

---

# *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



---

**CITY OF MEMPHIS**  
**A C Wharton Jr., MAYOR**  
**George M. Little, CHIEF ADMINISTRATIVE OFFICER**

**ADMINISTRATION**

Roland McElrath ..... Director, Finance  
Alvin Benson ..... Director, Fire Services  
Toney Armstrong ..... Director, Police Services  
Dwan Gilliom ..... Director, Public Works  
Quintin Robinson ..... Director, Human Resources  
Janet Hooks ..... Director, Parks & Neighborhoods  
Martha Lott ..... Director, General Services  
Robert Lipscomb ..... Director, Housing & Community Development/MHA  
Richard Copeland ..... Director, Planning and Development  
Herman Morris ..... City Attorney, Legal  
John Cameron ..... City Engineer, Engineering  
Brenton Nair ..... Chief Information Officer

**CITY COUNCIL**

Bill Morrison, Chairperson (District 1)

Bill Morrison ..... District 1  
William C Boyd ..... District 2  
Harold B. Collins ..... District 3  
Wanda Halbert ..... District 4  
Jim Strickland ..... District 5  
Edmund Ford, Jr ..... District 6  
Lee Harris ..... District 7  
Joe W. Brown ..... District 8-2  
Janis Fullilove ..... District 8-2  
Myron Lowery ..... District 8-3  
Kemp Conrad ..... District 9-1  
Shea Flinn III ..... District 9-2  
Reid Hedgepeth ..... District 9-3

**COURTS**

Earnestine Hunt Dorse, Administrative Judge (Division 1)

Tarik B. Sugarmom ..... City Court Judge Division 2  
Jayne R. Chandler ..... City Court Judge Division 3  
Thomas E. Long ..... City Court Clerk

**Prepared by:**

**Division of Finance, Budget Office**

Richard B. Campbell ..... Budget Manager  
Cynthia L. Hughes-Ward ..... Budget Coordinator  
Donald Allen ..... Senior Financial Analyst  
Channin Jackson ..... Senior Financial Analyst  
Yvonne Johnson ..... Senior Financial Analyst  
Yolanda Parson ..... Senior Financial Analyst

**Revenue Staff**

Margaret Coleman ..... Manager, Strategic Planning & Initiatives





This document presents the City of Memphis' budget in sections: Introduction, Financial Summary, General Fund Revenue and General Fund Expenditures. Sections are also presented for the other funds that provide major support for the City's operation. An Appendix section providing statistical information and a glossary conclude this document.

## **Introduction**

This section presents the Mayor's comments on the budget, the City government's structure, a discussion about the City's strategic financial goals, policies, and initiatives, the Budget Process and calendar, the City's Policies, and the City's long-term strategic Financial Plan. These documents provide the reader an explanation of the policy basis for the City.

## **Financial Summary**

This section presents an overview of the City's budget along with the summary and detail of all funds. The Budget Ordinance, the personnel Authorized Complement, and a summary of the Capital Improvement Program are separately identified sections within the financial summary.

## **General Fund Revenues**

This section provides a summary of the City's revenue resources and the detail within these resources. Detailed analyses are provided on the top ten (10) revenue sources.

## **General Fund Expenditures**

This section provides a summary of the operating budget for each division of City of Memphis government on a category basis. Within each division we have included at each legal level the mission, fiscal year 2012 performance highlights, and fiscal year 2013 measures and metrics.

## **OTHER FUNDS**

### **Enterprise Funds**

This section includes budget projects for the various enterprise funds of the City which are supported by user fees. The Sewer Fund and Storm Water Fund represents the City's Enterprise Funds.

### **Internal Service Funds**

This section included the Internal Service Funds for the City which provides services to other departments of the City on a cost reimbursement basis. Health Insurance Fund and Fleet Management Fund comprise the City's Internal Services Funds.

### **Special Revenue Funds**

This section is used to budget for specific revenues that are restricted as to their use. Two examples include the Solid Waste Fund and certain activities of the Office of Planning and Development.

### **Debt Service Fund**

This section contains the projected revenue and expenditures for the Debt Service Fund and the debt service trend indicators.



---

**INTRODUCTION**

Mayor's Letter .....	1
Organization .....	5
Organization Chart .....	6
Budget Process .....	7
Fiscal Policy .....	16
Fund Accounting .....	19

**FINANCIAL SUMMARY**

Budget Overview .....	23
Economy .....	29
Taxing Overview .....	37
All Funds Summary .....	40
Operating Budget Ordinance .....	53
Authorized Complement .....	79
Capital Improvement Program .....	83

**GENERAL FUND REVENUES**

General Fund Summary .....	91
----------------------------	----

**GENERAL FUND EXPENDITURES**

General Fund Summary .....	107
----------------------------	-----

**CITY ATTORNEY**

City Attorney Summary .....	109
City Attorney .....	115
City Attorney Authorized Complement .....	116

**CITY COUNCIL**

City Council Summary .....	117
City Council .....	119
City Council Authorized Complement .....	120

**CITY COURT CLERK**

City Court Clerk Summary .....	121
City Court Clerk .....	125
Red Light Camera .....	126
City Court Clerk Authorized Complement .....	127

**CITY COURT JUDGES**

City Court Judges Summary .....	129
City Court Judges .....	131
City Court Judges Authorized Complement .....	132

**COMMUNITY ENHANCEMENT**

Community Enhancement Summary .....	133
Community Enhancement - Administration .....	135
Community Enhancement .....	136
Community Enhancement Authorized Complement .....	137

**CITY ENGINEERING**

City Engineering Summary .....	139
Administration .....	144
Signs & Markings .....	145
Signal Maintenance .....	146



City Engineering Authorized Complement .....	147
<b>EXECUTIVE</b>	
Executive Summary .....	149
Mayor's Office .....	151
Chief Administrative Office .....	152
Auditing .....	153
311 Call Center .....	154
Office of Youth Services and Community Affairs .....	155
EMA .....	156
Contract Compliance .....	157
Intergovernmental Affairs .....	158
Executive Authorized Complement .....	159
<b>FINANCE</b>	
Finance Summary .....	161
Administration .....	166
Financial Management .....	167
Purchasing .....	168
Budget Office .....	169
Debt Management .....	170
City Treasurer .....	171
Office of Financial & Strategic Planning .....	172
Finance Authorized Complement .....	173
<b>FIRE SERVICES</b>	
Fire Services Summary .....	175
Administration .....	180
Support Services .....	181
Logistical Services .....	182
Training .....	183
Communications .....	184
Fire Prevention .....	185
Fire Fighting .....	186
Emergency Medical Services .....	187
Airport .....	188
Fire Services Authorized Complement .....	189
<b>GENERAL SERVICES</b>	
General Services Summary .....	191
Administration .....	196
Property Maintenance .....	197
Real Estate .....	198
Operation City Hall .....	199
Printing/Mail Services .....	200
Impound Lot .....	201
Park Operations .....	202
Motor Vehicle Inspection Bureau .....	203
General Services Authorized Complement .....	204
<b>GRANTS &amp; AGENCIES</b>	
Grants & Agencies Summary .....	207
MATA .....	209
Planning & Development .....	210
Landmarks .....	211



