792</b>	<b>521,484</b>	<b>598,446</b>
Authorized Complement				7

**Description**

*To provide funds for capital improvement projects as needed while minimizing the impact of debt payments on current and future revenues.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	127,281	160,891	166,791	215,234
Materials and Supplies	7,057	16,775	11,860	16,775
<b>Total Expenditures</b>	<b>134,338</b>	<b>177,666</b>	<b>178,651</b>	<b>232,009</b>
<b>Net Expenditures</b>	<b>134,338</b>	<b>177,666</b>	<b>178,651</b>	<b>232,009</b>
Authorized Complement				5

**Description**

*To maximize tax and other miscellaneous revenue collections, while providing effective and responsive customer services to the citizens of Memphis in all Treasury-related operations with optimal use of resources.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	955,764	986,252	867,608	932,523
Materials and Supplies	240,875	358,255	288,007	352,000
Grants and Subsidies	158,959	0	1,992,736	1,980,000
Total Expenditures	1,355,598	1,344,507	3,148,351	3,264,523
Program Revenues	(158,959)	0	(1,992,736)	(2,000,000)
Net Expenditures	1,196,639	1,344,507	1,155,615	1,264,523
Authorized Complement				14

**Description**

*To Monitor and evaluate existing revenue trends and development new revenue enhancement opportunities, while supporting the development of strategic financial goals.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	96,628	169,832	96,870	97,214
Materials and Supplies	143,749	98,200	96,757	100,500
Total Expenditures	240,377	268,032	193,627	197,714
Net Expenditures	240,377	268,032	193,627	197,714
Authorized Complement				1

**Description**

*The Office of Business Opportunity & Compliance (OBDC) serves as the compliance, monitoring, outreach and implementation agency for the Minority and Women Business Enterprise Participation Program and the Small Business Enterprise Program. The purpose of the agency is to ensure that the legislative intent of the City of Memphis Ordinance 4288 et. Seq., which created the S/M/WBE program, is carried out in all procurement activities and opportunities. In addition, this office is responsible for identifying community resources for S/M/WBE growth that matches City of Memphis procurement goals and regularly communicates information, progress and achievements to partners, and the general public.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	637,617
Materials and Supplies	0	0	0	258,031
Total Expenditures	0	0	0	895,648
Net Expenditures	0	0	0	895,648
Authorized Complement				8



**Description**

*The Landmarks Commission was established to ensure preservation of structures that are of historic value to Memphis. The purpose is to preserve significant resources, enhance community pride and foster civic beauty, and ensure compatibility within designated historic districts.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	194,695
Materials and Supplies	0	0	0	7,550
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>202,245</b>
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>202,245</b>
Authorized Complement				3

**FINANCE**

**AUTHORIZED COMPLEMENT**

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		ANALYST FINANCIAL SR	3
ASST EXECUTIVE	1	MGR RES MGMT BUDGET	1
CHIEF FINANCIAL OFFICER	1	SUPER BUDGET	1
DIRECTOR FINANCE DEPUTY	1	<b>Total Budget Office</b>	<b>7</b>
MGR PREVAILING WAGE PROJECT	1	<u>Debt Management</u>	
SECRETARY	1	ANALYST DEBT	1
<b>Total Administration</b>	<b>5</b>	ANALYST INVESTMENT SR	1
<u>Financial Management</u>		COORD DEBT	1
ACCOUNTANT	5	DIRECTOR FINANCE DEPUTY	1
ACCOUNTANT ASSOCIATE A	4	MGR INVESTMENT	1
ACCOUNTANT SENIOR	3	<b>Total Debt Management</b>	<b>5</b>
ANALYST FINANCIAL ACCOUNTING	2	<u>City Treasurer</u>	
ANALYST GRANT ACCOUNTING	1	ANALYST APPLICATION	1
ANALYST PAYROLL CONTROL	1	ANALYST TREASURY	1
COMPTRROLLER	1	SPEC TAXPAYER SVCS	6
COMPTRROLLER ACCOUNTING DEPUTY	2	SPEC TAXPAYER SVCS SR	2
COMPTRROLLER ACCOUNTS PAYABLE DEPUTY	1	SUPER TREASURY TAX SVCS	3
COMPTRROLLER PAYROLL DEPUTY	2	TREASURER	1
COMPTRROLLER RECORDS MGMT DEPUTY	1	<b>Total City Treasurer</b>	<b>14</b>
COORD PENSION PAYROLL	1	<u>Office of Financial &amp; Strategic Planning</u>	
SECRETARY COUNCIL RECORDS	2	MGR PLNG STRATEGIC INT	1
SPEC PAYROLL	2	<b>Total Office of Financial &amp; Strategic Planning</b>	<b>1</b>
SUPER ACCOUNTS PAYABLE	1	<u>Equal Business Opportunity &amp; Development Programs</u>	
SUPER PAYROLL	1	COORD BUSINESS SVCS (ISL Pending)	1
TECH DOCUMENT	1	COORD BUSINESS SVCS SR (ISL Pending)	1
<b>Total Financial Management</b>	<b>31</b>	ASST EXECUTIVE (ISL Pending)	1
<u>Purchasing</u>		ANALYST CONTRACT COMPLIANCE	3
AGENT PURCHASING	1	ASST ADMINISTRATIVE BUS	1
AGENT PURCHASING ADMIN ASST	1	DIRECTOR, MWBE_DEPUTY	1
AGENT PURCHASING ASST	1	<b>Total EBODP&amp;C</b>	<b>8</b>
ANALYST CONTRACT	4	<u>Landmarks</u>	
ANALYST CONTRACT SR	1	MGR LANDMARKS	1
COORD FIXED ASSET	1	PLANNER HISTORIC PRESERV	1
SPEC PURCHASING SR	1	SECRETARY	1
<b>Total Purchasing</b>	<b>10</b>	<b>Total Landmarks</b>	<b>3</b>
<u>Budget Office</u>		<b>TOTAL FINANCE</b>	
ADMIN SPECIALIST CUSTOMER SVC	1		<b>84</b>
ANALYST FINANCIAL CIP SR	1		



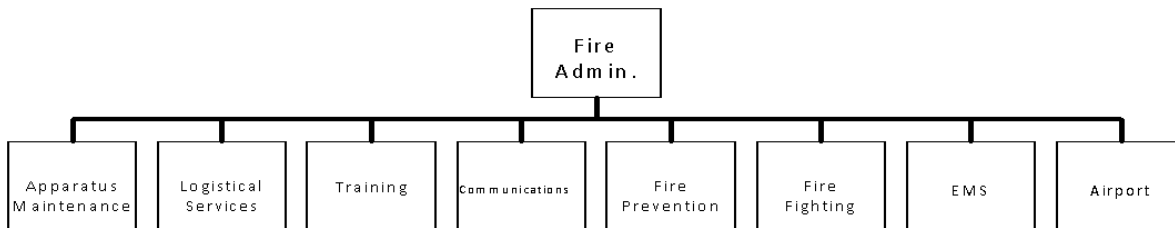
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	146,401,733	154,959,133	148,893,878	156,143,758
Materials and Supplies	16,535,302	17,828,149	19,364,589	15,960,419
Capital Outlay	72,191	101,500	168,041	155,500
Grants and Subsidies	5,000	0	5,000	0
Transfers Out	0	0	200,000	0
<b>Total Expenditures</b>	<b>163,014,226</b>	<b>172,888,783</b>	<b>168,631,508</b>	<b>172,259,672</b>
Program Revenues	(24,522,987)	(23,715,108)	(24,741,148)	(24,429,377)
<b>Net Expenditures</b>	<b>138,491,239</b>	<b>149,173,675</b>	<b>143,890,360</b>	<b>147,830,300</b>
Authorized Complement				1784

## Mission

Teamwork, with commitment to excellence, compassion, and immediate community protection.

## Structure



## Services

The City of Memphis Division of Fire Services continues to be one of the finest in the country. Playing a key role in addressing a critical public safety function of the City, Fire Services pursues excellence through quality geographical coverage, equipment and staffing levels. The main priorities of the Division are to provide fire suppression, rescue services, environmental and hazardous materials response, emergency medical response, emergency pre-hospital services, fire code enforcement, fire investigation, disaster preparedness training, and fire safety education. The Division meets and exceeds the national standards of excellence in fire safety and response.

## Performance Highlights

- 2,474 residential smoke alarms were installed and 211 replacement batteries installed. Of the smoke alarms installed, 1,000 were ten-year smoke alarms provided by the State Fire Marshal’s Community Risk Reduction Office. 3,566 safety surveys were performed.

- Memphis Fire Department Paramedic Training Program graduated 26 new paramedics and has 28 currently in our program.
- Fire Communications implemented an Enterprise CAD system and maintained Accreditation as a Center of Excellence with the International Academies of Emergency Dispatch.
- Fire Training provided in-service training to over 1200 firefighting personnel.
- Implemented partnering jurisdictions annual in-service training initiative designed to provide all required training courses for State of Tennessee certified fire/building inspectors for recertification and supplemental education training.
- Special Operations has provided annual refresher training for all disciplines and played a large role in emergency drills and planning with other agencies such as the Port Authority and the Coast Guard. SORT took delivery of The Memphis Fire, a barge that will enhance the overall abilities of Memphis Fire to better serve the Port Authority and the Mississippi River.
- Air Rescue participated in an annual table top drill administered by the Memphis Airport Authority and participated in Federal Aviation Authority inspections.
- Emergency Medical Services achieved Gold Standard recognition from the American Heart Association based on compliance measures in the treatment of (STEMI) heart attack patients toward successful recovery.
- Logistical Services Implemented Operative IQ electronic asset management system for inventory control of disposable and durable goods.

## Issues & Trends

The citizens of Memphis continue to recognize the Fire and Emergency Medical Services as their number one public safety service provider. Our men and women are committed to public safety and the community we serve, the merits of community risk reduction initiatives, promoting the importance of residential smoke alarms, and providing state-of-the-art fire, rescue, emergency medical response, fire prevention including inspections and fire investigations. The loss of life in a fire is a tragic event that we are committed to working diligently to prevent. Our focus is to help increase public education and awareness about the dangers of fire. Within the past five years, Memphis has seen a 64 percent reduction in fire fatalities during the past five years average (2011 – 2015) compared to the previous fire-years average (2006- 2010) when NFPA ranked the State of Tennessee as number six in the nation for fire deaths.

## Key Performance Indicators

ADMINISTRATION	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Citizen Complaints - Field Oper. - Make initial follow-up contact within 1 business day	New measure	90%	100%	90%	Government
Citizen Complaints - Field Oper. - Resolve complaints within 10 business days	100%	90%	99%	90%	Government
Citizen Complaints - Fire Prevention - Complete safety investigations of life-threatening conditions on same business day	New measure	90%	100%	90%	Public Safety
Citizen Complaints - Fire Prevention - Complete safety investigations of non-life-threatening conditions within 2 business days	New measure	90%	100%	90%	Public Safety

SUPPORT SERVICES	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Fire Hydrant - Critical service, maintenance or repair complete within 1 business day	New measure	100%	100%	100%	Public Safety
Fire Hydrant - Non-critical service, maintenance or repair complete within 1 business day	New measure	90%	100%	90%	Public Safety

COMMUNICATIONS	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Answer all fire and emergency medical service calls within 45 seconds of receipt	99%	99%	100%	99%	Public Safety
Achieve EMD call-handling accuracy rates of 99% or greater	99%	99%	100%	99%	Public Safety

FIRE PREVENTION	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Complete annual fire and life-safety code inspections for occupancies that require fire department approval for state licensing	N/A	100%	90%	100%	Public Safety
Investigate the cause and origin of all fires	New measure	100%	100%	100%	Public Safety
Determine the cause and origin of all fires	New measure	78%	88%	90%	Public Safety
# of public education contacts achieved through community risk reduction and Fire Museum of Memphis	175,000	200,000	153,333	200,000	Public Safety

<b>FIRE FIGHTING</b>	<b>FY15 ACTUAL</b>	<b>FY16 GOAL</b>	<b>FY16 ACTUAL*</b>	<b>FY17 GOAL</b>	<b>CATEGORY</b>
Average response time from time of dispatch for first arriving company on the scene of a structure fire.	New measure	New measure	New measure	320 seconds	Public Safety
# of smoke alarms and/or batteries installed in qualifying residences annually	2,966	2500	2102	2,500	Public Safety

<b>EMERGENCY MEDICAL SERVICES</b>	<b>FY15 ACTUAL</b>	<b>FY16 GOAL</b>	<b>FY16 ACTUAL*</b>	<b>FY17 GOAL</b>	<b>CATEGORY</b>
# of Advanced Life Support (ALS) companies staffed daily	65%	80%	60%	44	Public Safety
Average response time from time of dispatch for ambulance to arrive on the scene of emergent calls	New measure	New measure	New measure	540 seconds	Public Safety

<b>AIRPORT</b>	<b>FY15 ACTUAL</b>	<b>FY16 GOAL</b>	<b>FY16 ACTUAL*</b>	<b>FY17 GOAL</b>	<b>CATEGORY</b>
Achieve zero runway incursions or surface incidents	0	0	0	0	Public Safety

\* Some figures are approximate. In these cases, the reporting for FY15 was not complete before production of the budget book.

**Fire Services Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
<b><u>Personnel Services</u></b>				
Full-Time Salaries	75,692,603	102,483,611	94,347,953	99,985,370
Holiday Salary Full Time	447,693	0	0	0
Vacation Leave	8,947,792	0	0	0
Bonus Leave	157,502	0	0	0
Sick Leave	5,973,081	0	0	0
Overtime	11,919,550	11,121,450	11,062,018	8,437,000
Holiday Fire/Police	4,228,244	4,209,000	4,138,606	4,144,100
Out of Rank Pay	977,859	1,070,500	1,131,275	1,035,000
Hazardous Duty Pay	120,790	128,000	120,007	128,000
College Incentive Pay	2,073,617	2,077,889	2,056,203	2,064,588
Longevity Pay	789,776	768,960	795,038	759,120
Shift Differential	32,665	32,500	33,800	34,000
Bonus Days	1,534,977	1,841,000	1,400,000	1,949,000
Retirement Benefits	1,679,568	577,808	961,319	249,161
Job Incentive	962,502	987,600	949,000	987,500
Pension	5,520,913	5,210,087	5,618,220	5,243,146
Supplemental Pension	2,724	3,274	4,600	3,872
Social Security	11,154	14,161	13,400	14,161
Pension ARC Funding	7,201,331	8,375,855	8,375,855	9,774,112
Group Life Insurance	247,329	284,283	233,525	284,364
Unemployment	258,150	176,990	176,990	126,960
Medicare	1,540,459	1,451,198	1,617,710	1,469,095
Long Term Disability	252,080	271,278	236,745	273,021
Health Insurance - Basic	486,537	473,748	575,033	470,051
Health Insurance - Premier	13,868,371	13,821,365	13,886,484	13,109,381
Other Post Employment Benefits	0	1,367,039	0	446,598
Salaries - Part Time/Temporary	42,663	13,000	24,200	5,000
On the Job Injury	1,304,676	1,575,000	1,363,000	1,369,000
Payroll Reserve	446,941	0	0	0
Attrition	0	(2,921,875)	0	(280,000)
Expense Recovery - Personnel	(319,815)	(200,000)	(227,103)	(200,000)
Benefits Adjustments	0	(254,588)	0	4,262,160
<b>Total Personnel Services</b>	<b>146,401,733</b>	<b>154,959,133</b>	<b>148,893,878</b>	<b>156,143,758</b>
<b><u>Materials and Supplies</u></b>				
City Storeroom Supplies	116	0	9	0
Facility Repair & Carpentry	30,239	51,000	85,800	57,500
City Shop Charges	95,668	61,743	165,000	185,280
City Shop Fuel	1,528,704	1,922,367	1,000,000	1,560,258
Outside Computer Services	8,021	4,000	3,900	4,000

**Fire Services Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
City Computer Svc Equipment	68,741	41,480	70,305	45,300
Data/Word Process Software	421,651	342,203	338,304	10,000
City Telephone/Communications	193,470	210,000	210,000	210,000
Printing - Outside	177	7,000	5,000	4,500
Supplies - Outside	272,841	216,249	223,015	220,230
Hand Tools	35,217	35,980	36,830	34,980
Clothing	684,813	712,110	713,431	768,610
Household Supplies	328,432	338,740	350,600	300,600
Ammunition & Explosives	0	500	500	500
Safety Equipment	200,713	170,000	177,500	168,500
Drafting/Photo Supplies	7,760	10,035	9,500	9,500
Medical Supplies	2,381,273	2,060,566	1,951,000	2,310,566
Athletic/Recreational Supplies	725	1,000	1,000	1,000
Outside Postage	4,402	7,850	7,464	5,150
Lumber & Wood Products	6,239	500	500	8,500
Paints Oils & Glass	9,474	20,000	15,000	16,000
Steel & Iron Products	0	0	0	1,700
Pipe Fittings & Castings	189,395	234,000	136,000	234,000
Lime Cement & Gravel	0	0	0	6,000
Materials and Supplies	210,893	169,597	183,104	176,807
Miscellaneous Expense	0	0	412	0
Operation Police Aircraft	0	0	107	0
Outside Vehicle Repair	3,020,736	2,950,000	4,636,000	2,950,000
Outside Equipment Repair/ Maintenance	813,758	875,180	874,500	864,500
Facilities Structure Repair - Outside	6,613	10,000	44,600	10,000
Internal Repairs and Maintenance	241,719	241,393	216,000	226,113
Medical/Dental/Veterinary	492	3,000	3,000	5,000
Advertising/Publication	6,557	0	0	0
Security	263	500	500	500
Weed Control/Chemical Service	0	0	0	0
Seminars/Training/Education	58,812	86,198	74,028	170,118
Misc Professional Services	2,847,908	3,548,320	4,662,164	1,834,540
Textbooks	72,535	53,300	55,300	103,000
Travel Expense	25,800	39,850	38,218	49,800
Unreported Travel	1,976	0	266	0
Outside Fuel	2,732	29,928	29,230	29,430
Mileage	35,241	40,400	27,290	42,400
Utilities	1,759,001	1,954,045	1,629,800	1,944,045
Insurance	449,119	427,781	427,781	415,029
Claims	53,972	13,832	13,832	13,832
Lawsuits	203,671	613,467	613,467	613,466



Fire Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Dues/Memberships/Periodicals	29,898	36,985	34,084	34,465
Rent	222,594	240,800	240,800	249,700
Misc Services and Charges	58,984	18,000	31,500	33,000
Minor Equipment	30,500	28,250	27,950	32,000
Expense Recovery - M & S	(86,542)	0	0	0
<b>Total Materials and Supplies</b>	<b>16,535,302</b>	<b>17,828,149</b>	<b>19,364,589</b>	<b>15,960,419</b>
<b><u>Capital Outlay</u></b>				
Furniture/Furnishings	46,501	69,500	69,400	123,500
Equipment	25,690	32,000	98,641	32,000
<b>Total Capital Outlay</b>	<b>72,191</b>	<b>101,500</b>	<b>168,041</b>	<b>155,500</b>
<b><u>Grants and Subsidies</u></b>				
Death Benefits	5,000	0	5,000	0
<b>Total Grants and Subsidies</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>0</b>
<b><u>Transfers Out</u></b>				
Oper Tfr Out - Misc Grants Fund	0	0	200,000	0
<b>Total Transfers Out</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>163,014,226</b>	<b>172,888,783</b>	<b>168,631,508</b>	<b>173,259,677</b>
<b><u>Charges for Services</u></b>				
Ambulance Service	(20,790,494)	(20,000,000)	(21,000,000)	(21,000,000)
<b>Total Charges for Services</b>	<b>(20,790,494)</b>	<b>(20,000,000)</b>	<b>(21,000,000)</b>	<b>(21,000,000)</b>
<b><u>Intergovernmental Revenues</u></b>				
International Airport	(3,406,928)	(3,495,108)	(3,501,525)	(3,409,377)
<b>Total Intergovernmental Revenues</b>	<b>(3,406,928)</b>	<b>(3,495,108)</b>	<b>(3,501,525)</b>	<b>(3,409,377)</b>
<b><u>Other Revenues</u></b>				
Local Shared Revenue	(24,008)	0	(3,110)	0
Anti-Neglect Enforcement Program	(173,688)	(200,000)	(190,000)	0
Fire - Misc Collections	(131,645)	(20,000)	(46,513)	(20,000)
Recovery Of Prior Year Expense	3,776	0	0	0
<b>Total Other Revenues</b>	<b>(325,564)</b>	<b>(220,000)</b>	<b>(239,623)</b>	<b>(20,000)</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(24,522,987)</b>	<b>(23,715,108)</b>	<b>(24,741,148)</b>	<b>(24,429,377)</b>
<b>NET EXPENDITURES</b>	<b>138,491,239</b>	<b>149,173,675</b>	<b>143,890,360</b>	<b>147,830,300</b>

**Description**

*Fire Administration provides leadership with responsible financial management, strategic planning, and customer service for employees and citizens. Administration focuses its priorities on strong financial management, employee services, labor relations, and customer service. This service center handles human resources, finance, legislative affairs, legal services, disciplinary actions, capital improvements and strategic long-range planning. Through its leadership, the division is able to provide quality services to the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,537,025	1,891,932	1,536,837	1,820,378
Materials and Supplies	826,549	1,665,338	2,017,110	1,079,542
Capital Outlay	0	0	0	50,000
<b>Total Expenditures</b>	<b>2,363,573</b>	<b>3,557,270</b>	<b>3,553,947</b>	<b>2,949,920</b>
Program Revenues	(5,692)	0	(1,422)	0
<b>Net Expenditures</b>	<b>2,357,881</b>	<b>3,557,270</b>	<b>3,552,525</b>	<b>2,949,920</b>
Authorized Complement				22

**Description**

*Apparatus Maintenance provides interface with the Division of General Services Fleet Management for the efficient preventive maintenance, repair and readiness of 24 hour emergency response equipment. This service center also handles contracts, specifications, Mayor Action Center complaints and work orders for areas such as Air Mask services, Hydrant repair and Logistical supplies.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	2,781,025	3,290,783	2,954,950	3,251,612
Materials and Supplies	5,355,539	5,767,560	6,561,290	5,556,238
Capital Outlay	14,934	0	67,350	0
<b>Total Expenditures</b>	<b>8,151,499</b>	<b>9,058,343</b>	<b>9,583,590</b>	<b>8,807,850</b>
Program Revenues	(959)	0	(100)	0
<b>Net Expenditures</b>	<b>8,150,540</b>	<b>9,058,343</b>	<b>9,583,490</b>	<b>8,807,850</b>
Authorized Complement				40

**Description**

*Logistical Services provides inventory and support of all service center needs, with an emphasis on efficient distribution and delivery. This service center furnishes medical supplies, office supplies, furniture, and household supplies to the fire-fighting and support bureaus. This center also maintains all fire hoses, turnout clothing, and equipment covers for fire-fighting.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	738,991	876,273	844,122	896,240
Materials and Supplies	898,668	996,685	1,400,790	1,339,300
Capital Outlay	57,257	50,000	66,791	60,000
<b>Total Expenditures</b>	<b>1,694,916</b>	<b>1,922,958</b>	<b>2,311,703</b>	<b>2,295,540</b>
Program Revenues	(17,229)	0	(878)	0
<b>Net Expenditures</b>	<b>1,677,687</b>	<b>1,922,958</b>	<b>2,310,825</b>	<b>2,295,540</b>
Authorized Complement				17

**Description**

*Fire Training Center trains and educates employees in the most advanced fire-fighting skills available and provides opportunities for personal and professional development. The Training staff adheres to the most stringent methods developed by the National Fire Academy to ensure each employee receives instructions in emergency medical care as well as fire suppression.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	2,372,455	2,738,003	2,469,307	2,712,618
Materials and Supplies	480,474	469,454	477,614	663,367
Capital Outlay	0	13,500	13,400	13,500
<b>Total Expenditures</b>	<b>2,852,929</b>	<b>3,220,957</b>	<b>2,960,321</b>	<b>3,389,485</b>
Program Revenues	(23,581)	0	(819)	0
<b>Net Expenditures</b>	<b>2,829,348</b>	<b>3,220,957</b>	<b>2,959,502</b>	<b>3,389,485</b>
Authorized Complement				29

**Description**

*Communication provides receipt and transmission of all emergency calls, with an emphasis on quality assurance and increased patient care through Emergency Medical Dispatch. This service center receives all calls for fire and emergency medical services and dispatches the closest available fire company or emergency unit in the shortest possible time.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	4,493,757	4,838,091	4,577,415	5,230,042
Materials and Supplies	1,033,902	1,143,800	981,000	1,139,350
<b>Total Expenditures</b>	<b>5,527,660</b>	<b>5,981,891</b>	<b>5,558,415</b>	<b>6,369,392</b>
Program Revenues	(3,453)	0	(6,060)	0
<b>Net Expenditures</b>	<b>5,524,207</b>	<b>5,981,891</b>	<b>5,552,355</b>	<b>6,369,392</b>
<b>Authorized Complement</b>				<b>60</b>

**Description**

*Enforcement of fire codes through investigation, inspection, and education. The Fire Prevention Service Center focuses primarily on arson investigation, while continuing efforts to inspect buildings, educate the public on fire safety, and review fire safety plans. Fire Prevention provides state-certified inspectors who ensure response to plan reviews and inspections within 2 work days of receipt. New state laws provide fire investigators with police powers to facilitate investigations and apprehension of criminals. The public educators teach fire safety in a fire-related educational environment. The Anti-Neglect section inspects buildings or structures that are dangerous, neglected, or abandoned. This section is self-supporting and operates on fees collected from property owners for failure to maintain the structures.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	4,946,979	5,377,731	4,782,617	5,058,841
Materials and Supplies	165,333	198,808	201,946	199,823
<b>Total Expenditures</b>	<b>5,112,312</b>	<b>5,576,539</b>	<b>4,984,563</b>	<b>5,258,664</b>
Program Revenues	(199,490)	(215,000)	(215,000)	(20,000)
<b>Net Expenditures</b>	<b>4,912,822</b>	<b>5,361,539</b>	<b>4,769,563</b>	<b>5,238,664</b>
Authorized Complement				56

**Description**

*Fire Fighting provides emergency response through community-based fire and emergency medical service, with an emphasis on pre-hospital care and disaster preparedness. The mission statement of the Fire Fighting Service Center identifies all aspects of fire suppression and fire-based EMS services that are provided to the citizens of Memphis. This service center is charged with reducing the risk of life, health and property from fire, trauma, acute illness, hazardous environmental conditions and any other type of disaster.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	94,077,726	96,318,753	97,347,670	96,965,002
Materials and Supplies	2,546,783	2,765,658	2,544,124	2,741,213
Grants and Subsidies	0	0	5,000	0
Transfers Out	0	0	200,000	0
<b>Total Expenditures</b>	<b>96,624,509</b>	<b>99,084,412</b>	<b>100,096,794</b>	<b>99,706,215</b>
Program Revenues	(29,169)	(5,000)	(3,540)	0
<b>Net Expenditures</b>	<b>96,595,340</b>	<b>99,079,412</b>	<b>100,093,254</b>	<b>99,706,215</b>
Authorized Complement				1110



**Description**

*EMS provides emergency pre-hospital medical response to the ill and injured citizens and visitors in the City of Memphis. The Memphis Fire Department has developed an EMS System which integrates three main components for the delivery of emergency medical care.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	32,451,470	36,419,243	31,483,792	37,086,858
Materials and Supplies	4,978,789	4,565,644	4,957,806	2,986,377
Grants and Subsidies	5,000	0	0	0
<b>Total Expenditures</b>	<b>37,435,259</b>	<b>40,984,887</b>	<b>36,441,598</b>	<b>40,073,235</b>
Program Revenues	(20,836,486)	(20,000,000)	(21,011,803)	(21,000,000)
<b>Net Expenditures</b>	<b>16,598,773</b>	<b>20,984,887</b>	<b>15,429,795</b>	<b>19,073,235</b>
Authorized Complement				418

**Description**

*Airport provides emergency response through fire, emergency medical services and special operations with emphasis on disaster preparedness involving airport emergencies. The mission of the air rescue service center is to provide the highest level of health and safety to citizens utilizing the airport, while traveling to and from the City of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	3,002,305	3,208,323	2,897,167	3,122,168
Materials and Supplies	249,264	255,202	222,910	255,209
Capital Outlay	0	38,000	20,500	32,000
<b>Total Expenditures</b>	<b>3,251,569</b>	<b>3,501,525</b>	<b>3,140,577</b>	<b>3,409,377</b>
Program Revenues	(3,406,928)	(3,495,108)	(3,501,525)	(3,409,377)
<b>Net Expenditures</b>	<b>(155,359)</b>	<b>6,417</b>	<b>(360,948)</b>	<b>0</b>
Authorized Complement				32

# FIRE SERVICES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		CREWPERSON	7
CLERK GENERAL A	1	SPEC MATERIAL FIRE	7
ANALYST PERSONNEL FIRE	1	MGR LOGISTICAL SVCS	<u>1</u>
ANALYST PERSONNEL FIRE SR	1	<b>Total Logistical Services</b>	<b>17</b>
ASST EXECUTIVE	1		
SPEC FIRE PAYROLL	3	<u>Training</u>	
DIRECTOR FIRE SVCS	1	CHIEF DIVISION	2
CHIEF FIRE DEPUTY	1	SECRETARY	1
LIEUTENANT FIRE	2	CHIEF BATTALION FIRE	2
ADMR FIRE SVCS	1	LIEUTENANT FIRE	15
SUPER ADMIN SUPPORT	1	SPEC AUDIO VISUAL PROD	1
CHIEF LOGISTICAL SVCS DEPUTY	1	ANALYST DATA	1
CLERK GENERAL B	1	CHIEF SPEC OPER DEPUTY	1
MGR ENG PROJECT	1	OFFICER EMA OPER	5
COORD GRANTS CONTRACTS	1	SECRETARY EMA	<u>1</u>
RESEARCH			
SECRETARY	2	<b>Total Training</b>	<b>29</b>
DIRECTOR FIRE DEPUTY	1		
ACCOUNTANT.ASSOCIATE A	<u>2</u>	<u>Communications</u>	
<b>Total Fire Services Administration</b>	<b>22</b>	SECRETARY	1
		COMMANDER WATCH	5
<u>Apparatus Maintenance</u>		SPEC COMM DATA	2
MGR APPR MASK	1	COORD INFO SYS CAD	1
SECRETARY	1	OPER FIRE ALARM I	8
CLERK INVENT CONTROL SR	2	OPER FIRE ALARM III	30
MECH MNT FIRE	20	OPER FIRE ALARM SR	7
MECH MNT FIRE LO	2	PARAMEDIC QUALITY ASSURANCE	2
SUPER APPARATUS MAINT	2	MGR COMMUNICATIONS FIRE	1
REPAIRER FIRE HYDRT	4	COORD GIS TECH FIRE	1
REPAIRER FIRE HYDRT LO	1	OPER FIRE ALARM II	<u>2</u>
ELECT MNT FIRE	1	<b>Total Communications</b>	<b>60</b>
COORD OSHA FIRE	2		
MECH AIRMASK MAINT	3	<u>Fire Prevention</u>	
CHIEF BATTALION FIRE	<u>1</u>	SECRETARY	3
<b>Total Apparatus Maintenance</b>	<b>40</b>	MARSHAL FIRE	1
		MARSHAL FIRE ASST	1
<u>Logistical Services</u>		MGR INVEST SVCS	1
SUPER BUILDING GRDS MNT	1	SPEC INVESTIGATIVE PROC B	1
ACCOUNTANT ASSOCIATE A	1	INSP FIRE	28



# FIRE SERVICES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
INVESTIGATOR FIRE	10		
MGR FIRE PREVENTION	4		
CHIEF FIRE INVESTIGATOR	1		
SPEC FIRE EDUCATION	2		
ASST FIRE PREVENTION	3		
CLERK ACCOUNTING B	1		
<b>Total Fire Prevention</b>	<b>56</b>		
<u>Fire Fighting</u>			
CHIEF DIVISION	6		
CHIEF BATTALION FIRE	33		
DRIVER FIRE	257		
LIEUTENANT FIRE	236		
PRIVATE FIRE II	532		
RECRUIT	<u>46</u>		
<b>Total Fire Fighting</b>	<b>1110</b>		
<u>Emergency Medical Services</u>			
PARAMEDIC FIREFIGHTER	372		
CLERK ACCOUNTING B	1		
CHIEF DIVISION EMS	1		
CHIEF BATTALION EMS	5		
SECRETARY	2		
LIEUTENANT EMS	25		
PARAMEDIC FIREFIGHTER PROB	9		
CLERK GENERAL B	1		
CHIEF FIRE EMS DEPUTY	1		
CLERK GENERAL A	<u>1</u>		
<b>Total Emergency Medical Services</b>	<b>418</b>		
<u>Airport</u>			
CHIEF AIR RESCUE	3		
PARAMEDIC FIREFIGHTER	3		
PRIVATE FIRE II	11		
LIEUTENANT FIRE	6		
DRIVER FIRE	8		
CHIEF DIVISION	<u>1</u>		
		<b>Total Airport</b>	<b>32</b>
		<b><u>TOTAL FIRE SERVICES</u></b>	<b><u>1784</u></b>



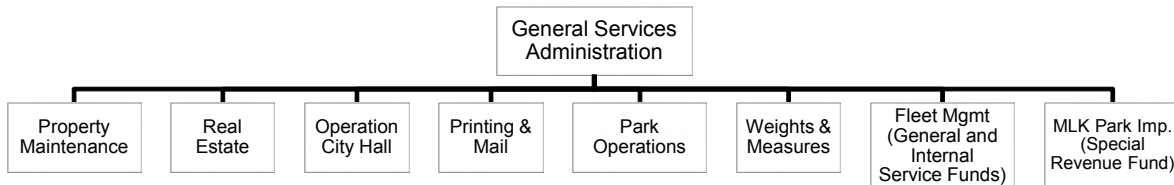
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	13,346,230	14,066,275	14,549,817	15,171,841
Materials and Supplies	7,248,462	9,927,154	10,482,918	10,416,398
Capital Outlay	33,339	35,000	35,000	50,000
Total Expenditures	20,628,030	24,028,429	25,067,735	25,638,239
Program Revenues	(969,773)	(793,972)	(1,682,285)	(1,793,972)
Net Expenditures	19,658,257	23,234,457	23,385,450	23,844,267
Authorized Complement				318

## Mission

To provide quality maintenance and repair for buildings and vehicles and other crucial support services for the Administration, City divisions, and other governmental organizations in a cost-effective and efficient manner to assist them in accomplishing the City’s mission.