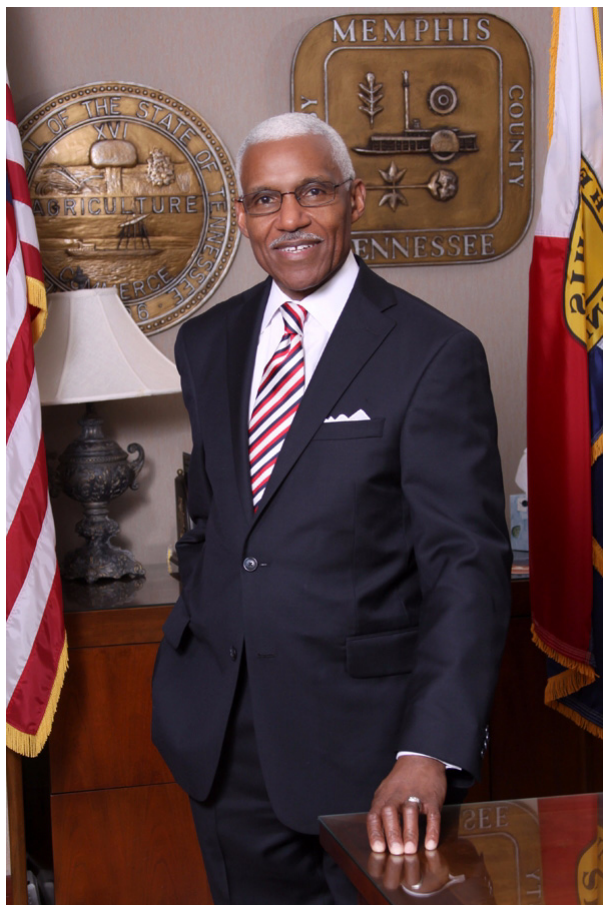
<b>HCD</b>	
HCD Summary .....	213
Housing .....	217
Economic Development .....	218
Community Initiatives .....	219
Renaissance Business Center .....	220
HCD Authorized Complement .....	221
<b>HUMAN RESOURCES</b>	
Human Resources Summary .....	223
Administration .....	229
Administration/Employee Assistance Program .....	229
Health, Wellness, and Benefits .....	230
Recruitment and Selection .....	231
Employment .....	231
Compensation .....	232
EEO/Labor Relations .....	233
Labor Relations .....	233
Office of Talent Development .....	234
Academy of Learning & Development .....	234
Workplace Safety and Compliance .....	235
Operating .....	235
Human Resources Authorized Complement .....	236
<b>INFORMATION SERVICES</b>	
Information Services Summary .....	237
Information Services .....	242
Information Services Authorized Complement .....	243
<b>PARKS &amp; NEIGHBORHOODS</b>	
Parks & Neighborhoods Summary .....	245
Administration .....	252
Planning & Development .....	253
Park Operations .....	254
Park Facilities .....	255
Zoo .....	256
Brooks Museum-Private/Public Partnerships .....	257
Memphis Botanic Garden .....	258
Fairgrounds/Stadium .....	259
Recreation .....	260
Golf .....	261
Special Services .....	262
Animal Shelter .....	263
Libraries .....	264
Parks & Neighborhoods Authorized Complement .....	265
<b>POLICE SERVICES</b>	
Police Services Summary .....	269
Executive Administration .....	274
Support Services .....	275
Precincts .....	276
Investigative Services .....	277
Special Operations .....	278
Police Services Authorized Complement .....	279
<b>PUBLIC SERVICES &amp; NEIGHBORHOODS</b>	
Public Services & Neighborhoods Summary .....	283
Administration .....	285



Special Services .....	286
Animal Services .....	287
Sexual Assault Center .....	288
Motor Vehicle Inspections .....	289
Music Commission .....	290
Library .....	291
Public Services & Neighborhoods Authorized Complement .....	292
<b>PUBLIC WORKS</b>	
Public Works Summary .....	293
Administration .....	299
Street Maintenance .....	300
Street Lighting .....	301
Neighborhood Improvement .....	302
Public Works Authorized Complement .....	303
<b>ENTERPRISE FUNDS</b>	
Enterprise Funds Overview .....	305
Sewer Fund Summary .....	306
Sewer Fund Authorized Complement .....	316
Storm Water Fund Summary .....	318
Storm Water Fund Authorized Complement .....	323
<b>INTERNAL SERVICE FUNDS</b>	
Internal Service Fund Overview .....	325
Description .....	326
Human Resources Authorized Complement .....	327
Fleet Management .....	328
Fleet Management Fund Authorized Complement .....	329
<b>SPECIAL REVENUE FUNDS</b>	
Special Revenue Funds Overview .....	331
Metro Alarm .....	332
Metro Alarm Authorized Complement .....	333
MLK Park Improvement .....	334
MLK Park Improvement Authorized Complement .....	336
Solid Waste Management Fund .....	337
Solid Waste Management Fund Authorized Complement .....	338
Planning & Development .....	339
Board of Education .....	340
<b>DEBT SERVICE FUND</b>	
Debt Service Fund Overview .....	341
<b>STRATEGIC PLANNING</b>	
Five Year Projection .....	351
<b>APPENDIX</b>	
Community Profile .....	369
Glossary .....	373







Dear Members of the Memphis City Council and Citizens of Memphis,

I am pleased to submit this budget for the City of Memphis for the fiscal year beginning July 1, 2012 and ending June 30, 2013. My proposed operating budget for this period includes planned spending of \$628.4 million and a capital improvements program (CIP) budget for \$73.9 million in tax-funded capital projects.

This is a balanced budget that restores property taxes required to fully fund our public schools as ordered by the courts. I believe that the rising tide of a well-educated workforce that can meet the challenges of a 21<sup>st</sup> century economy will lift our whole community. We deprive our children of crucial opportunities - and deny our entire city a brighter, better future – if we fall short on this obligation now.

As our nation continues its slow path to economic recovery, we must make these kinds of increasingly shrewd, strategic choices about our spending priorities. Unfortunately, tax cuts that preceded my administration have placed us in economic circumstances that actually prevent us from making the investments we need to maintain and accelerate this critical growth. Memphis is at a crossroads, working harder than ever to develop into a balanced, strong economy that serves everyone while cautiously managing the fiscal constraints that dictate our path forward

Last year at this time, I pledged that my administration would do our utmost to eliminate expenses wherever and however we could and make the most effective possible use of tax-payer dollars. We have done this, through a number of cost-controlling measures and major reductions in the size of city government.

Budgets for all divisions of city government, aside from Fire and Police Services, have declined year-over-year since I have been in office. Over the past 12 months, our dedicated public employees have accepted serious pay cuts and my Directors have shown endless ingenuity in always doing more with smaller budgets and staffs.

What the City of Memphis is experiencing can no longer be fairly described as a spending

problem. What we have is a revenue problem. Property taxes and local option sales tax, which comprise the vast majority of our city's general fund, have been negatively impacted by years of population decline and decimated by the recent recession.