## Structure



## Services

The Division of General Services works in a number of ways to support the other divisions that make up the City’s service and administrative system. General Services ensures that the 900+ publicly owned facilities function properly and meet the Americans with Disabilities Act (ADA) accessibility requirements. The Division provides maintenance for the City’s vehicle fleet, handles the sale and acquisition of real property, maintains easements and rights-of-way, and establishes programs which emphasize city cleanliness and beautification.

## Performance Highlights

### Property Maintenance:

- Upgraded 2 City Facilities on Altertton Controls (Zoo and indoor firing range).
- Painted 5 Fire Stations.
- Removed a window at indoor firing range and installed a safety wall.
- Replaced Roof at CSI.
- Completed the implementation of Clean and Green Initiative with the retrofit of the Hooks Library.
- ADA at Mitchell CC and Gaisman pool.
- Installed seismic gas valves at 3 locations.

### Real Estate:

- Various sales of surplus property equaling approximately \$14,300.
- Leased space for the temporary relocation of the Environmental Maintenance Operation from St. Jude to allow for the building of the new St. Jude Data Center.
- Purchased land at Range Hills for the planned Environmental Maintenance Permanent Facility.
- Successful implementation of the Mow to Own Program.
- Relocated Information Services to office space closer to City Hall and their customers.
- Relocated MPD from South Main to North Main Street Precinct.
- Completed Phase 5A of the Wolf River Trails Project.
- Provided Police Services with document preparation and administration for the sale of 12 Police Seized Properties.

### Operation City Hall:

- Cleaned and replaced over 1200 linear feet of drain pipe in City Hall garage, Project completion date October 2015.
- Cleaned all interior and exterior windows at City Hall. Pressure washed marble and cleaned window ledges in the atrium areas of the building.
- Installed glass partitions and glass doors for the 1B Security Station.
- Upgraded the main chiller control panel to a new Trane tracer adaptive view control system.
- Successfully completed over 1400 work orders.
- Replaced major pumps and valves for HVAC plant equipment and for the Data Center dry coolers.
- Installed all office windows with new Mecho Shades throughout City Hall.
- Renovated over 7000 square footage of office space, wall reconfiguration, relocate electrical equipment, carpet installation, wall prep and painting, relocate HVAC controls.
- Assumed management of 170 North Main, the Public Safety Building.

**Printing and Mail:**

- Performed wide format printing in different variety of sizes such as banners, Coroplast sign boards, large posters, etc.
- Created videos of animated mail piece for Public Works.
- Rebranded General Services through creation of brochures and bookmarks detailing services.
- Recreated and implemented new postage ticket for mailroom.
- Created new pieces for Communications office by rebranding logos and template for city government entities.
- The amount of printing jobs produced for FY16 was 1325, and the wide format produced about 75 – 100 jobs such as banners, foam core posters and Coroplast signs.
  - Printing and mail delivered about 150 cases of paper on our mail routes to different departments throughout City Government.
  - The amount of mail that was process was about 1,111,000 pieces for FY16.

**Park Operations:**

- Removed 217 dead and/or dangerous trees.
- Successfully maintained 161 parks, 17 libraries, 28 local community centers, and 4 senior centers with a 16-day mowing cycle.
- Successfully maintained all Police Precincts, Police Training Academy, Walter Simmons, and Raleigh Springs Mall.
- Inspected 109 playgrounds monthly.
- Created a Level 1 Arboretum for Glenview Park.

**Fleet:**

- Facilitated Two Surplus Sales
  - \$545,965.00 for the City of Memphis
- Reached an agreement with the State of Tennessee as a third party tester for CDL licensing.
- Maintained training relationships with Ford, General Motors and MOPAR for OEM training at each of our light shops and St Jude locations.

## Issues & Trends

The General Services Division focuses on internal support functions that contribute to the overall appearance and functionality of City-owned facilities, property, vehicles and equipment, facilitate preventive maintenance, timely minor repairs, and energy conservation technologies to manage long term costs. We conduct construction inspections to ensure project completion and warranties are in place. We procure, maintain, and repair City vehicles and equipment as well as provide landscaping. We actively pursue partnerships with other Division and governmental organizations to centralize common services and to enter contracts that benefit city businesses.

# Key Performance Indicators

PROPERTY MAINTENANCE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Total number of jobs completed annually	11,809	Tracking	9,982	Tracking	Government
# of preventative maintenance work orders completed annually	1,802	2,350	1,171	2,350	Government
Percentage of priority 1 jobs completed in 24 hours	77%	84%	87%	84%	Government

REAL ESTATE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Number of surplus properties sold annually	6	Tracking	3	5	Government
Number of easement and encroachment agreements completed annually	61	Tracking	51	80	Government
Revenue generated annually	New measure	New measure	New measure	\$544,000	Government

OPERATION CITY HALL	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Number of City Hall work orders completed annually	1,747	Tracking	1,680	Tracking	Government
% of 168-180 boiler and chiller system checks performed on time	100%	100%	100%	100%	Government
% of repairs completed at or under 3 days monthly	New measure	100%	100%	100%	Government
% of emergency work orders completed within 1 day	New measure	100%	100%	100%	Government
Number of preventative maintenance work orders completed	New measure	Tracking	80	Tracking	Government

PRINTING/MAIL SERVICES	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
# of certified mailings processed	35,235	Tracking	24,180	Tracking	Government
Pieces of regular and presorted mail processed (#)	251,600	Tracking	197,922	Tracking	Government
# of print jobs completed annually	1,133	1,000	934	1,000	Government

PARK OPERATIONS	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
% of City's total parks (162) mowed in 18 days or less	New measure	100%	100%	100%	Neighborhoods
% of safety repairs completed within 2 days	New measure	100%	100%	100%	Neighborhoods

FLEET MANAGEMENT	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Average vehicle repair time (in days)	New measure	1.5	1.2	1.5	Government
The % of fleet available	New measure	85%	97%	85%	Government
The % of stock parts available	New measure	70%	71%	70%	Government





**General Services Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
<b><u>Personnel Services</u></b>				
Full-Time Salaries	11,834,538	15,782,382	11,682,157	16,375,898
Holiday Salary Full Time	706,543	0	1,045,486	0
Vacation Leave	892,780	0	1,364,308	0
Bonus Leave	131,030	0	133,113	0
Sick Leave	664,803	0	660,559	0
Overtime	571,166	948,780	571,830	801,780
Out of Rank Pay	7,714	10,000	24,481	0
Hazardous Duty Pay	1,654	6,000	1,655	0
College Incentive Pay	0	0	2,400	4,503
Longevity Pay	6,345	0	13,364	0
Shift Differential	2,895	3,000	2,916	3,000
Retirement Benefits	347,702	203,380	213,696	183,225
Required Special License Pay	960	20,000	1,000	20,000
Pension	723,491	795,196	735,404	740,345
Supplemental Pension	38,021	37,650	35,176	35,897
Social Security	156,353	102,019	202,967	102,019
Pension ARC Funding	1,274,547	1,469,401	1,469,401	1,737,442
Group Life Insurance	38,247	46,085	35,219	45,298
Unemployment	41,550	33,660	48,180	22,240
Medicare	213,644	235,527	212,480	236,326
Long Term Disability	42,592	44,179	38,730	42,713
Health Insurance - Basic	185,462	193,185	167,014	171,429
Health Insurance - Premier	1,891,782	2,058,912	1,725,317	1,881,028
Other Post Employment Benefits	0	259,984	259,984	78,232
Salaries - Part Time/Temporary	974,914	1,422,390	1,275,904	1,772,055
On the Job Injury	297,713	157,000	198,160	237,000
Payroll Reserve	54,225	7,000	(221,561)	7,000
Attrition	0	(352,750)	0	(125,000)
Expense Recovery - Personnel	(7,754,443)	(9,243,515)	(7,349,523)	(9,043,906)
Benefits Adjustments	0	(173,190)	0	(156,684)
<b>Total Personnel Services</b>	<b>13,346,230</b>	<b>14,066,275</b>	<b>14,549,817</b>	<b>15,171,841</b>
<b><u>Materials and Supplies</u></b>				
City Hall Printing	169,351	250,000	359,260	350,000
City Hall Postage	132	0	0	0
Document Reproduction - City	0	2,500	5,000	2,500
City Storeroom Supplies	10,282	5,500	45,781	5,500
City Shop Charges	1,263,899	1,099,682	1,127,741	1,172,727
City Shop Fuel	382,994	473,330	355,654	384,172
Outside Computer Services	7,216	30,000	22,784	90,000
City Computer Svc Equipment	6,830	17,450	18,548	21,450

## General Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Data/Word Process Software	36,443	41,443	41,443	41,443
City Telephone/Communications	17,168	23,800	22,156	23,800
Printing - Outside	71,090	70,218	59,913	75,000
Supplies - Outside	13,674	16,107	12,969	16,107
Hand Tools	29,890	65,200	47,814	65,200
Clothing	39,978	47,500	50,257	53,622
Household Supplies	73,742	112,142	87,969	116,221
Safety Equipment	10,713	7,500	7,231	10,000
Medical Supplies	0	400	0	400
Athletic/Recreational Supplies	9,863	10,000	9,500	10,000
Outside Postage	420,115	450,350	450,260	451,200
Asphalt Products	5,106	3,000	2,202	3,000
Lumber & Wood Products	3,280	5,000	1,190	5,000
Steel & Iron Products	8,918	5,000	15,367	20,000
Lime Cement & Gravel	764	4,000	967	4,000
Chemicals	35,050	50,000	32,525	51,424
Materials and Supplies	1,446,537	1,539,038	1,801,758	1,539,218
Miscellaneous Expense	(156,435)	5,000	8,755	5,000
Outside Vehicle Repair	7,309	20,000	3,202	20,000
Outside Equipment Repair/Maint.	175,843	250,640	219,864	263,846
Facilities Structure Repair - Outside	0	1	500,000	500,000
Horticulture	12,009	10,000	15,845	10,000
Legal Services/Court Cost	0	0	20	0
Advertising/Publication	350	500	500	1,000
Janitorial Services	228,852	388,862	408,099	413,862
Security	4,323	25,000	10,817	25,000
Seminars/Training/Education	10,177	25,800	19,290	26,300
Misc Professional Services	1,043,117	1,429,947	1,147,930	1,493,772
Travel Expense	1,978	2,000	624	2,000
Unreported Travel	(733)	0	132	0
Relocation Expense	0	300,000	903,000	300,000
Utilities	1,171,399	1,919,085	1,446,531	1,540,245
Total Quality Management	0	0	249	0
Insurance	162,486	281,900	281,900	284,130
Claims	20,860	52,759	52,759	52,759
Lawsuits	46,566	50,000	50,000	50,000
Dues/Memberships/Periodicals	1,985	4,500	3,250	4,500
Misc Services and Charges	13,780	12,000	12,746	12,000
Equipment Rental	1,045,052	950,000	1,049,293	1,050,000
Expense Recovery - M & S	(603,490)	(130,000)	(230,177)	(150,000)
<b>Total Materials and Supplies</b>	<b>7,248,462</b>	<b>9,927,154</b>	<b>10,482,918</b>	<b>10,416,398</b>

## General Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Capital Outlay</u></b>				
Equipment	33,339	35,000	35,000	50,000
<b>Total Capital Outlay</b>	<b>33,339</b>	<b>35,000</b>	<b>35,000</b>	<b>50,000</b>
<b>Total I Expenditures</b>	<b>20,628,030</b>	<b>24,028,429</b>	<b>25,067,735</b>	<b>25,638,239</b>
<b><u>Local Taxes</u></b>				
Fiber Optic Franchise Fees	(750,195)	(544,842)	(544,842)	(544,842)
<b>Total Local Taxes</b>	<b>(750,195)</b>	<b>(544,842)</b>	<b>(544,842)</b>	<b>(544,842)</b>
<b><u>Charges for Services</u></b>				
Rental Fees	(10,648)	0	(1,000,000)	(1,131,000)
Rent Of Land	(47,083)	(174,130)	(48,457)	(43,130)
Easements & Encroachments	(111,556)	(75,000)	(75,000)	(75,000)
Wrecker & Storage Charges	(5,540)	0	0	0
Outside Revenue	0	0	(5,000)	0
P & S Printing	(15,730)	0	(8,435)	0
Tow Fees	(5,790)	0	0	0
<b>Total Charges for Services</b>	<b>(196,348)</b>	<b>(249,130)</b>	<b>(1,136,892)</b>	<b>(1,249,130)</b>
<b><u>Use of Money and Property</u></b>				
Interest on Investments	(79)	0	0	0
Net Income/Investors	(55)	0	0	0
<b>Total Use of Money and Property</b>	<b>(134)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>State Grants</u></b>				
St TN Highway Maint Grant	(18,484)	0	0	0
<b>Total State Grants</b>	<b>(18,484)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Other Revenues</u></b>				
Cash Overage/Shortage	(5)	0	0	0
Miscellaneous Revenue	(4,607)	0	(551)	0
<b>Total Other Revenues</b>	<b>(4,612)</b>	<b>0</b>	<b>(551)</b>	<b>0</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(969,773)</b>	<b>(793,972)</b>	<b>(1,682,285)</b>	<b>(1,793,972)</b>
<b>NET EXPENDITURES</b>	<b>19,658,257</b>	<b>23,234,457</b>	<b>23,385,450</b>	<b>23,844,267</b>

**Description**

*General Services Administration provides management, direction and administrative support to the General Services various service centers by monitoring, coordinating and evaluating budget expenditures, capital equipment purchases, and capital improvement projects to help them achieve their goals and objectives in the most efficient and cost-effective manner.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	643,017	732,868	642,562	672,116
Materials and Supplies	127,239	164,002	158,550	237,846
<b>Total Expenditures</b>	<b>770,256</b>	<b>896,870</b>	<b>801,111</b>	<b>909,962</b>
<b>Net Expenditures</b>	<b>770,256</b>	<b>896,870</b>	<b>801,111</b>	<b>909,962</b>
Authorized Complement				7

**Description**

*Property Maintenance provides customers with cost-effective maintenance and repair; administers warranties for City facilities; make recommendations on all plans regarding construction and major repairs; and provides an aggressive preventive maintenance program focusing on our customer's needs and expectations.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	6,281,642	6,889,032	6,454,107	11,422,364
Materials and Supplies	2,603,085	3,196,547	3,498,988	5,763,311
Capital Outlay	0	0	0	50,000
<b>Total Expenditures</b>	<b>8,884,726</b>	<b>10,085,579</b>	<b>9,953,095</b>	<b>17,235,675</b>
Program Revenues	(4,607)	0	(1,000,551)	(1,131,000)
<b>Net Expenditures</b>	<b>8,880,119</b>	<b>10,085,579</b>	<b>8,952,544</b>	<b>16,104,675</b>
Authorized Complement				148

**Description**

*Real Estate assists the Administration, other divisions, agencies and/or service centers in providing analyses involving feasibility studies, preparation of land valuations and direction in accomplishing possible projects; acquiring real property or interests in real property including in-leasing and out-leasing of land and improvements and management of real property; and sale of excess or tax delinquent City parcels.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	354,616	412,751	382,124	459,505
Materials and Supplies	60,233	98,210	123,724	186,996
<b>Total Expenditures</b>	<b>414,849</b>	<b>510,961</b>	<b>505,848</b>	<b>646,501</b>
Program Revenues	(908,835)	(662,972)	(662,972)	(662,972)
<b>Net Expenditures</b>	<b>(493,986)</b>	<b>(152,011)</b>	<b>(157,124)</b>	<b>(16,471)</b>
Authorized Complement				6

### Description

*The Operation of City Hall provides a safe, clean and comfortable environment for employees and visitors to City Hall and the Public Safety Building, and provides timely, efficient, and quality service to employees inside City Hall. Printing/ Mail Services provides quality services to all City Government centers and is responsible for city print jobs, inter-office and postal delivery of mail, the administration of the copier contracts, and handles the purchasing of all paper for the city in the most cost efficient and expeditious manner to meet the needs of the customers.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,393,567	1,739,733	1,634,916	1,782,608
Materials and Supplies	2,588,608	4,443,424	4,775,100	4,228,245
<b>Total Expenditures</b>	<b>3,982,175</b>	<b>6,183,157</b>	<b>6,410,016</b>	<b>6,010,853</b>
Program Revenues	0	0	(13,435)	0
<b>Net Expenditures</b>	<b>3,982,175</b>	<b>6,183,157</b>	<b>6,396,581</b>	<b>6,010,853</b>
Authorized Complement				27

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	801	0	0	0
Materials and Supplies	40,203	0	(5,177)	0
Total Expenditures	41,005	0	(5,177)	0
Program Revenues	(15,730)	0	0	0
Net Expenditures	25,274	0	(5,177)	0
Authorized Complement				0



## Description

*Park Operations performs maintenance support for Memphis Park facilities and services.*

## Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	3,961,382	4,317,501	4,226,256	0
Materials and Supplies	1,826,824	2,024,971	1,931,673	0
Capital Outlay	33,339	35,000	35,000	0
Total Expenditures	5,821,545	6,377,472	6,192,929	0
Program Revenues	(29,266)	(131,000)	(5,327)	0
Net Expenditures	5,792,279	6,246,472	6,187,602	0
Authorized Complement				0

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	78,376	0	0	0
Materials and Supplies	2,165	0	0	0
Total Expenditures	80,541	0	0	0
Net Expenditures	80,541	0	0	0
Authorized Complement				0

2015 actual figures represent final pay.

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	632,827	(25,611)	1,209,852	835,248
Materials and Supplies	105	0	60	0
<b>Total Expenditures</b>	<b>632,932</b>	<b>(25,611)</b>	<b>1,209,912</b>	<b>835,248</b>
<b>Net Expenditures</b>	<b>632,932</b>	<b>(25,611)</b>	<b>1,209,912</b>	<b>835,248</b>
Authorized Complement				130

# GENERAL SERVICES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		TRIMMER TREE	<u>2</u>
ANALYST DIVERSITY/CONTRACT	1	<b>Total Property Maintenance</b>	<b>148</b>
ASST EXECUTIVE	1		
COORD BUDGET CONTRACT GS	1	<u>Real Estate</u>	
COORD COMPLIANCE QUALITY	1	ADMR REAL ESTATE	1
COORD HR GEN SVCS	1	AGENT RIGHT OF WAY	1
DIRECTOR GENERAL SVCS	1	AGENT RIGHT OF WAY SR	2
DIRECTOR GENERAL SVCS DEPUTY	<u>1</u>	ANALYST ACCOUNTING	1
<b>Total Administration</b>	<b>7</b>	SUPER REAL ESTATE	<u>1</u>
		<b>Total Real Estate</b>	<b>6</b>
<u>Property Maintenance</u>		<u>Operation City Hall</u>	
ACCOUNTANT ASSOCIATE A	3	ADMR OPERATIONS CITY HALL	1
ADMR PARK MAINT CONST	1	CLERK MAIL DISTRIBUTION BINDERY	3
ADMR PROPERTY MAINT	1	CLERK MAIL DISTRIBUTION BINDERY LD	1
ASST CRAFTS	6	COORD BUSINESS AFFAIRS	1
CARPENTER MNT	13	CREWPERSON	1
CLERK ACCOUNTING A	1	SUPER NIGHT	1
CREWCHIEF	9	MECH BUILDING MNT CH	4
CREWPERSON SEMISKILLED	1	MECH BUILDING MNT CH	1
DRIVER TRUCK	32	OPER 1ST CL STEAM REF	5
ELECT MNT	10	OPER 1ST CL STEAM REF	1
FINISHER CONCRETE	2	PRINTER	2
FOREMAN GEN PROPERTY MNT	3	SPEC CUST SVC ADMIN	1
FOREMAN GROUNDS MNT	1	SPEC GRAPHIC DESIGN	1
FOREMAN ZONE MNT	7	SUPER BLDG MNT CITY HALL	1
HORICULTURIST	1	SUPER PRINTING MAIL	1
MASON BRICK	2	WATCHMAN	<u>2</u>
MECH AUTO CAD MNT	1	<b>Total Operation City Hall</b>	<b>27</b>
MECH BUILDING MNT	6		
MECH HEAVY EQUIP	1	<u>Fleet Management</u>	
MECH MNT	4	ACCOUNTANT ASSOCIATE A	5
OPER HEAVY EQUIP	4	ADMR FLEET SVCS	1
PAINTER	4	CLERK INVENT CONTROL	3
PLUMBER MNT	13	CLERK INVENT CONTROL SR	3
ROOFER	3	CREWPERSON	3
SUPER BUSINESS AFFAIRS	2	DRIVER FUEL TRUCK	2
SUPER CRAFT PROP MAINT	4	FOREMAN AUTO MECHANICS	8
SUPER HEAVE EQUIP	1	MECH MASTER	34
TECH AC REF SVC	10		



# GENERAL SERVICES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
MECH MASTER LO	14		
MECHANIC	26		
MGR FINANCE FLEET	1		
MGR FLEET SVCS	2		
SPECIALIST FUEL	1		
SUPER BUSINESS AFFAIRS	1		
SUPER FUEL SUPPLIES & INV	1		
TECH AUTOMOTIVE	11		
TECH AUTOMOTIVE RESTORATION	8		
WELDER MASTER	6		
<b>Total Fleet Management</b>	<b>130</b>		
<b><u>TOTAL GENERAL SERVICES</u></b>	<b><u>318</u></b>		





## ■ Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	303,443	187,349	151,407	0
Materials and Supplies	2,489	9,150	9,287	0
Grants and Subsidies	60,876,704	56,931,595	60,884,656	52,992,847
Expense Recovery	(5,661,887)	0	0	0
Transfers Out	14,478,025	6,276,882	12,118,566	4,739,130
<b>Total Expenditures</b>	<b>69,998,773</b>	<b>63,404,976</b>	<b>73,163,916</b>	<b>57,731,977</b>
Program Revenues	(5,050,239)	(4,202,500)	(3,212,476)	(3,200,000)
<b>Net Expenditures</b>	<b>64,948,534</b>	<b>59,202,476</b>	<b>69,951,440</b>	<b>54,531,977</b>
Authorized Complement				0

## Grants &amp; Agencies Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	205,561	149,551	84,049	0
Holiday Salary Full Time	11,874	0	5,634	0
Vacation Leave	18,664	0	6,491	0
Bonus Leave	1,008	0	164	0
Sick Leave	12,633	0	9,775	0
Retirement Benefits	0	0	6,516	0
Pension	14,984	8,973	9,025	0
Pension ARC Funding	12,076	14,046	14,046	0
Group Life Insurance	389	152	162	0
Unemployment	450	330	330	0
Medicare	3,439	2,393	2,496	0
Long Term Disability	700	449	462	0
Health Insurance - Basic	4,132	4,416	4,416	0
Health Insurance - Premier	17,421	10,166	10,589	0
Other Post Employment Benefits	0	2,549	0	0
On the Job Injury	(167)	0	842	0
Payroll Reserve	279	0	(2,747)	0
Attrition	0	(3,948)	0	0
Benefits Adjustments	0	(1,727)	0	0
<b>Total Personnel Services</b>	<b>303,443</b>	<b>187,349</b>	<b>152,249</b>	<b>0</b>
<b><u>Materials and Supplies</u></b>				
City Telephone/Communications	568	0	0	0
Printing - Outside	780	2,000	2,089	0
Supplies - Outside	24	750	750	0
Drafting/Photo Supplies	0	250	250	0
Outside Postage	270	3,000	3,000	0
Advertising/Publication	320	1,000	1,000	0
Seminars/Training/Education	0	1,300	1,300	0
Misc Professional Services	142	100	148	0
Travel Expense	1,677	0	0	0
Unreported Travel	(1,677)	0	0	0
Mileage	0	250	250	0
Dues/Memberships/Periodicals	385	500	500	0
<b>Total Materials and Supplies</b>	<b>2,489</b>	<b>9,150</b>	<b>9,287</b>	<b>0</b>
<b><u>Grants and Subsidies</u></b>				
Academy of Youth and Empowerment	0	0	0	25,200
Africa In April	0	50,000	50,000	70,000



## Grants &amp; Agencies Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Aging Commission of the Mid-South	143,906	143,906	143,906	143,906
Black Business Association	200,000	200,000	200,000	200,000
Blues and Cultural Center	0	0	0	75,000
Boys and Girls Club	0	0	0	33,333
Civil Rights Museum	1,000,000	0	0	0
Cocaine Alcohol Awareness Program (CAAP)	500,000	0	0	0
Convention Center	2,122,702	2,053,566	2,053,566	2,053,566
Damascus Road	0	0	0	300,000
Disaster Recovery Relief	0	250,000	250,000	0
Economic Development	35,000	0	453,000	0
EDGE	2,100,000	362,000	362,000	0
Elections	0	900,000	1,250,000	0
Emmanuel Center	0	0	0	33,333
Exchange Club	50,000	50,000	50,000	50,000
Facility Management Program Expense	3,494	1,000,000	0	0
Families Matter	0	0	0	25,000
Family Safety Center of Memphis and Shelby County	125,000	200,000	200,000	200,000
Fire Museum	25,000	0	0	0
Game Day Health Kids Foundation	0	0	0	100,000
Greater Memphis Media	0	0	0	20,000
Grooming Greatness	0	0	0	25,000
Healing Word Counseling Center	0	0	0	75,000
Homeless Initiative	0	100,000	100,000	150,000
Human Services Grants	3,456,822	0	0	0
Innovate Memphis	387,000	387,000	387,000	387,000
Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000	150,000	150,000	150,000
Ladies In Need Can Survive (LINCS)	0	0	0	50,000
Lifeline to Success	125,000	100,000	100,000	200,000
Map South	0	46,300	46,300	41,750
Memphis Area Transit Authority	25,481,040	23,420,040	29,420,040	25,920,040
Memphis Film & Tape Commission	150,000	175,000	175,000	175,000
Memphis Grizzlies Foundation	0	0	0	50,000
Memphis Health Center	0	375,000	375,000	0
MLGW Citizen's Assistance - Grants	1,800,000	1,000,000	1,000,000	1,000,000
MLK Basketball Tournament	0	0	0	20,000

## Grants &amp; Agencies Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
National Heritage Tourism	0	0	0	37,500
Pensioners Insurance	7,363,155	15,986,448	14,126,509	11,016,550
Planning & Development	1,399,844	1,500,000	1,500,000	1,500,000
Pyramid Recovery Center	0	0	0	25,000
Riverfront Development	2,974,000	2,974,000	2,974,000	2,974,000
Rock and Soul Museum	250,000	0	0	0
Serenity Recovery Centers	0	125,000	125,000	125,000
2015 Shelby County School Settlement	8,000,000	1,333,335	1,333,335	1,333,335
Shelby County Assessor	0	600,000	600,000	600,000
Shelby County School Mixed Drink Proceeds	2,806,318	3,200,000	3,200,000	3,200,000
Sickle Cell Center Foundation	50,000	0	50,000	0
Start Co.	25,000	25,000	25,000	25,000
Streets Ministries	0	0	0	33,334
U Can Memphis	0	0	0	20,000
Urban Art	130,000	130,000	130,000	150,000
Whitehaven Economic Development	0	0	0	300,000
WIN Operational	23,423	95,000	55,000	55,000
Women of Concern	0	0	0	25,000
<b>Total Grants and Subsidies</b>	<b>60,876,704</b>	<b>56,931,595</b>	<b>60,884,656</b>	<b>52,992,847</b>
<b><u>Expense Recovery</u></b>				
Expense Recovery - State Street Aid	(5,661,887)	0	0	0
<b>Total Expense Recovery</b>	<b>(5,661,887)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Transfers Out</u></b>				
Oper Tfr Out - Misc Grants Fund	238	24,200	24,200	0
Oper Tfr Out - Workforce Investment	0	0	2,000,000	0
Oper Tfr Out - HCD Grants	0	0	5,000,000	0
Oper Tfr Out - CRA Program	2,263,070	2,739,130	2,739,130	2,739,130
Oper Tfr Out - Debt Service Fund	294,717	0	0	0
Oper Tfr Out - Capital Projects Fund	0	0	800,000	0
Oper Tfr Out - OPEB Fund	11,920,000	3,513,552	1,555,236	2,000,000
<b>Total Transfers Out</b>	<b>14,478,025</b>	<b>6,276,882</b>	<b>12,118,566</b>	<b>4,739,130</b>
<b>Total Expenditures</b>	<b>69,998,773</b>	<b>63,404,976</b>	<b>73,,163,916</b>	<b>57,731,977</b>

## Grants &amp; Agencies Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Local Taxes</u></b>				
Mixed Drink Tax	(3,759,704)	(3,200,000)	(3,200,000)	(3,200,000)
<b>Total Local Taxes</b>	<b>(3,759,704)</b>	<b>(3,200,000)</b>	<b>(3,200,000)</b>	<b>(3,200,000)</b>
<b><u>State Taxes</u></b>				
State Professional Privilege Tax - Athletes	(3,494)	(1,000,000)	0	0
<b>Total State Taxes</b>	<b>(3,494)</b>	<b>(1,000,000)</b>	<b>0</b>	<b>0</b>
<b><u>Other Revenues</u></b>				
Miscellaneous Income	(8,245)	(2,500)	(4,495)	0
Recovery Of Prior Year Expense	(1,149,622)	0	0	0
<b>Total Other Revenues</b>	<b>(1,157,867)</b>	<b>(2,500)</b>	<b>(4,495)</b>	<b>0</b>
<b><u>Transfers In</u></b>				
Oper Tfr In - Misc Grants Fund	(129,175)	0	(7,981)	0
<b>Total Transfers In</b>	<b>(129,175)</b>	<b>0</b>	<b>(7,981)</b>	<b>0</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(5,050,239)</b>	<b>(4,202,500)</b>	<b>(3,212,476)</b>	<b>(3,200,000)</b>
<b>NET EXPENDITURES</b>	<b>64,948,534</b>	<b>59,202,476</b>	<b>69,951,440</b>	<b>54,531,977</b>



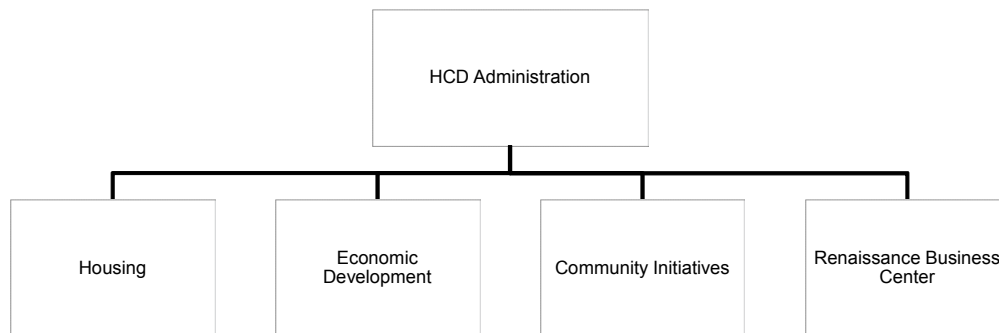
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	315,271	300,568	298,372	472,386
Materials and Supplies	320,624	177,500	193,774	297,268
Grants and Subsidies	4,088,745	4,008,204	3,745,273	3,553,548
Bond Issue Costs	1,350	0	0	0
Expenditures	4,725,989	4,486,271	4,237,419	4,323,202
Program Revenues	(112,940)	0	(291,899)	0
Net Expenditures	4,613,049	4,486,271	3,945,520	4,323,202
Authorized Complement				5

## Mission

To develop a system of integrated services and activities that drive neighborhood redevelopment, investment in housing capital and economic development

## Structure



## Services

The Division of Housing and Community Development (HCD), along with the Memphis Housing Authority (MHA), works to develop affordable housing options and neighborhood revitalization through down-payment assistance, homeownership counseling and single-family housing rehabilitation. HCD works to improve the development of Memphis neighborhoods, communities and economy by targeting single-family housing production, offering infrastructure assistance by site or project, determining the contribution of land and land acquisition for special projects, developing area neighborhood plans and housing and environmental standard inspections.

## Performance Highlights

- Provided down payment assistance to over 10 low-to-moderate income families buying homes within the City limits.
- Provided financial assistance to 14 teachers who purchased a home within the City limits through the Down Payment Assistance Program.
- Assisted 2 families in moving out of public housing developments under the Section 8 Homeownership Assistance Program (SHAPE).
- Provided financial assistance to a homebuyer to purchase a new home in the HOPE VI/Targeted Area Program.
- Business Development Center assisted 3,810 clients.
- Business Development Center conducted 175 workshops.

## Issues & Trends

Memphis, as with many large urban centers, has a sizable low-income population concentrated within the inner-city. The shortage of affordable housing for this population has been estimated at over 8,000 rental units and 500 units for ownership. Characteristically, economic development in these same neighborhoods suffers at equally alarming rates. The restructure of the City's public housing program has placed even more stress on the already lagging affordable housing stock. The current Administration has centered a primary focus on the revitalization of the city's oldest and most neglected areas. The Division has developed a series of planning processes that follow the nation trend of resident involvement in neighborhood redevelopment.

- Build neighborhoods of choice which provide amenities and services commensurate with quality-of-life standard
- Support investment in neighborhood community development activities that create job and workforce.

## Key Performance Indicators

HOUSING	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Units of housing constructed or rehabilitated	50	100	305	100	Neighborhoods

COMMUNITY INITIATIVES	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
People served through supportive services for the homeless	364	1,000	650	1,000	Neighborhoods
Number of people re-housed	63	175	120	175	Neighborhoods
People served through tenant based rental assistance	828	157	120	157	Neighborhoods
People served through public services	4,702	2,000	2,100	2,000	Neighborhoods
Supportive Services for Persons with Special Needs (STRMU)	220	200	150	200	Neighborhoods
Emergency Shelter for Homeless - Persons served	528	2,000	1,520	2,000	Neighborhoods

RENAISSANCE BUSINESS CENTER	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
The # of jobs created	84	50	71	60	Economy
The # of jobs retained	225	75	111	75	Economy

\* "FY16 Actual" describes performance as of April 30, 2016, the most recent available figures at time of publication.