My administration, in partnership with the City Council, Shelby County Government, the Greater Memphis Chamber, and numerous non-profit and corporate partners across the community, are working hard to bring in new jobs, improve the quality of our workforce, and do everything we can to make Memphis more competitive and desirable. Until a more robust recovery is underway, however, we must accept these revenue shortfalls for what they are and operate accordingly.

My staff and I have done our best to balance the cuts and reductions in services that are required to balance the budget. Every family in every segment of our community will participate in this shared sacrifice, whether by seeing a nearby library or community centers closed or by noticing longer wait times in responses to their complaints. Repairs to our infrastructure will come less frequently than I would like, and grass and weeds will grow taller than we prefer before they are cut.

My proposed budget is a serious fiscal blueprint drafted in response to conditions of unprecedented austerity. I appreciate your efforts and partnership as we enter our next fiscal year. Together, we will do our best with the resources we have to create safe and vibrant neighborhoods, grow prosperity and opportunity for all, invest in our young people, and advance a culture of excellence in city government. The people of Memphis deserve no less.

Yours in service,



A C Wharton, Jr.  
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.

<b>FY2013 Operating Budget</b>	<b>Proposed Budget</b>	<b>Amendments</b>	<b>Adopted Budget</b>
<b>General Fund Revenues</b>			
Unallocated Revenues	\$ 582,927,253	\$ 1,200,000	\$ 584,127,253
Divisional Revenues	\$ 45,459,719	\$ (680,376)	\$ 44,779,343
<b>Total Revenues</b>	<b>\$ 628,386,972</b>	<b>\$ 519,624</b>	<b>\$ 628,906,596</b>
<b>General Fund Expenditures</b>			
City Attorney	\$ 10,048,357	\$ (367,301)	\$ 9,681,056
City Council	\$ 1,596,326	\$ (101,140)	\$ 1,495,186
City Court Clerks	\$ 4,846,848	\$ (89,495)	\$ 4,757,353
City Judges	\$ 601,722	\$ (985)	\$ 600,737
Engineering	\$ 8,517,460	\$ (209,575)	\$ 8,307,885
Executive	\$ 5,132,613	\$ (115,386)	\$ 5,017,227
Finance	\$ 4,890,341	\$ (124,883)	\$ 4,765,458
Fire Services	\$ 154,966,115	\$ (1,138,239)	\$ 153,827,876
General Services	\$ 22,992,787	\$ (528,086)	\$ 22,464,701
Grants & Agencies	\$ 78,813,397	\$ 26,249,784	\$ 105,063,181
Housing and Community Development	\$ 5,000,550	\$ (409,607)	\$ 4,590,943
Human Resources	\$ 7,342,439	\$ (162,461)	\$ 7,179,978
Information Services	\$ 15,901,093	\$ (635,423)	\$ 15,265,670
Parks and Neighborhoods	\$ 42,594,087	\$ 704,275	\$ 43,298,362
Police Services	\$ 238,992,383	\$ (1,675,651)	\$ 237,316,732
Public Works	\$ 26,116,382	\$ (1,270,141)	\$ 24,846,241
<b>Total Expenditures</b>	<b>\$ 628,352,900</b>	<b>\$ 20,125,686</b>	<b>\$ 648,478,586</b>
<b>Contribution/(Use) of Fund Balance</b>	<b>\$ 34,072</b>	<b>\$ (19,606,062)</b>	<b>\$ (19,571,990)</b>

<b>FY2013 CIP Budget</b>	<b>Proposed Budget</b>	<b>Amendments</b>	<b>Adopted Budget</b>
<b>Total Revenues</b>	<b>\$ 191,210,684</b>	<b>\$ 3,275,165</b>	<b>\$ 194,485,849</b>
<b>Total Expenditures</b>	<b>\$ 191,210,684</b>	<b>\$ 3,275,165</b>	<b>\$ 194,485,849</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 18th largest city in the nation. The 2005 population was 646,356 according to the State of Tennessee Department of Economic and Community Development.

**GOVERNMENTAL STRUCTURE**

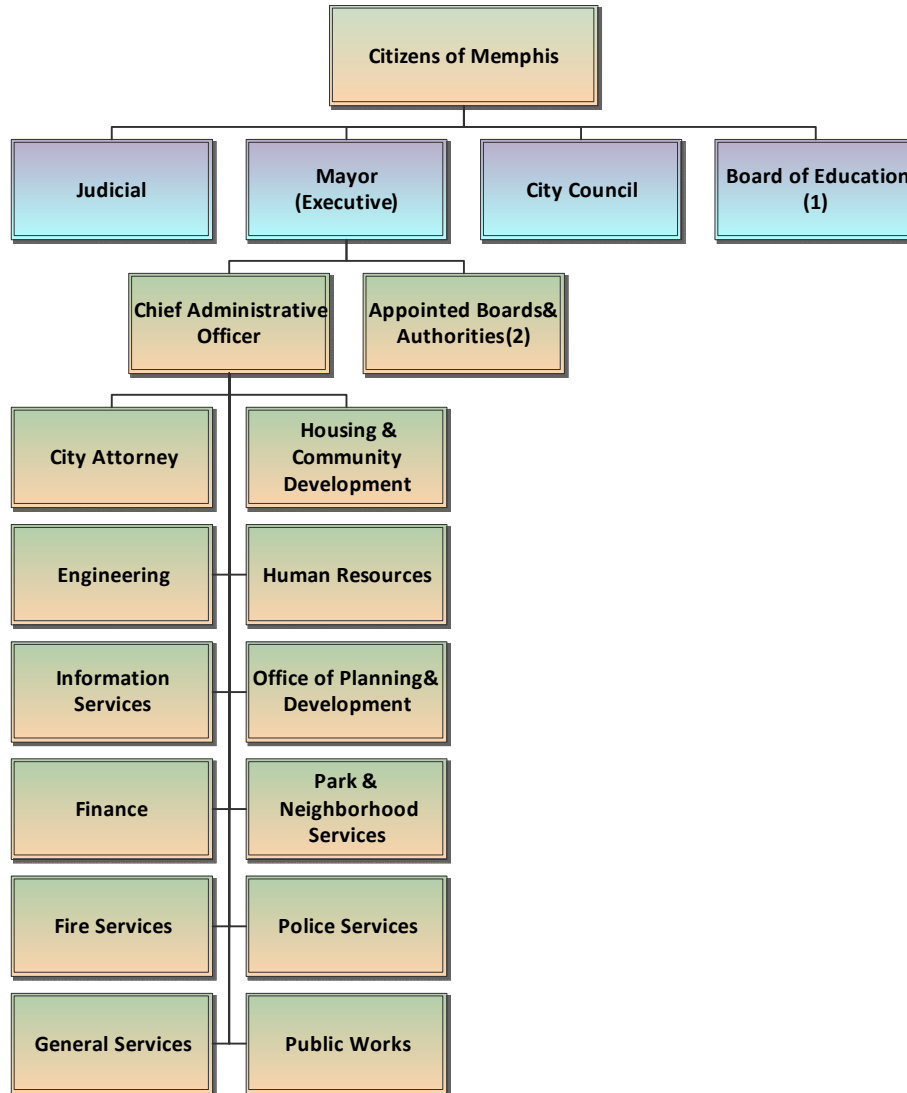
The City of Memphis was incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968. At that time, a Mayor-Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year terms. Six 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 numbered positions. The remaining seven (7) council 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 City board members, officers and division directors, with Council approval. The City's operating and service departments are organized under the Chief Administrative Officer and Chief Financial Officer who are appointed by and serve at the will and pleasure of the Mayor. The Mayor may veto action of the City Council, but a simple majority can override any veto.