## HCD Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	172,419	211,601	199,619	234,961
Holiday Salary Full Time	10,430	0	3,652	0
Vacation Leave	14,621	0	5,209	0
Bonus Leave	1,172	0	1,198	0
Sick Leave	8,977	0	2,977	0
Retirement Benefits	0	0	1,353	0
Pension	12,457	12,696	9,606	10,754
Social Security	965	0	923	0
Pension ARC Funding	20,126	23,410	23,410	27,317
Group Life Insurance	739	857	628	481
Unemployment	750	550	550	320
Medicare	2,866	3,386	2,741	2,868
Long Term Disability	577	635	413	538
Health Insurance - Basic	0	0	0	0
Health Insurance - Premier	52,415	54,775	34,070	42,352
Other Post Employment Benefits	0	4,248	0	1,126
Salaries - Part Time/Temporary	15,559	0	14,884	152,796
On the Job Injury	0	0	615	0
Payroll Reserve	1,199	0	(3,476)	0
Attrition	0	(8,517)	0	0
Benefits Adjustments	0	(3,072)	0	(1,126)
<b>Total Personnel Services</b>	<b>315,271</b>	<b>300,568</b>	<b>298,372</b>	<b>472,386</b>
<b><u>Materials and Supplies</u></b>				
City Storeroom Supplies	0	13	13	13
City Shop Fuel	0	93	93	76
Outside Computer Services	1,428	1,395	1,395	1,395
City Computer Svc Equipment	0	119	119	119
Data/Word Process Software	0	12,203	12,203	0
City Telephone/Communications	994	930	930	930
Printing - Outside	0	81	81	81
Supplies - Outside	4,398	4,708	4,708	4,708
Document Reproduction - Outside	468	558	558	558
Medical Supplies	0	94	94	94
Outside Postage	395	930	930	930
Internal Repairs and Maintenance	933	930	930	930
Advertising/Publication	2,350	2,546	2,546	2,546
Outside Phone/Communications	1,877	1,860	1,860	1,860
Janitorial Services	8,631	9,114	9,114	9,114
Security	19,889	22,785	22,785	22,785



## HCD Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Weed Control/Chemical Service	5,321	6,242	6,242	6,242
Seminars/Training/Education	0	2,325	2,325	2,325
Misc Professional Services	225,716	951	5,963	951
Travel Expense	0	8,900	8,900	6,590
Unreported Travel	(300)	0	0	0
Auto Allowance	0	837	837	837
Utilities	22,676	20,692	20,692	20,692
Insurance	7,792	8,287	19,374	142,585
Claims	0	3,539	3,539	3,539
Lawsuits	0	34,523	34,523	34,523
Dues/Memberships/Periodicals	6,482	7,248	7,248	7,248
Misc Services and Charges	11,574	25,597	25,773	25,597
<b>Total Materials and Supplies</b>	<b>320,624</b>	<b>177,500</b>	<b>193,774</b>	<b>297,268</b>
<b><u>Grants and Subsidies</u></b>				
Payment To Sub grantees	850,086	326,725	460,647	75,475
Section 108 - Court Square	564,235	746,430	669,907	1,455,720
Business & Economic Development Grants	90,633	61,377	61,377	61,377
Community Initiatives Grants for Non-Profits	53,169	42,467	42,467	42,467
Community Development Grants	9,030	42,614	42,614	269,531
Homeless Initiative	197,822	232,500	190,000	232,500
Down Payment Assist/City	159,391	192,930	192,930	192,930
RBC Training/Certification Program	3,457	4,650	4,650	4,650
Social Services Administration	72,443	89,537	89,537	89,537
MHA/HCD Community Development Projects	483,816	501,546	290,000	157,000
Target Area Small Business Loan Fund	105,000	23,250	23,250	23,250
Middle Income Housing	76,725	0	0	300,000
Contr Assist Prog/Bonding	4,380	4,650	4,650	4,650
Peabody Place - Section 108	1,418,329	1,737,668	1,671,384	0
MLGW Unclaimed Deposit Reserve	0	1,860	1,860	0
Professional Services	231	0	0	0
Pyramid - Section 108	0	0	0	644,461
<b>Total Grants and Subsidies</b>	<b>4,088,745</b>	<b>4,008,204</b>	<b>3,745,273</b>	<b>3,553,548</b>
<b><u>Bond Issue Costs</u></b>				
le Expense	1,350	0	0	0
<b>Total Bond Issue Costs</b>	<b>1,350</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>4,725,989</b>	<b>4,486,271</b>	<b>4,237,419</b>	<b>4,323,202</b>

## HCD Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Other Revenues</u></b>				
Miscellaneous Income	(112,000)	0	(291,610)	0
Cash Overage/Shortage	(29)	0	0	0
FNMA Service Fees	(911)	0	(289)	0
<b>Total Other Revenues</b>	<b>(112,940)</b>	<b>0</b>	<b>(291,899)</b>	<b>0</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(112,940)</b>	<b>0</b>	<b>(291,899)</b>	<b>0</b>
<b>NET EXPENDITURES</b>	<b>4,613,049</b>	<b>4,486,271</b>	<b>3,945,520</b>	<b>4,323,202</b>

### Description

*Housing creates home ownership opportunities for families buying real estate within the corporate limits of Memphis by assisting with down payment and closing costs.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	101,949	100,654	102,659	258,638
Materials and Supplies	10,520	51,733	62,832	51,733
Grants and Subsidies	682,148	519,655	593,698	568,405
Bond Issue Costs	1,350	0	0	0
<b>Total Expenditures</b>	<b>795,967</b>	<b>672,042</b>	<b>759,189</b>	<b>878,776</b>
Program Revenues	(112,911)	0	(291,899)	0
<b>Net Expenditures</b>	<b>683,056</b>	<b>672,042</b>	<b>467,290</b>	<b>878,776</b>
Authorized Complement				2

**Description**

*Economic Development provides financing opportunities for emerging and existing small business for job creation and retention through public-private partnerships.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	225,242	0	5,176	0
Grants and Subsidies	2,577,251	2,545,475	2,462,547	2,161,558
Total Expenditures	2,802,492	2,545,475	2,467,723	2,161,558
Net Expenditures	2,802,492	2,545,475	2,467,723	2,161,558
Authorized Complement				0

### Description

*Community Initiatives utilize local funding to address community-based needs through grants and sponsorships for outreach activities.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	321	15,598	15,598	149,896
Grants and Subsidies	821,279	933,774	679,728	814,285
<b>Total Expenditures</b>	<b>821,600</b>	<b>949,372</b>	<b>695,326</b>	<b>964,181</b>
Program Revenues	(29)	0	0	0
<b>Net Expenditures</b>	<b>821,571</b>	<b>949,372</b>	<b>695,326</b>	<b>964,181</b>
Authorized Complement				0

### Description

*The Center connects the community and private institutions to help persons and organizations grow successful businesses.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	213,321	199,913	195,713	213,748
Materials and Supplies	84,842	110,169	110,168	95,639
Grants and Subsidies	8,067	9,300	9,300	9,300
Total Expenditures	306,230	319,382	315,181	318,688
Net Expenditures	306,230	319,382	315,181	318,688
Authorized Complement				3

# HOUSING AND COMMUNITY DEVELOPMENT

## AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Housing</i>			
COMPREHENSIVE PLANNING ADMINISTRATOR	1		
ANALYST	1		
<b>Total Housing</b>	<b><u>2</u></b>		
<i>Renaissance Business Center</i>			
MGR ECONOMIC DEV	1		
COOR BUSINESS DEV	1		
ANALYST PERFORMANCE	<u>1</u>		
<b>Total Renaissance Business Center</b>	<b>3</b>		
 <b><u>TOTAL HOUSING AND COMMUNITY DEVELOPMENT</u></b>			<b><u>5</u></b>







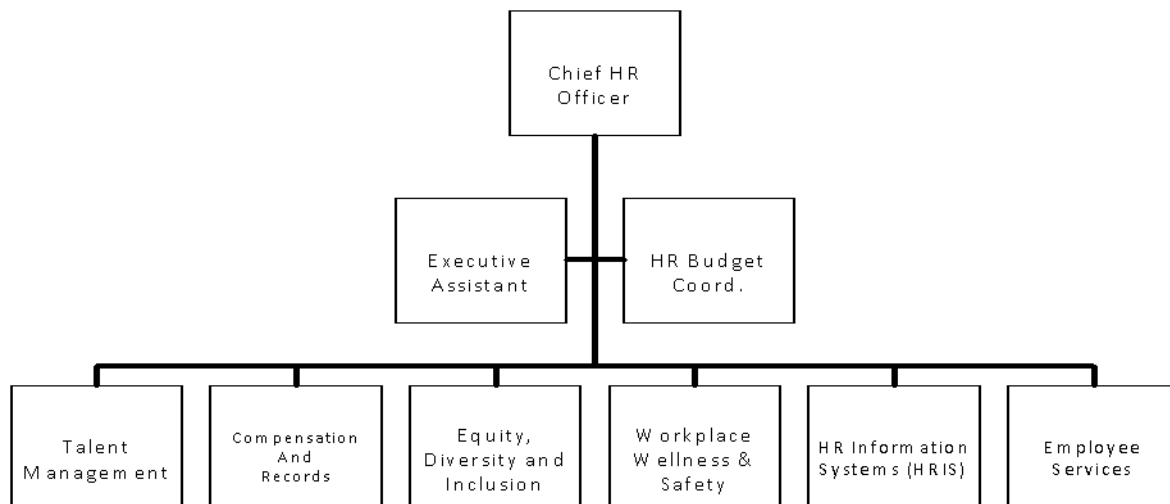
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	4,798,814	4,675,080	6,029,277	6,731,455
Materials and Supplies	931,874	2,404,576	1,606,893	965,546
Capital Outlay	0	0	0	10,000
<b>Total Expenditures</b>	<b>5,730,689</b>	<b>7,079,656</b>	<b>7,636,171</b>	<b>7,707,002</b>
Program Revenues	(97,549)	0	0	0
<b>Net Expenditures</b>	<b>5,633,139</b>	<b>7,079,656</b>	<b>7,636,171</b>	<b>7,707,002</b>
Authorized Complement				46

## Mission

The mission of the Human Resources Division is to attract, develop, equip and retain talent.

## Structure



## Services

The Human Resources Division consists of 6 strategic service areas: Talent Management, Employee Services, Wellness & Workplace Safety, Equity, Diversity & Inclusion, Compensation & Records Management, and HR Technology.

## Performance Highlights

### Talent Management

- Hiring: helped the City of Memphis hire 469 full-time and 784 part-time positions
- Public Safety Promotions: successfully completed 6 promotional testing processes for police and fire.

### Wellness & Workplace Safety

- Wellness: launched a new Wellness effort for the City of Memphis. Hosted five (5) events in FY16 and created a Wellness Wednesdays educational newsletter.
- Engagement Survey: Successfully launched city-wide employee engagement survey with 51% participation
- Workplace Safety: the annual Safety conference had five (5) guest speakers and over 70 attendees from various city divisions

### Compensation and Records Management

- Compensation Survey: Successfully completed compensation benchmarking survey to 70% of city jobs

### Employee Services

- Active Healthcare: Reduced Healthcare expenditures by approximately \$6 million from FY 2015 expenditures
- Retirement: Successfully transitioned City of Memphis 457 retirement plan from Nationwide to Mass Mutual
- HR Business Partner - Launched the HR Business Partner concept for the city and began having regular meetings with the HR liaison community.

### Equity, Diversity & Inclusion

- Labor: Successfully completed 16 negotiation agreements with only one agreement going to impasse
- EEO: Received "No Cause" EEOC rulings on all matters decided (approximately 7 cases). Trained AFSCME union leadership on FMLA / ADA. Conducted sexual harassment training courses for MPD Sergeants

## Issues & Trends

For FY17, the HR Division faces numerous challenges:

- Recruiting and retention of public safety
- Financial pressure from health care costs and pension obligations

- Low employee morale/engagement

To combat these challenges, the HR division restructured to bring an enhanced focus on building an engaged workforce for the city of Memphis. The division's FY17 strategy focuses on attracting and retaining talent, initiating culture change, containing active and retiree healthcare costs, and building a high-performing HR team. Below are more details on the HR Division's strategic plans for FY17:

### **Focus on Compensation, Talent Management and Inclusion**

- Conduct annual compensation and employee engagement benchmarking surveys
- Create a Talent Management organization that will focus on attracting, developing, and equipping the city's talent.
  - Revamp tuition reimbursement program to optimize utilization
  - Introduce new employee development programs (e.g. learning tracks)
  - Enhance the promotional testing and recruiting processes (e.g. LinkedIn)
- Establish an Equity, Diversity, & Inclusion organization to focus on community and diversity programs.

### **Build a Performance and Customer-Oriented Culture**

- Institute a true performance management process (e.g. goal setting, performance reviews).
- Incentivize amazing performance through a pay-for-performance model and other rewards programs.
- Introduce new employee development programs and customer-oriented training (e.g. learning tracks).
- Create an HRIS organization that will help streamline automated processes, reduce costs, and obsolete processes.

### **Containing Healthcare Costs**

- Launch new wellness initiatives to improve the overall health of city employees and retirees
- Improve city health engagement score by getting employees involved in a healthy-active lifestyle
- Reduce healthcare fund expenditures through wellness engagement and strategic plan design changes
- Find a viable retiree healthcare solution

### **Building a High-performing HR Team**

- Launch the HR business partner concept to the city of Memphis to provide more consistent HR support at the division-level.
- Ensure skill and career development opportunities for HR division employee (e.g. HR rotational program and peer-learning circles)
- Implement quarterly employee recognition program for outstanding results

## Key Performance Indicators

ADMINISTRATION	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Engagement in value, pride, and safety (Scale of 1 - 5)	New measure	New measure	60.3%	70%	Government
Turnover: Resignation rate of Full Time employees (%)	New measure	New measure	275	250	Government
Police: Resignation rate of commissioned personnel (%)	New measure	New measure	115	104	Government
Fire: Resignation rate of commissioned personnel (%)	New measure	New measure	45	40	Government

HEALTHCARE	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
% of participants utilizing CoM's online open enrollment tool	954	1192	672	840	Government
Active employee satisfaction with COM healthcare team services (Scale of 1 - 5)	New measure	New measure	New Metric	Tracking Metric	Government
Health care fund expenditures	New measure	New measure	\$48,379,644	\$61,541,698	Government

TALENT MANAGEMENT	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Internal rate of promotion (%)	New measure	New measure	303	333	Government
Average time to fill active open positions (days)	New measure	New measure	94.35	90.9	Government
% of employees participating in learning tracks	New measure	New measure	287/4.41%	344/5.29%	Government

COMPENSATION/RECORDS	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Average CoM salary deviation below market (%)	New measure	New measure	11.0%	8.5%	Government

EQUITY, DIVERSITY, AND INCLUSION	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Diversity and inclusion events employees participation rate	New measure	New measure	New Metric	Tracking Metric	Government
# of Non-discipline 2nd step grievances	New measure	New measure	New Metric	Tracking Metric	Government

# HUMAN RESOURCES

# DIVISION SUMMARY

WORKPLACE WELLNESS AND SAFETY	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Health engagement score	New measure	New measure	23.0%	26.5%	Government
Wellness events employee participation rate	New measure	New measure	1.4%	10.0%	Government
# of Internal TOSHA complaints violations	New measure	New measure	3	0	Government

RETIREMENT	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Time from eligible retirement notification to first pension check (days)	New measure	New measure	90	75	Government
Avg employee contribution to 457b plan (\$)	New measure	New measure	\$83,838	\$92,220	Government
OPEB fund expenditures (\$)	New measure	New measure	\$30,497,213	\$27,447,519	Government

HR INFORMATION SYSTEMS	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
# of employees who complete basic computer literacy assessment	New measure	New measure	New Metric	1628	Government

HR BUSINESS PARTNERS	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
HR Liaisons proficiency in COM and SHRM HR Policy and Concepts	New measure	New measure	New Metric	Tracking Metric	Government

\* Some figures are approximate. In these cases, the reporting for FY15 was not complete before production of the budget book.

Human Resources Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	2,321,053	2,881,887	2,385,472	2,872,569
Holiday Salary Full Time	132,982	0	133,191	0
Vacation Leave	144,438	0	104,874	0
Bonus Leave	28,117	0	40,873	0
Sick Leave	36,257	0	27,343	0
Overtime	21,307	1,500	383	6,736
Out of Rank Pay	3,410	0	3,121	4,400
Retirement Benefits	16,994	16,500	8,149	15,500
Pension	159,969	163,665	159,865	165,685
Social Security	18,522	0	39,369	0
Pension ARC Funding	177,112	206,001	206,001	240,392
Group Life Insurance	7,030	8,036	12,949	9,669
Unemployment	6,000	4,620	4,620	3,440
Medicare	40,468	43,922	38,634	44,199
Long Term Disability	7,322	8,183	7,993	8,412
EE New Premiums	1,122,399	0	1,964,915	2,080,240
Health Insurance - Basic	4,317	4,416	4,424	0
Health Insurance - Premier	278,441	280,093	283,201	330,356
Other Post Employment Benefits	0	35,684	35,684	12,101
Salaries - Part Time/Temporary	284,053	725,959	634,987	655,381
On the Job Injury	4,755	3,000	557	4,000
Book Reimbursement - Old	0	0	0	0
Tuition Reimbursement - New	229,828	490,000	150,000	490,000
Book Reimbursement - New	4,604	10,000	5,000	5,000
Payroll Reserve	10,012	0	(38,337)	0
Bonus Pay	2,716	0	27,950	0
Expense Recovery - Personnel	(263,290)	(188,426)	(191,980)	(204,523)
Benefits Adjustments	0	(19,961)	(19,961)	(12,101)
<b>Total Personnel Services</b>	<b>4,798,814</b>	<b>4,675,080</b>	<b>6,029,277</b>	<b>6,731,455</b>
<b><u>Materials and Supplies</u></b>				
City Shop Charges	3,172	107	1,872	3,744
City Shop Fuel	754	848	1,000	688
Outside Computer Services	4,834	4,833	4,834	4,834
City Computer Svc Equipment	9,301	18,000	9,959	25,000
Data/Word Process Software	8,248	8,248	8,248	0
City Telephone/Communications	20,830	19,620	17,800	27,300
Supplies - Outside	28,244	31,750	30,250	45,250
Clothing	0	0	0	1,000
Safety Equipment	0	0	0	2,500

Human Resources Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Outside Postage	954	1,000	54	500
Materials and Supplies	3,445	4,000	3,000	4,500
Miscellaneous Expense	5,485	9,300	6,500	9,300
Medical/Dental/Veterinary	57,023	255,520	255,710	130,420
Advertising/Publication	0	3,600	1,800	3,600
Seminars/Training/Education	12,650	24,000	31,686	30,900
Misc Professional Services	1,274,247	2,521,343	1,728,328	1,131,593
Rewards and Recognition	44,266	31,000	42,325	57,500
Travel Expense	14,105	15,500	6,901	22,500
Unreported Travel	(786)	0	470	0
Mileage	1,548	4,000	1,600	3,500
Insurance	1,729	6,865	6,865	9,586
Claims	0	3,000	0	3,000
Lawsuits	85	7,276	0	7,276
Dues/Memberships/Periodicals	4,886	7,500	6,500	6,290
Rent	91,591	93,414	93,414	93,414
Misc Services and Charges	7,307	7,500	6,500	7,000
VIP Gifts	44	0	0	0
Hotel	0	0	0	0
Catering	11,993	12,000	13,000	20,000
Expense Recovery - M & S	(674,080)	(685,648)	(671,723)	(685,648)
<b>Total Materials and Supplies</b>	<b>931,874</b>	<b>2,404,576</b>	<b>1,606,893</b>	<b>965,546</b>
<b>Capital Outlay</b>				
Furniture/Furnishings	0	0	0	10,000
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
<b>Total Expenditures</b>	<b>5,730,689</b>	<b>7,079,656</b>	<b>7,636,171</b>	<b>7,707,002</b>
<b>Other Revenues</b>				
Miscellaneous Income	0	0	0	0
Recovery Of Prior Year Expense	(97,549)	0	0	0
<b>Total Other Revenues</b>	<b>(97,549)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(97,549)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURES</b>	<b>5,633,139</b>	<b>7,079,656</b>	<b>7,636,171</b>	<b>7,707,002</b>

**Description**

*Spearheads strategic and tactical human capital initiatives for the City with a focus on recruiting, building and retaining an engaged workforce. Develops and administers division budget and HR team to execute on enterprise-wide HR initiatives.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	320,733	350,146	371,783	227,164
Materials and Supplies	98,084	155,937	144,153	150,727
<b>Total Expenditures</b>	<b>418,818</b>	<b>506,083</b>	<b>515,936</b>	<b>377,891</b>
Program Revenues	(71,265)	0	0	0
<b>Net Expenditures</b>	<b>347,552</b>	<b>506,083</b>	<b>515,936</b>	<b>377,891</b>
Authorized Complement				3



**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	77	0	0	0
Total Expenditures	77	0	0	0
Net Expenditures	77	0	0	0
Authorized Complement				0

**Description**

*Focuses on acquiring, developing and retaining talent across the city. Key services include Talent Acquisition, Training and Development, and Selection programs.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,101,831	1,432,309	1,466,100	2,293,673
Materials and Supplies	342,443	1,514,625	627,886	705,243
<b>Total Expenditures</b>	<b>1,444,273</b>	<b>2,946,934</b>	<b>2,093,985</b>	<b>2,998,916</b>
<b>Net Expenditures</b>	<b>1,444,273</b>	<b>2,946,934</b>	<b>2,093,985</b>	<b>2,998,916</b>
Authorized Complement				17

**Description**

*Develops and administers effective compensation strategies, programs and data management/analysis to support the City's recruiting and retention efforts.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	833,663	909,150	923,406	828,090
Materials and Supplies	11,640	21,500	19,805	23,520
<b>Total Expenditures</b>	<b>845,302</b>	<b>930,650</b>	<b>943,211</b>	<b>851,610</b>
Program Revenues	(8,278)	0	0	0
<b>Net Expenditures</b>	<b>837,024</b>	<b>930,650</b>	<b>943,211</b>	<b>851,610</b>
Authorized Complement				11

**Description**

*Fosters a diverse workforce and an inclusive work environment that ensures equal opportunity through policy development, outreach, retention, and education to best serve the City. This team also conducts investigations and administers the MOU process.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	308,928	414,026	278,840	431,398
Materials and Supplies	7,598	38,800	8,904	37,750
<b>Total Expenditures</b>	<b>316,525</b>	<b>452,826</b>	<b>287,744</b>	<b>469,148</b>
<b>Net Expenditures</b>	<b>316,525</b>	<b>452,826</b>	<b>287,744</b>	<b>469,148</b>
Authorized Complement				5

**Description**

*To foster an organizational culture which demonstrate a continuous practice of service excellence.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	696,716	1,058,471	535,507	0
Materials and Supplies	203,116	196,981	197,954	0
Total Expenditures	899,832	1,255,451	733,462	0
Net Expenditures	899,832	1,255,451	733,462	0
Authorized Complement				0

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,122,399	0	1,964,915	2,080,240
Materials and Supplies	401	0	0	0
<b>Total Expenditures</b>	<b>1,122,800</b>	<b>0</b>	<b>1,964,915</b>	<b>2,080,240</b>
<b>Net Expenditures</b>	<b>1,122,800</b>	<b>0</b>	<b>1,964,915</b>	<b>2,080,240</b>
Authorized Complement				0

**Description**

*Provides safety and health resources to employees and managers to eliminate the occurrence of occupational injuries and hazardous exposure. Responsible for developing, designing, implementing and administering OJI, drug-testing and wellness programs to promote employee health and productivity.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	414,545	510,978	488,727	456,759
Materials and Supplies	268,516	476,734	608,191	(16,493)
Capital Outlay	0	0	0	10,000
<b>Total Expenditures</b>	<b>683,061</b>	<b>987,712</b>	<b>1,096,918</b>	<b>450,265</b>
Program Revenues	(18,006)	0	0	0
<b>Net Expenditures</b>	<b>665,055</b>	<b>987,712</b>	<b>1,096,918</b>	<b>450,265</b>
Authorized Complement				5

**Description**

*HR Information Systems (HRIS) is responsible for the HR technology strategy and implementation for the City of Memphis, with a particular focus on HR ERP platform, Applicant Tracking, Performance Management, Learning Management and Time and Attendance systems. This team will also own HR analytics and reporting.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	261,779
Materials and Supplies	0	0	0	34,600
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>296,379</b>
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>296,379</b>
Authorized Complement				3



**Description**

*Provides strategy and training for HR Business Partner and Liaison teams to ensure consistent application of HR policies and practices across all city divisions. This team will also be responsible for plan design and administration of the City's healthcare benefits and retirement programs (e.g. pension/401a/457b).*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	152,353
Materials and Supplies	0	0	0	30,200
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>182,553</b>
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>182,553</b>
Authorized Complement				2

# HUMAN RESOURCES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		<u>Human Resources Information System</u>	
ASST EXECUTIVE	1	ANALYST HRIS	2
COORD BUDGET HR	1	MGR HRIS SR	<u>1</u>
CHIEF HUMAN RESOURCES OFFICER	<u>1</u>	<b>Total Human Resources Information System</b>	<b>3</b>
<b>Total Administration</b>	<b>3</b>		
<u>Talent Management</u>		<u>Human Resources Business Partner</u>	
ANALYST EMPLOYMENT SR	1	OFFICER EMPLOYEE SERVICES	1
COORD RECRUIT & SELECTION	3	GENERALIST HUMAN RESOURCES	<u>1</u>
COORD TESTING RECRUIT	3	<b>Total Human Resources Business Partner</b>	<b>2</b>
COORD TESTING RECRUIT LD	1		
COORD LEARNING	4	<u>Workplace, Wellness, Safety &amp; Compliance</u>	
COORD PERFORMANCE REVIEW	1	COORD OJI	1
OFFICER TALENT MGMT.	1	COORD SAFETY	2
SPEC CONTINGENT HIRING ADMIN	1	MGR WORKPLACE SAFETY SR	1
SPEC LEARNING	1	SPEC DRUGFREE WORKPLACE	<u>1</u>
SUPER RECRUIT & SELECTION	<u>1</u>	<b>Total Workplace, Wellness, Safety &amp; Compliance</b>	<b>5</b>
<b>Total Talent Management</b>	<b>17</b>		
<u>Compensation</u>		<b><u>TOTAL HUMAN RESOURCES</u></b>	
ANALYST COMPENSATION SR	2		<b><u>46</u></b>
ANALYST COMPENSATION A	1		
MGR COMPENSATION REC ADMIN	1		
SPEC COMPENSATION	1		
SPEC DATA MGMT	1		
SPEC DATA MGMT SR	1		
SUPER COMPENSATION	1		
SUPER DATA MGMT/RECORDS	1		
TECH DATA MGMT	1		
TECH RECORDS DATA	<u>1</u>		
<b>Total Compensation</b>	<b>11</b>		
<u>Equity, Diversity, &amp; Inclusion</u>			
COORD EEO LABOR RELATIONS	3		
MGR EQUITY, DIVERSITY & INCLUSION	1		
SPEC EEO LABOR RELATIONS	<u>1</u>		
<b>Total Labor Relations</b>	<b>5</b>		



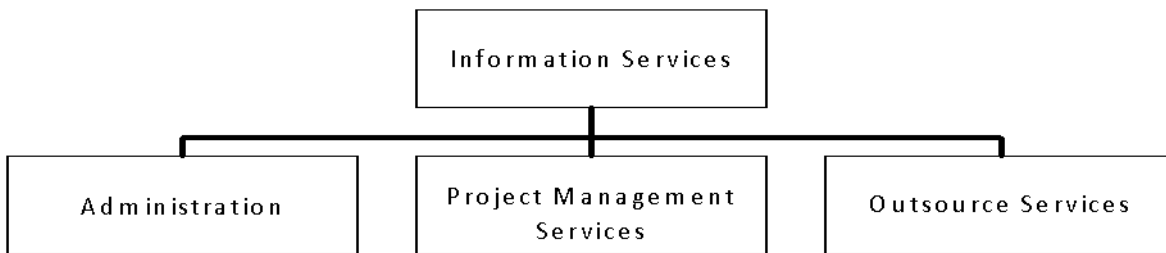
**■ Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,568,440	1,642,424	1,635,044	1,951,973
Materials and Supplies	12,905,157	16,261,404	14,608,423	19,536,958
<b>Total Expenditures</b>	<b>14,473,597</b>	<b>17,903,828</b>	<b>16,243,468</b>	<b>21,488,929</b>
Program Revenues	(134,395)	(100,000)	(80,000)	(70,000)
<b>Net Expenditures</b>	<b>14,339,202</b>	<b>17,803,828</b>	<b>16,163,468</b>	<b>21,418,929</b>
Authorized Complement				22

**Mission**

Collaborate with City Divisions in leveraging technology which provides responsive and cost effective services.

**Structure**



**Services**

The Office of Information Services provides information technology services and consulting in support of the City’s business goals. Information Services implements the City’s short and long-term information technology needs through business strategic planning, budget planning, business process, and re-engineering technology recommendations to resolve business and organizational challenges. Information Services’ technology partner, a contracted vendor, provides the daily operation and support of the City’s data processing and telecommunication services, application development and maintenance, help desk, system security and other critical projects.

## Performance Highlights

- Implemented Drain Maintenance mobile application which reduced open tickets by 30%
- Implemented NeoGov for Human Resources division
- Completed network upgrade at 61 facilities

## Key Performance Indicators

ADMINISTRATION	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Process accurate invoices for payments within 30 days of receipt**	97.01%	98%	96%	85%	Government
Adhere to Contract Compliance Minority Women Business Enterprise (MWBE) goal for information technology spend	54.36%	40%	57%	40%	Government
Uptime for GIS system	99.81%	95%	100%	95%	Government
GIS Applications Availability	99.81%	95%	100%	95%	Government
Address application maintenance - severity 1 problems within 5 calendar days	100%	100%	100%	100%	Government
Address telephone system outage severity 1 problems within 3 calendar days	100%	100%	100%	100%	Government
Enterprise Oracle E-Business Suite Availability	99.96%	99%	100%	99%	Government
Critical Applications Availability	99.87%	99%	100%	99%	Government
Internet Circuit Availability	100%	99%	100%	99%	Government

\* "FY16 Actual" describes performance as of April 30, 2016, the most recent available figures at time of publication.

\*\*Excludes SAIC receipts

**Information Services Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
<b><u>Personnel Services</u></b>				
Full-Time Salaries	1,110,171	1,333,134	1,232,895	1,353,303
Holiday Salary Full Time	48,005	0	30,952	0
Vacation Leave	62,269	0	35,406	0
Bonus Leave	14,982	0	6,702	0
Sick Leave	16,635	0	27,086	0
Retirement Benefits	38,757	0	0	0
Pension	74,888	79,988	79,988	81,198
Pension ARC Funding	68,430	79,592	79,592	92,879
Group Life Insurance	2,172	2,848	2,366	2,889
Unemployment	2,400	1,870	1,870	1,360
Medicare	17,727	21,330	18,012	21,653
Long Term Disability	3,444	3,999	3,477	4,060
Health Insurance - Premier	105,227	112,375	112,375	112,376
Other Post Employment Benefits	0	14,444	14,444	4,784
Salaries - Part Time/Temporary	0	0	1,716	282,256
On the Job Injury	0	0	4,232	0
Payroll Reserve	3,332	0	(16,069)	0
Benefits Adjustments	0	(7,156)	0	(4,784)
<b>Total Personnel Services</b>	<b>1,568,440</b>	<b>1,642,424</b>	<b>1,635,044</b>	<b>1,951,973</b>
<b><u>Materials and Supplies</u></b>				
City Shop Charges	5,761	9,384	3,010	9,384
City Shop Fuel	428	588	588	477
City Computer Svc Equipment	28,765	1,137,000	1,027,028	1,900,000
Data/Word Process Software	63,263	1,027,947	235,176	860,852
Supplies - Outside	14,039	16,000	16,000	16,000
Outside Postage	132	500	269	500
Materials and Supplies	0	0	46	0
Advertising/Publication	350	0	0	0
Outside Phone/Communications	2,491,112	2,375,131	2,446,139	2,375,131
Janitorial Services	11,878	0	0	0
Seminars/Training/Education	9,996	20,000	19,830	86,000
Misc Professional Services	12,532,519	14,308,202	13,329,204	15,207,827
Travel Expense	4,990	5,000	5,056	7,500
Utilities	28,793	0	38	0
Insurance	1,104	13,316	13,316	35,854
Dues/Memberships/Periodicals	540	1,000	270	1,000
Rent	224,514	0	258,922	326,431
Misc Services and Charges	38,365	20,000	20,000	10,000
Expense Recovery - Telephones	(865,581)	(682,664)	(776,468)	(700,000)

**Information Services Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Expense Recovery - M & S	(1,685,810)	(1,990,000)	(1,990,000)	(600,000)
<b>Total Materials and Supplies</b>	<b>12,905,157</b>	<b>16,261,404</b>	<b>14,608,423</b>	<b>19,536,956</b>
<b>Total I Expenditures</b>	<b>14,473,597</b>	<b>17,903,828</b>	<b>16,243,468</b>	<b>21,488,929</b>
<b><u>Intergovernmental Revenues</u></b>				
MHA	(3,600)	(21,600)	(21,600)	0
<b>Total Intergovernmental Revenues</b>	<b>(3,600)</b>	<b>(21,600)</b>	<b>(21,600)</b>	<b>0</b>
<b><u>Other Revenues</u></b>				
Local Shared Revenue	(130,795)	(78,400)	(58,400)	(70,000)
<b>Total Other Revenues</b>	<b>(130,795)</b>	<b>(78,400)</b>	<b>(58,400)</b>	<b>(70,000)</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(134,395)</b>	<b>(100,000)</b>	<b>(80,000)</b>	<b>(70,000)</b>
<b>NET EXPENDITURES</b>	<b>14,339,202</b>	<b>17,803,828</b>	<b>16,163,468</b>	<b>21,418,929</b>

**Description**

*Effectively manages City's contracts with third party organizations and supports City division's information technology funding needs by providing capital budget planning and procurement assistance.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,568,440	1,642,424	1,635,044	1,951,973
Materials and Supplies	12,905,157	16,261,404	14,608,423	19,536,956
<b>Total Expenditures</b>	<b>14,473,597</b>	<b>17,903,828</b>	<b>16,243,468</b>	<b>21,488,929</b>
Program Revenues	(134,395)	(100,000)	(80,000)	(70,000)
<b>Net Expenditures</b>	<b>14,339,202</b>	<b>17,803,828</b>	<b>16,163,468</b>	<b>21,418,929</b>
Authorized Complement				22

**INFORMATION SERVICES**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Administration</i>			
ANALYST PROCUREMENT IT	2		
ANALYST PROCUREMENT	2		
ANALYST INFORMATION SECURITY	2		
ANALYST TELECOMMUNICATIONS SR	1		
ANALYST TELECOMMUNICATIONS	1		
ASST EXECUTIVE	1		
COORD GIS TECHNICAL	1		
COORD INFORMATION TECH	1		
COORD PERFORMANCE DATA	1		
COORD TECHNOLOGY SVCS	1		
MGR BUDGET CONTRACT	1		
MGR GIS PROGRAM	1		
OFFICER CHIEF INFO	1		
OFFICER CHIEF INFO DEPUTY	1		
OFFICER INFO SECURITY	1		
OFFICER INFORMATION TECH	3		
SPEC COMPLIANCE IT	1		
<b>Total Information Services</b>	<b>22</b>		
<b><u>TOTAL INFORMATION SERVICES</u></b>	<b><u>22</u></b>		





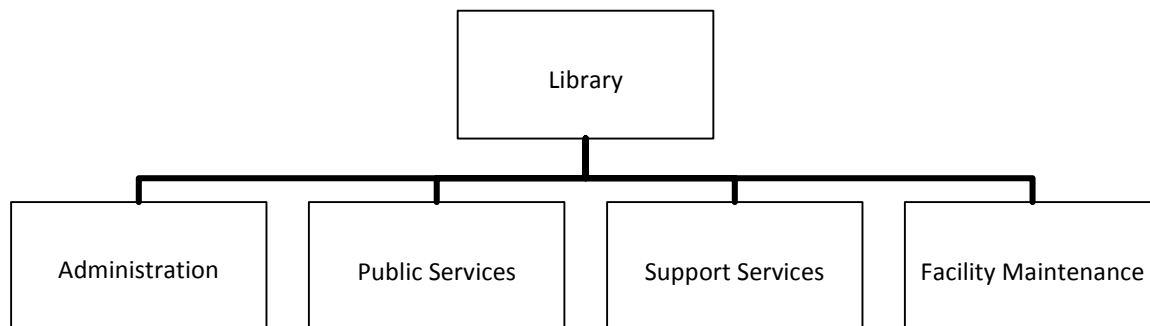
**■ Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	14,214,713
Materials and Supplies	0	0	0	5,142,909
Service Charges	0	0	0	12,500
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,370,122</b>
Program Revenues	0	0	0	(1,851,000)
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,519,122</b>
Authorized Complement				280

**Mission**

We satisfy the customerís need to know.

**Structure**



**Services**

The Division of Library system provides general administrative support for all Library agencies including regional branch management, adult, teen, and children services coordination. Services include computer training and services, story time programs, summer reading and STREAM programs and meeting places for the citizens of Memphis and Shelby County.

**Budget Highlights**

- The Library was awarded grant funds from the State of Tennessee (LSTA Technology Grant) for programming and training children, teens and adults/seniors to expand their access to information and life-long learning.

## Performance Highlights

- Opened CLOUD901 the state-of-the-art social, creative, production, research and performance technology lab where teens ages 13-18 can develop 21st century skills including innovation, collaboration, critical thinking and problem solving.
- The Library had approximately 2.3 million customers access library services in person or remotely.
- The Library's LINC/2-1-1 department connected 52,000 citizens with information and services about the city and county.
- Attendance for the 350+ early childhood programs the Library conducted was over 9,200. Of those 350+ programs, over 100 of these events occurred outside the library at various day care and Head Start facilities reaching over 2,000 children.
- Presented Bookstock, an annual celebration of local authors, that showcases 40 local authors. Almost 5,000 customers of all ages attended Bookstock 2016.
- Partnered with Dixon Gallery & Gardens to host free Colorcopia art classes to seniors at Central and almost all branches.
- Offered Gadget Labs to provide citizens that opportunity to get hands-on experience with a variety of technological devices.
- Provided Family Tunes and Tales, free Memphis Symphony Orchestra programs for children.
- Hosted five naturalization ceremonies at the Benjamin L. Hooks Central Library, where over 650 candidates became U.S. citizens and over 1,500 people attended the ceremonies.
- Programs at the Library that support job searching career development and entrepreneurship reached nearly 5,300 citizens partially due to the JobLINC bus and JobLINC Career Fair.
- Hosted the annual Teen Tech Camp, a week-long summer camp offered by the library.
- Expanded iPads for seniors programs and Techy Seniors community outreach to several branches. This program exposes seniors to current tablet technology.
- Provided programs for school aged children and teens on Science, Technology, Engineering, Arts, and Math (STEAM).
- Began offering Lynda.com online learning videos to library card holders.
- Branches offered 112 ESL programming events with over 800 in attendance.
- Several branches offered 17 International Story Times programs honoring different countries with over 830 in attendance.
- Launched the Community Art Academy in collaboration with the University of Memphis, a free six week visual art program taught by pre-service art teachers for children ages 9-12 that culminates with an exhibition and reception for families.
- In partnership with Baptist Memorial Healthcare, started the monthly Healthy Living Support Group.

- Partnered with FAFSA Memphis to provide assistance to students with completing FAFSA forms.
- Together with the Levitt Shell, provided 5 standing room only Jazz concerts at Central Library.
- Offered Free Eye Care for Senior's program through partnership with Southern College of Optometry.
- Collaborated with AARP Foundation and FTP (United Way) to provide free tax preparation services to seniors and low income citizens yielding \$2 million in Earned Income Tax Credits/Refunds to Memphis.
- Provided Hattiloo at the Library (HAL), a traveling theatre performance program celebrating Shell Silverstein for children and families in collaboration with Hattiloo Theater.

## Issues & Trends

The Library system offers 3,000 programs annually focusing on workforce development, STEAM (Science, Technology, Engineering, Arts, Mathematics), economic development, job/career, and grade-level reading through the summer with Explore Memphis. The Library ensures that all residents have access to technology to build 21st century skills, increase knowledge in human capital development, and provides a range of literacy education in finance, music and personal finance.

## Key Performance Indicators

LIBRARY SERVICES	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
# of customers who access library services in person and remotely	2,775,829	New collection method	2,390,998	2,869,198	Neighborhoods
# of customers who use LINC/2-1-1 to connect with information and services	60,052	Tracking	51,464	61,854	Government
# of customers who attend programs that support job searching, career development, and entrepreneurship	7,774	New metric	5,252	7,774	Economy
# of customers who attend other types of cultural and life-long learning programs	29,540	New metric	32,316	38,779	Neighborhoods
# of community outreach events that support literacy, educational growth, and job/career/business development	376	New metric	302	376	Economy
# of youth participating in programs that support literacy skill development	15,072	New metric	13,927	16,712	Youth
# of youth participating in programs that support STEAM skill development	2,237	New metric	3,557	4,268	Youth
# of youth participating in the summer Explore Memphis Program	8,094	8,336	8,462	8,462	Youth

\* "FY16 Actual" describes performance as of April 30, 2016, the most recent available figures at time of publication.

## Library Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	0	0	0	9,836,483
Retirement Benefits	0	0	0	150,000
Pension	0	0	0	518,642
Pension ARC Funding	0	0	0	2,251,619
Group Life Insurance	0	0	0	16,206
Unemployment	0	0	0	20,080
Medicare	0	0	0	131,322
Long Term Disability	0	0	0	25,932
Health Insurance - Basic	0	0	0	132,601
Health Insurance - Premier	0	0	0	1,206,828
Other Post Employment Benefits	0	0	0	70,634
Salaries - Part Time/Temporary	0	0	0	400,000
Attrition	0	0	0	(475,000)
Benefits Adjustments	0	0	0	(70,634)
<b>Total Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,214,713</b>
<b><u>Materials and Supplies</u></b>				
City Shop Charges	0	0	0	28,276
City Shop Fuel	0	0	0	22,117
City Computer Svc Equipment	0	0	0	4,900
City Telephone/Communications	0	0	0	15,000
Printing - Outside	0	0	0	2,270
Supplies - Outside	0	0	0	164,346
Household Supplies	0	0	0	49,000
Outside Postage	0	0	0	15,000
Library Books	0	0	0	1,289,290
Outside Equipment Repair/ Maintenance	0	0	0	47,828
Facilities Structure Repair - Outside	0	0	0	242,043
Janitorial Services	0	0	0	700,010
Security	0	0	0	902,371
Seminars/Training/Education	0	0	0	2,500
Misc Professional Services	0	0	0	95,263
Travel Expense	0	0	0	2,500
Mileage	0	0	0	12,000
Utilities	0	0	0	1,305,792
Tower Lease Expense - Library	0	0	0	46,208
WYPL Arkansas Tower Expense - Library	0	0	0	30,000
Insurance	0	0	0	139,195

## Library Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Claims	0	0	0	0
Dues/Memberships/Periodicals	0	0	0	14,500
Misc Services and Charges	0	0	0	12,500
<b>Total Materials and Supplies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,142,909</b>
<b><u>Service Charges</u></b>				
Credit Card Fees - Expense	0	0	0	12,500
<b>Total Service Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,500</b>
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,370,122</b>
<b><u>Fines and Forfeitures</u></b>				
Library Fines & Fees	0	0	0	(425,000)
<b>Total Fines and Forfeitures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(425,000)</b>
<b><u>Other Revenues</u></b>				
Local Shared Revenue	0	0	0	(375,000)
City of Bartlett	0	0	0	(1,034,000)
Grant Revenue - Library	0	0	0	(17,000)
<b>Total Other Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,426,000)</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,851,000)</b>
<b>NET EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,519,122</b>

### Description

The library system provides general administrative support for all library agencies including regional branch management, adult services coordination and youth services coordination. Services include computer training and services, story time programs, summer reading programs and meeting places for the citizens of Memphis and Shelby County.

### Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	0	0	14,214,713	14,214,713
Materials and Supplies	0	0	5,142,909	5,142,909
Service Charges	0	0	12,500	12,500
Total Expenditures	0	0	19,370,122	19,370,122
Program Revenues	0	0	(1,851,000)	(1,851,000)
Net Expenditures	0	0	17,519,122	17,519,122
Authorized Complement				280

# LIBRARY

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Libraries</u>		MGR DELIVERY & DIST	1
ADMR LIBRARY SUPPORT SVCS	1	MGR DIGITAL PROJECTS	1
ARTIST LIBRARY GRAPHICS	1	MGR FACILITIES	1
ASST. EVENT SCHEDULING	1	MGR FINANCE LIBRARY	1
ASST. EXECUTIVE	1	MGR IT SUPPORT	1
ASST LIBRARY CATALOGUING	2	MGR LIBRARY AGENCY I	6
ASST LIBRARY CUSTOMER SVC	53	MGR LIBRARY AGENCY II	3
ASST LIBRARY IR	5	MGR LIBRARY AGENCY III	6
ASST STAFF LIBRARY	2	MGR LIBRARY AGENCY IV	7
CLERK ACCOUNTING A LIBRARY	1	MGR LIBRARY MATERIAL SVC	1
CLERK ACQUISITION SR	3	MGR PUBLIC SVCS CENTRAL	1
CLERK DELIVERY & DIST	16	MGR REGIONAL LIBRARY	2
CLERK ITEM CONTROL	3	MGR STAFF DEVELOPMENT	1
CLERK ITEM CONTROL SR	1	MGR VIRTUAL DIGITAL BRANCH	1
CLERK LIBRARY DELIVERY	5	PROCESSOR LIBRARY MATERIAL	4
CLERK LIBRARY DEPT	2	PRODUCER EDITING GRAPHICS	2
CLERK SERIALS SR	1	REP CIRCULATION	36
CLERK SORTING ROOM	1	REP CIRCULATION SR	10
CLERK STANDING ORDER	1	SPEC HRIS	2
COORD BROADCAST ENG	1	SPEC LEARNING SUPPORT	1
COORD BROADCAST PROGRAM	1	SUPER CIRC ILL II	2
COORD HR LIBRARY	1	SUPER CIRCULATION I	5
COORD INTEGRATED LIBRARY SYS	1	SUPER CIRCULATION II	7
COORD LIBRARY ADULT SVCS	1	SUPER PAGE OPERATIONS	2
COORD LIBRARY TEEN SVC	1	SUPER PUBLIC RELATIONS	1
COORD LIBRARY WEBSITE	1	SUPER PUBLIC SVCS	6
COORD LIBRARY YOUTH SVCS	1	TECH BROADCAST PRODUCTION	2
COORD VOLUNTEER	1	TECH COPIER	1
DIRECTOR STRATEGIC	1	TECH LIBRARY	1
PARTNERSHIPS ASST		TECH LIBRARY BUILDING MNT	3
DIRECTOR LIBRARY	1	<b>Total Library Services</b>	<b><u>280</u></b>
DIRECTOR LIBRARY DEPUTY	1		
HELPER BUILDING MNT	1		
KEEPER LIBRARY STOREROOM	1		
LIBRARIAN	29		
LIBRARIAN COLLECTION DEV	2		
LIBRARIAN CUSTOMER SVC	12		
MGR ACQUISITIONS	1		
MGR BROADCAST	1		
MGR CATALOGUING	1		
MGR CIRC SVCS	1		
MGR COLLECTION DEV	1		





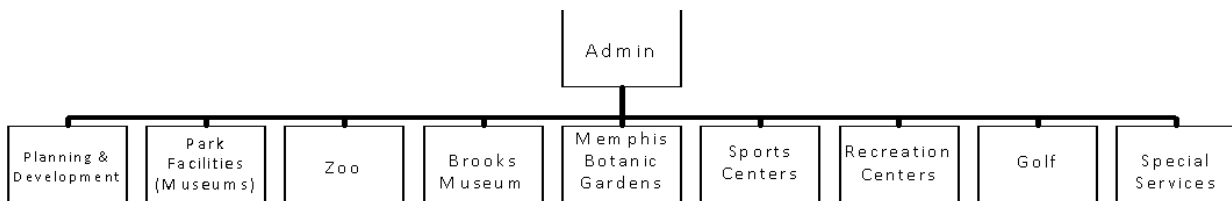
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	28,780,002	30,750,574	28,959,753	13,233,385
Materials and Supplies	19,950,480	19,421,871	20,174,313	14,410,044
Capital Outlay	6,093	0	9,119	0
Grants and Subsidies	725,668	819,218	829,218	250,000
Inventory	306,033	342,839	286,333	285,687
Service Charges	46,320	29,828	84,559	40,700
Transfers Out	357,468	359,343	359,343	359,343
<b>Total Expenditures</b>	<b>50,172,064</b>	<b>51,723,673</b>	<b>50,702,637</b>	<b>28,579,159</b>
Program Revenues	(8,720,994)	(8,708,022)	(8,975,908)	(7,031,752)
<b>Net Expenditures</b>	<b>41,451,070</b>	<b>43,015,650</b>	<b>41,726,729</b>	<b>21,547,407</b>
Authorized Complement				162

## Mission

To initiate strategically sound, positive programming and policies that will meet and exceed citizen expectations To improve the overall quality of services delivered to our citizens. To promote a healthy community and youth character development by providing diverse leisure activities and protecting community resources.

## Structure



## Services

The Division of Parks and Neighborhoods supports an active civic culture reflective of the diversity of the community’s voices. The Division provides an array of services that range from culture and leisure, management and maintenance for museums, entertainment venues, green spaces, recreation and sports facilities, re-entry opportunities for individuals with single felony convictions.

## Performance Highlights

- Provided 447,139 learning experiences to visitors of the Pink Palace Family of Museums (Note: number is through end of May 2016).
- Provided 64,130 Title One school students with free educational programs at the Pink Palace Family of Museums (Note: number is through end of May 2016).
- Completed two Capital Improvement Projects: restoration and repair of all 91 windows at the historic 1852 Mallory-Neely House; and installation of a full-dome video projection system and other improvements at the AutoZone Dome at the Sharpe Planetarium.
- Continue to increase access and participation of youth golfers through complimentary greens fee program for youth 17 years and under
- Grow participation of women in golf through Memphis Women Golfers meeting once monthly at various City Courses with emphasis on networking and the social side of golf
- Completion of cart path renovation project at the Links at Fox Meadows
- Continue to improve golf course conditions through consistent agronomic plans
- Continue to increase activity at the Links at Riverside through FootGolf
- Partner with Shelby County Schools Athletics to grow participation in high school golf
- Completion of improvements at Denver Park
- Completion of design/bidding for median improvements on East Parkway in partnership with Christian Brothers University.
- Completion of park maintenance/repair work at 20 neighborhood parks
- Completed construction documents and bid Phase 9 of the Wolf River Greenway between Highland and James Rd., in partnership with the Wolf River Conservancy
- Completed construction documents for Phase 11 of the Wolf River Greenway at Kennedy Park, in partnership with the Wolf River Conservancy
- Substantially complete on design for Mud Island dog park
- Continued development of plans for Phases 5A and 5B of the Wolf River Greenway
- Coordinated with RDC and Engineering Division on completion of construction plans for Cobblestone Landing
- Design work underway for Morris Park
- Provided free space for many Divisions and programs of the City of Memphis including, Youth Services, Memphis Police Department, Memphis Fire Department, Public Works and Workforce Investment

- Provided free space for many Divisions and programs of the Shelby County Government including, Shelby County Election Commission, Shelby County Health Department, Shelby County Trustees Office, and Shelby County Schools
- Maintained another high level of Summer Camp enrollment by enrolling approximately 6,550 campers for the second consecutive year at 25 locations
- Daniel Law Firm, Central Defense Security, Cruz Family Foundation, Memphis Grizzlies along with many other organizations and individuals contributed funds to support summer camp sponsorships
- Partnered with Literacy Mid-South to implement a literacy pilot program that focused on those campers ages 6-8 during the summer months at seven (7) of our Summer Camp locations, one per City Council District.
- Partnered with Memphis Grizzlies and Tennessee Titans to sponsor a statewide lead football clinic in the Binghampton Community at Lester Community Center
- Partnered with Alpha Kappa Alpha Sorority, Incorporated (AKA's) to revitalize the Riverview Community Center Park during their national park renovation initiative titled 1908 Playground Impact Day
- Partnered with the Division of Public Works and Memphis City Beautiful to begin the Adopt-A-Park initiative at five (6) Senior Centers
- Senior Olympics included 327 senior participants
- Partnered in our first ever public/private partnership with Knowledge Quest, a 501(c)(3) organization, to support youth programming and participation at the Gaston Recreation Services Site
- Participated in World's Largest Swim Lesson (WLSL) for 5<sup>th</sup> year, (second time held at two sites)
- Provided City Access Card Registration (Pool Card) at fourteen (14) locations with a newly designed card with barcode/scanning capability to capture data
- Provided Memphis Summer Food Service Program, via Cigna sponsorship in fourth consecutive year, providing USDA sponsored meals to youth at 21 City Parks
- Held City's second "Skate Challenge" event in City's Skate Park
- Summer Camp Track & Field event had largest participation level of 330 youth
- Continued to serve as emergency sheltering operations for City (including warming/cooling centers) and identified Bickford Recreation Services site as the primary sheltering site

## Issues & Trends

The Division of Parks and Neighborhoods continues to focus on meeting citizen's expectations for service delivery, quality customer service, diverse programming and well maintained facilities. Additionally, the Division continues to address issues crucial to the City's focus on public safety and economic development opportunities.

# Key Performance Indicators

PARK FACILITIES	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Ticketed museum experiences (#)	461,140	453,440	350,086	446,664	Neighborhoods
Youth who visit the museum through ticketed school groups (#)	156,659	New measure	131,702	150,000	Youth
Customer satisfaction for Planetarium, Guest Services, and Nature Center (Scale of 0-5)	4.93	4.9	4.91	4.91	Neighborhoods
Customer satisfaction of teachers (Scale of 0-5)	4.84	4.86	4.85	4.85	Youth

ZOO	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Maintain accreditation from the American Zoo Association	Accredited	Accreditation	Accredited	Accreditation	Government
Visitors - total (#)	1,071,147	990,200	828,849	1,030,300	Neighborhoods
Visitors - complimentary (#)	160,071	130,500	92,135	131,300	Neighborhoods
Visitors - school groups	80,413	86,200	41,329	79,700	Neighborhoods

BROOKS MUSEUM	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Total visits (#)	78,480	80,000	63,000	85,000	Neighborhoods
Ticketed visits (#)	17,130	20,000	18,850	25,000	Neighborhoods
Complimentary visits (#)	47,890	46,500	34,250	46,000	Neighborhoods
Youth who visit the museum as part of complementary school groups (#)	13,460	13,500	10,200	14,000	Youth

RECREATION	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Community center attendance (#)	1,843,286	1,861,719	1,318,919	1,917,570	Neighborhoods
Swim lessons provided (#)	702	772	N/A	700	Youth
Youth participation in summer camp (#)	2,695	2,700	2,653	2,700	Youth
Youth participation in athletics (#)	38,943	40,111	29,100	41,286	Youth
Skinner Center attendance (#)	41,768	41,977	36,323	42,606	Neighborhoods
Senior center attendance (#)	173,406	178,608	136,341	183,966	Neighborhoods

GOLF	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Starts by Memphians (#)	122,757	136,767	124,862 @ 5/30; 141,599 forecast	152,000	Neighborhoods
Complimentary starts (#)	New measure	New measure	1,976 @5/30 2,345 Forecast	3,000	Neighborhoods

Parks & Neighborhoods Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	14,856,026	19,378,342	15,579,312	6,932,835
Holiday Salary Full Time	876,025	0	463,426	0
Vacation Leave	1,059,254	0	572,828	0
Bonus Leave	146,275	0	72,827	0
Sick Leave	654,427	0	281,664	0
Overtime	181,675	129,710	129,818	3,710
Out of Rank Pay	26,935	24,800	34,212	15,800
Hazardous Duty Pay	58,074	153,500	153,500	0
Longevity Pay	2,151	0	1,938	0
Shift Differential	7,982	1,700	3,112	1,700
Retirement Benefits	292,520	243,149	220,584	83,149
Pension	832,978	1,005,387	992,507	297,565
Supplemental Pension	21,975	21,942	24,018	25,197
Social Security	319,783	68,897	322,636	66,725
Pension ARC Funding	1,928,157	2,395,476	2,395,476	906,932
Group Life Insurance	34,095	41,218	32,753	17,277
Unemployment	62,700	52,250	52,250	11,920
Medicare	293,967	452,338	328,023	156,554
Long Term Disability	54,926	54,371	50,814	18,792
Health Insurance - Basic	245,485	247,229	238,593	83,722
Health Insurance - Premier	2,425,737	2,508,366	2,282,085	873,041
Other Post Employment Benefits	0	403,570	398,470	41,930
Salaries - Part Time/Temporary	4,260,224	4,518,162	4,743,400	3,914,650
On the Job Injury	149,222	96,000	99,934	13,000
Payroll Reserve	104,410	0	(343,618)	0
Attrition	0	(578,065)	0	(132,873)
Bonus Pay	0	0	500	0
Expense Recovery - Personnel	(115,000)	(171,310)	(171,310)	(56,310)
Benefits Adjustments	0	(296,457)	0	(41,931)
<b>Total Personnel Services</b>	<b>28,780,002</b>	<b>30,750,574</b>	<b>28,959,753</b>	<b>13,233,385</b>
<b><u>Materials and Supplies</u></b>				
City Storeroom Supplies	1,060	0	357	0
Facility Repair & Carpentry	41,333	40,000	61,547	40,000
City Shop Charges	188,873	143,848	133,748	149,504
City Shop Fuel	265,751	308,518	262,696	180,461
City Computer Svc Equipment	12,713	28,855	26,792	12,455
Data/Word Process Software	96,669	97,244	96,669	0
City Telephone/Communications	50,863	66,469	55,718	41,669
Printing - Outside	25,482	49,520	40,920	33,750

**Parks & Neighborhoods Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Supplies - Outside	259,338	251,941	246,606	69,357
Food Expense	100,990	85,000	83,000	85,000
Hand Tools	0	400	400	0
Clothing	29,629	41,900	41,868	14,700
Household Supplies	167,837	245,600	221,796	186,600
Safety Equipment	0	2,000	2,262	0
Drafting/Photo Supplies	4,950	5,500	5,500	5,500
Medical Supplies	178,645	132,000	132,000	0
Athletic/Recreational Supplies	26,660	66,400	64,511	66,400
Outside Postage	19,106	18,550	18,464	2,300
Lumber & Wood Products	1,644	6,500	5,500	6,500
Paints Oils & Glass	190	2,000	2,000	2,000
Lime Cement & Gravel	1,144	0	0	0
Chemicals	190,889	179,000	167,900	172,291
Materials and Supplies	307,041	268,204	266,560	177,131
Miscellaneous Expense	29,104	6,900	13,885	26,978
Library Books	1,270,543	1,289,290	1,289,290	0
Library Microforms	849	0	0	0
Operation Police Mounted	0	0	51	0
Outside Equipment Repair/ Maintenance	439,401	295,874	312,332	279,874
Facilities Structure Repair - Outside	58,364	193,047	242,043	0
Medical/Dental/Veterinary	48,201	40,000	40,000	0
Advertising/Publication	10,510	13,560	5,560	0
Outside Phone/Communications	0	2,000	0	0
Janitorial Services	574,709	758,010	758,010	0
Security	1,111,398	1,257,006	1,230,541	378,491
Seminars/Training/Education	12,751	26,500	26,500	3,000
Misc Professional Services	4,483,134	2,882,970	4,585,468	3,579,748
Staff Development	0	2,000	2,000	0
Travel Expense	10,337	28,800	22,175	15,500
Unreported Travel	1,732	0	527	0
Mileage	10,387	30,500	19,999	11,800
Utilities	5,275,205	5,488,513	4,638,417	4,047,721
Sewer Fees	1,377,333	1,745,240	1,540,000	1,400,000
Tower Lease Expense - Library	33,905	36,700	36,700	0
WYPL Arkansas Tower Expense - Library	29,815	30,000	30,000	0
Total Quality Management	32	0	0	0
Insurance	964,231	917,265	917,265	855,400
Claims	1,247	30,000	30,000	30,000
Lawsuits	25,000	118,453	118,453	118,455

**Parks & Neighborhoods Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Dues/Memberships/Periodicals	24,223	33,653	32,747	17,403
Rent	63,173	38,850	61,557	38,850
Misc Services and Charges	1,320,695	1,267,369	1,680,409	1,289,940
Minor Equipment	13,012	8,250	5,725	13,000
Equipment Rental	965,322	1,001,671	757,845	1,058,266
Expense Recovery - M & S	(174,938)	(160,000)	(160,000)	0
<b>Total Materials and Supplies</b>	<b>19,950,480</b>	<b>19,421,871</b>	<b>20,174,313</b>	<b>14,410,044</b>
<b><u>Capital Outlay</u></b>				
Equipment	6,093	0	9,119	0
<b>Total Capital Outlay</b>	<b>6,093</b>	<b>0</b>	<b>9,119</b>	<b>0</b>
<b><u>Grants and Subsidies</u></b>				
MIFA General Assistance	669,218	669,218	669,218	0
Community Initiatives Grants for Non-Profits	56,450	150,000	150,000	0
Death Benefits	0	0	10,000	0
Botanic Gardens Foundation	0	0	0	250,000
<b>Total Grants and Subsidies</b>	<b>725,668</b>	<b>819,218</b>	<b>829,218</b>	<b>250,000</b>
<b><u>Inventory</u></b>				
Inventory Purchases	97,032	75,802	65,588	71,820
Food Inventory	209,001	267,037	220,744	213,867
<b>Total Inventory</b>	<b>306,033</b>	<b>342,839</b>	<b>286,333</b>	<b>285,687</b>
<b><u>Service Charges</u></b>				
Credit Card Fees - Expense	46,320	29,828	84,559	40,700
<b>Total Service Charges</b>	<b>46,320</b>	<b>29,828</b>	<b>84,559</b>	<b>40,700</b>
<b><u>Transfers Out</u></b>				
Oper Tfr Out - Debt Service Fund	357,468	359,343	359,343	359,343
<b>Total Transfers Out</b>	<b>357,468</b>	<b>359,343</b>	<b>359,343</b>	<b>359,343</b>
<b>Total Expenditures</b>	<b>50,172,064</b>	<b>51,723,673</b>	<b>50,702,637</b>	<b>28,579,159</b>
<b><u>Local Taxes</u></b>				
Hotel/Motel Taxes	(2,487)	0	0	0
<b>Total Local Taxes</b>	<b>(2,487)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Parks & Neighborhoods Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Licenses and Permits</u></b>				
Dog License	(267,639)	(274,965)	(142,292)	0
County Dog License Fee	(26,256)	(83,568)	(59,178)	0
<b>Total Licenses and Permits</b>	<b>(293,894)</b>	<b>(358,533)</b>	<b>(201,470)</b>	<b>0</b>
<b><u>Fines and Forfeitures</u></b>				
Library Fines & Fees	(386,224)	(500,000)	(425,000)	0
<b>Total Fines and Forfeitures</b>	<b>(386,224)</b>	<b>(500,000)</b>	<b>(425,000)</b>	<b>0</b>
<b><u>Charges for Services</u></b>				
Admissions - Museum Workshops	(2,177)	0	0	0
Admissions - General	(167,005)	0	0	0
Museum Planetarium Fee	6,523	0	0	0
Parking	(540,021)	(543,000)	(513,861)	(743,000)
Senior Citizen's Meals	(82,039)	(82,000)	(82,000)	(82,000)
Concessions	(985,505)	(1,025,372)	(1,770,795)	(1,500,382)
Golf Car Fees	(966,916)	(1,072,659)	(1,069,392)	(1,057,500)
Pro Shop Sales	(76,461)	(178,361)	(115,126)	(135,500)
Green Fees	(1,353,235)	(1,670,314)	(1,474,776)	(1,565,100)
Softball	(72,412)	(91,000)	(72,412)	(91,000)
Basketball	(16,212)	(17,500)	(16,060)	(17,500)
Football	(528)	(1,000)	(1,250)	(1,000)
Ball field Permit	(19,226)	(18,000)	(18,000)	(18,000)
Class Fees	(62,120)	(55,750)	(56,696)	(55,750)
Yearly Tennis	0	0	0	0
Day Camp Fees	(304,354)	(320,220)	(304,405)	(320,220)
Food Service Revenue	850	0	0	0
After School Camp	(1,000)	(3,000)	(2,160)	(3,000)
Rental Fees	(941,324)	(614,000)	(708,501)	(894,000)
Shelter Fees	(197,470)	(181,239)	(108,153)	0
Animal Vaccination	(35,460)	(22,943)	(17,164)	0
Outside Revenue	0	(78,500)	(2,500)	(78,500)
<b>Total Charges for Services</b>	<b>(5,816,090)</b>	<b>(5,974,858)</b>	<b>(6,333,249)</b>	<b>(6,562,452)</b>
<b><u>Other Revenues</u></b>				
Local Shared Revenue	(573,122)	(687,800)	(497,761)	(114,800)
City of Bartlett	(1,002,597)	(1,034,000)	(1,034,000)	0
Miscellaneous Income	(525,911)	(71,831)	(388,515)	(289,500)
Cash Overage/Shortage	(1,939)	0	(1,787)	0
Donated Revenue	(1,711)	0	(1,952)	0
Coca - Cola Sponsorship	(77,580)	(65,000)	(70,000)	(65,000)



**Parks & Neighborhoods Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Grant Revenue - Library	(40,074)	(16,000)	(22,000)	0
Brigham Young	(5,445)	0	0	0
Misc. Library Revenue	6,080	0	(174)	0
<b>Total Other Revenues</b>	<b>(2,222,298)</b>	<b>(1,874,631)</b>	<b>(2,016,189)</b>	<b>(469,300)</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(8,720,994)</b>	<b>(8,708,022)</b>	<b>(8,975,908)</b>	<b>(7,031,752)</b>
<b>NET EXPENDITURES</b>	<b>41,451,070</b>	<b>43,015,650</b>	<b>41,726,729</b>	<b>21,547,407</b>

**Description**

*To maximizes and coordinates administrative support for Park's service centers to enhance efficient and effective delivery of services.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	935,517	1,007,412	844,545	882,086
Materials and Supplies	506,787	1,040,867	829,489	620,862
Total Expenditures	1,442,304	2,048,279	1,674,034	1,502,948
Program Revenues	(56,377)	(28,000)	(21,500)	(28,000)
Net Expenditures	1,385,927	2,020,279	1,652,534	1,474,948
Authorized Complement				11

**Description**

*To provides appropriate and creative park facilities that serve the leisure time and recreational needs of the citizens of Memphis by utilizing the highest professional standards for budget, design and construction.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	270,382	225,265	171,945	192,008
Materials and Supplies	16,004	20,504	20,504	20,338
Total Expenditures	286,387	245,769	192,449	212,346
Net Expenditures	286,387	245,769	192,449	212,346
Authorized Complement				3

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	1,130	0	(806)	0
Total Expenditures	1,130	0	(806)	0
Net Expenditures	1,130	0	(806)	0
Authorized Complement				0

**Description**

*Park Facilities provides diverse leisure activities and services to the citizens of Memphis. The Memphis Zoo preserves wildlife through education, conservation and research. The Zoo is operated through a public/private partnership between the City of Memphis and Memphis Zoological Society. The Memphis Brooks Museum of Art enriches the lives of our diverse community through the museum's expanding collections, varied exhibitions, and dynamic programs that reflect the art of world cultures from antiquity to the present. Our vision is to transform lives through the power of art.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	2,137,827	2,042,134	2,126,145	2,117,463
Materials and Supplies	1,306,565	1,485,623	1,468,811	1,447,134
Service Charges	636	0	0	0
<b>Total Expenditures</b>	<b>3,445,028</b>	<b>3,527,757</b>	<b>3,594,956</b>	<b>3,564,597</b>
Program Revenues	(164,788)	0	0	0
<b>Net Expenditures</b>	<b>3,280,240</b>	<b>3,527,757</b>	<b>3,594,957</b>	<b>3,564,597</b>
Authorized Complement				28

**Description**

*The Memphis Zoo preserves wildlife through education, conservation and research. The Zoo is operated through a public/private partnership between the City of Memphis and Memphis Zoological Society*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	18,060	0	0	0
Materials and Supplies	3,744,424	3,171,017	3,476,100	3,551,237
<b>Total Expenditures</b>	<b>3,762,484</b>	<b>3,171,017</b>	<b>3,476,100</b>	<b>3,551,237</b>
<b>Net Expenditures</b>	<b>3,762,484</b>	<b>3,171,017</b>	<b>3,476,100</b>	<b>3,551,237</b>
Authorized Complement				0

**Description**

*The Memphis Brooks Museum of Art enriches the lives of our diverse community through the museum's expanding collections, varied exhibitions, and dynamic programs that reflect the art of world cultures from antiquity to the present. Our vision is to transform lives through the power of art.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	571,448	571,448	571,448	571,448
Total Expenditures	571,448	571,448	571,448	571,448
Net Expenditures	571,448	571,448	571,448	571,448
Authorized Complement				0

**Description**

*The Memphis Botanic Garden is dedicated to being an exemplary regional center for horticultural and environmental enrichment.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	193,902	197,899	194,377	201,610
Materials and Supplies	367,567	348,126	348,126	344,084
Grants and Subsidies	0	0	0	250,000
Total Expenditures	561,469	546,025	542,503	795,694
Net Expenditures	561,469	546,025	542,503	795,694
Authorized Complement				4



**Description**

*Parks Sports Centers facilitates sports and entertainment events and merchandise promotion for citizens of Memphis and the Mid-South.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	3,337,816	1,962,220	3,364,407	2,438,738
Transfers Out	357,468	359,343	359,343	359,343
Total Expenditures	3,695,284	2,321,563	3,723,750	2,798,081
Program Revenues	(2,401,257)	(1,767,000)	(2,786,999)	(2,900,000)
Net Expenditures	1,294,027	554,563	936,751	(101,919)
Authorized Complement				0

**Description**

*Recreation Centers are to provide leadership and direction to professional staff to ensure that quality of life is enhanced through delivery of recreational programs and leisure services to the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	6,736,258	7,056,407	7,069,977	7,161,440
Materials and Supplies	2,814,508	3,092,045	3,054,096	3,310,709
Capital Outlay	6,093	0	9,119	0
Total Expenditures	9,556,859	10,148,452	10,133,193	10,472,149
Program Revenues	(1,031,634)	(1,101,770)	(916,186)	(903,770)
Net Expenditures	8,525,224	9,046,681	9,217,007	9,568,379
Authorized Complement				94

**Description**

*Golf legal level provides quality golf facilities that will enable golfers of all levels to enhance their enjoyment of the game with as little tax burden as possible on the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	2,373,299	2,344,213	2,494,316	2,433,259
Materials and Supplies	2,102,452	2,091,494	1,670,339	2,080,574
Inventory	306,033	342,839	286,333	285,687
Service Charges	39,187	29,828	81,631	40,700
<b>Total Expenditures</b>	<b>4,820,971</b>	<b>4,808,374</b>	<b>4,532,619</b>	<b>4,840,220</b>
Program Revenues	(2,742,882)	(3,323,537)	(3,060,263)	(3,199,982)
<b>Net Expenditures</b>	<b>2,078,089</b>	<b>1,484,837</b>	<b>1,472,356</b>	<b>1,640,238</b>
Authorized Complement				17

**Description**

*Second Chance programs provide training, advocacy, capacity building and technical assistance to a diverse group of citizens. These programs promote economic development and job placement by marketing the unique skillsets of its participants and by collaborating with local businesses. Programs also assist citizens with prior felony convictions to reintegrate into society through training, case management, and mentoring.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	618,861	808,734	658,017	245,520
Materials and Supplies	57,752	140,150	99,309	24,920
Grants and Subsidies	669,218	669,218	669,218	0
<b>Total Expenditures</b>	<b>1,345,831</b>	<b>1,618,102</b>	<b>1,426,544</b>	<b>270,440</b>
Program Revenues	0	0	(5,000)	0
<b>Net Expenditures</b>	<b>1,345,831</b>	<b>1,618,102</b>	<b>1,421,544</b>	<b>270,440</b>
Authorized Complement				5

**Description**

*Created by City ordinance, the Shelter is empowered to enforce animal control laws of the City. It protects the rights of people against the dangers and nuisance of uncontrolled animals and protects animals from mistreatment and abuse. The Shelter also provides a safe and caring environment for abused and abandoned animals until they are adopted.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	2,971,600	3,228,248	3,042,460	0
Materials and Supplies	928,490	664,389	674,246	0
<b>Total Expenditures</b>	<b>3,900,091</b>	<b>3,892,637</b>	<b>3,716,706</b>	<b>0</b>
Program Revenues	(533,823)	(562,715)	(329,786)	0
<b>Net Expenditures</b>	<b>3,366,268</b>	<b>3,329,922</b>	<b>3,386,920</b>	<b>0</b>
<b>Authorized Complement</b>				<b>0</b>

Animal Shelter has been moved to the Executive Division.