The Chief Administrative Officer and Chief Financial Officer, under the direction of the Mayor, coordinate the activities of all administrative divisions of City government, acting as liaisons between the Mayor and all divisions, bureaus, boards, commissions and authorities. The directors of all divisions report to the Chief Officers on administrative procedures.

The major administrative divisions of the City include: Engineering; Executive; Finance; Fire Services; General Services; Information Services; Housing and Community Development; Legal; Parks and Neighborhoods; Human Resources; Police Services; Public Works/Sanitation; Public Services and Neighborhoods; and the Office of Planning and Development.

The Mayor is responsible for all city appointments to boards, which serve the City. These include the boards of the Memphis Light, Gas and Water Division (MLG&W); Memphis Area Transit Authority; Memphis Housing Authority; Center City Commission; Memphis & Shelby County Convention Center Complex; Memphis Brooks Museum of Art; Memphis & Shelby County Building Code Advisory Board; 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.

# CITY OF MEMPHIS, TENNESSEE ORGANIZATION CHART



(1) The Board of Education is legally separate from the City of Memphis primary government , and its budget is approved separately by the Memphis City Council .

(2) The Mayor makes appointments to Boards and Authorities whose budgets are separate but are related organizations, jointly owned or joint ventures. These Boards and Authorities include for example , the Memphis Area Transit Authority, Memphis Light, Gas & Water Division (including the Retirement and Pension Systems ), Memphis & Shelby County Airport Authority, Memphis & Shelby County Convention Center, Memphis & Shelby County Building Code Advisory and the Center City Commission .



## BUDGETING AND APPROPRIATIONS PROCEDURES

The financial plans of the City are included in the annual capital and operating budgets. These budgets project all receipts and disbursements, and present the level of governmental services and the method of distributing costs to the various segments of the community through the collection of taxes and fees.

The Council has final responsibility for approving certain program and fiscal policies, approving the annual Operating Budget and the Capital Improvement Program, and setting the tax rate and fees for services. 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.

**Operating Budget** The Annual Operating Budget is submitted to the Council approximately 90 days prior to the end of the fiscal year in April. At least 3 to 4 weeks prior to the end of the fiscal year, the City Council approves the Operating Budget.

The City of Memphis operates on a July through June fiscal year and is required by City Charter to submit and have approved a balanced budget each fiscal year.

The budget process is a series of reviews and analyses of budget requests submitted by the various city departments. The staff of the Budget Office, along with the Finance Director and each division director, Chief Administrative and Financial Officers, Mayor, City Council and the public are all involved to ensure that the approved budget is reflective of the needs and desires of the entire community.

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 except for the year -end clean up process authorized via budget ordinance. 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.

**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. The Mayor approves the single year Capital Budget and five year Capital Improvement Programs and presents them to the Council for adoption. The single year Capital Improvement Plan allocates the capital expenditures to be made in the current budget year.

Additional authorizations (appropriations) for each capital project in the Capital Budget must precede the expenditures of construction funds. The Capital Budget must be in full conformity with that part of the Capital Improvement Program applicable to the fiscal year which it covers.

The timetable for approval of the Capital Budget and Capital Improvement Program closely parallels that of the Operating Budget.

**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. This service center 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 October for the following fiscal year. Divisions are asked to enter Personnel, Materials & Supplies and Capital outlay 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 hearings are held In March to examine each service center's budget and to make necessary revisions. After finalizing any necessary revisions, the Operating Budget is presented to Council in April. The Council then conducts its own hearings to scrutinize the budget. The process ends in June with Council's approval of the budget and the June loading into the Accounting system of the new budget. Funding approvals are limited to one fiscal year, with surpluses or deficits corrected through fund balance.

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 October with the divisions entering their requests into the Budget System. The projects are analyzed by the Budget Office and the CIP Committee and then administrative hearings are held in January with each division to assist them in justifying their requests. After finalizing revisions, the CIP Budget is presented to Council in April. The Council then conducts its own hearings to scrutinize the budget. The process ends in June with Council's approval of the budget and the June loading into the Accounting system of the new budget.

The Council adoption of the CIP authorizes a portion of engineering, architecture, land acquisition and development costs 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 operation with the legally established financial guidelines by monitoring the budgets and reviewing mid-year changes to the budget. 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. 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 need additional assistance in planning or funding. Both CIP and Operating Budgets change during the fiscal year (mid-year changes) when user service centers process transfers and resolutions. The CIP Committee reviews and approves resolutions and transfers and forwards them to the Finance Director, City Attorney, CAO, and Council for legal actions.

Due to changes in the yearly Budget Submission process, both Operating and CIP, the Budget Office staff provides training and reference manuals, which are available to division personnel responsible for the budget submission. Documentation of the past years' budgets is available for review electronically, in the Annual Report, and in Appropriation Ordinances.



---

## BUDGET CALENDAR

### July – August

Prior Year Performance and Budget Highlights  
4<sup>th</sup> Quarter & Year End Total Actuals due  
Budget Policies developed for current year forecast and next year's budget request

### September

Initial revenue projections for current year and next year  
Final personnel and supplies/services cost assumptions prepared  
Budget training material published

### October

Operating Budget training sessions with divisions for 1<sup>st</sup> quarter forecast and next year's budget  
Memphis Poll conducted  
Capital Improvement Program Training & Preparation  
Current Year 1st Quarter Actuals reviewed

### November

Divisions submit 1<sup>st</sup> Quarter Operating and next year's requests to Budget Office  
Divisions submit CIP to Budget Office  
Divisions develop Measures and Metrics

### 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  
Review of Divisional GOPMs conducted for next Budget Year  
Current Year 2nd Quarter GOPM Actuals reviewed

### February, March

Operating Budget/CIP Administrative hearings with divisions  
Operating Budget/CIP review with Mayor, CAO  
Final recommendations made and budget documents prepared

### April

Operating Budget/CIP is presented to the City Council on the third Council Tuesday in April  
Current Year 3<sup>rd</sup> Quarter Actuals reviewed

### May, June

Budget hearings with the City Council Operating Budget and CIP Committee  
Property Tax Rate set and adopted and tax bills prepared by Treasurer's Office

## **OPERATING BUDGET IMPLEMENTATION**

After the overall hearings are completed, the Budget Office finalizes the Adopted Operating Budget Book. Data is input into the budget system and the Budget Office generates line item budget reports for operations. Summaries are presented to the Director of Finance, the Chief Administrative Officer, and the Mayor.

### **MID-YEAR 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 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, 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 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 IMPROVEMENT PROGRAM**

### **INTRODUCTION**

The Capital Improvement Program (CIP) is a five-year planning tool for urban growth and development. It outlines the schedule of public improvements and the associated costs. The CIP lists each proposed capital project to be undertaken, the year in which it will be started, the amount to be expended in each year, and the proposed method of financing. Over the life of the program, the plan will be reviewed and revised on an annual basis.

The CIP consists of projects that provide long-term improvements to the City and its infrastructure. An initial project is usually comprised of one of the following items: land, building, and/or equipment. These items can generally be defined as eligible on the following basis:

LAND acquisition and/or development expenditures are eligible as capital costs regardless of whether they are purchased in connection with future economic development.

BUILDING renovations, additions to existing structures or new construction costs are capital expenditures. Inclusive in these costs may be feasibility studies and architectural/engineering designs.

EQUIPMENT or machinery purchases that are essential to the initial operation of a project are included within that scope of the project's costs.

The replacement of equipment that is essential to the operation of a facility can be considered a capital project provided its cost is \$5,000 or more and its useful life is greater than (5) years.

### **PURPOSE**

The Capital Improvement Program allows the projection of future needs and enables the City to develop a financial blueprint to accommodate the growth of its infrastructure. From this long-term planning process evolves a capital project priority system that coordinates public needs and resources with the availability of funding.

The thorough preparation required in formulating the Capital Improvement Program allows the City to forecast the impact of each project on the City's Annual Operating Budget. For example, the construction of a project may be financed through the CIP; however, the staffing and operations may be funded through the operating budget. Therefore, timing of facility construction and its subsequent operation enables the City to anticipate future expenditures and revenues.

The publication of the Capital Improvement Program supplies information to various groups interested in the future development of Memphis. The CIP outlines the City's intent for Federal and State agencies that provide grant dollars for specified projects. Private investors can preview the attractiveness of the City and its assets as related to investments in municipal securities. Developers are made aware of new projects and may plan accordingly. Finally, individual taxpayers, neighborhood groups and other civic organizations are familiarized with the City's plan for future development and the effects such changes will make in their lives.

**CAPITAL IMPROVEMENT PROGRAM IMPLEMENTATION****OVERVIEW**

The Finance Division coordinates the full spectrum of budget activities for the divisions as directed by the Chief Administrative Officer, and Mayor. The Budget Office provides the divisions with pertinent financial and budgetary data and opens the Budget System for input.

Building Design and Construction reviews and manages 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.

Upon completion of the annual CIP request, administrative hearings are held with the Mayor, the Chief Administrative Officer, the Director of Finance, the Budget Office Manager and staff, Building Design and Construction, and staff from the division being reviewed. This group reviews the proposed fiscal constraints. A major consideration at the time of the hearings is the extent to which these fiscal proposals will impact the City's debt service requirements relative to the benefits provided to the City.

When the fiscal analysis is complete and recommendations formalized, the proposed CIP is sent to the Mayor for review and approval. The Mayor then presents the proposal to the Council. The City Council's CIP Committee schedules legislative hearings that provide a forum for the review of capital requests on an individual project basis. The City's five (5)-year projection of capital expenditures is carefully studied, revisions made as needed, and then presented to the full Council membership for adoption.

The CIP establishes the direction for future growth and balances forecasted tax revenues with the City's ability to assume additional debt service obligations. When the full Council adopts the proposed Capital Improvement Program, that year's process of analysis, revision, and implementation is complete.

**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 transfer funds to aid in the completion of the project.

Initially, the CIP revenues/expenses report is checked for funds verification. After it is determined that the funds are available, two methods are used to transfer or establish allocation and/or appropriations.

The Capital Improvement Budget Request for Administrative Transfer or Appropriation form (Black Line) is used to:

1. Record the initial appropriation of the planning lines (A/E, land development, land acquisition) upon the adoption of the CIP by the City Council.
2. Transfer allocations and appropriations within planning lines or within construction lines (contract construction, latent conditions, and other costs).
3. Transfer allocations from "cover-line" project planning lines to the new project planning lines and the appropriation of the lines.

The Capital Improvement Budget Request for Council Transfer and Appropriation form (Red Lines) is used to:

1. Appropriate all construction lines.
2. Transfer allocations and appropriations between projects.
3. Increase/decrease allocations or appropriations of a project.

(\*Please note, the red line and black line form serve the same purpose. The color and title of the form simply identifies whether the allocation or appropriation is administrative or council related.)

In order to transfer or establish a Council appropriation, the following items must be prepared: Resolution, Council Agenda Check-Off Sheet, and Council Transfer form and/or Appropriation by Council form (red line).

**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 work “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 and 13 copies, 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) CAO

- 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:

- **Balanced Budget.** As required by law, it is the fiscal policy of the City of Memphis to balance the budget. In other words, total revenue are equal to total expenses.
- **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 (Basis of Budgeting).** 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. Accounting records for proprietary fund types and similar trust funds will be 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. The City budgets on a “modified accrual plus encumbrances” basis, which treats encumbrances as expenditures at the time the funds are encumbered.
- **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.

### 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 a 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.** Toward the most cost-effective procurement of goods and services, the City will purchase them, 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 "A" credit rating, and ultimately restoring the "AA" 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>
1) General	5) Enterprise	7) Pension Trust
2) Special Revenue	6) Internal Services	8) Investment Trust
3) Debt Service		
4) 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.” 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 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) require 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 an 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 City of Memphis strives to maintain a General Fund balance of 10% of expenditures as a standing fiscal policy. For FY2011 and FY2012 forecast, the spendable fund balance is \$81.2 million and \$82.5 million, respectively.

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 spend because they are either (a) not spendable form or (b) legally or contractually required to remain intact.

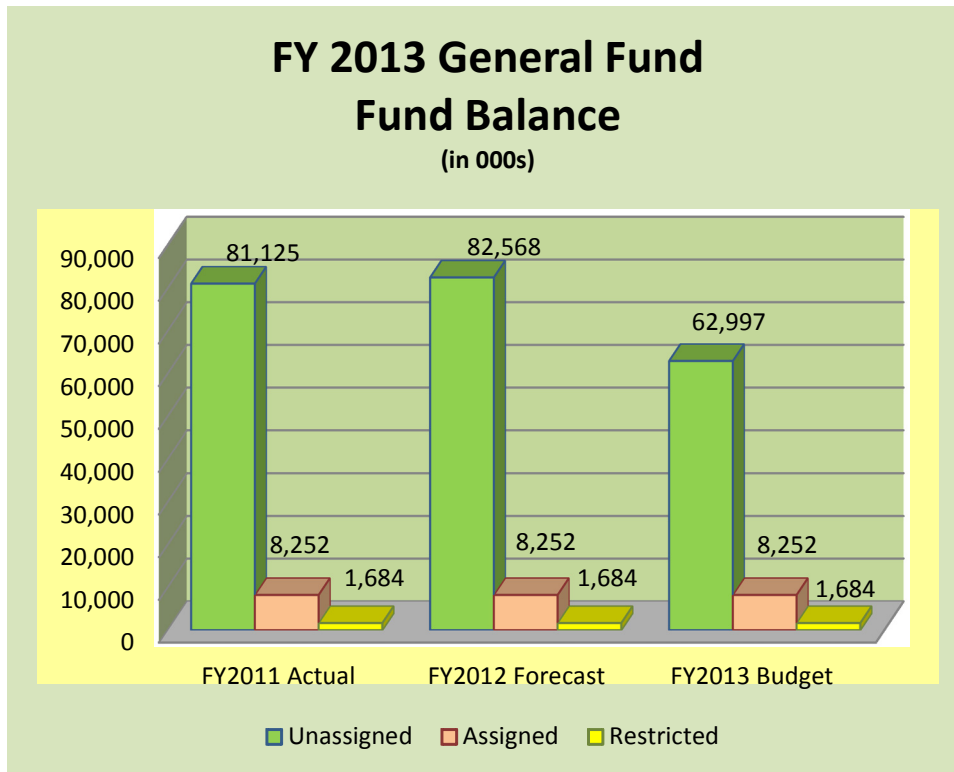
*Restricted* - amounts constrained by external parties, constitutional provision, or enabling legislation. Effectively, restrictions may only be changed or lifted with the consent of the resource provider.