**Description**

*The library system provides general administrative support for all library agencies including regional branch management, adult services coordination and youth services coordination. Services include computer training and services, story time programs, summer reading programs and meeting places for the citizens of Memphis and Shelby County.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	12,573,373	13,805,406	12,383,944	0
Materials and Supplies	4,368,782	4,983,987	4,745,743	0
Grants and Subsidies	0	0	10,000	0
Service Charges	6,497	0	2,927	0
<b>Total Expenditures</b>	<b>16,948,652</b>	<b>18,789,393</b>	<b>17,142,615</b>	<b>0</b>
Program Revenues	(1,790,233)	(1,925,000)	(1,856,174)	0
<b>Net Expenditures</b>	<b>15,158,419</b>	<b>16,864,393</b>	<b>15,286,440</b>	<b>0</b>
Authorized Complement				0

Library Services has been restructured to be a separate division.

**Description**

*The Neighborhood Watch program is made up of citizens who take the initiative to help prevent crime in their neighborhoods. Participants keep an eye out for their neighbors and their homes by taking note of unusual activity and reporting the proper information to the authorities in the event of a crime.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	(49,697)	34,857	(25,376)	0
Materials and Supplies	(173,246)	(150,000)	(147,500)	0
Grants and Subsidies	56,450	150,000	150,000	0
<b>Total Expenditures</b>	<b>(166,494)</b>	<b>34,857</b>	<b>(22,876)</b>	<b>0</b>
<b>Net Expenditures</b>	<b>(166,494)</b>	<b>34,857</b>	<b>(22,876)</b>	<b>0</b>
Authorized Complement				0

**PARKS & NEIGHBORHOODS**

**AUTHORIZED COMPLEMENT**

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<u>Administration</u>		REGISTRAR MUSEUM	1
ASST ADMINISTRATIVE	1	SPEC EXHIBITS MEDIA	1
CLERK GENERAL A	1	SUPER BOX OFFICE	1
COORD ADMIN BUDGET	1	SUPER EXHIBIT GRAPHICS SVCS	1
DIRECTOR PARKS & NEIGHBORHOODS	1	SUPER OPERATIONS LNC	1
DIRECTOR PARKS OPERATIONS DEPUTY	1	SUPER PLANETARIUM	1
MGR ADMIN SVCS PARKS	1	TEACHER NATURALIST CF	<u>1</u>
MGR PUBLIC AFFAIRS	1	<b>Total Parks Facilities</b>	<b>28</b>
SPEC CUST SVC ADMIN	1		
SPEC GRANT ADMIN	1	<u>Memphis Botanic Garden</u>	
SUPER HR PARKS	1	BOTANIST BOTANICAL CTR	1
SUPER PAYROLL ACCOUNTING	<u>1</u>	CREWCHIEF	1
<b>Total Administration</b>	<b>11</b>	RECEPTIONIST	1
		SUPER BOTANTICAL GRDNS	<u>1</u>
<u>Planning &amp; Development</u>		<b>Total Memphis Botanic Garden</b>	<b>4</b>
ADMR PLANNING DEV	1		
ARCHITECT LANDSCAPE	1	<u>Recreation</u>	
SPEC CUST ADMIN	<u>1</u>	ADMR RECREATIONS SVCS	1
<b>Total Planning &amp; Development</b>	<b>3</b>	CLERK ACCOUNTING B	1
		COOK	3
<u>Parks Facilities</u>		CUSTODIAN	27
ADMR PROGRAMS	1	DIRECTOR COMMUNITY CTR	30
CLERK ACCOUNTING B	1	DIRECTOR COMMUNITY CTR ASST	22
CLERK PAYROLL A	1	MGR AQUATIC	1
CONSERVATOR	1	MGR ATHLETICS	1
COORD EXHIBITS GRAPHIC SVCS	1	MGR RECREATION PROG	3
COORD FACILITIES	1	SPEC ATHLETIC	3
CREWPERSON	3	SPEC RECREATION ADMINISTRATIVE	1
CURATOR BACKYARD WILDLIFE CTR	1	SUPER AQUATIC	<u>1</u>
DIRCTOR MUSEUM	1	<b>Total Recreation</b>	<b>94</b>
FOREMAN GROUNDS MNT	2		
MGR BUSINESS AFFAIRS	1	<u>Golf</u>	
MGR COLLECTIONS	1	ADMR GOLF ENTERPRISE	1
MGR EDUCATION	1	FOREMAN GOLF COURSE MNT	7
MGR EXHIBITS GRAPHICS	1	MGR FACILITY GOLF I	3
MGR HISTORIC PROPERTIES	1	MGR FACILITY GOLF II	5
MGR LICHTERMAN NATURE CTR	1	Accounting Analyst	<u>1</u>
MGR SCHOOL TEACHER SVCS	1	<b>Total Golf</b>	<b>17</b>
RECEPTIONIST	1		





**PARKS & NEIGHBORHOODS**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Special Services</i>			
CLERK GENERAL A	1		
EXECUTIVE DIRECTOR	1		
MGR PROGRAM RE-ENTRY	1		
SPEC WORKFORCE DEV	2		
<b>Total Special Services</b>	<b>5</b>		
<b><u>Total PARKS &amp; NEIGHBORHOODS</u></b>		<b><u>162</u></b>	





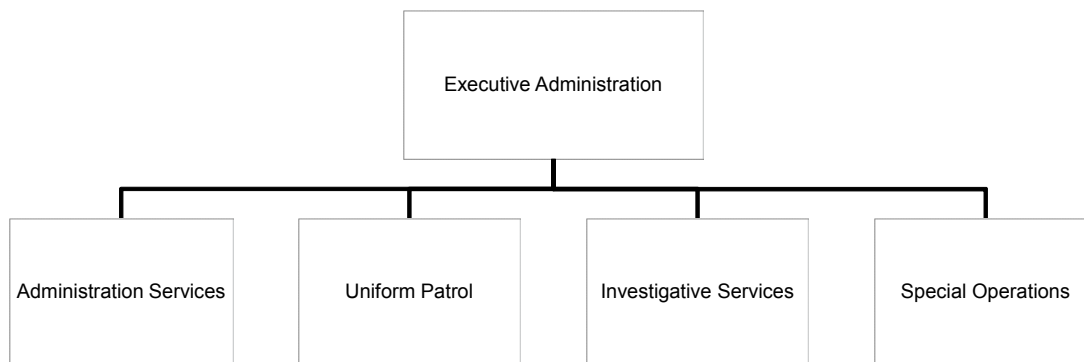
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	214,183,199	216,928,236	207,010,945	222,543,665
Materials and Supplies	19,921,023	28,741,383	29,116,000	28,139,046
Capital Outlay	5,584	0	(165,166)	492,094
Grants and Subsidies	0	0	25,200	150,000
Service Charges	5,803	0	6,416	0
Transfers Out	4,759,419	4,807,161	4,807,161	4,625,588
<b>Expenditures</b>	<b>238,875,028</b>	<b>250,476,779</b>	<b>240,800,555</b>	<b>255,950,394</b>
Program Revenues	(2,500,474)	(4,296,980)	(3,688,321)	(4,263,757)
<b>Net Expenditures</b>	<b>236,374,554</b>	<b>246,179,799</b>	<b>237,112,234</b>	<b>251,686,637</b>
Authorized Complement				2728

## Mission

To create and maintain public safety in the City of Memphis with focused attention on preventing and reducing crime, enforcing the law and apprehending criminals.

## Structure



## Services

The Police Division's primary responsibility is providing complete law enforcement services to the City of Memphis. The Division serves the citizens of the City of Memphis by performing law enforcement functions in a professional manner. The Division is ultimately responsible to the citizens. The Division's role is to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons. The Division's responsibilities include preventing and reducing crime, addressing illegal drug activity, solving crimes against persons and property, vigorously enforcing traffic laws by deploying specialized support units

such as Community Oriented Policing Services (COPS), Vice and Narcotics Unit, Canine, Harbor, Air Support, Mounted Patrol and Tactical Units when needed in addition to its uniform patrol units.

## Performance Highlights

Police Training Academy graduated 31 MPD Police Officers from the 119<sup>th</sup> Basic Recruit Session and six (6) Police Officers from the 32<sup>nd</sup> Regional-Lateral Session. The Training Academy also successfully launched a \$400,000 mass media campaign to attract qualified candidates to join the division's commissioned officers in their vigilant fight against crime.

The Real Time Crime Center reports the following highlights for the fiscal year:

- Released RFP for replacement of the Countywide Radio System.
- Reestablished the download of the statewide Motor Vehicle Registration Database for use in investigations.
- Completed installation of 400 in car video systems on June 23rd, 2016.
- Deployed 25 Body Worn Cameras in Crump Station.
- Hired 10 part time civilian video analysts.
- Established a forensic computer and cell phone lab at RTCC.
- Began project implementation of GPS bracelets for sexual assault offenders. Domestic violence offenders will be deployed beginning July 5th, 2016.
- With the increase in neighborhood donations for surveillance cameras, immediate results were achieved. As a result of camera donations by Hillview Apartments and the Belle Meade community, at least two felons have been arrested.

Grants Office successfully contracted to purchase a mobile command center with the assistance of matching dollars from the general fund.

Investigative Services reports the following accomplishments:

- Homicide investigators were able to clear 126 homicides, bringing the clearance rate to 78%, placing the bureau's clearance rate above the national average. The latest figures available from the FBI's 2013 UCR/NIBR's report shows that the national clearance rate for homicide is 64.8%, our investigators performed at a level which allowed us to exceed an established goal and remain above the national average for our homicide clearance rate.
- Sex Crimes bureau reports the following accomplishments for sexual assault kits testing, investigations and convictions. Testing: 687 Shipped, 970 Processed. Investigations: 163 Request for indictments completed against persons or DNA profiles: 110 Named suspects and 53 John Doe. Prosecution Results: 6 convictions.

- Grant and general fund dollars were combined to allow for the creation of 5 Domestic Violence Alert videos (Roll Call training videos) for statewide dissemination.

Organized Crime Unit reports the following accomplishments:

- Investigative Support Unit (ISU) conducted surveillances at a Memphis address. A consent to search was granted by the defendant to search his residence. Search warrants were obtained and executed at other locations frequented by the co-defendant. Detective recovered the following items: 1 Kilo of Cocaine, 1 ½ Ounces of Crack Cocaine, 4 vehicles (2014 GMC Sierra, 2012 GMC Sierra, 2004 Chevrolet Tahoe, and a 2004 Nissan Quest), 1 motorcycle (2009 Harley Davidson), \$217,930 in US Currency.
- ISU conducted surveillance at Chop Shop located at 4268 Elvis Presley. A search warrant was obtained for the property. Detectives recovered 8 stolen vehicles, 32 Briggs and Stratton Engines which had been stolen from an interstate shipment. The Chop Shop owner was also arrested.
- Pursuant to a search warrant served on a Memphis address, OCU seized the following items:
  - 1,640 bottles of Liquor
  - 8 Assault Weapons (Rifles)
  - 2 Tactical Shotguns
  - 3 Semi-Automatic Handguns
  - (2) 100 Round Magazines for Assault Weapons
  - 20 Assorted Loaded Magazines for Rifles and Handguns
  - 3,000 Rounds of Ammunition (Rifle, Shotgun, and Handgun)
  - 1 Bullet Resistant Vest
  - 9 Vehicles
  - \$516.75 in US Currency
- In February 1, 2016 –March 31, 2016, the Organized Crime Unit conducted a city-wide saturation targeting violent crimes. During the operation, the unit recovered 130 weapons (108 handguns and 20 long guns), 223 pounds of marijuana, 1118.00 grams of cocaine, various amounts of heroin, methamphetamine, and assorted pills. There were 394 Felony arrests, 424 Misdemeanor arrests, and 808 misdemeanor citations. At least 61 of the the arrest involved weapon related charges.
- In November 2015, The Memphis Police Department identified an increase of heroin overdoses and deaths throughout the City of Memphis. In a proactive approach to address the rising number of heroin deaths and overdoses, the Organized Crime Unit developed a task force that focused on the individuals who supplied heroin to the victims. In June 2016, the Organized Crime Unit indicted the first heroin overdose case in the history of the Memphis Police Department.

Special Operations' Crime Prevention's Community Outreach Programs (COP) emphasizes Intervention and Prevention Education. Program successes include the following:

- Graduated 153 citizens from the Citizen Police Academy.

- Graduated 50 clergy from the Clergy Police Academy.
- Graduated 30 Latino Citizens from the Hispanic Outreach Program Academy.
- Issued 300 coats purchased by Zach Randolph to students of Ford and Alcy Elementary Schools during annual coat drive; 400 backpacks with school supplies.
- 100 Youth participated in the “Outside the Box” Summer Boxing/Mentoring Program.
- 20 teams participated in the 2<sup>nd</sup> Annual Feed the Needy Bowling tournament fundraiser at the Winchester Bowling Center. The funds aided with the delivery of 2,000 Thanksgiving food baskets in the Annual Feed the Needy Initiative. COP Officers delivered at least 220 of those Thanksgiving food baskets to local residents throughout the Memphis Community.
- Sponsored Youth Crime Watch Conference with at least 400 students from 20 Shelby County Schools. These youth returned to their respective schools, identified the crime issues and with the assistance of counselors and COP, implemented educational programs and events as possible solutions.
- Handled over 478 Program Requests from schools, church groups, neighborhood watch groups and other community groups to speak on public and personal safety concerns.
- Organized and coached 160 high school youth who participated in the Annual Black History Knowledge Bowl Competition which was held at the National Civil Rights Museum.
- Partnered with Maximus Job/Fair and Workshop for 1000 participants.

Traffic/Special Operations brought back the Child Passenger Safety Program for the Department which had been dormant for several years. Officers assigned to Traffic, COPs and Uniform Patrol stations were trained as Child Passenger Safety Technicians. The officers were trained in the proper installation of child passenger seats, based on the age and size of each child. All workstations were equipped with a renewable supply of child seats to be distributed free of charge to the public.

## Issues & Trends

The Memphis Police Department is a multidimensional agency and one of the most progressive police departments in the nation. The enhancement of technology has given criminals a sophisticated avenue to conduct illegal activities. The City of Memphis has witnessed the presence of gangs. Fortunately, our community and civic leaders are cooperating with other agencies and organizations to create a plan to deal with this problem. A large urban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Memphis Police Department to, as closely as possible, approach that ideal.

## Key Performance Indicators

EXECUTIVE ADMINISTRATION	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
% of police recruits who completed academy training	76.4%	New measure	72..4%	75%	Public Safety
Turnover (% of sworn officers who voluntarily left the force)	8%	New measure	7%	5%	Public Safety
% of exit interviews completed	New measure	New measure	New measure	70%	Public Safety

SUPPORT SERVICES	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
% of incoming calls answered within 20 seconds	51.3%	70%	52.4%	80%	Public Safety
% of patrol officers trained as fingerprint technicians	4.54%	Tracking	4.72%	6.00%	Public Safety
Number of Crime Stoppers tips that result in arrests	294	300 (2% increase)	299	350	Public Safety

PRECINCTS	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Part I <b>violent</b> crime rate (incidents per 100,000 population)	New measure	New measure	New measure	1% decrease**	Public Safety
Part I <b>violent</b> crime incidents (#)	7,855	Tracking	6,732	Tracking	Public Safety
Part I <b>property</b> crime rate (incidents per 100,000 population)	New measure	New measure	New measure	2% decrease**	Public Safety
Part I <b>property</b> crime incidents (#)	19,263	Tracking	15,219	Tracking	Public Safety
Total Part I crime incidents (#)	46,932	Tracking	37,537	44,593	Public Safety
Number of arrests of youth gun offenders (age 16-24)	1,031	New measure	957	1,100	Public Safety
Number of city-wide gun recoveries	2,493	2555 (2.5% increase)	2,279	2,600	Public Safety

INVESTIGATIVE SERVICES	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Clearance rates for violent Blue Crush crimes	32.26%	34.26% (2% increase)	31.70%	33.00%	Public Safety
Clearance rates for property-related Blue Crush crimes	8.22%	10.22% (2% increase)	8.48%	8.70%	Public Safety

SPECIAL OPERATIONS	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Number of traffic and DUI saturations conducted	361	368 (2% increase)	153	187	Public Safety
Number of community awareness/ education programs conducted by C.O.P.	311	327 (2% increase)	706	510	Public Safety

\* Some figures are approximate. In these cases, the reporting for FY15 was not complete before production of the budget book.

\*\* Crime reduction goals are calendar year goals.

## Police Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	115,771,764	147,664,421	111,041,753	148,414,012
Holiday Salary Full Time	586,256	0	659,318	0
Vacation Leave	8,793,217	0	9,570,206	0
Bonus Leave	1,397,448	0	1,336,878	0
Sick Leave	7,279,806	0	6,541,884	0
Overtime	14,325,313	12,030,013	18,123,869	16,381,553
Holiday Fire/Police	6,457,683	6,532,035	6,055,139	6,056,061
Out of Rank Pay	742,571	697,033	837,370	682,710
Hazardous Duty Pay	238,192	181,737	215,874	180,883
College Incentive Pay	4,075,214	4,147,183	3,921,435	3,933,354
Longevity Pay	1,267,181	1,170,524	1,315,842	1,248,212
Shift Differential	730,916	750,437	716,019	742,064
Retirement Benefits	3,127,436	3,838,729	2,597,285	3,671,237
Pension	7,678,245	7,325,970	7,474,620	7,587,570
Supplemental Pension	15,217	15,158	14,890	16,377
Social Security	156,414	49,616	145,149	50,589
Pension ARC Funding	13,164,594	14,619,305	14,619,305	15,595,760
Blue M Health Insurance	0	0	0	0
Group Life Insurance	342,153	381,017	301,630	401,543
Unemployment	397,200	271,370	271,370	196,080
Medicare	2,233,522	2,142,444	2,360,170	2,130,560
Long Term Disability	372,208	401,201	328,223	402,335
Health Insurance - Basic	1,764,954	690,729	1,876,771	769,110
Health Insurance - Premier	19,425,942	18,939,754	16,804,936	18,868,842
Other Post Employment Benefits	0	2,096,013	197,962	690,017
Salaries - Part Time/Temporary	1,834,154	2,272,328	1,794,103	2,648,738
On the Job Injury	1,528,617	1,512,358	2,088,950	1,533,054
Payroll Reserve	513,287	1,144,477	(4,160,656)	1,054,622
Attrition	0	(11,453,724)	0	(13,973,123)
Expense Recovery - Personnel	(36,306)	2,000	(3,700)	(113,000)
Benefits Adjustments	0	(493,893)	(35,652)	3,374,505
<b>Total Personnel Services</b>	<b>214,183,199</b>	<b>216,928,236</b>	<b>207,010,945</b>	<b>222,543,665</b>
<b><u>Materials and Supplies</u></b>				
City Storeroom Supplies	8,185	2,000	10,785	2,000
Facility Repair & Carpentry	18,142	81,736	114,772	112,636
City Shop Charges	3,762,324	3,649,048	3,899,890	4,175,842
City Shop Fuel	4,391,035	5,024,914	2,997,375	4,078,390
Outside Computer Services	212,274	1,588,000	3,786,068	2,189,881
City Computer Svc Equipment	63,008	70,000	12,172	375,789



## Police Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Data/Word Processing Equipment	161	9,940	710,182	0
Data/Word Process Software	1,125,746	1,829,292	2,458,730	1,933,720
City Telephone/Communications	34,141	95,753	1,962	30,000
Printing - Outside	60,552	50,000	60,296	52,500
Supplies - Outside	337,936	325,901	294,662	339,551
Clothing	1,096,287	1,362,673	1,855,163	1,375,267
Ammunition & Explosives	727,849	744,691	1,126,381	744,691
Safety Equipment	202,406	529,667	611,150	529,667
Drafting/Photo Supplies	12,732	17,012	17,484	17,012
Outside Postage	36,796	30,100	31,516	31,100
Asphalt Products	0	0	1,010	0
Materials and Supplies	591,193	542,949	630,621	567,199
Operation Police Canine	59,796	60,867	49,212	60,867
Operation Police DUI Unit	40,032	80,000	37,614	80,000
Operation Police Traffic Unit	55,602	80,000	47,044	80,000
Operation Police Mounted	60,299	69,200	69,200	69,200
Operation Police TACT	85,470	100,101	79,789	100,101
Operation Police Aircraft	553,483	671,432	576,753	671,432
Outside Vehicle Repair	30,507	30,000	57,366	55,000
Outside Equipment Repair/ Maintenance	128,831	477,837	179,771	477,837
Facilities Structure Repair - Outside	0	0	48	0
Maintenance Of Grounds	0	0	186	0
Special Investigations	682,115	427,325	407,094	427,325
Medical/Dental/Veterinary	0	394,144	0	394,144
Advertising/Publication	3,482	505,000	503,645	505,000
Outside Phone/Communications	563,257	650,000	543,872	1,073,445
Janitorial Services	192,690	198,656	172,480	198,656
Weed Control/Chemical Service	53,044	68,200	63,005	68,200
Seminars/Training/Education	46,329	73,500	54,432	68,500
Fixed Charges	1,011,330	1,250,000	858,148	1,250,000
Misc Professional Services	580,723	2,568,632	1,906,165	1,338,832
Rewards and Recognition	0	0	0	0
Administrative Fees	0	0	0	0
Travel Expense	290,286	243,500	229,229	374,808
Unreported Travel	(81,386)	0	21,610	1,533
Outside Fuel	1,284	2,400	852	2,400
Utilities	996,971	1,032,064	900,150	1,057,064
Insurance	300,264	353,506	609,198	372,480
Claims	239,430	500,000	99,330	500,000
Lawsuits	846,458	1,500,000	919,728	1,500,000
Dues/Memberships/Periodicals	7,309	12,948	1,210	6,000

## Police Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Rent	1,684,334	1,724,270	1,886,500	1,103,671
Misc Services and Charges	583,725	1,168,297	454,593	1,361,479
Expense Recovery - M & S	(1,775,407)	(1,454,172)	(232,442)	(1,614,172)
<b>Total Materials and Supplies</b>	<b>19,921,023</b>	<b>28,741,383</b>	<b>29,116,000</b>	<b>28,139,046</b>
<b><u>Capital Outlay</u></b>				
Furniture/Furnishings	5,584	0	0	84,400
Equipment	0	0	(165,166)	407,694
<b>Total Capital Outlay</b>	<b>5,584</b>	<b>0</b>	<b>(165,166)</b>	<b>492,094</b>
<b><u>Grants and Subsidies</u></b>				
Community Initiatives Grants for Non-Profits	0	0	0	150,000
Death Benefits	0	0	25,200	0
<b>Total Grants and Subsidies</b>	<b>0</b>	<b>0</b>	<b>25,200</b>	<b>150,000</b>
<b><u>Service Charges</u></b>				
Credit Card Fees - Expense	5,803	0	6,416	0
<b>Total Service Charges</b>	<b>5,803</b>	<b>0</b>	<b>6,416</b>	<b>0</b>
<b><u>Transfers Out</u></b>				
Oper Tfr Out - Debt Service Fund	4,759,419	4,807,161	4,807,161	4,625,588
<b>Total Transfers Out</b>	<b>4,759,419</b>	<b>4,807,161</b>	<b>4,807,161</b>	<b>4,625,588</b>
<b>Total Expenditures</b>	<b>238,875,028</b>	<b>250,476,779</b>	<b>240,800,555</b>	<b>255,950,394</b>
<b><u>Fines and Forfeitures</u></b>				
Court Fees	0	0	(7,500)	0
Court Costs	0	0	0	0
Fines & Forfeitures	(6,768)	(20,000)	(18,582)	(20,000)
Seizures	(108,574)	(50,000)	(138,350)	(50,000)
DUI BAC Fees	(30,567)	(2,400)	(1,231)	(2,400)
Sex Offender Registry Fees	(74,000)	(262,368)	(32,300)	(262,368)
<b>Total Fines and Forfeitures</b>	<b>(219,910)</b>	<b>(334,768)</b>	<b>(197,963)</b>	<b>(334,768)</b>
<b><u>Charges for Services</u></b>				
Wrecker & Storage Charges	(441,395)	(500,000)	(394,340)	(500,000)
Police Special Events	(589,452)	(700,000)	(165,600)	(700,000)
Tow Fees	(729,526)	(1,000,000)	(684,380)	(1,000,000)
Officers in the Schools	0	(1,475)	0	(1,475)
<b>Total Charges for Services</b>	<b>(1,760,373)</b>	<b>(2,201,475)</b>	<b>(1,244,320)</b>	<b>(2,201,475)</b>

## Police Services Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Federal Grants</u></b>				
Federal Grants - Others	(1,434)	(117,197)	0	0
<b>Total Federal Grants</b>	<b>(1,434)</b>	<b>(117,197)</b>	<b>0</b>	<b>0</b>
<b><u>Other Revenues</u></b>				
Local Shared Revenue	(87,150)	(1,300,000)	(1,514,112)	(1,407,056)
Sale Of Reports	(341,096)	(259,060)	(281,864)	(259,060)
MLGW Reimbursement	(5)	0	0	0
Cash Overage/Shortage	(380)	(30)	180	(30)
Donated Revenue	0	0	0	0
Donations for Rape Kits	(5,600)	0	0	0
Miscellaneous Revenue	(93,408)	(84,450)	(451,851)	(61,368)
Recovery Of Prior Year Expense	8,880	0	1,610	0
<b>Total Other Revenues</b>	<b>(518,759)</b>	<b>(1,643,540)</b>	<b>(2,246,038)</b>	<b>(1,727,514)</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(2,500,474)</b>	<b>(4,296,980)</b>	<b>(3,688,321)</b>	<b>(4,263,757)</b>
<b>NET EXPENDITURES</b>	<b>236,374,554</b>	<b>246,179,799</b>	<b>237,112,234</b>	<b>251,686,637</b>

### Description

*Police Administration provides law enforcement leadership to meet the needs of the Memphis Police Department and the citizens of the City of Memphis. Administration, also determine and administers the policies and procedures of the Police Services Division and ensure that the division is in compliance with the laws of the State of Tennessee and the City of Memphis.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	27,635,824	26,172,811	28,383,686	33,479,857
Materials and Supplies	3,565,653	5,536,468	4,591,485	5,646,298
Capital Outlay	0	0	(165,166)	0
<b>Total Expenditures</b>	<b>31,201,477</b>	<b>31,709,279</b>	<b>32,810,004</b>	<b>39,126,155</b>
Program Revenues	(99,917)	(201,197)	(114,530)	(67,974)
<b>Net Expenditures</b>	<b>31,101,560</b>	<b>31,508,082</b>	<b>32,695,475</b>	<b>39,058,182</b>
Authorized Complement				378

### Description

*Support Services provides professional and efficient services to meet the Fiscal and Human Resources operational needs of the Memphis Police Department.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	18,740,464	20,665,849	19,372,195	23,797,656
Materials and Supplies	4,957,446	10,858,051	13,855,052	10,538,551
Capital Outlay	0	0	0	464,894
Service Charges	5,803	0	6,416	0
Transfers Out	4,759,419	4,807,161	4,807,161	4,625,588
<b>Total Expenditures</b>	<b>28,463,132</b>	<b>36,331,060</b>	<b>38,040,824</b>	<b>39,426,690</b>
Program Revenues	(407,374)	(1,560,560)	(2,156,180)	(1,560,560)
<b>Net Expenditures</b>	<b>28,055,758</b>	<b>34,770,500</b>	<b>35,884,644</b>	<b>37,866,130</b>
Authorized Complement				308

### Description

*To provide professional, efficient police service, improve public safety, enhance quality of life, and strengthen partnerships within the community.*

### Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	125,928,296	131,431,973	119,305,543	122,341,135
Materials and Supplies	6,777,226	7,156,174	6,453,231	6,735,820
Capital Outlay	0	0	0	27,200
Grants and Subsidies	0	0	25,200	150,000
Total Expenditures	132,705,522	138,588,148	125,783,973	129,254,155
Program Revenues	(589,956)	(702,950)	(167,190)	(702,950)
Net Expenditures	132,115,566	137,885,198	125,616,783	128,551,205
Authorized Complement				1518

**Description**

*Investigative Services provides the traditional investigative process required of the police detective in pursuing the successful solving of crimes committed against persons and property as stated in the overall mission of the Memphis Police Services Division.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	20,277,972	19,139,204	18,885,134	19,615,829
Materials and Supplies	2,457,040	2,708,936	2,138,637	2,791,763
Capital Outlay	5,584	0	0	0
Total Expenditures	22,740,596	21,848,140	21,023,771	22,407,593
Program Revenues	(1,359,932)	(1,812,398)	(1,249,190)	(1,912,398)
Net Expenditures	21,380,664	20,035,742	19,774,581	20,495,195
Authorized Complement				247

### Description

*Special Services of Special Operations provides the Memphis Police Division with specialized support units of highly trained officers to assist in enforcing State and City ordinances and to assist in promoting a safe environment for the citizens of Memphis. This includes the following squads: Canine, Harbor, Air Support, Mounted Patrol, Tactical and Traffic Bureau.*

### Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	21,600,643	19,518,398	21,064,387	23,309,187
Materials and Supplies	2,163,658	2,481,754	2,077,595	2,426,614
<b>Total Expenditures</b>	<b>23,764,301</b>	<b>22,000,153</b>	<b>23,141,983</b>	<b>25,735,801</b>
Program Revenues	(43,296)	(19,875)	(1,231)	(19,875)
<b>Net Expenditures</b>	<b>23,721,005</b>	<b>21,980,278</b>	<b>23,140,752</b>	<b>25,715,926</b>
Authorized Complement				277



# POLICE SERVICES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Executive Administration</u>		CLERK GENERAL A	5
ANALYST CRIME	1	CLERK GENERAL B	14
ANALYST POLICE EMPLOYMENT	1	DISPATCHER POLICE RADIO	145
ASST ADMINISTRATIVE	1	INSTALLER COMM SAFETY EQUIP	4
CHIEF POLIC SVCS DEPUTY	6	LIEUTENANT POLICE	9
CLERK GENERAL A	6	MAJOR	2
COLONEL LIEUTENANT	12	MGR COMMUNICATIONS POLICE	1
COLONEL POLICE	1	MGR CRIME ANALYSIS	1
COORD TRAINING PSYCH	1	MGR RADIO MAINT	1
DIRECTOR POLICE SVCS	1	OFFICER POLICE II	30
DIRECTOR POLICE SVCS DEPUTY	1	OPER DIGITAL PRESS	1
GUNSMITH FIREARMS INST	1	SERGEANT	4
LIEUTENANT POLICE	27	SPEC PERSONNEL PAYROLL	1
MAJOR	5	SPEC POLICE PAYROLL	7
MGR GRANTS POLICE	1	SPEC PROCUREMENT	1
MGR SUPPORT SVCS POLICE	1	SUPER CENTRAL RECORDS	1
NURSE OCCUPATIONAL HEALTH	1	SUPER FLEET MAINT	1
OFFICER POLICE II	201	SUPER MATERIAL PUB	1
SECRETARY	8	SUPER PHOTO GRAPHIC ARTS	1
SERGEANT	47	SUPER POLICE PAYROLL	1
RECRUIT POLICE	51	SUPER POLICE PERSONNEL	1
SPEC GRANT ADMIN	2	SUPER PROPERTY EVID SHIFT	6
TRANSCRIPTIONIST	2	SUPER RADIO DISPATCH	17
<b>Total Executive Administration</b>	<b>378</b>	SUPER RADIO MAINT	3
		TECH PHOTO LAB	2
<u>Administration Services</u>		TECH POLICE RADIO	7
ACCOUNTANT ASSOCIATE A	1	TECH POLICE RADIO LO	1
ADMR DATABASE POLICE	1	<b>Total Administration Services</b>	<b>308</b>
ADMR POLICE FINANCE	1		
ANALYST CRIME	5	<u>Uniform Patrol</u>	
ANALYST CRIME SR	4	CLERK GENERAL A	18
ANALYST FINANCIAL POLICE SR	3	CLERK GENERAL B	7
ANALYST PERSONNEL POLICE	1	CLERK INVENT CONTROL	18
ANALYST PERSONNEL POLICE SR	1	COLONEL LIEUTENANT	10
ANALYST PROGRAMMER	1	COLONEL POLICE	9
ANALYST SYSTEM SOFTWARE LD	2	LIEUTENANT POLICE	121
ARTIST COMPOSITE	1	MAJOR	29
ATTENDANT PROPERTY ROOM	18	MANAGER NEIGHBORHOOD WATCH	1
CHIEF DEPUTY	1	OFFICER POLICE II	1133



**POLICE SERVICES**

*AUTHORIZED COMPLEMENT*

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
OFFICER POLICE II PROB	104	COLONEL POLICE	1
OFFICER POLICE LEP II	1	COORD SCHOOL CROSSING GUARD	1
OFFICER POLICE TACT	2	LIEUTENANT POLICE	30
SECRETARY	8	LIEUTENANT POLICE TACT	3
SERGEANT	46	MAJOR	6
SPECIALIST CUSTOMER	1	MAJOR TACT	1
SUPER ARREST DATA ENTRY	1	MECH HELICOPTER LEAD FT	1
SUPER CLERICAL OPER	6	OFFICER POLICE II	142
TRANSCRIPTIONIST	2	OFFICER POLICE TACT	21
TECH PARKING ENFORCEMENT	1	PILOT HELICOPTER	3
<b>Total Uniform Patrol</b>	<b>1518</b>	<i>PST</i>	30
<i>Police Crimes</i>		SECRETARY	1
ANALYST CRIME	1	SERGEANT	32
CLERK GENERAL A	4	SUPER AVIATION SHOP	1
CLERK GENERAL B	1	<b>Total Special Operations</b>	<b>277</b>
COLONEL LIEUTENANT	1	<b><u>TOTAL POLICE SERVICES</u></b>	<b><u>2728</u></b>
COLONEL POLICE	1		
COUNSELOR FAMILY TROUBLE CTR	2		
CRIMINALIST	1		
EXAMINER LATENT PRINT	5		
LIEUTENANT POLICE	24		
MAJOR	7		
MGR FLEET SVCS	1		
MGR VEHICLE STORAGE OPERATION	1		
OFFICER POLICE II	31		
REP VEHICLE STORAGE SVC	23		
SECRETARY	2		
SERGEANT	131		
SPEC INVESTIGATIVE PROC A	1		
SPEC INVESTIGATIVE PROC B	1		
SUPER SHIFT AUCTION LEAD	2		
SUPER VEHICLE STORAGE SVC	4		
TRANSCRIPTIONIST	3		
<b>Total Investigative Services</b>	<b>247</b>		
<i>Special Operations</i>			
CLERK GENERAL A	3		
COLONEL LIEUTENANT	1		



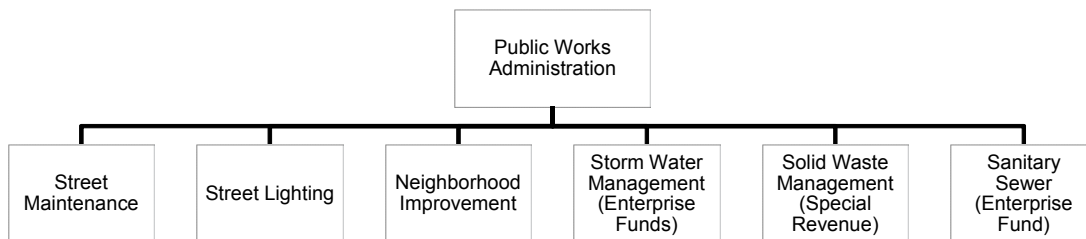
■ **Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	9,530,135	10,068,135	10,203,131	9,896,931
Materials and Supplies	7,205,767	12,253,356	9,621,200	11,099,891
Capital Outlay	(99,531)	120,000	120,000	120,000
Grants and Subsidies	500,667	0	58,320	0
Expense Recovery	(5,397,834)	0	0	0
<b>Total Expenditures</b>	<b>11,739,204</b>	<b>22,441,490</b>	<b>20,002,650</b>	<b>21,116,822</b>
Program Revenues	(2,132,995)	(1,951,962)	(2,009,562)	(2,151,962)
<b>Net Expenditures</b>	<b>9,606,209</b>	<b>20,489,528</b>	<b>17,993,089</b>	<b>18,964,860</b>
Authorized Complement				209

**MISSION**

Using sound engineering, economic and management principles, the Public Works Division preserves and enhances the quality of life by utilizing strategies that are both cost effective and efficient in the delivery of services that are intended to protect the health, safety and welfare of the community through the maintenance and rehabilitation of the City’s infrastructure, collection and disposal of solid waste, collection and treatment of waste water, and the removal of blighted conditions.