*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.

“



# FINANCIAL SUMMARY

---

## Budget Overview

### The City's Mission and Goals

*The City's Mission:* to provide responsive and cost effective services through the enhancement of employees, neighborhoods, youth and business development. *The Vision:* to Create - Grow – Invest – Advance. In Memphis we create safe and vibrant places for people to live, learn, work and play. The mission and vision are the primary drivers of the organizations funding strategies; therefore they impact the City's operating and capital expenditure budgets.

To achieve the City's mission and develop the vision (priorities), the Mayor and the leadership team, have embraced a Strategic Business Model. This model, framed by input from many of the City's business leaders and citizens, was created to identify opportunities for improvement and initiate strategic actions to transform Memphis City Government. This business model and the transformative actions that are considered necessary for efficient government have been shared with the Memphis City Council as a reference for its economic decision making.

While public safety remains the highest priority, our efforts also focus on actions that will promote economic development, functional consolidation, and balance between fees and taxes in city government. The defined priorities for FY 2013 are as follows:

1. Create safe and vibrant neighborhoods – The objective is to enhance crime prevention, provide support for at-risk and ex-offender populations, and promote community partnerships and citizen participation.
2. Grow prosperity and opportunity for all – Efforts will be aimed at improved business incentives and business-related government processes. Specific communities and work to eliminate barriers related to economic issues will also be targeted.
3. Invest in our young people – This goal focuses on education and developing opportunities to retain and attract youth for productive service to our businesses.
4. Advance a culture of excellence in government – The reformation of government processes and improvement of organizational coordination is the objective of this priority. This goal also focuses on clarifying customer service standards, improving internal quality assessment, accountability and increasing and improving opportunities for citizen feedback.

## FINANCIAL SUMMARY

---

Throughout this document operating divisions have established goals and objectives that are consistent with the strategic priorities noted above. To monitor goals and objectives, which are linked to our priorities, operating divisions have incorporated performance measures and metrics as part of their budget. The “priority number” indicated within the division’s performance measures and metrics chart are references to the strategic priorities noted above.

Measures represent the indicators in which identifiable data is tracked to assess progress against predetermined goals and outcomes. Metrics represent the standard to be achieved against an established goal, objective or benchmark. For planning purposes, Divisions have set a performance improvement horizon of three (3) years. This means that a successful outcome will be fully achieved over a three (3) year planning horizon.

### **Impact of the Economy on Budget Planning**

A slight national recovery has been recognized through leading economic indicators, and locally, Memphis labor and housing indicators have shown some signs of recovery. We strive to make Memphis a “City of Choice” by increasing economic investment in the community, adding more jobs, and putting more Memphians to work. However, the City of Memphis continues to face economic challenges similar to other municipal governments across the country. This Fiscal Year (FY) 2013 plan reflects that the recessionary pattern has bottomed out locally and there should be some leveling off of the labor and housing markets with a very slow return to normalcy. More specific details of our economic environment can be noted in the financial summary economic report presented later in this document.

### **Notable FY 2013 Budget Actions-General Fund Discussion**

This budget is built on the assumption that the Memphis Metropolitan Statistical Area (MSA) will have the same slow to moderate growth during FY 2013 as the national economy. The most daunting task our government and many across the nation face is to match the realities of the economic environment with the needs and demands of the citizenry. Supply and Demand. Although the recession is over and signs of positive economic performance are occurring revenues are not meeting the needs of required services. Tough choices continue to be the norm in service delivery.

On the supply side, revenues are still impacted by the lingering effects of a slowly recovering economy. State taxes, for instance, have settled from highs in FY 2009 of approximately \$65 million to the current levels in the mid \$50 millions. Local property taxes have been volatile due to foreclosures, and property reappraisals. These two revenue categories, which are the city’s largest, are not expected to rebound to previous levels, but they





## FINANCIAL SUMMARY

---

are expected to show stabilization from the lows of the last two years

With respect to revenues in the FY 2013 budget the primary objective was to match recurring expenses with reoccurring revenues, and to avoid one time revenue measures. Over the past two years, one time revenue sources have been used to fund Memphis City Schools (MCS) at over \$55 million for each year. The tax funding source for MCS was reduced in FY 2009 to transition school funding to the County government. A unified school system will begin in August of 2013 and all education funding will transition to Shelby County Government in FY 2014.

During the transition period the City of Memphis has continued to fund MCS at historical funding levels without a dedicated revenue stream, essentially causing expense reductions and one time revenue measures to sustain historical funding levels. For FY 2013 \$52.7 million of cost is included in this budget to fund schools, along with dedicated tax rate that directs ten cents (.10) to MCS. The tax rate is budgeted to generate \$10.7 million for MCS.

This budget also continues a revenue stream, initiated last year, the sale of delinquent property taxes (\$13 million), and \$1.0 million for expense recovery of Motor Vehicle Inspection costs.

The demand for services yet continues. Citizens demand safety, better infrastructure, good education and an economy that produces jobs. In addition, costs that are outside of the control of government such as fuel to operate police cars, fire engines, sanitation equipment and the like, as well as, healthcare costs continue to increase.

Our budgeted expenses are \$648.5 million. This includes a cost of \$52.7 million that will be transferred to the education fund for MCS. To incorporate the school funding the city's operating division's budgets are priority focused but they reflect shared sacrifice reductions to operate within our existing tax rate for general government. The FY 2013 Operating Expense Budget provides for core services delivery and our public safety initiatives. Through reductions we have absorbed our economic cost drivers for FY 2013. Increasing fuel cost and healthcare have been included in our projections. Reductions that assisted in presenting a balanced budget include:

- Eliminating the direct payment of Pensioner's Insurance premiums \$20.0  
*We will pay the premiums by drawing on our OPEB trust fund*
- Taking two fire companies out of service - \$4.5 million
- Eliminating all "non - essential" vacancies - \$1.9 million



## FINANCIAL SUMMARY

---

- Eliminating a variety of Human Service Grants -\$500k

A host of other reductions that impact all areas of service from contract services to maintenance services, to partial closures of golf courses round out the actions taken to control cost growth.

Consistent with our priorities and our efforts to use tax dollars efficiently, this budget contains two major structural transformations; the elimination of two operating divisions. The Divisions of Community Enhancement and Public Services and Neighborhoods are now consolidated with the Division of Public Works and the Division of Parks and Neighborhoods, respectively. This consolidation is designed to eliminate overlapping services and to streamline response to the needs of citizens.

Another service efficiency incorporated in the budget is the implementation of a 3 -1 -1 Call Center. This call center was developed primarily through combining the existing Mayor's Services Center along with the repurposing of personnel from the eliminated Divisions. The objective of the 3 -1 -1 Call Center is to provide citizens with a one stop call center for all needs and to monitor our responsiveness to those needs.

Although, we have exercised fiscal prudence, we expect the quality of our service delivery to remain strong.

We remain committed to seeking and evaluating opportunities to reduce costs and ensure the most cost effective service delivery options are in place.

### **Other Funds Discussion**

#### ***Enterprise Fund***

Enterprise Funds account for the acquisition, operation and maintenance of the City's facilities. The Enterprise Fund revenues, composed of Sewer and Storm funds, will approximate last year's budget as there were no increases proposed for FY 2013. The last revenue increase was in FY 2011. Combined expenses in the Enterprise Fund will be \$22.3 million less than revenues. The positive revenues (\$21.7 million) are primarily generated by the Sewer Fund. These revenues will be used to address federal mandates.

#### ***Internal Service Fund***

Internal Service Funds (ISF) are used to budget for the costs of goods or services provided by one division to other City divisions. The City of Memphis' internal service funds are the Healthcare Fund and the Fleet Fund. These costs in these funds are reimbursed

## FINANCIAL SUMMARY

---

by using divisions to the division (fund) providing the service.

The Internal Service Funds proposed budget expenses in the Healthcare Fund and in the Fleet Fund have increased expenses resulting from increased claim cost and increased fuel cost respectively.

### ***Special Revenue Fund***

Special Revenue funds provide budgets for specific revenue sources that are restricted to expenditures for specific purposes. Solid waste, Metro Alarm and the Board of Education Fund (B of E) are the major funds in Special revenue. Other funds that make up the Special Revenue fund can be found in the Special Revenue section of this document. The most notable change in the special revenue fund is that income has been added from a direct tax implementation for Memphis City Schools to the (B of E) fund. An explanation of the funding for MCS is contained in the General Fund discussion above.

### ***Debt Service Fund***

The Debt Service Fund provides for the accumulation of resources for the payment of principal, interest, and other costs of the City's general obligation and appropriation obligation debt. During FY 2012 the City refunded \$75.4 million in bond anticipation notes and \$85.0 million in general obligation bonds. This accounts for significant variances between the results of FY 2011 and the forecasted results of FY 2012.

FY 2013's adopted budget includes interest and other costs associated with the restoration of the City's Commercial Paper Program.

Summaries of each of the "other funds" discussed above are presented with the all funds summary. The detail of each fund is presented in the other funds section located in this document.



## The Memphis Economy: Moving Ahead

The impact of the Great Recession continues to linger and makes realistic assessments of the outlook for the economy difficult at any level of analysis. The probability of another economic decline is less today than it was even a few months ago, but the confluence of economic and political factors combined with worldwide economic and political instability keep the market filled with risk in 2012 and 2013. The cyclical drivers of the economy, like corporate profits, may not have the strength to maintain positive momentum in the face of financial disasters in Europe and extended military and political unrest in the Middle East.

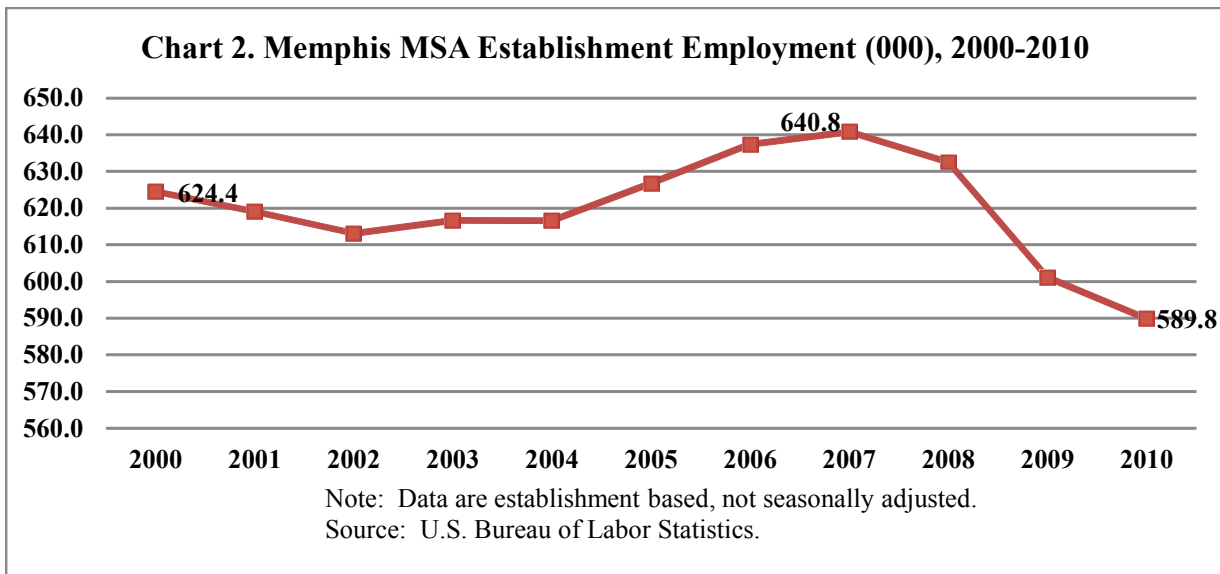
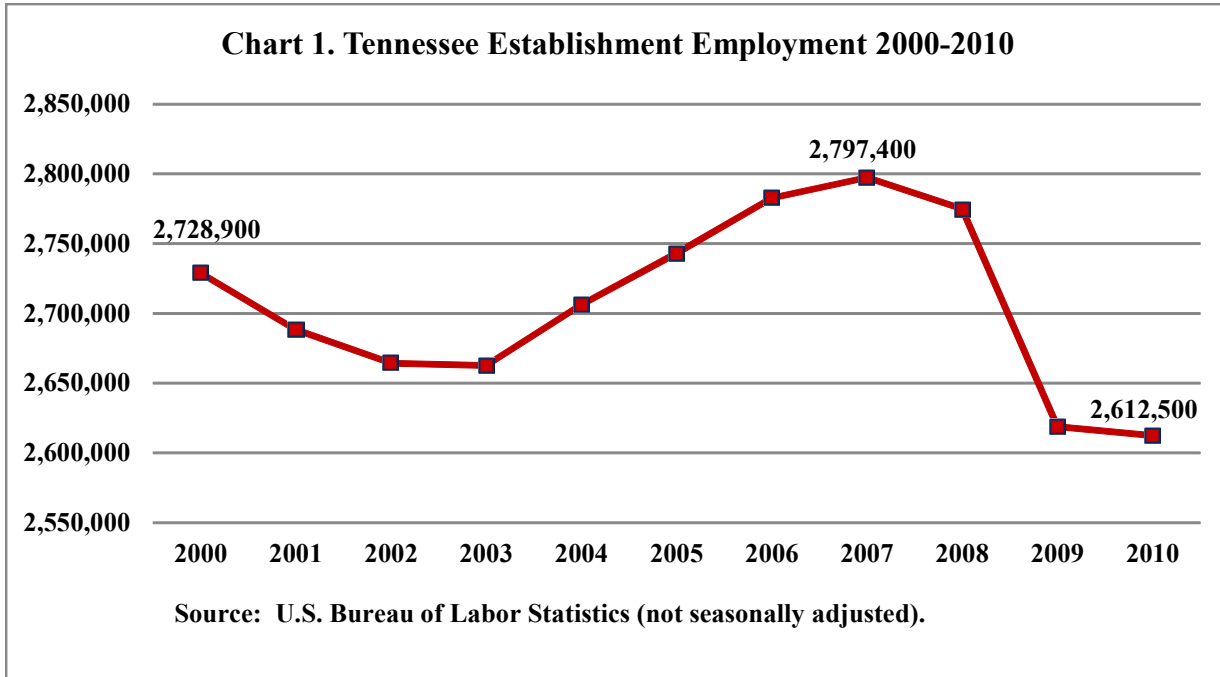
Local businesses need a powerful national and global economy in order to grow and prosper. Tennessee and the Memphis area will not lead the nation out of a recession. Memphis and the Mid-South states at best mirror conditions in the national economy, with declines and improvements consistent with those of the nation. Initial signs of growth and vitality in the major markets of the nation ultimately filter out into the smaller markets, including Memphis. While the economic drag from weak economic growth nationally and globally has created a local business environment filled with uncertainty, the spring-like signs of new life in the economy are beginning to show up in local markets. The recovery is gaining strength, and economic opportunities are growing. Labor market conditions are improving, and incomes are beginning to increase due to improvements in employment.