**STRUCTURE**



**SERVICES**

Services provided by the Division of Public Works are instrumental in the City’s system for addressing environmental, public health, and local transportation issues. The Division provides residents with weekly collection of garbage, recyclables and trash, maintaining an emphasis on recycling all possible materials to reduce landfill costs and produce revenue from household recyclables and compost from yard waste. Public Works manages the maintenance of streets with services including asphalt paving, pothole and cut/patch repair, the removal of snow and ice from bridges and streets, as well as

installation and care of streetlights. The Division operates and maintains the City's wastewater collection and treatment system, including two treatment plants, is responsible for protecting the city from flooding and ensuring reduction of pollution from urban runoff. The Division also works to promote cleaner and greener communities, while working to eliminate blight through education and the enforcement of codes and ordinances.

## Performance Highlights

- Continued 96 Gallon Recycling Cart distribution by customer requests with an additional 9,000 carts delivered to recyclers.
- Provided oversight for two Superfund sites, providing protection of human health and the environment.
- Purchased and installed 20 additional hi-tech cameras at various dumpsites across the City.
- Performed more than 2288 clean-ups of 250 active dumpsites.
- Cleaned and cleared more than 300 blocks of alleys.
- Removed 10,580 signs placed illegally in public right-of-ways.
- Diverted more than 49,500 tons of yard waste from Class I and Class III landfills.
- Processed more than 38,500 cubic yards of brush and tree limbs into 9,700 tons of single hammer mulch to be sold to nurseries to generate revenue.
- Investigated 231 storm water pollution discharge sites by the end of FY 2015.
- Continued implementation of Storm Water Enterprise program and user fees generating approximately 24 million dollars to address storm water related issues.
- Earned \$91,000 as a result of energy savings contract with TVA/EnerNOC. Completed construction of \$1.0 million for various sanitary sewer cured in places pipe projects.
- Continued sanitary sewer assessment in accordance with USEPA, DOJ and City of Memphis Consent Decree ahead of established schedule. Assessed approximately 377 miles of sanitary sewer in FY 2015.
- Completed construction of \$1.2 million for the Mallory Bayou Lift Station Rehabilitation.
- Resurfaced 100 lane miles of City streets.
- Filled over 75,000 potholes.
- Inspected and cleaned over 17,000 storm water inlets and catch basins.
- Treated 49 billion gallons of wastewater.
- Inspected and cleaned 373 miles of sanitary sewer mainline.
- Swept 22,420 lane miles of City streets.
- Made available for public use the Memphis City Beautiful Mobile Tool bank.

- Expanded Code Enforcement education and anti-littering campaigns through competitive award campaigns.
- Organized and/or participated in over 769 volunteer clean-up/recycling events.
- Demolished more than 800 single family property units and 5 large commercial/multifamily properties
- Mitigated more than 35,000 overgrown/grass weeds at vacant houses or lots.
- Responded to more than 35,000 property code complaints.
- Expanded the Volunteer Code Inspector Program
- Registered more than 300 properties under the City's Vacant Property Registration Ordinance
- Completed the Bluff City Snapshot Project, through which more than 237,000 properties were surveyed, categorized and rated in order to assess the exterior condition of all parcels in the City of Memphis.
- Assisted in the filing of over 500 lawsuits under the Tennessee Neighborhood Preservation Act

## Issues & Trends

Public Works faces the challenge of providing numerous services to a constituency with constantly changing expectations. The Division must also be responsive to the increased regulatory demands as well as new technology to improve productivity and quality. The Division is committed to ensuring quality core services are delivered efficiently and effectively while looking to improve customer service in all areas. The Division has recently improved its abilities in response to blight initiatives with the transfer of Fire Anti-Neglect to Code Enforcement. The Division recently consolidated code enforcement to a single facility in order to increase productivity and efficiencies. Education and outreach are key strategies being used in the community in order to build partnerships that will create, improve, and promote the City's efforts to eradicate blight.

The Division has recently started a new service delivery model for Solid Waste collections to promote a higher level of productivity and reduce operating costs. A key issue for the coming year is to assess customer service level expectations for trash services. Currently Solid Waste Department allows unlimited collection of legal materials placed at the curb year around. Most municipalities restrict trash or bulky collections or provide a volumetric charge for such items. Recycling is a major initiative and the Division will be issuing new 96 gallon recycling carts to an additional 105,000 residential customers.

The Division is upgrading the capacity of the TE Maxson (South) Waste Water Treatment Plant to provide sufficient capacity in order to serve future growth. The upgrades will take 4 years to complete and will increase capacity to 90 MGD. Another improvement being implemented is the addition of a disinfection process to both WWTP's prior to discharge. This improvement is needed to comply with new regulatory requirements. The Division is in year 4 of the Consent Decree which requires assessment and rehabilitation of the entire sanitary sewer system in order to address overflows. The program is

ahead of schedule and performing as expected. The City maintains the lowest sewer fees in the country which is advantageous to economic development as well as serving the community.

The Division has increased efforts to cut grass and address littering along public Rights-of-Ways (ROW). Litter collection is a daily challenge as is locating and enforcing illegal dumping activities. The Division in partnership with TDEC and the District Attorney's offices has been able to prosecute numerous violators using covert cameras placed in illegal dumping prone areas.

## Key Performance Indicators

STREET MAINTENANCE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Repaving cycle (years)	New measure	New measure	37.5	35	Neighborhoods
Street repairs performed annually (#)	1,258	Tracking	3,436	3,780	Neighborhoods
Quantity of litter removed from right of way (yards)	New measure	Tracking	24,429	26,872	Neighborhoods
Average time to fill potholes in response to citizen request (days)	27.8	5	9	7.5	Neighborhoods

NEIGHBORHOOD IMPROVEMENT	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Average time to first notice of violation	New measure	5 days	8.3 days	5 days	Neighborhoods
Average time to bring into compliance grass/weeds violations for unoccupied properties	29.5 days	18 days	23.4 days	18 days	Neighborhoods

SOLID WASTE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
% of garbage pickups completed as scheduled.	New measure	New measure	99.9%	99.9%	Neighborhoods
% of recycling pickups completed as scheduled.	New measure	New measure	99.9%	99.9%	Neighborhoods
Average days to pick up missed garbage in response to citizen request.	12.1	7	8.1	7	Neighborhoods
Average days to pick up missed recycling in response to citizen request.	13.8	7	9.3	7	Neighborhoods

\* "FY16 Actual" describes performance as of April 30, 2016, the most recent available figures at time of publication.

Public Works Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	5,994,906	8,725,668	8,051,215	8,914,863
Holiday Salary Full Time	355,448	0	196,270	0
Vacation Leave	486,670	0	264,853	0
Bonus Leave	54,356	0	32,540	0
Sick Leave	389,510	0	180,792	0
Overtime	543,931	82,000	82,912	82,000
Out of Rank Pay	74,679	45,900	48,089	54,400
Hazardous Duty Pay	524	740	740	740
College Incentive Pay	0	0	0	6,802
Longevity Pay	3,928	0	3,733	1,200
Shift Differential	2,881	6,447	6,447	6,447
Retirement Benefits	70,905	171,845	172,895	171,845
Job Incentive	0	50,000	50,000	50,000
Required Special License Pay	2,200	32,950	32,950	32,950
Pension	296,843	315,574	315,573	307,831
Supplemental Pension	48,516	47,464	47,464	46,616
Social Security	195,147	175,160	178,130	175,160
Pension ARC Funding	817,141	955,099	955,099	1,120,006
Group Life Insurance	20,030	23,998	23,997	22,716
Unemployment	24,150	20,240	20,240	14,160
Medicare	119,310	122,200	122,200	124,618
Long Term Disability	20,186	22,615	22,614	21,696
Health Insurance - Basic	64,403	61,451	63,106	57,180
Health Insurance - Premier	1,081,913	1,118,685	1,118,684	1,043,586
Other Post Employment Benefits	0	156,330	156,329	49,810
Salaries - Part Time/Temporary	1,003,854	595,304	649,980	786,803
On the Job Injury	94,395	37,000	95,835	37,000
Payroll Reserve	59,490	0	(144,484)	0
Attrition	0	(118,689)	0	(742,246)
Bonus Pay	0	0	27,750	0
Expense Recovery - Personnel	(2,295,180)	(2,470,942)	(2,470,942)	(2,439,442)
Benefits Adjustments	0	(108,903)	(101,880)	(49,809)
<b>Total Personnel Services</b>	<b>9,530,135</b>	<b>10,068,135</b>	<b>10,203,131</b>	<b>9,896,931</b>
<b><u>Materials and Supplies</u></b>				
Demolitions	3,294,643	3,000,000	3,277,000	3,000,000
Insurance	42,064	57,808	57,808	62,429
Claims	137,777	210,122	210,122	210,122
Lawsuits	134,868	264,748	264,748	264,748
Dues/Memberships/Periodicals	1,494	1,000	1,850	6,000



**Public Works Division Detail**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Rent	58,010	57,200	57,200	7,200
Misc Services and Charges	92	0	1,097	2,000
Minor Equipment	23,136	50,150	50,150	37,650
Expense Recovery - M & S	(5,405,275)	(5,606,250)	(5,606,250)	(5,606,250)
City Storeroom Supplies	688	7,700	7,700	7,700
Facility Repair & Carpentry	707	5,000	5,000	5,000
City Shop Charges	930,460	988,104	988,315	953,719
City Shop Fuel	484,347	599,563	599,563	539,607
City Computer Svc Equipment	58,791	27,272	27,272	27,272
Data/Word Process Software	38,744	63,744	63,744	0
City Telephone/Communications	155,079	55,360	55,360	115,360
Printing - Outside	758	8,364	8,364	8,364
Supplies - Outside	37,821	49,148	49,148	50,648
Hand Tools	889	400	400	400
Clothing	31,920	34,081	34,081	38,081
Household Supplies	5,227	21,967	21,697	23,967
Safety Equipment	51,025	42,500	42,500	42,500
Drafting/Photo Supplies	0	872	872	872
Outside Postage	147,200	48,060	48,075	101,560
Asphalt Products	3,275,486	5,056,250	2,927,657	5,056,250
Lumber & Wood Products	239	5,000	5,000	5,000
Paints Oils & Glass	0	1,000	1,000	1,000
Pipe Fittings & Castings	6,404	50,000	50,000	50,000
Lime Cement & Gravel	104,214	55,000	252,764	55,000
Chemicals	212	6,426	6,426	6,426
Materials and Supplies	160,661	353,712	353,712	204,712
Miscellaneous Expense	(843)	0	0	0
Outside Vehicle Repair	111,499	80,000	82,188	80,000
Outside Equipment Repair/ Maintenance	238,432	125,000	141,014	124,964
Facilities Structure Repair - Outside	20,607	25,000	40,597	25,000
Internal Repairs and Maintenance	0	0	117	0
Advertising/Publication	1,510	0	23,892	25,000
Outside Phone/Communications	0	50	50	50
Janitorial Services	0	1,050	1,050	1,050
Security	466	1,500	1,500	1,500
Asset Amortization Payment	467	0	0	0
Weed Control/Chemical Service	94,245	16,000	123,301	116,000
Seminars/Training/Education	12,507	8,900	9,600	18,400
Misc Professional Services	2,639,711	6,005,368	4,853,052	4,955,868
Travel Expense	3,493	11,473	11,507	10,473
Unreported Travel	(206)	310	858	310

## Public Works Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Outside Fuel	8,482	11,606	11,606	11,606
Mileage	168	1,964	1,964	1,500
Utilities	297,372	450,533	456,228	450,533
Total Quality Management	0	300	300	300
Hazardous Materials Clean-up	175	0	0	0
<b>Total Materials and Supplies</b>	<b>7,205,767</b>	<b>12,253,356</b>	<b>9,621,200</b>	<b>11,099,891</b>
<b>Capital Outlay</b>				
Furniture/Furnishings	0	120,000	120,000	120,000
Equipment	(99,531)	0	0	0
<b>Total Capital Outlay</b>	<b>(99,531)</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>
<b>Grants and Subsidies</b>				
Death Benefits	6,667	0	8,320	0
Professional Services	494,000	0	50,000	0
<b>Total Grants and Subsidies</b>	<b>500,667</b>	<b>0</b>	<b>58,320</b>	<b>0</b>
<b>Expense Recovery</b>				
Expense Recovery - State Street Aid	(5,397,834)	0	0	0
<b>Total Expense Recovery</b>	<b>(5,397,834)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>11,739,204</b>	<b>22,441,490</b>	<b>20,002,650</b>	<b>21,116,822</b>
<b>Local Taxes</b>				
Special Assessment Tax	(338,049)	(398,000)	(398,000)	(398,000)
<b>Total Local Taxes</b>	<b>(338,049)</b>	<b>(398,000)</b>	<b>(398,000)</b>	<b>(398,000)</b>
<b>Fines and Forfeitures</b>				
Vacant Property Registration Fee	(166,800)	(18,600)	(76,000)	(18,600)
<b>Total Fines and Forfeitures</b>	<b>(166,800)</b>	<b>(18,600)</b>	<b>(76,000)</b>	<b>(18,600)</b>
<b>State Grants</b>				
St TN Highway Maint Grant	(459,660)	(735,362)	(735,362)	(735,362)
St TN Interstate	(794,660)	(800,000)	(800,000)	(800,000)
<b>Total State Grants</b>	<b>(1,254,320)</b>	<b>(1,535,362)</b>	<b>(1,535,362)</b>	<b>(1,535,362)</b>
<b>Other Revenues</b>				
Anti-Neglect Enforcement Program	0	0	0	(200,000)
Miscellaneous Income	(373,826)	0	(200)	0
<b>Total Other Revenues</b>	<b>(373,826)</b>	<b>0</b>	<b>(200)</b>	<b>(200,000)</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(2,132,995)</b>	<b>(1,951,962)</b>	<b>(2,009,562)</b>	<b>(2,151,962)</b>
<b>NET EXPENDITURES</b>	<b>9,606,209</b>	<b>20,489,528</b>	<b>17,993,089</b>	<b>18,964,860</b>

**Description**

*Administration ensure timely and accurate administrative services to Public Works service centers, including budget development, monitoring, purchasing and payroll/personnel activities.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	195,179	331,603	341,763	243,949
Materials and Supplies	319,945	664,974	666,206	635,246
Capital Expenditures	515,124	996,577	1,007,969	879,195
Program Revenues	(459,660)	(735,362)	(735,362)	(735,362)
Net Expenditures	55,464	261,215	272,607	143,833
Authorized Complement				13

**Description**

*Street Maintenance provides and maintains the safest and smoothest roadway system for the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	5,234,656	4,820,222	4,820,019	4,477,362
Materials and Supplies	1,087,168	4,173,167	1,723,821	3,771,611
Grants and Subsidies	5,000	0	8,320	0
Expense Recovery	(3,879,649)	0	0	0
<b>Total Expenditures</b>	<b>2,447,175</b>	<b>8,993,389</b>	<b>6,552,159</b>	<b>8,248,973</b>
Program Revenues	(794,660)	(800,000)	(800,200)	(800,000)
<b>Net Expenditures</b>	<b>1,652,515</b>	<b>8,193,389</b>	<b>5,751,959</b>	<b>7,448,973</b>
Authorized Complement				108

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	13,299	0	531	0
Total Expenditures	13,299	0	531	0
Net Expenditures	13,299	0	531	0
Authorized Complement				0

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	11,926	0	0	0
Total Expenditures	11,926	0	0	0
Net Expenditures	11,926	0	0	0
Authorized Complement				0

**Description**

*Street Lighting provides administrative direction, approval and funding for all roadway lighting within the City to enhance visibility and assist roadway users during evening hours.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	32,005	0	5,179	0
Tottal Expenditures	32,005	0	5,179	0
Net Expenditures	32,005	0	5,179	0
Authorized Complement				0

**Description**

*Neighborhood Improvements focus on improving the quality of life for the citizens of Memphis through a constant effort to beautify the city and eradicate blight. This section continues to combat community cleanliness with street sweeping, litter removal, weed control, and enforcing housing code violations while maintaining safety, health and environmental standards for the community and the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	4,100,301	4,916,310	5,041,349	5,175,621
Materials and Supplies	5,741,423	7,415,215	7,225,463	6,693,034
Capital Outlay	(99,531)	120,000	120,000	120,000
Grants and Subsidies	495,667	0	50,000	0
Expense Recovery	(1,518,185)	0	0	0
<b>Total Expenditures</b>	<b>8,719,675</b>	<b>12,451,524</b>	<b>12,436,812</b>	<b>11,988,655</b>
Program Revenues	(504,849)	(416,600)	(474,000)	(616,600)
<b>Net Expenditures</b>	<b>8,214,826</b>	<b>12,034,924</b>	<b>11,962,812</b>	<b>11,372,055</b>
Authorized Complement				88



**PUBLIC WORKS**

**AUTHORIZED COMPLEMENT**

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<i>Administration</i>		<i>Neighborhood Improvement</i>	
ACCOUNTANT ASSOCIATE A	2	ACCOUNTANT ASSOCIATE A	2
ADMR FINANCE/PERSONNEL	1	ADMR NEIGHBORHOOD IMPROV	1
ANALYST PERSONNEL PW	2	CLERK GENERAL B	2
ANALYST USER SUPPORT	1	COORD ADMIN BUDGET CE	1
ASST EXECUTIVE	1	COORD COURT HOUSING INSP	1
COORD CUSTOMER AFFAIRS	1	COORD EDUCATION	1
COORD QUALITY PROGRAM	1	COORD INFO TECH_NI	1
DIRECTOR PUBLIC WORKS	1	COORD PROGRAM CB	1
DIVERSITY/CONTRACT ANALYST	1	CREWPERSON	1
SECRETARY A	1	DIRECTOR NEIGHBORHOOD IMPROV	1
SUPER PAYROLL PERSONNEL	1	DEPUTY	1
<b>Total Administration</b>	<b>13</b>	FOREMAN.GROUND MNT	1
<i>Street Maintenance</i>		INSP CODE ENFORCEMENT	41
ADMR STREET MAINT	1	INSP FIELD ANTINEGLECT	4
ANALYST.DATABASE	1	INVESTIGATOR CODE	2
CLERK GENERAL A	1	ENFORCEMENT	2
CLERK.INVENT.CONTROL	1	MGR 25 SQ PROG	1
COORD ENG STREET MNT	1	MGR CITY BEAUTIFUL	1
CREWPERSON	8	MGR CODE ENFORCEMENT	1
CREWPERSON SEMISKILLED	18	MGR ZONE HOUSING IMPROVE	2
DISPATCHER	1	OPER DATA ENTRY A	2
FOREMAN MNT PUB WKS	6	PARALEGAL NI	1
FOREMAN POTHOLE CREW	2	SCHEDULE PLANNER	1
FOREMAN RIGHT OF WAY MAINT	3	SECRETARY A	1
GREASER	1	SPEC COMPLIANCE	6
HELPER MECH HEAVY EQUIP	1	SPEC CONDEMNATION	1
MECH HEAVY EQUIP	1	SPEC TECH SUPPORT CB	1
MECH MAINT	1	SUPER ANTINEGLECT	1
MGR STREET MAINT	2	SUPER BUSINESS AFFAIRS	1
OPER ASPHALT PLANT	2	SUPER CODE ENFORCEMENT	4
OPERATOR EQUIPMENT	26	SUPER CONDEMNATION	1
OPERATOR HEAVY EQUIP	11	SUPER DATA TRANSCRIBER	1
OPER SPECIAL EQUIP	7	SUPER HORTICULTURE	1
SCREWMAN ASPHALT LUTE	6	SUPER OFFICE CD	1
SUPER ASPHALT PLANT	1	<b>Total Neighborhood Improvement</b>	<b>88</b>
SUPER RECORDS INVENTORY	1		
SUPER RIGHT OF WAY MAINT	1		
SUPERVISOR SHIFT PUB WKS	3	<b>TOTAL PUBLIC WORKS</b>	<b>209</b>
TECH AUTOMOTIVE	1		
<b>Total Street Maintenance</b>	<b>108</b>		





The Debt Service Fund is used to account for resources that are restricted, committed, or assigned for payment of certain debt obligations and related costs. Major sources of revenue for the fund include ad valorem taxes, local option sales taxes, loan repayments from other internal service centers, proceeds from the sale of delinquent ad valorem tax receivables, and Tourism Development Zone revenue.

General obligation bonds and notes are direct obligations of the City. The full faith, credit and unlimited taxing power of the City as to all property subject to ad valorem taxation within the City are pledged to the payment of the principal of and interest on the City's general obligation debt.

Although there are no statutory limitations on the amount of general obligation debt the City can issue, the City conducts its finances so that the amount of general obligation debt outstanding does not exceed twelve percent (12%) of the City's taxable assessed valuation.

The City manages its general obligation debt conservatively as it does not have any outstanding variable rate debt or derivative agreements, although both are permitted in the City's Debt Management Policy and Procedures manual. The City does, however, utilize commercial paper proceeds as a source of interim construction financing for projects contained in the City's CIP Budget. Commercial paper has proven to be a low cost source of funds for the City.

The size of the City's Commercial Paper Program is \$150 million which, if fully utilized, would represent approximately 11% of outstanding general obligation debt. Such percentage falls within generally accepted guidelines for variable rate or short term debt exposure.

Moody's Investors Service Inc., S&P Global Ratings and Fitch Ratings, Inc. have assigned ratings of "Aa2", "AA" and "AA-", respectively, to the City's general obligation bonds. Such ratings express only the views of the Rating Agencies. An explanation of the significance of such ratings may be obtained from the Rating Agencies furnishing the ratings. There is no assurance that either or all of such ratings will be maintained for any given period of time or that it will not be revised or withdrawn entirely by the Rating Agencies if, in the judgment of the respective Rating Agency, circumstances so warrant.

In addition to general obligation debt, the City issues leases and other appropriation obligations whereby the City budgets and appropriates legally available funds each fiscal year for the payment of principal of and interest on such obligations.

# DEBT SERVICE FUND

# SUMMARY

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

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Revenues and Other Sources</u></b>				
Current Property Taxes	112,819,696	113,024,150	115,000,000	115,900,000
Delinquent Property Taxes	2,792,696	2,300,000	1,500,000	2,400,000
Sale of Delinquent Property Taxes	4,268,576	3,000,000	2,600,000	3,500,000
Local Option Sales Tax	7,802,856	7,488,000	8,150,058	8,200,000
In Lieu Of Taxes - Contractual	1,816,551	1,964,678	1,964,678	1,964,678
Tourism Development Zone	12,073,534	13,750,000	16,818,431	23,500,000
Use of Money	169,501	125,000	266,602	223,000
Federal Grants	2,107,986	2,337,834	2,337,834	2,355,769
State Gas-Motor Fuel Tax	0	0	1,768,300	1,768,300
Other	3,924,548	2,622,903	2,881,684	2,323,700
Proceeds from Loan	85,450	0	47	0
Issuance of Refunding Debt	224,138,661	0	75,520,000	0
Transfers In - Hotel - Motel Tax	1,187,853	1,186,252	1,365,752	1,366,517
Transfers In - State Street Aid	1,768,300	1,768,300	(294,717)	0
Transfers In - New Memphis Arena	0	0	3,693,896	0
Transfers In - Solid Waste	3,454,807	5,055,687	5,055,687	4,553,723
Transfers In - Storm water	1,893,502	1,893,502	1,893,502	3,787,004
Transfers In - GF	4,822,170	5,360,125	5,166,504	5,360,125
Transfers In - Grant Funds	192,596	0	193,621	194,496
<b>Total Revenues and Other Sources</b>	<b>385,319,283</b>	<b>161,876,431</b>	<b>245,881,879</b>	<b>177,397,312</b>
<b><u>Expenditures and Other Uses</u></b>				
Principal - Serial Bonds, Notes and Leases	89,714,924	93,984,794	93,770,508	94,712,122
Interest - Serial Bonds, Notes and Leases	67,464,925	66,005,366	65,618,141	65,806,403
Other (M&S & COI & Svrc. Chrg.)	3,748,225	1,243,945	1,766,445	1,253,890
Retirement of Refunded Debt	222,170,890	0	75,000,000	0
Transfers Out - Capital Projects	0	0	4,269,307	0
Transfers Out - General Fund	0	0	0	500,000
<b>Total Expenditures and Other Uses</b>	<b>383,098,964</b>	<b>161,234,105</b>	<b>240,424,401</b>	<b>162,272,415</b>
Contribution to (Use of) Fund Balance	2,220,319	642,326	5,457,478	15,124,897
Restricted Fund Balance - Beg. of Year	29,056,219	25,873,291	25,873,291	26,900,980
Contribution to (Use of) Fund Balance	(3,182,928)	(1,686,334)	1,027,689	7,938,601
<b>Restricted Fund Balance - End of Year</b>	<b>25,873,291</b>	<b>24,186,957</b>	<b>26,900,980</b>	<b>34,839,581</b>
Committed Fund Balance - Beginning of Year	17,338,409	22,741,657	22,741,657	27,101,162
Contribution to (Use of) Fund Balance	5,403,248	2,328,660	4,359,505	7,186,296
<b>Committed Fund Balance - End of Year</b>	<b>22,741,657</b>	<b>25,070,317</b>	<b>27,101,162</b>	<b>34,287,458</b>



**DEBT RATIO TRENDS**  
**Last Five Fiscal Years**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Estimated Population(1)	646,889	652,050	657,457	653,450	656,861
Appraised Value of Property(2)	38,788,129	38,069,899	37,757,901	36,455,804	35,448,458
Assessed Valuation of Property(2)	12,053,354	11,816,478	11,720,563	11,483,484	11,142,251
Total GO Debt(2)	1,256,868	1,230,060	1,163,755	1,271,320	1,228,825
Bond Premiums(2)	0	0	0	0	79,464
Self Supporting Debt(2)	2,015	0	0	0	0
Net Debt(2)	1,254,853	1,230,060	1,163,755	1,271,320	1,308,289
<b>Net GO Debt per Capita</b>	1,943	1,886	1,770	1,946	1,992
Total Debt	1,940	1,886	1,770	1,946	1,992
Net Debt					
<b>Net GO Debt to Appraised Value</b>					
Total Debt	3.24%	3.23%	3.08%	3.49%	3.47%
Net Debt	3.24%	3.23%	3.08%	3.49%	3.69%
<b>Net GO Debt to Assessed Value</b>					
Total Debt	10.43%	10.41%	9.93%	11.07%	11.03%
Net Debt	10.41%	10.41%	9.93%	11.07%	11.74%

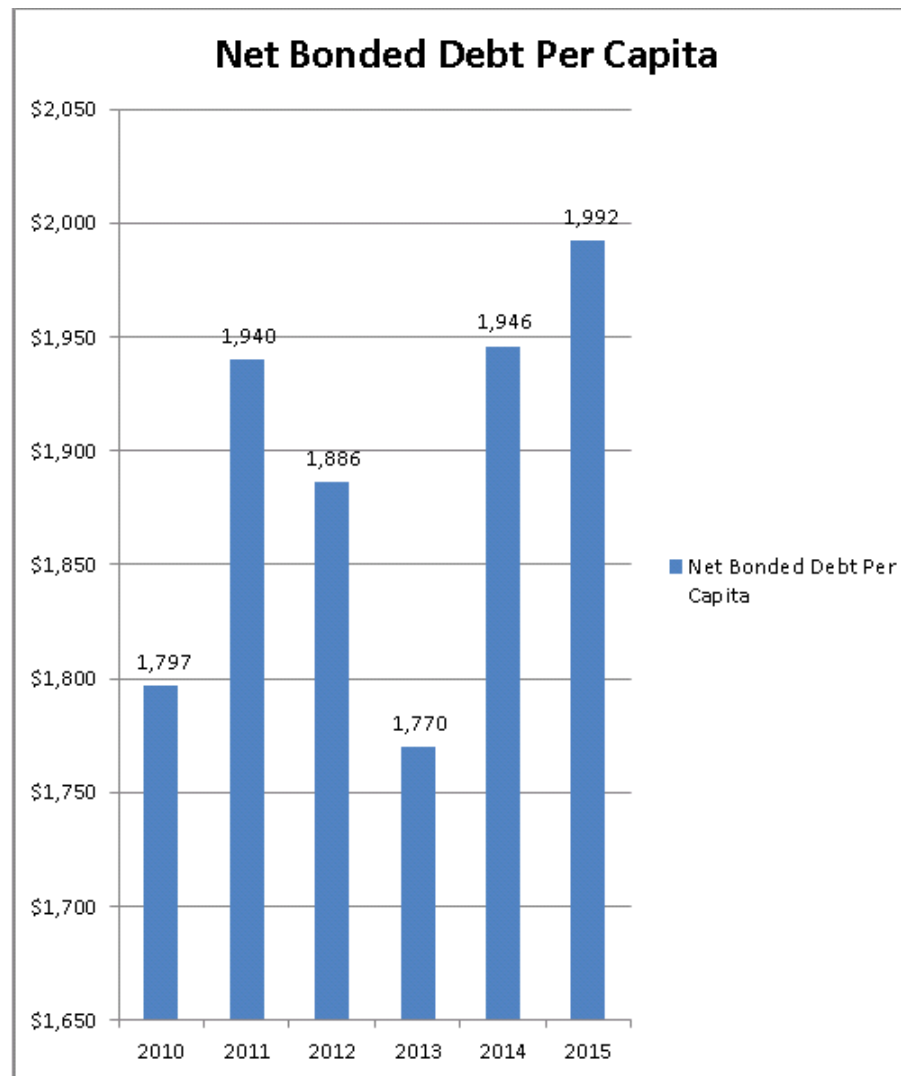
Source: 2015 CAFR

(1) As reported by the U.S. Bureau Census

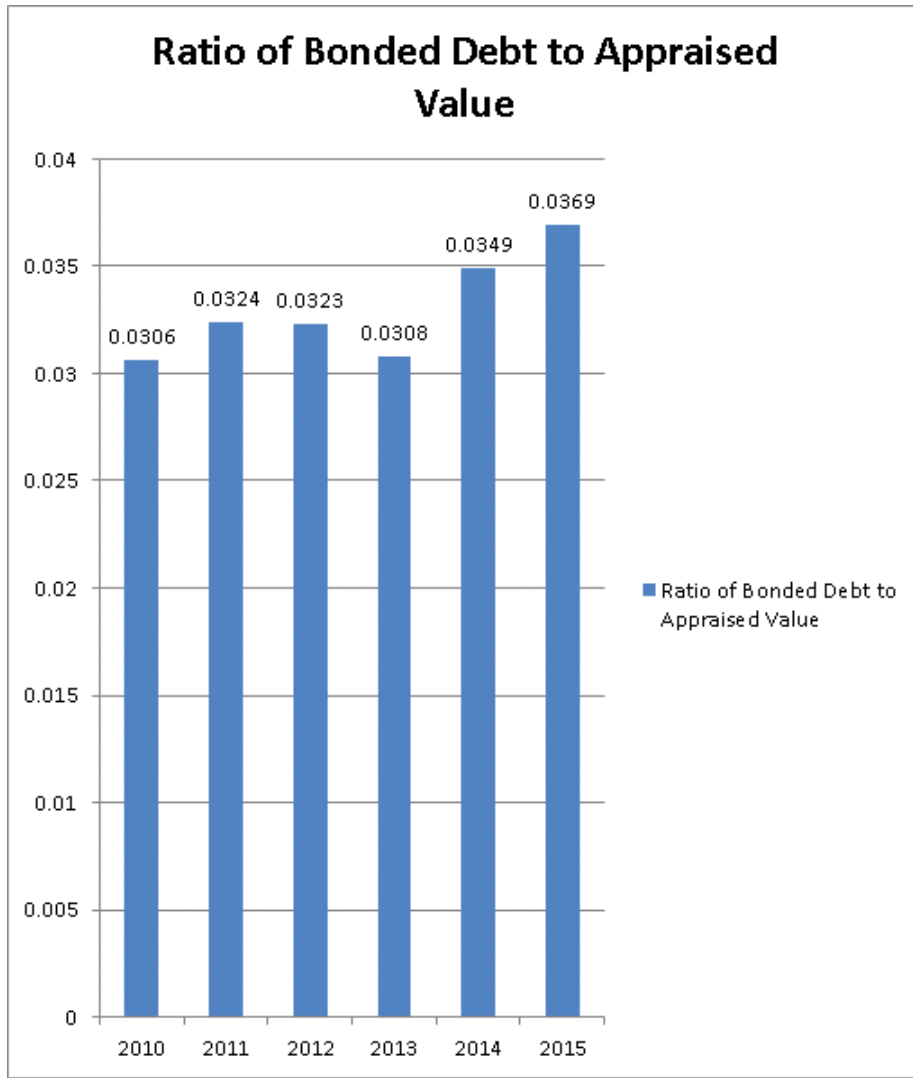
(2) Amounts rounded to 000's

The following table reflects the net bonded debt per capita on a net basis for the last five fiscal years, as shown earlier in the table entitled "Debt Ratio Trends".

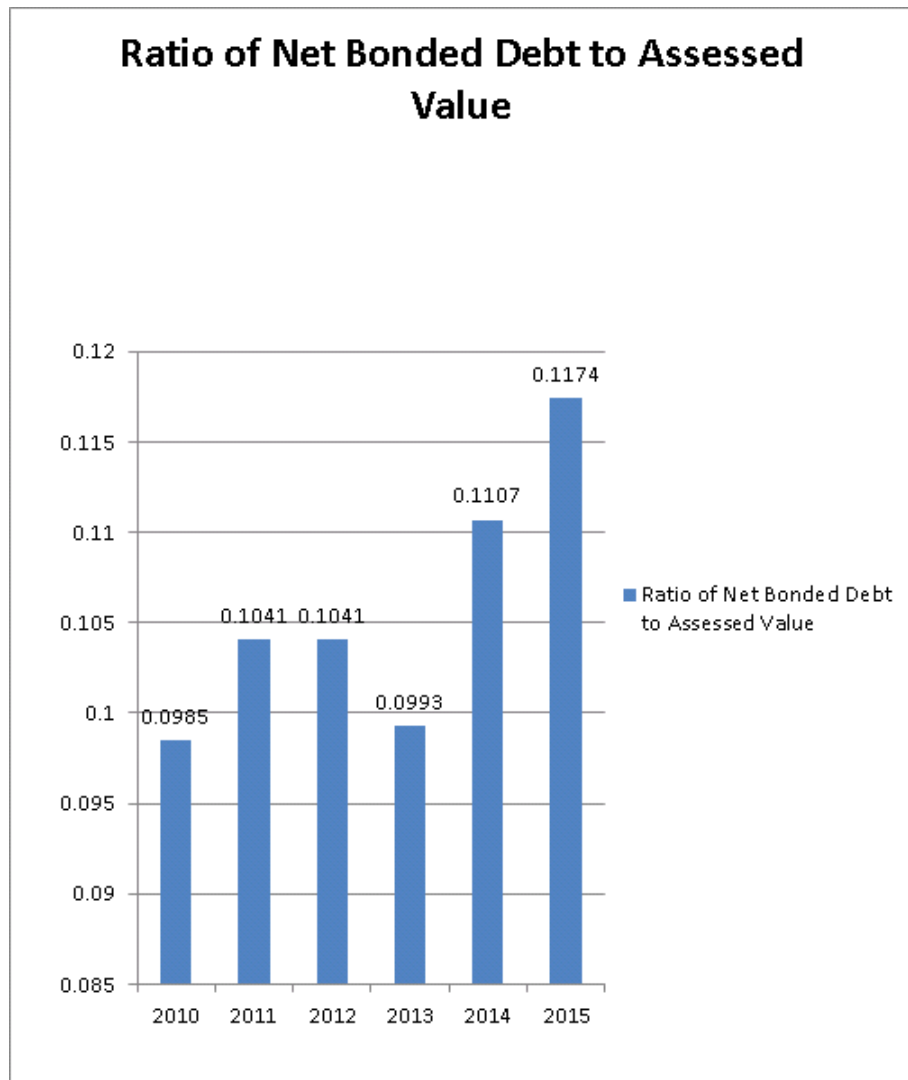
The following table reflects the net bonded debt per capita on a net basis for the last five fiscal years, as shown earlier in the table entitled "Debt Ratio Trends."



Source: 2015 CAFR



Source: 2015 CAFR



Source: 2015 CAFR



**GENERAL OBLIGATION BONDS  
LONG-TERM DEBT SERVICE SCHEDULE  
GENERAL OBLIGATION DEBT**

**As of June 30, 2016**

(In Thousands of Dollars)

Period Ending	Principal	Interest	Debt Service	Percentage Retired
6/30/2017	80,915,000	54,578,526	135,493,526	
6/30/2018	80,850,000	51,138,343	131,988,343	
6/30/2019	81,385,000	47,105,583	128,490,583	
6/30/2020	81,520,000	43,469,116	124,989,116	
6/30/2021	81,145,000	40,347,845	121,492,845	34%
6/30/2022	81,590,000	36,402,054	117,992,054	
6/30/2023	82,260,000	32,110,457	114,370,457	
6/30/2024	82,585,000	28,285,438	110,870,438	
6/30/2025	83,845,000	25,480,930	109,325,930	
6/30/2026	82,275,000	21,965,788	104,240,788	68%
6/30/2027	22,950,000	18,062,661	41,012,661	
6/30/2028	23,920,000	16,926,190	40,846,190	
6/30/2029	24,900,000	15,740,987	40,640,987	
6/30/2030	25,950,000	14,500,021	40,450,021	
6/30/2031	21,655,000	13,184,815	34,839,815	78%
6/30/2032	22,565,000	12,168,715	34,733,715	
6/30/2033	23,545,000	11,070,840	34,615,840	
6/30/2034	24,215,000	9,963,373	34,178,373	
6/30/2035	25,240,000	8,793,254	34,033,254	
6/30/2036	20,455,000	7,725,613	28,180,613	88%
6/30/2037	16,620,000	6,788,081	23,408,081	
6/30/2038	17,365,000	6,043,444	23,408,444	
6/30/2039	18,140,000	5,264,050	23,404,050	
6/30/2040	18,950,000	4,444,719	23,394,719	
6/30/2041	19,825,000	3,580,881	23,405,881	95%
6/30/2042	16,495,000	2,676,713	19,171,713	
6/30/2043	16,495,000	1,884,338	18,379,338	
6/30/2044	17,290,000	1,086,513	18,376,513	
6/30/2045	5,005,000	250,250	5,255,250	100%
	<u>1,199,950,000</u>	<u>541,039,534</u>	<u>1,740,989,534</u>	



**Outstanding Debt Obligations Serviced from the Debt Service Fund**  
**As of June 30, 2016**  
(Unaudited)

<b>General Obligation Bonds</b>	<b>Outstanding</b>	<b>Maturity</b>
\$69,885,000 General Improvement Bonds, Series 2016	\$ 69,885,000	5/1/2041
\$67,845,000 General Improvement Bonds, Series 2015C	67,845,000	4/1/2045
\$54,390,000 General Improvement Refunding Bonds, Series, 2015B (Tax-able)	54,390,000	4/1/2025
\$76,820,000 General Improvement Refunding Bonds, Series, 2015A	76,820,000	4/1/2026
\$208,230,000 General Improvement Refunding Bonds, Series 2014B	194,105,000	4/1/2044
\$103,955,000 General Improvement Refunding Bonds, Series 2014A	103,955,000	11/1/2025
\$5,145,000 Gen. Imp. Bonds, Series 2012B	3,005,000	4/1/2024
\$93,595,000 Gen. Imp. & Refg Bonds, Series 2012A	93,595,000	4/1/2042
\$86,190,000 Gen. Imp. Bonds, Series 2011	72,530,000	5/1/2036
\$11,160,000 Gen. Imp. Bonds, Series 2010F (RZEDB)	11,160,000	7/1/2034
\$55,295,000 Gen. Imp. & Refg Bonds, Series 2010E (Federally Taxable)	44,280,000	7/1/2018
\$121,205,000 Gen. Imp. & Refg Bonds, Series 2010D	121,205,000	7/1/2023
\$62,550,000 General Improvement Bonds, Series 2010 C (Direct Pay BABs)	62,550,000	7/1/2032
\$39,950,000 General Improvement Bonds, Series 2010B (Direct Pay BABs)	39,950,000	5/1/2030
\$27,880,000 General Improvement Bonds, Series 2010A	13,190,000	5/1/2021
\$76,025,000 General Improvement Bonds, Series 2009	12,920,000	4/1/2024
\$99,735,000 General Improvement Bonds, Series 2008	9,990,000	4/1/2018
\$94,935,000 General Improvement Bonds, Series 2007A	5,850,000	4/1/2017
\$115,635,000 Gen. Imp. & Refg Bonds, Series 2005B	68,365,000	10/1/2018
\$166,880,000 Gen. Imp. & Refg Bonds, Series 2005	58,950,000	10/1/2019
\$34,160,000 Gen. Imp. & Refg Bonds, Series 2004	10,635,000	10/1/2017
\$92,985,000 Gen. Imp. & Refg Bonds, Series 2001	4,775,000	11/1/2016
<b>Total</b>	<b>\$ 1,199,950,000</b>	

<b>Commercial Paper</b>	<b>Outstanding</b>
\$150,00,000 Commercial Paper, 2016	\$ -

**Outstanding Debt Obligations Serviced from the Debt Service Fund  
As of June 30, 2016**

(Unaudited)

Appropriation Obligations Debt	Outstanding	Total
\$40,975,000 Memphis and Shelby County Port Commission Bonds, Series 2011	\$ 17,980,000	4/1/2036
\$8,963,200 Solid Waste Lease, 2011	920,980	8/1/2016
\$15,416,204 Solid Waste Lease, 2014	10,902,409	12/11/2019
\$2,000,000 Solid Waste Lease, 2016	2,000,000	4/22/2021
\$40,540,000 Federally Taxable Senior Revenue Bonds, Series 2011A (Pyramid and Pinch District Redevel. Proj.)	38,910,000	11/1/2030
\$100,245,000 Tax-Exempt Subordinate Revenue Bonds, Series 2011B (Pyramid and Pinch District Redevel. Proj.)	100,245,000	11/1/2030
\$50,150,000 Federally Taxable Subordinate Revenue Bonds, Series 2011C (Pyramid and Pinch District Redevel. Proj.)	43,585,000	11/1/2021
\$17,925,000 Sports Facility Revenue Bonds, Series 2014A (Stadium Project)	16,510,000	2/1/2029
\$5,720,000 Sports Facility Revenue Bonds, Series 2014B (Stadium Project) (Federally Taxable)	4,770,000	2/1/2030
\$1,585,450 CCRFC Convention Center Improvement Bonds, Series 2015	1,268,360	1/5/2020
\$1,561,500 CCRFC Convention Center Improvement Bonds, Series 2016	1,561,500	1/5/2020
\$8,316,000 CCRFC Qualified Energy Conservation Bonds, Series 2015A	7,484,400	1/5/2025
\$2,015,300 CCRFC Qualified Energy Conservation Bonds, Series 2015B	1,813,770	1/5/2025
\$340,700 CCRFC Qualified Energy Conservation Bonds, Series 2015C	306,630	1/5/2025
<b>Total</b>	<b>\$ 248,258,049</b>	



**Special Revenue Funds** are used to budget for specific revenue sources that are legally restricted to expenditures for specific purposes. Included in special revenue funds are:

**Public Works**

Solid Waste Management revenues and expenditures.

**Finance**

Metro Alarm Fund revenues and expenditures.

**General Services**

Martin Luther King Park Improvements revenues and expenditures.

**Other Funds**

Hotel/Motel Fund

Street Aid Fund

New Memphis Arena

Revenues and expenditures for the above listed funds.

**Police Services**

Drug Enforcement Fund revenues and expenditures.



## ■ Other Funds

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	26,353,533	29,117,592	26,058,904	26,810,480
Materials and Supplies	11,052,028	12,746,111	11,933,641	11,898,668
Capital Outlay	15,216,654	500,000	500,000	500,000
Grants and Subsidies	5,000	0	5,000	0
Service Charges	14,715,448	15,801,502	15,230,525	15,250,000
Transfers Out	3,454,807	5,055,687	5,602,843	4,553,750
<b>Total Expenditures</b>	<b>70,797,469</b>	<b>63,220,891</b>	<b>59,330,913</b>	<b>59,012,898</b>
Program Revenues	(71,713,087)	(56,210,328)	(56,259,760)	(56,317,776)
<b>Net Expenditures</b>	<b>(915,618)</b>	<b>7,010,564</b>	<b>(3,071,153)</b>	<b>2,695,121</b>
Authorized Complement				515

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	(10,166)	0	0	0
Transfers Out	3,454,807	0	2,527,843	0
Total Expenditures	3,444,641	0	2,527,843	0
Program Revenues	(34,527)	(7,010,563)	(13,817)	0
Net Expenditures	3,410,113	(7,010,563)	2,514,026	0
Authorized Complement				0



## Fund Revenues

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Special Assessment Tax	(112,626)	(113,789)	(113,789)	(113,789)
Solid Waste Disposal Fee	(55,197,322)	(55,158,539)	(55,158,539)	(55,410,987)
Sanitation Inspection Fee	(634,528)	(615,000)	(615,000)	(620,000)
State Grants	0	0	(121,000)	(85,000)
Recycling Convenience	0	0	(112,673)	0
Waste Reduction Grant	0	(73,000)	(124,192)	(70,000)
Miscellaneous Income	(2,076)	0	0	0
Cash Overage/Shortage	27	0	0	0
Recycling Proceeds	(117,156)	(250,000)	(750)	(18,000)
Gain On Disposal Of Assets	(198,675)	0	0	0
Lease Payments	(15,416,204)	0	0	0
Other Revenues	(34,538)	0	(13,787)	0
Contributed From Fund Balance	0	7,010,563	0	(2,695,121)
<b>Total Charges for Services</b>	<b>(71,713,087)</b>	<b>(63,220,891)</b>	<b>(56,259,730)</b>	<b>(59,012,897)</b>

Other services provided by Public Works can be found under the following tabs:

Solid Waste - Special Revenue Funds

Sanitary Sewer Systems - Enterprise Funds

Storm Water System - Enterprise Funds

# SOLID WASTE FUND

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>City Court Clerk &amp; TVB</u>		OPER HEAVY EQUIP	2
<u>Solid Waste Administration</u>		SUPER DISPOSAL SP WASTE	1
ADMR SOLID WASTE OPER	1	SUPER TRANSFER STATION	2
ASSOCIATE ACCOUNTANT A	1	TECH DISPOSAL	2
CLERK ACCOUNTING B	1	TECH TRANSFER STATION	1
CLERK GENERAL B	4		
COORD FLEET MAINT	1	<b>Total Solid Waste Disposal</b>	<b>36</b>
CREWPERSON	2		
DIRECTOR SOLID WASTE DEPUTY	1	<u>Solid Waste Recycling</u>	
INSP SERVICE FEE	2	ADMR RECYCLING	1
INSP SERVICE FEE SENIOR	2	CREWPERSON	1
MECH MNT	12	DRIVER TRACTOR TRAILER	1
MGR COMPOST ENV PROJ	1	MECH HEAVY EQUIPMENT	3
MGR SOLID WASTE FEES	1	MGR COMPOST	1
MGR SUPPORT SVCS SWM	1	MGR RECYCLING	1
FOREMAN SOLID WASTE	2	REP RECYCLING	1
SUPER CART CENTRAL	1		
SPEC HEALTH SAFETY	1	<b>Total Solid Waste Recycling</b>	<b>9</b>
SECRETARY A	1		
<b>Total Solid Waste Administration</b>	<b>35</b>	<u>Solid Waste Support Services</u>	
		DRIVER TRUCK	3
<u>Solid Waste Collections</u>		FOREMAN GROUNDS MNT	1
ADMR SOLID WASTE SECTOR	2	<b>Total Solid Waste Recycling</b>	<b>4</b>
CLERK GENERAL B	9		
CREWCHIEF	128	<b>TOTAL SOLID WASTE MGMT FUND</b>	<b>515</b>
CREWPERSON	193		
DISPATCHER	1		
DRIVER TRUCK	54		
FOREMAN GROUNDS MNT	1		
MGR SANITATION AREA	4		
OPER HEAVY EQUIP	2		
OPER HEAVY EQUIP LD	5		
OPER SPEC EQUIP II	12		
SUPER AREA IMPROVEMENT	4		
SUPER CLERICAL OPER	2		
SUPER ZONE SANITATION	13		
MGR HEAVY EQUIP OPER SW	1		
<b>Total Solid Waste Collections</b>	<b>431</b>		
		<u>Solid Waste Disposal</u>	
CREWPERSON	6	CREWPERSON	6
DRIVER TRACTOR TRAILER	17	DRIVER TRACTOR TRAILER	17
HEAVY EQUIPMENT SUPERVISOR	1	HEAVY EQUIPMENT SUPERVISOR	1
DRIVER TRUCK	4	DRIVER TRUCK	4



## SPECIAL REVENUE FUNDS

## METRO ALARM

*The Memphis and Shelby County Metro Alarm Ordinance/Office's fundamental purpose is to reduce the number of false alarm call responses suffered by local law enforcement agencies each day and night, and through such reduction bring about more efficient and effective response via alarm permit registration/user cooperation.*

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	254,016	293,757	291,827	281,920
Materials and Supplies	95,210	91,842	195,064	184,659
Grants and Subsidies	0	0	3,466	0
Contributed to Fund Balance	0	53,438	0	0
Total Expenditures	349,226	439,037	490,357	466,578
Program Revenues	(461,144)	(439,037)	(491,435)	(466,578)
Net Expenditures	(111,918)	0	1,095	0
Authorized Complement				6

## Fund Revenues

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
City - Alarm Renewals	(178,390)	(164,162)	(190,976)	(173,722)
City - New Alarms	(179,468)	(185,000)	(182,504)	(194,853)
County - New Alarms	(35,119)	(50,000)	(33,704)	(52,967)
False Alarms - City	(9,403)	(7,200)	(13,851)	(7,627)
Class - No Shows	(41)	(275)	(191)	(291)
False Alarms - 8 - City	(41)	(1,500)	(1,534)	(1,589)
County Alarm Renewals	(38,660)	(25,000)	(40,548)	(26,484)
False Alarms - County	(513)	(150)	(509)	(159)
Miscellaneous Income	(15,273)	(5,000)	(17,391)	(8,091)
Bad Check Penalties	(403)	(750)	(558)	(795)
Interest on Investments	(2,495)	0	(1,120)	0
Net INcoe / INvestors	1,339	0	41	0
Contributed From Fund Balance	0	0	(7,811)	0
<b>Total Charges for Services</b>	<b>(461,144)</b>	<b>(439,037)</b>	<b>(491,435)</b>	<b>(466,578)</b>

**Other services provided by Finance can be found under the following tab:  
Metro Alarm Fund - Special Revenue Funds**

**METRO ALARM FUND**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Metro Alarm Fund</i>			
ADMR METRO ALARM	1		
SPEC ALARM DATA	1		
COORD METRO ALARM	1		
CLERK ACCOUNTING A	<u>3</u>		
<b>Total Metro Alarm Fund</b>	<b>6</b>		





## ■ Other Funds

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Grants and Subsidies</u></b>				
Convention & Visitors Bureau Memphis/Shelby County Sports Authority	3,423,936	3,313,748	3,693,896	3,246,072
	0	0	1,998,304	4,250,000
<b>Total Grants and Subsidies</b>	3,423,936	3,313,748	5,692,200	7,496,072
<b><u>Transfers Out</u></b>				
Oper Tfr Out - New Memphis Arena Fund	1,054,529	1,054,530	3,693,896	1,366,517
Oper Tfr Out - Debt Service Fund	1,187,853	1,186,252	1,365,752	3,500,000
<b>Total Transfers Out</b>	2,242,382	2,240,782	5,059,648	4,866,517
<b>TOTAL EXPENDITURES</b>	5,666,318	5,554,530	10,751,848	12,362,589
<b><u>Local Taxes</u></b>				
Tourism Development Zone Local Sales	0	0	(1,221)	0
Hotel/Motel Taxes	(4,611,789)	(4,500,000)	(4,230,357)	(4,250,000)
2015 Occupancy Increase	0	0	(1,369,197)	(3,500,000)
Room Night Assessment	0	0	(1,457,177)	(3,246,072)
<b>Total Local Taxes</b>	(4,611,789)	(4,500,000)	(7,057,952)	(10,996,072)
<b><u>Transfers In</u></b>				
Oper Tfr In - New Arena Fund	(1,054,529)	(1,054,530)	(3,693,896)	(1,366,517)
<b>Total Transfers In</b>	(1,054,529)	(1,054,530)	(3,693,896)	(1,366,517)
<b>TOTAL PROGRAM REVENUES</b>	(5,666,318)	(5,554,530)	(10,751,848)	(12,362,589)
<b>NET EXPENDITURES</b>	0	0	0	0





■ Other Funds

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Materials and Supplies</u></b>				
Miscellaneous Expense	15,158,643	0	0	0
<b>Total Materials and Supplies</b>	15,158,643	0	0	0
<b><u>Transfers Out</u></b>				
Oper Tfr Out - General Fund	0	14,800,000	0	0
Oper Tfr Out - Debt Service Fund	1,768,300	1,768,300	0	0
<b>Total Transfers Out</b>	1,768,300	16,568,300	0	0
<b>TOTAL EXPENDITURES</b>	16,926,943	16,568,300	0	0
<b><u>State Taxes</u></b>				
State Gas - Motor Fuel Tax	(11,601,454)	(11,294,591)	0	0
Three-Cent Tax	(3,456,159)	(3,373,709)	0	0
One-Cent Tax	(1,869,330)	(1,900,000)	0	0
<b>Total State Taxes</b>	(16,926,943)	(16,568,300)	0	0
<b><u>Other Revenues</u></b>				
Recovery Of Prior Year Expense	0	0	0	0
<b>Total Other Revenues</b>	0	0	0	0
<b>TOTAL PROGRAM REVENUES</b>	(16,926,943)	(16,568,300)	0	0
<b>NET EXPENDITURES</b>	0	0	0	0



## ■ Other Funds

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Projected
<b><u>Grants and Subsidies</u></b>				
Memphis/Shelby County Sports Authority	2,500,000	2,500,000	2,500,000	5,000,000
<b>Total Grants and Subsidies</b>	2,500,000	2,500,000	2,500,000	5,000,000
<b><u>Transfers Out</u></b>				
Oper Tfr Out - General Fund	1,000,000	1,000,000	0	0
Oper Tfr Out - Hotel/Motel Fund	1,054,529	1,054,530	3,693,896	2,421,047
Oper Tfr Out - Debt Service Fund	0	0	3,693,896	1,366,517
<b>Total Transfers Out</b>	2,054,529	2,054,530	7,387,792	3,787,564
<b><u>Contributed to Fund Balance</u></b>				
Contribution To Fund Balance/RE	0	1,054,530	0	1,054,530
<b>Total Contributed to Fund Balance</b>	0	1,054,530	0	1,054,530
<b>TOTAL EXPENDITURES</b>	4,554,529	5,609,060	9,887,792	9,842,094
<b><u>Local Taxes</u></b>				
In Lieu of Taxes-Water Tourism Development Zone Local Sales	(2,500,000)	(2,500,000)	(2,500,000)	(5,000,000)
	(1,054,529)	(1,054,530)	(3,693,896)	(2,421,047)
<b>Total Local Taxes</b>	(3,554,529)	(3,554,530)	(6,193,896)	(7,421,047)
<b><u>Transfers In</u></b>				
Oper Tfr In - Hotel/Motel Fund	(1,054,529)	(1,054,530)	(3,693,896)	(2,421,047)
<b>Total Transfers In</b>	(1,054,529)	(1,054,530)	(3,693,896)	(2,421,047)
<b><u>Contributed from Fund Balance</u></b>				
Contributed From Fund Balance	0	(1,000,000)	0	0
<b>Total Contributed from Fund Balance</b>	0	(1,000,000)	0	0
<b>TOTAL PROGRAM REVENUES</b>	(4,609,058)	(5,609,060)	(9,887,791)	(9,842,094)
<b>NET EXPENDITURES</b>	(54,529)	0	0	0



## ■ Other Funds

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b>Revenues</b>				
Fines & Forfeitures	3,382,975	3,344,000	3,355,407	2,333,000
Federal Grants	90,182	150,000	150,000	150,000
Other Revenues	(9,154)	0	117,863	0
Contribution From Fund Balance	0	733,500	809,500	1,617,800
<b>Total Revenue</b>	<b>3,464,004</b>	<b>4,227,500</b>	<b>4,432,770</b>	<b>4,100,800</b>
<b>Expenditures</b>				
Personnel Services	1,437,919	1,325,000	1,325,000	1,391,000
Material and Supplies	1,677,966	2,275,000	2,281,136	2,138,800
Capital Outlay	131,807	627,500	627,500	571,000
<b>Total Expenditures</b>	<b>3,247,692</b>	<b>4,227,500</b>	<b>4,233,636</b>	<b>4,100,800</b>
<b>Net Revenue</b>	<b>216,312</b>	<b>0</b>	<b>199,133</b>	<b>0</b>



**■ Other Funds**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	0
Materials and Supplies	103,739	0	0	0
Grants and Subsidies	0	0	0	0
Contributed to Fund Balance	0	0	0	0
<b>Total Expenditures</b>	<b>103,739</b>	<b>0</b>	<b>0</b>	<b>0</b>
Program Revenues	0	0	0	0
<b>Net Expenditures</b>				
Authorized Complement	(103,739)	0	0	0





**Enterprise Funds** account for the acquisition, operations and maintenance of the City's facilities. These services are entirely or predominantly supported by user charges. The City periodically determines whether the revenue earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. All activities necessary to provide services are budgeted for in these funds:

**Sewer Fund**

This fund is used to account for the operations of the wastewater collection and treatment facilities operated by the City. Memphis continues to rank as having one of the lowest residential, commercial, and industrial wastewater rates among the 1,250 largest cities in the nation. The last increase in sewer fees was in FY 2010.

**Storm Water Fund**

This fund is used to account for the operations of the City of Memphis Storm Water program. The funds are generated from the storm water fee assessed to residential and non-residential facilities and properties within the city limits. The City's storm water fee is added to the MLGW utility bills, and monies collected are used to fund federally mandated storm water requirements and to alleviate local flooding problems.



■ Other Funds

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b>Revenues</b>				
Sewer Fees	102,677,073	104,800,000	104,465,467	105,745,000
Sewer Connections	124,955	140,000	130,000	140,000
Special Sewer Connections	46,988	75,000	50,000	50,000
Rents	0	32,000	0	32,000
Other Service Charges	128,835	175,000	119,000	110,000
Federal Grants	562,477	0	550,000	0
Subdivision Development Fees	320,971	350,000	350,000	350,000
Other Revenue/Prior Yr	1,802,507	57,000	111,682	220,000
Interest on Investments	193,217	75,000	120,000	0
<b>Total Revenues</b>	<b>105,857,023</b>	<b>105,704,000</b>	<b>105,896,149</b>	<b>106,647,000</b>
<b>Expenditures</b>				
Personnel Services	17,679,833	21,970,385	23,366,014	20,812,889
Material and Supplies	29,531,339	38,072,365	38,203,251	36,445,746
Capital Outlay	2,973,434	6,646,000	6,993,877	4,421,000
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund	0	0	0	0
In Lieu of Tax	5,406,000	5,245,000	5,500,000	5,245,000
Payment on Debt Service	4,746,257	15,850,000	5,000,000	5,000,000
Bond Sale	408,974	0	0	0
State Loan Principal & Interest	101,360	255,000	100,000	120,000
Depreciation on Own Funds (179901)	12,104,763	14,437,000	13,000,000	14,537,000
Other charges and fees	12,540		3,159	1,420,000
Loss on Disposal of Assets	1,204,725			
<b>Total Expenditures</b>	<b>75,469,225</b>	<b>103,775,750</b>	<b>93,466,301</b>	<b>87,881,635</b>
Increase (Decrease) in Net Assets	30,387,798	1,928,250	12,429,848	18,765,365
Authorized Complement				330

Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	(146,824)	0	0	0
Materials and Supplies	1,173,224	1,075,000	1,126,475	0
Investment Fees	3,240	0	3,159	0
Bond Issue Costs	408,974	0	0	0
Interest	4,847,617	16,105,000	5,100,000	0
Service Charges	9,300	0	0	0
Transfers Out	6,706,400	6,545,000	6,800,000	0
Depreciation on Own Funds	0	0	6,068,210	0
Misc Expense	1,204,725	0	0	0
Contributed to Fund Balance	0	2,008,700	12,429,848	0
Total Expenditures	14,206,657	25,733,700	31,527,692	0
Program Revenues	(104,050,719)	(104,759,450)	(105,112,869)	0
Net Expenditures	(89,844,062)	(79,025,750)	(73,585,177)	0
Authorized Complement				0

## Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	3,412,546	4,034,617	3,647,586	19,900,167
Materials and Supplies	610,312	1,530,835	1,532,500	36,177,806
Capital Outlay	99,311	1,945,000	1,945,000	4,399,000
Interest	0	0	0	5,120,000
Transfers Out	0	0	0	6,545,000
Depreciation on Own Funds	399,590	400,000	400,000	2,035,000
Contributed to Fund Balance	0	0	0	18,765,365
Total Expenditures	4,521,760	7,910,452	7,525,086	92,942,338
Program Revenues	(3,931)	0	(650)	(105,737,000)
Net Expenditures	4,517,828	7,910,452	7,524,436	(12,794,662)
Authorized Complement				330

## Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	4,503,780	5,351,880	5,821,098	0
Materials and Supplies	9,043,892	11,217,676	11,232,184	0
Capital Outlay	918,594	1,486,000	1,486,000	0
Depreciation on Own Funds	689,429	500,000	500,000	0
Total Expenditures	15,155,695	18,555,556	19,039,282	0
Program Revenues	(185,640)	(15,000)	(63,820)	0
Net Expenditures	14,970,054	18,540,556	18,975,461	0
Authorized Complement				0

## Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	4,458,705	5,838,760	6,351,079	4,366
Materials and Supplies	8,845,648	10,381,857	10,399,965	1,000
Capital Outlay	1,223,227	1,680,000	2,023,927	0
Depreciation on Own Funds	423,313	500,000	500,000	0
Total Expenditures	14,950,894	18,400,617	19,274,971	5,366
Program Revenues	(1,624,432)	(1,010,000)	(679,014)	(910,000)
Net Expenditures	13,326,462	17,390,617	18,595,957	(904,634)
Authorized Complement				0

## Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	642,978	1,032,985	1,082,185	10,000
Materials and Supplies	682,643	927,050	927,275	0
Capital Outlay	93,624	160,000	160,000	0
Depreciation on Own Funds	119,514	125,000	58,917	0
<b>Total Expenditures</b>	<b>1,538,759</b>	<b>2,245,035</b>	<b>2,228,377</b>	<b>10,000</b>
Program Revenues	(900)	0	0	0
<b>Net Expenditures</b>	<b>1,537,859</b>	<b>2,245,035</b>	<b>2,228,377</b>	<b>10,000</b>
Authorized Complement				0



## Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	681,057	910,805	1,071,130	0
Materials and Supplies	1,852,353	3,348,453	3,348,204	0
Capital Outlay	(51,530)	8,000	8,000	0
Depreciation on Own Funds	14,638	10,000	6,031	0
Total Expenditures	2,496,518	4,277,258	4,433,365	0
Program Revenues	43,251	0	(39,721)	0
Net Expenditures	2,539,769	4,277,258	4,393,644	0
Authorized Complement				0

## Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	3,433,426	4,047,132	4,649,369	80,309
Materials and Supplies	7,206,875	9,292,554	9,280,445	0
Capital Outlay	(602,958)	1,345,000	1,348,950	0
Depreciation on Own Funds	390,206	400,000	400,000	0
<b>Total Expenditures</b>	<b>10,427,549</b>	<b>15,084,686</b>	<b>15,678,764</b>	<b>80,309</b>
Program Revenues	(34,650)	0	(75)	0
<b>Net Expenditures</b>	<b>10,392,899</b>	<b>15,084,686</b>	<b>15,678,689</b>	<b>80,309</b>
Authorized Complement				0

## Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	694,164	754,206	743,569	818,047
Materials and Supplies	112,189	298,940	356,203	266,940
Capital Outlay	0	22,000	22,000	22,000
Depreciation on Own Funds	1,600	2,000	2,000	2,000
<b>Total Expenditures</b>	<b>807,953</b>	<b>1,077,146</b>	<b>1,123,772</b>	<b>1,108,987</b>
<b>Net Expenditures</b>	<b>807,953</b>	<b>1,077,146</b>	<b>1,123,772</b>	<b>1,108,987</b>
Authorized Complement				11

# SEWER FUND

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>PW Environmental Inspections</u>		MECH MNT WTP I	7
AIDE POLLUTION CONTROL	13	MECH MNT WTP II	6
CLERK GENERAL A	2	MECH SHOP	1
CREWPERSON.SEMISKILLED	16	MGR WTP	1
DISPATCHER	6	MGR WTP MNT	1
ENGINEER ENVIRONMENTAL	2	MGR WTP PROCESSING	1
ENVIRONMENTAL PROJ COORD	1	OPER HEAVY EQUIP	6
INSP POLLUTION CONTROL	17	OPER MECHANICAL	8
OPER STOPPAGE SEWER	12	OPER WASTE TREAT I	3
SEWER INSPECTION COORD	1	OPER WASTE TREAT II	5
SCHEDULER PLANNER	1	PAINTER	1
SUPER SHIFT PUB WKS	5	SECRETARY B	1
CLERK GENERAL A	1	SUPER OM SHIFT	3
CLERK.INVENT.CONTROL SR	1	SUPER WTP OPERATIONS	1
ELECT MNT WTP	3	TECH CONTROL WTP	3
FOREMAN GEN WTP E I	1	TRAINEE WASTE WATER TREATMENT	4
FOREMAN GEN WTP MECH	4	ENG DESIGNER ENVIRONMENTAL A	4
MECH HEAVY EQUIP	1	ENG DESIGNER ENVIRONMENTAL Aa	2
MECH MNT WTP I	7	MGR INDUSTRIAL MONITORING	1
MECH MNT WTP II	14	SCHEDULER PLANNER	1
MECH SHOP	1	TECH INDUSTRIAL PRETREATMENT	2
MGR WTP	1	ENGINEER STATIONARY I	3
MGR WTP MNT	1	ENGINEER STATIONARY II	1
MGR WTP PROCESSING	1	FOREMAN GENERAL STATIONARY ENG	1
OPER HEAVY EQUIP	4	HELPER MAINTENANCE	7
OPER MECHANICAL	9	MGR SEWER LIFT STAT MNT	1
OPER WASTE TREAT I	3	PAINTER	1
OPER WASTE TREAT II	7	ADMR ENGINEERING	1
PAINTER	1	ADMR ENVIRON CONST ADMIN	2
SECRETARY B	1	ADMR WASTE COLLECT FAC	1
SPREADER SLUDGE	2	ADMR WTP FACILITIES	1
SUPER OM SHIFT	3	ENG DESIGNER ENVIRONMENTAL AA	1
SUPER WTP OPERATIONS	1	ENGINEER ENVIRONMENTAL	1
TECH CONTROL WTP	3	INSPECTOR SAFETY	1
TRAINEE WASTE WATER TREATMENT	4	MGR SUPPORT SVCS ENV	1
ANALYST LAB	5	SPECIALIST ENVIRONMENTAL BILLING	2
CHEMIST QUALITY CONTROL	1	ANALYST DATABASE ENV	1
CHEMIST WTP	1	CLERK GENERAL A	1
CLERK GENERAL A	1	CLERK GENERAL B	1
CLERK INVENT CONTROL SR	1	CLERK INVENT CONTROL SR	1
CUSTODIAN	1	CREWPERSON.SEMISKILLED	4
ELECT MNT WTP	3	COORD SEWER CONSTRUCTION	1
ENGINEER ENVIRONMENTAL	1	DISPATCHER	1
ENG DESIGNER ENVIRONMENTAL AA	2	DRIVER TRACTOR TRAILER	3
FOREMAN GEN WTP E I	1	FOREMAN SEWER MNT	6
FOREMAN GEN WTP MECH	3	MECH HEAVY EQUIP	3



**SEWER FUND**

*AUTHORIZED COMPLEMENT*

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
MGR ENVIRONMENTAL MNT	1		
OPER HEAVY EQUIP	10		
PIPELAYER	28		
SCHEDULER PLANNER	1		
SUPER SEWR MAINT	1		
SUPER SHIFT PUB WKS	5		
WORKER CONCRETE	5		
<b>Total PW Environmental Inspections</b>	<b>330</b>		
<b><u>Total PW Sewer Fund</u></b>	<b><u>330</u></b>		
<i><u>ENG Sewer Design</u></i>			
ENGINEER DESIGN	2		
ENGINEER DESIGNER A	1		
ENGINEER DESIGN SENIOR	1		
INSP ZONE CONTRUCTION	4		
SECRETARY	1		
TECH ENGINEERING AA	2		
<b>Total ENG Sewer Design</b>	<b>11</b>		
<b><u>TOTAL SEWER FUND</u></b>	<b><u>341</u></b>		





■ Other Funds

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b>Revenues</b>				
Storm Water Fees	24,262,307	24,250,000	24,241,960	24,250,000
Fines & Forfeitures	46,820	10,000	11,500	10,000
Federal Grant CIP	1,516,194	0	1,500,000	1,500,000
Operating Transfer-In Capital Projects	1,313,181			
State Grant	213,020	0	212,254	0
Other Revenue/Prior Yr Expense Recovery	138,674	0	94,500	0
<b>Total Revenue</b>	<b>27,490,196</b>	<b>24,260,000</b>	<b>26,060,214</b>	<b>25,760,000</b>
<b>Expenditures</b>				
Personnel Services	9,239,200	11,754,020	12,072,247	10,725,327
Material and Supplies	5,310,464	6,286,244	5,553,988	6,017,585
Capital Outlay	49,988	957,040	957,040	923,040
Project Cost	138,632	0	0	0
Transfer Out - Debt Service	1,893,502	1,893,502	1,893,502	3,787,004
Depreciation Cost	2,427,052	2,390,340	2,403,888	2,391,635
<b>Total Expenditures</b>	<b>19,058,838</b>	<b>23,281,146</b>	<b>22,880,665</b>	<b>23,844,591</b>
Increase (Decrease) in Net Assets	8,431,358	978,854	3,179,549	1,915,409
Authorized Complement				178

Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	(254,755)	0	0	0
Materials and Supplies	112,412	0	59,239	0
Transfers Out	1,893,502	0	0	0
Contributed to Fund Balance	0	1,025,408	3,179,550	0
Total Expenditures	1,751,159	1,025,408	3,238,789	0
Program Revenues	(27,397,654)	(24,296,553)	(26,056,754)	0
Net Expenditures	(25,646,495)	(23,271,145)	(22,817,965)	0
Authorized Complement				0



**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	556,600	598,973	591,767	774,320
Materials and Supplies	293,465	391,296	564,193	363,196
Capital Outlay	0	72,040	72,040	72,040
<b>Total Expenditures</b>	<b>850,066</b>	<b>1,062,309</b>	<b>1,228,000</b>	<b>1,209,556</b>
<b>Net Expenditures</b>	<b>850,066</b>	<b>1,062,309</b>	<b>1,228,000</b>	<b>1,209,556</b>
Authorized Complement				12

**STORM WATER FUND**

**AUTHORIZED COMPLEMENT**

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Drain Maintenance</i>		SUPERVISOR SHIFT PUB WKS	1
ADMR MNT (ISL)	1	SUPERVISOR ZONE HEAVY EQUIP	1
ADMR DRAIN MNT	1	<b>Total PW Drain Maintenance</b>	<b>63</b>
AIDE POLLUTION CONTROL	2	<i>Flood Control</i>	
ANALYST DATABASE	1	GENERAL CLERK A	1
CLERK INVENTORY CONTROL	1	CREWPERSON	1
CLERK INVENTORY CONTROL SR	1	ENGINEER STATIONARY 1	6
COORD DRAIN MNT ENG	2	ENGINEER STATIONARY II	1
CREWPERSON.SEMISKILLED	15	FOREMAN GEN STATIONARY ENG	1
DISPATCHER	1	HELPER MAINTENANCE	5
FINISHER CONCRETE	1	MECHANIC SHOP	1
FOREMAN MNT PUBLIC WORKS	11	<b>Total PW Flood Control</b>	<b>16</b>
INSPECTOR POLLUTION CONTROL	2	<i>Storm Water</i>	
INSPECTOR SAFETY	1	COORD STORMWATER PROJ	4
MASON BRICK	3	ENGINEER ENVIRONMENTAL	1
MGR DRAIN MNT	1	MGR. ENVIRON. PROJECT	1
OPERATOR EQUIPMENT	5	SCHEDULER PLANNER	1
OPERATOR HEAVY EQUIP	3	SECRETARY B (ISL)	1
OPERATOR STOPPAGE_SEWER	3	TECH ENVIRONMENTAL	5
PIPELAYER	16	<b>Total PW Storm Water</b>	<b>13</b>
SCHEDULER PLANNER	1	<b>TOTAL STORM WATER</b>	<b>178</b>
SECRETARY A	1	<b>MANAGEMENT</b>	
SUPERVISOR RECORDS INVENTORY	1		
SUPERVISOR SHIFT PUBLIC WORKS	4		
WORKER CONCRETE	8		
<b>Total PW Drain Maintenance</b>	<b>86</b>		
<i>Heavy Equipment</i>		<i>ENG / DRAINAGE DESIGN</i>	
CLERK GENERAL A	1	AIDE ENGINEERING	1
CLERK INVENTORY CONTROL	1	CHIEF SURVEYOR PARTY	1
DISPATCHER	1	CLERK GENERAL B	1
DRIVER TRACTOR TRAILOR	3	ENG DESIGNER A	1
GREASER	2	ENGINEER DESIGN SENIOR	2
MECH HEAVY EQUIP	6	INSP ZONE CONSTRUCTION	4
MECH HEAVY EQUIP LD	1	OPER SURVEY INST	1
MECH MASTER	2	TECH ENGINEERING AA	1
MECHANIC	1	<b>Total Eng / Drainage Design</b>	<b>12</b>
MGR FLEET SVCS	1		
MGR HEAVY EQUIP SVCS	1		
OPERATOR EQUIPMENT	9		
OPERATOR HEAVY EQUIP	10		
OPERATOR SWEERPER	20		
SCHEDULER PLANNER	1	<b>TOTAL STORM WATER FUND</b>	<b>190</b>
SUPERVISOR HEAVY EQUIP	1		



## ■ Operating Budget

**Internal Service Funds** are used to budget for the costs of goods or services provided by one division or service center to other divisions for the City on a cost reimbursement basis. Included in the Internal Service Funds are:

### **Health Insurance**

This fund accounts for the City's self-insurance for health benefits for City employees, their dependents and retirees. The impact of rising health care across the nation has contributed to the rise of health care benefits locally. Costs for the Health Insurance Service Center traditionally increase because of rise in national health care costs.

### **Unemployment**

This fund accounts for unemployment compensation accounts for the City's self insurance unemployment benefits, which may be due to City employees.

### **Fleet Management**

This fund accounts for the maintenance and repair of all City vehicles and equipment, except Fire Services and Public Works Heavy equipment. Vehicle Maintenance continues to be cost effective while providing maintenance and repairs.

## ■ Operating Budget

### Description

*To provide high-quality and cost-effective benefit programs that are responsive to the needs of the employees, retirees, and City and to make those programs effectively.*

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	437,704	545,129	440,117	582,038
Materials and Supplies	3,378,660	3,035,936	3,234,537	3,371,558
Capital Outlay	0	0	0	2,900
Grants and Subsidies	97,394	97,200	110,753	96,676
Claims Incurred	65,766,460	71,286,341	62,571,793	71,100,000
Federal Tax	37,950	360,931	32,706	21,483
Transfers Out	5,224,781	3,001,283	3,001,283	0
Contributed to Fund Balance	0	5,335	0	897,206
<b>Total Expenditures</b>	<b>74,942,948</b>	<b>78,332,155</b>	<b>69,391,189</b>	<b>76,071,861</b>
<b>Program Revenues</b>	<b>(78,062,445)</b>	<b>(78,332,155)</b>	<b>(77,718,479)</b>	<b>(76,071,861)</b>
<b>Net Expenditures</b>	<b>(3,119,497)</b>	<b>0</b>	<b>(8,327,290)</b>	<b>0</b>
Authorized Complement				13

**INTERNAL SERVICE FUNDS**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Health Care Fund</u>			
ANALYST BENEFITS	2		
ANALYST BENEFITS TECH	1		
COORD PENSION	1		
COORD RETIREMENT PLANS	1		
COORD WELLNESS	1		
MGR HEALTH CARE PROGRAMS	1		
MGR RETIREMENT PROGRAMS	1		
SPEC BENEFITS	4		
SPEC BENEFITS SUPPORT SVCS	1		
<b>Total Health Insurance Fund</b>	<b><u>13</u></b>		
<b><u>TOTAL HEALTH CARE FUND</u></b>	<b><u>13</u></b>		



## ■ Operating Budget

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Claims Incurred	316,926	650,000	309,952	350,000
Contributed to Fund Balance	0	758,131	0	147,200
<b>Total Expenditures</b>	<b>316,926</b>	<b>1,408,131</b>	<b>309,952</b>	<b>497,200</b>
Program Revenues	(980,810)	(1,408,131)	(707,549)	(497,200)
<b>Net Expenditures</b>	<b>(663,883)</b>	<b>0</b>	<b>(397,597)</b>	<b>0</b>
Authorized Complement				0

## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	0	0	161,064	2,023
Materials and Supplies	10,057,942	10,740,150	6,445,405	10,885,015
Capital Outlay	2,607	14,000	0	0
Inventory	14,109,310	16,428,756	14,518,595	13,989,952
Depreciation on Own Funds	16,457	96,100	11,716	96,100
Contributed to Fund Balance	0	250,000	0	0
Total Expenditures	24,186,315	27,529,006	21,136,780	24,973,090
Program Revenues	(25,068,673)	(27,529,006)	(21,136,780)	(24,973,090)
Net Expenditures	(882,358)	0	0	0
Authorized Complement				0





Fiduciary Funds are used to account for assets held by the City in the trustee capacity, or as an agent for individuals, private organizations, other governmental units, and/or other funds.

**Other Post Employment Benefits**

This fund accounts for the activity regarding retirees post-retirement major medical benefits.

■ Other Funds

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	298,789	413,500	236,965	421,475
Materials and Supplies	2,278,608	11,171,645	2,478,991	2,441,474
Grants and Subsidies	294,279	254,400	290,449	290,450
Capital Outlay	0	0	0	2,100
Claims Incurred	46,927,781	29,500,000	29,924,584	22,900,000
Investment Fees	1,852	0	914	0
Federal Tax	21,610	272,281	345,609	220,757
Total Expenditures	49,822,919	41,611,826	33,277,513	26,276,256
Program Revenues	(39,131,170)	(41,611,826)	(26,100,118)	(26,276,256)
Net Expenditures	10,691,749	0	7,177,395	0
Authorized Complement				0

## FIVE YEAR PROJECTION

---

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>





**Memphis at a Glance**

**GOVERNMENT**

The City of Memphis was 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 .....	315
Shelby (includes Memphis) .....	763
Crittenden .....	610
DeSoto.....	476
Tipton.....	458
Fayette.....	705
Marshall .....	706
Tate .....	405
Tunica.....	455
Total.....	4,571

**Climate**

Avg. Summer Temp.....	80
Avg. Winter Temp.....	41
Avg. Annual Temp .....	61.3
Avg. Precipitation.....	53 Inches
Avg. Snowfall.....	3.8 inches
Elevation.....	262 Feet

**DEMOGRAPHICS**

**Population**

2015 (est.) .....	653,480
2020 (proj.) .....	665,705

**Age (2011)**

Under 5.....	7.3%
5 - 14 .....	13.5%
15 - 24 .....	15.0%
25 - 34 .....	15.6%
35 - 44 .....	12.5%
45 - 54 .....	12.2%
55 - 64 .....	12.0%
65 - 75 .....	7.1%
75+ years.....	4.8%

**Sex**

Male.....	47.7%
Female .....	52.3%

**Race**

White .....	27.7%
Black.....	64.2%
Asian & Pacific Islander.....	1.7%
Other .....	5.7%

**Economics**

**Major Employers**

Federal Express .....	32,000
Shelby County Schools .....	16,000
Tennessee State Government ..	14,400
U.S. Government.....	13,900
Methodist Healthcare .....	10,175
Baptist Memorial Hospitals.....	8,587
Shelby County Government .....	5,704
Memphis City Government.....	6,848
Wal-Mart.....	6,000
Shelby County Government .....	5,662
Naval Support Activity .....	4,600
TN State Government .....	8,600
Shelby Co. Bd. of Education .....	5,400
Park Place Entertainment.....	4,057
University of UT – Memphis .....	3,194
Internal Revenue Service .....	4,000
roger Delta Marketing .....	3,568
Technicolor.....	3,500
Century Management, Inc. ....	2,800
Memphis Light, Gas & Water .....	2,727
University of Memphis .....	2,438
Service Master Co.....	2,411
First Tennessee Bank .....	2,300
International Paper .....	2,200

**Unemployment Rates**

(2014 Avg.)

Memphis.....	8.7%
Memphis MSA .....	7.6%
Shelby County .....	7.6%
Tennessee.....	6.6%
United States .....	8.2%

**Household Income**

(2015 Est. avg.)

Memphis.....	\$54,961
Shelby County .....	\$68,111
Memphis MSA .....	\$66,642

**Memphis at a Glance**

**Sales Tax**  
 Local.....2.25%  
 State.....7.00%

**Property Tax Rates**  
 (Per \$100 value)  
 Memphis City .....\$3.40  
 Shelby County.....\$4.37  
 Total in Memphis City Limits .....\$7.77

**Retail Sales**

**Shelby County (In Billions)**  
 2009 .....\$11.7  
 2010 .....\$12.1  
 2011 .....\$12.8  
 2012 .....\$13.5  
 2013 .....\$13.4  
 2014 (through September) .....\$13.2

**Bond Rating**

**General Obligation Bonds**  
 Moody's..... Aaa  
 Standard & Poor..... AA+  
 Fitch .....AAA

**Sanitary Seweage System Revenue Bonds**  
 Moody's..... Aa3  
 Standard & Poors..... AA  
 Fitch .....AA-

**Real Estate**

<b>Real Estate</b>	<b>Sq. Feet</b>
Office Space .....	19,816,898
Vacancy Rate.....	19.9%
Industrial Space .....	174,139,8789
Vacancy Rate.....	13.70%

**Office Space**  
 Total Market Size (sq.ft.) ... 19,593,502  
 Square Feet Available..... 4,530,201  
 Vacancy Rate.....20.3%  
 Net Absorption (sq.ft.) ..... 299,225  
 Asking Direct Lease Rate  
 (\$/sq.ft.) .....\$17.74

**Industrial Space**  
 Total Market Size (sq.ft.) . 183,526,668  
 New Construction (sq.ft.)..... Not Avail.  
 Square Feet Available..... 30,003,054  
 Vacancy Rate..... 11.60%  
 Net Absorption (sq.ft.) ..... 1,115,832

Asking Direct Leae Rate (sq.ft) .. \$3.46

Psychiatrists/Psychologists ..... 313  
 Ambulatory Surgical Centers ..... 29

**Education**

**Public Schools**  
 Total Enrollment..... 142,928  
 Number of Schools:  
 Elementary ..... 95  
 Middle/Junior..... 38  
 High School..... 34  
 Charter Schools ..... 36  
 Specialty Centers ..... 22

**College Entrance Exam Scores**

ACT: (2013-2014)  
 Shelby County Schools ..... 17.1  
 Tennessee ..... 19.8  
 U.S. .... 21.0

**Service Statistics**

**Fire**  
 Uniform strength ..... 1,391  
 Fire Station ..... 56  
 Divisions..... 2  
 Battalions ..... 11  
 Number of engine companies ..... 51  
 Number of Quints..... 3  
 Number of truck companies ..... 21  
 Hazardous Materials Squads..... 3  
 Air Crash Apparatus..... 3  
 Emergency Medical Units ..... 35  
 Alternative Response Vehicles (ARV)8

**Police**  
 Uniform strength ..... 2,110  
 Number of Precincts ..... 10  
 Number of Squad cars  
 in fleet ..... 2,040

**Airport**

Annual Departures ..... 96,051  
 Airlines ..... 7  
 Freight Carriers ..... 9  
 Total Passengers ..... 3,597,601  
 Total Cargo (lbs.) ..... 4,604,959,368  
 (Busiest cargo airport in the world)

**Memphis at a Glance**

**Public Works**

**Solid Waste/Garbage Collection**

Tons Solid Waste Disposed .. 247,281  
 Tons Solid Waste Diverted .... 131,191  
 Homes Recycling (curbside).. 172,000

**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..... 135

**Storm Drainage System**

Roadside Ditches (miles)..... 512  
 Curb and Gutter (miles)..... 6,306  
 Underground Pipes..... 1,294 miles  
 Concrete Channels (miles)..... 130  
 Storm Water Inlets..... 43,996

**Sewer System**

Sewer (miles)..... 2,400  
 Sewer Pump Stations ..... 101  
 Daily Usage (gals/day) ..... 146 million

**T.E. Maxson Treatment Plant**

Wastewater Treated (gal.) . 25.9 billion  
 Sludge Disposal (lbs.)..... 122 million

**M. C. Stiles Treatment Plant**

Wastewater Treated (gal.) . 27.4 billion  
 Sludge Disposal (lbs.)..... 87 million

**Flood Control**

Pumping Stations ..... 11  
 Earth Levees (miles)..... 20  
 Flood Gates ..... 30  
 Reservoirs (acres)..... 643  
 Flood Wall (linear ft.) ..... 10,560

**City Engineering**

**Traffic Control**

Signals repaired or replaced.... 12,000  
 Bicycle Lanes ..... 67  
 Street Lights ..... 770  
 Total Signal Devices (incl. Street Lights)  
 1,000  
 Total; City Roadways (Miles)..... 2,410

**Park Services**

**Recreation**

Parks ..... 167  
 Acreage ..... 4,002  
 Golf Courses ..... 8  
 Aquatic Sights ..... 17  
 Community Centers..... 24  
 Tennis Centers ..... 7  
 Walking Trails ..... 57  
 Playgrounds ..... 112  
 Fairgrounds Building (sq. ft. .... 47,500  
 Liberty Bowl seating capacity .. 61,008  
 Zoo Acreage ..... 36  
 Senior Centers ..... 5  
 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**

Memphis Board of Education

**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





**AAM.** American Association of Museums

**AED.** Automatic External Defibrillator

**ADA.** American Disabilities Act

**ALS.** Advanced Life Support

**APCO.** Association of Public Safety Communications Officials

**ACCRUAL ACCOUNTING.** The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt or payment of cash may take place, in whole or in part, in another accounting period.

**ALCOHOL COMMISSION.** Consists of nine members appointed by the Mayor. These members are empowered to make such rules and regulations consistent with state law.

**ALLOCATION.** Planned expenditures and funding sources approved in the CIP for specific projects.

**ANTI-NEGLECT ORDINANCE.** An ordinance which requires the City to monitor the existence of derelict and abandoned buildings and to track owners of abandoned properties and issue fines.

**APPROPRIATION.** A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and time when it may be expended.

**ATTRITION.** Used to quantify anticipated personnel cost reductions due to the lapsed time between when a funded position becomes vacant and is filled.

**AUTHORIZED COMPLEMENT.** Total number of positions that a division may fill  
Due to attrition they may not be funded for the full fiscal year.

**BDC.** Business Development Center

**BLS.** Basic Life Support

**BUDGET.** An annual financial plan to allocate resources in order to achieve the City's goals. Must be submitted to Council by the third Tuesday in April and approved prior to July 1.

**CAFR.** Comprehensive Annual Financial Report. A report that reflects the financial position of the funds and account groups of the City of Memphis and the result of

operations for a year. The report also provides information on the economic condition of the City.

**CCE.** Construction Code Enforcement

**CDBG.** Community Development Block Grant  
The U.S. Department of Housing and Urban Development provides CDBG funds to the Division of Housing and Community Development for programs that eliminate slum and blight from a community and for economic and residential development activities that benefit low and moderate-income residents of the City.

**CDC.** Center for Disease Control

**CE.** Continuing Education

**CFS.** Calls for Service

**CIP.** Capital Improvement Program. Adopted plan of public improvements, scheduled on a priority basis, for the current fiscal year and the succeeding four years, including estimated costs and funding sources.

**C.L.E.** Continuing Legal Education Credits

**CLERB.** Citizens' Law Enforcement Review Board

**CO-ACT.** Community Action. Mini-precincts based within the community.

**CSFP.** Commodity Supplemental Food Program

**CAPITAL IMPROVEMENT BUDGET.** The first fiscal year allocations of the CIP and reprogrammed allocations from prior year's CIP.

**CAPITAL REPLACEMENT BUDGET.** Adopted program for replacement of vehicles and equipment.

**CHARGES FOR SERVICES.** Fees received from fee-based public services.

**CITIZENS POLICE ACADEMY.** Training session that citizens can attend so they will have a better understanding of policing.

**COMMUNITY BASED POLICING.** A cooperative effort and communication between citizens and police officers in order to keep their community safe.

**COUNTY ASSESSOR.** Appraises all real and personal property in Shelby County and maintains the necessary data to provide the taxing jurisdictions with the certified assessments and any changes made as prescribed by Tennessee Code Annotated.

**COUNTY TRUSTEE.** State constitutional office, the banker, principal tax collector, and revenue agent for all of Shelby County Government.

**DOT.** Department of Transportation. Agency designated to oversee all areas of transportation.

**DRA.** Depot Redevelopment Agency

**DRS.** Department of Regional Services

**DEBT SERVICE FUND.** Used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

**DIVISION.** A major unit of the City designated by the type of service provided.

**DEPRECIATION.** The decrease in the value of physical assets due to use and passage of time.

**DEBT SERVICE.** The payments of principal and interest on loans, notes, and bonds.

**DOWN PAYMENT ASSISTANCE.** Program that provides down payment and closing cost grants up to \$3,500 for qualified low and moderate-income home buyers in the Memphis City limits.

**E.A.P.** Employee Assistance Program. Program to assist employees with medical, mental, or personal problems.

**EEOC.** Equal Employment Opportunity Commission

**EMD.** Emergency Medical Dispatching. A system where fire dispatchers are trained and certified to give life saving instructions to citizens who call and request ambulance service.

**EMS.** Emergency Medical Services  
Fire service center that provides emergency lifesaving procedures and pre-hospital care to the sick and injured.

**EMT.** Emergency Medical Technician. A job classification licensed by the State's first responder to emergencies. Provide basic first aid care to the sick and injured before the paramedics arrive on the scene.

**ESL.** English as a second language

**ECONOMIC DEVELOPMENT LOANS.** Small business loan program that provides gap financing and economic opportunities for qualified Memphis businesses  
The City will lend 20% or a maximum of \$250,000 for each business.

**ENTERPRISES FUNDS.** Funds are used to account for the acquisition, operation and maintenance of the City's facilities and services which are entirely or predominantly self-supported by user charges or where the City has decided that periodic determination of revenues earned, expenses incurred, and/or net income

is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**EXPENSE RECOVERIES.** Funds that are paid to a division after work is performed for another City division.

**FA.** False Alarms

**FEMA.** Federal Emergency Management Association

**FF.** Fire Fighter

**FHA.** Federal Housing Authority  
Provides low interest loans for homebuyers.

**FIRE Act.** Fire Investment and Response Enhancement Act

**FLSA.** Fair Labor Standards Act. A federal law that governs the payment of minimum wage, overtime rates, compensatory time, recordkeeping of hours worked, and other criteria relating to wages and hours of work for non-exempt employees, including government employees.

**FMLA.** Family and Medical Leave Act. An Act which states that eligible employees shall be entitled to a total of 12 workweeks of leave during any 12 month period of time for health related reasons for the employee or their family.

**FMZ.** Fire Management Zone

**FTE.** Full Time Equivalent

**FISCAL YEAR.** A period of consecutive months designated as the budget year  
The City's fiscal year is from July 1 to June 30.

**FUNDED STAFF LEVEL.** Number of full-time positions funded in the budget.

**GFOA.** Government Finance Officers Association. The professional association of state/provincial and local finance officers in the United States and Canada, serving the public finance profession since 1906

**GMAQ.** Greater Memphis Association for Quality

**G.O. BONDS.** General Obligation Bonds that are backed by the full faith and credit and unlimited taxing power of the City.

**G.R.E.A.T.** Gang Resistance Education and Training  
Federal grant received by the Police Division.

**GENERAL FUND.** The general operating fund of the City  
It is used to account for all financial resources except those required to be accounted for in another fund.

**GOALS AND OBJECTIVES.** Service center defined measurable activities to be completed within the current budget.

**GOLF SURCHARGE.** User fees collected to pay for the maintenance of the City's golf courses.

**Haz Mat.** Hazardous Materials

**HCD.** Housing and Community Development  
A division in the City of Memphis responsible for Systematic Code Enforcement and Housing and Economic Development.

**HUD.** Housing and Urban Development

**ICS.** Incident Command System

**IN SERVICE TRAINING.** State funds which are provided to police officers and fire fighters that complete a minimum of 40 hours of course work each year.

**INTERNAL SERVICE FUNDS.** Used to account for the financing of goods or services provided by one department to other departments or agencies of the City, or to other governmental units, on a cost reimbursement basis.

**LEPC.** Local Emergency Planning Committee

**LEGAL LEVEL.** The numbered organizational level at which an operating budget has been adopted by Council.

**LOCAL SHARED REVENUE.** Revenue received from Shelby County Government.

**LOUDERMILL.** Supreme Court decision that stated when termination is considered as an end result, the following procedures must be used:

- (a) The employee's division will investigate the facts of the matter.
- (b) The employee will be given notice of the charges and an opportunity to be heard by the employee's division director.
- (c) Termination for just cause can then occur, if warranted.

**MBOC.** Minority Business Opportunity Committee

**MCVB.** Memphis Convention & Visitor's Bureau

**M.F.D.** Memphis Fire Department

**M.H.A.** Memphis Housing Authority

**MMI.** Memphis Museums, Inc.

**MOU.** Memorandum of Understanding

**M.P.A.** Memphis Police Association

**M.P.D.** Memphis Police Department

**M/WBE.** Minority/Women Business Enterprise

**MATA.** Memphis Area Transit Authority. MATA has the authority to supervise the operations of the City's transit system. This system is managed by a private firm hired by MATA. MATA is funded by a combination of user fees, federal and state grants, and the City. MATA's annual budget, rates and fares are approved by the City Council.

**MLG&W.** Memphis Light, Gas and Water. City owned utility that provides electricity, gas, and water to citizens of Shelby County, Tennessee

MLG&W is managed by its President and a five member Board of Commissioners who are nominated by the City Mayor and approved by the City Council. MLG&W's annual budget and rates require the approval of the City Council.

**MEMPHIS POLL.** Annual survey where Memphis citizens can address a variety of public issues such as neighborhood concerns, crime, police, fire, public works, taxes and services, economic development, and recreation.

**MODIFIED ACCRUAL ACCOUNTING.** Under this basis of accounting, required for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

**NASA.** National Aeronautics and Space Administration

**NFPA.** National Fire Protection Association  
An organization devoted to the promotion of fire safety and awareness.

**NP/CRA.** Neighborhood Planning/Community Redevelopment Agency

**NPDES.** National Pollutant Discharge Elimination System. Federal law requires the City to apply for a permit, which indicates approval, for the drainage system design and the monitoring of the system.

**NYSC.** National Youth Sports Coach Association

**NEIGHBORHOOD WATCH.** A group of neighbors who form an organization to assist each other in providing for the security of their homes by observing strangers and unusual occurrences in the area.

**OJI**  
On The Job Injury

**OON**  
Office of Nursing

**OSHA.** Occupational Safety and Health Administration  
Monitors the adherence to federal health and safety regulations in the workplace in order to reduce job injuries.

**PILOT.** Pay In Lieu of Taxes

**PM.** Preventative Maintenance

**PPO/POS.** Preferred Provider Organization/ Point of Service

**PST's.** Police Service Technicians. Entry level position for police training. They respond to minor traffic accidents and issue parking tickets.

**PART 1 CRIMES/OFFENSES.** Crimes of a serious nature such as homicide, rape, robbery, aggravated assault, burglary, larceny theft, and arson.

**PERFORMANCE-BASED-BUDGETING.** A budgeting method that ties future allocations of resources to past performance.

**PERFORMANCE MEASURES.** Data collected to determine how well a service center is achieving its goals and objectives.

**POLICE SUB-STATION.** Geographic sub-division of a precinct.

**PRECINCT.** Geographic sub-division of the Police Division.

**PROPERTY TAX RATE.** The property tax rate is set by an ordinance. The Adopted FY 2006 tax rate is \$3.4332 on each \$100 of assessed value of each species of taxable property within the City. The taxes are apportioned as follows: Board of Education of the Memphis City Schools \$0.8271; General Purposes of the City of Memphis \$1.9088; Debt Service of the City of Memphis \$0.6941; Capital Pay-Go \$0.0032

**REPROGRAMMED.** CIP allocations which have not been appropriated that are carried forward to the next fiscal year

**RESERVE OFFICERS.** Citizens trained by the Police Division, who work 20 hours a month and serve in an officer capacity when full time officers are not available.

**SCBA.** Self Contained Breathing Apparatus  
Equipment used by firefighters to provide oxygen and eliminate smoke inhalation.

**SCCB.** Shelby County Conservation Board  
Parks legal level responsible for the maintenance of parks in Shelby County and Orgill Golf Course. Costs are reimbursed by Shelby County Government.

**SLM.** Spanish language materials

**SOP.** Standard Operating Procedure  
Guidelines set by the service center

**SERVICE CENTER.** A sub-unit or cost center of a division.

**SKYBOXES.** Provide luxurious accommodations for spectators at Liberty Bowl Memorial Stadium events.

**SPECIAL OPERATIONS RESPONSE TEAM (SORT).** The SORT team responds to a wide variety of emergency incidents, including the hazardous materials and high rise/rope rescue. These specialized skills provide this group of dedicated firefighters with the expertise to combat impossible odds to protect individuals from harm.

**SPECIAL REVENUE FUND.** Used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

**STEP.** Solid Waste Management. Public Work's legal level responsible for the collection, disposal, and recycling of solid waste.

**TCA.** Tennessee Code Annotated

**TCP.** Traffic Control Plan

**TN-TF1.** Tennessee Task Force 1

**T.Q.S.** Total Quality Service

**T.V.A.** Tennessee Valley Authority

**TELE-SERVE.** A reporting system that frees officers from non-violent report calls so they can focus on more violent offenses. Citizens can make minor criminal reports by telephone, which reduces, call volume and response times.

**TRUNKED RADIO SYSTEM.** A radio system that will provide unlimited frequencies and in emergency situations various City agencies can communicate with each other.

**UCA.** Uniform Certification Agency

**UNION ARTICLES OF AGREEMENT.** A negotiated agreement between the City and bargaining units regarding policies and procedures.

**VFC.** Vaccines for Children

**WIC.** Women, Infants and Children

**WMD.** Weapons of Mass Destruction

**W.O.** Work Order