Employers, long noted for delayed reactions to changes in market conditions, are beginning to recognize that it is time to hire new workers. The queue of potential employees is slowly beginning to shrink as workers are being hired. Unemployment rates are slowly declining both in the state and locally. While the lasting impact of multiple years of economic difficulties will remain for many residents of the Mid-South, earnings from work—the most important driver of the local economy—will improve as employment opportunities increase.

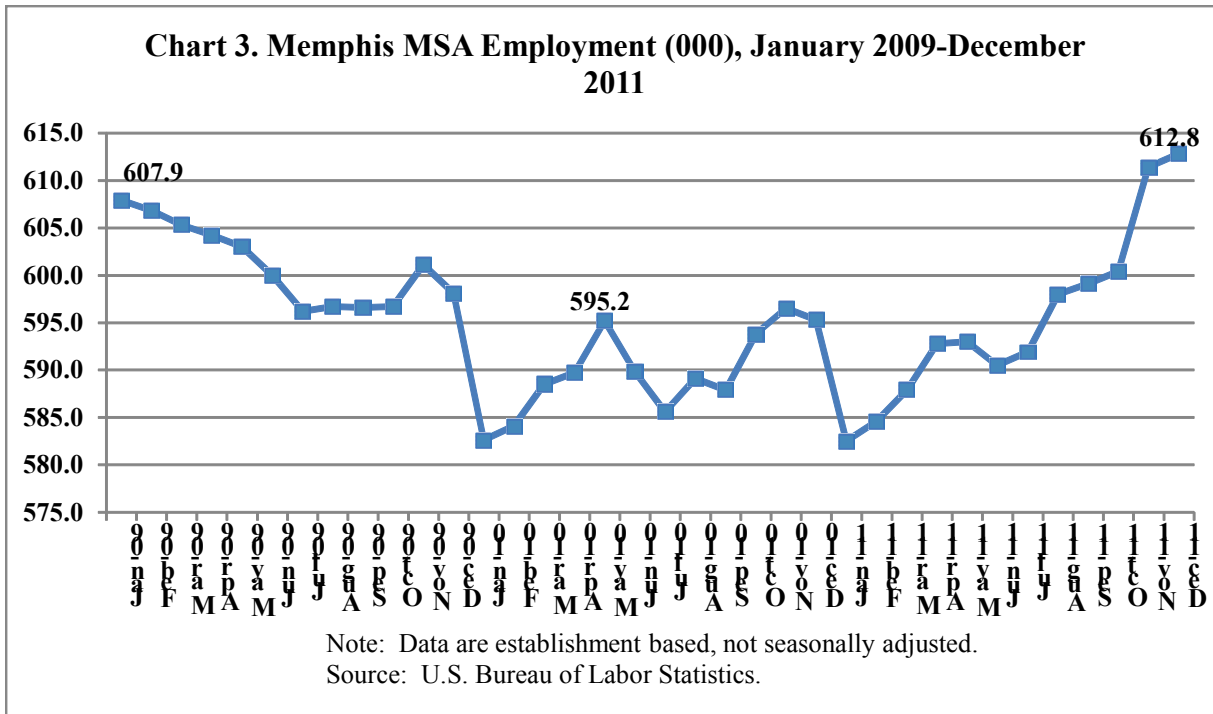
The reality of stronger real estate markets and stronger stock markets will begin to regenerate the euphoria of wealth-generated consumption that drove the economy forward in the past. Unlike in many markets nationally, the housing and real estate depression in the Memphis MSA has not been as severe and should not be as prolonged. High foreclosure rates hamper the housing recovery, but the market will rebound when the local economy gains some sustained positive momentum. Some positive improvements have been evident in recent sales and price data for the local housing market.

The economic outlook for the Memphis MSA is for the recovery to drag on until the major markets and the nation have grown stronger. The Memphis MSA has traditionally been a slow, steady growth area that benefits from strong national and international economic expansion. Slow population growth limits local opportunities for internal expansion and creates the link between growth of other markets and expansion of local economic opportunities.

The employment and unemployment tables, charts, and maps presented in this analysis clearly demonstrate the real impact of the Great Recession and the pre-recession jobless recovery that took place over the last decade for Tennessee and the Memphis MSA. The employment data shown in Charts 1 and 2 indicate that Tennessee and Memphis have experienced over a decade of no net new job growth. While employment in both the state and Memphis rebounded during the real estate boom years of 2004–2007, the recession that followed left Tennessee and the Memphis MSA employment levels lower than they were in 2000. Annual average employment in the state in 2010 was 116,400 less than it was in 2000. Annual average employment in the Memphis MSA in 2010 was 34,600 less than it was in 2000. Even though recent announcements have been a positive sign for the local labor market, the employment gap generated by a decade of no job growth cannot be closed by attracting a few new employers to the Memphis market each year.

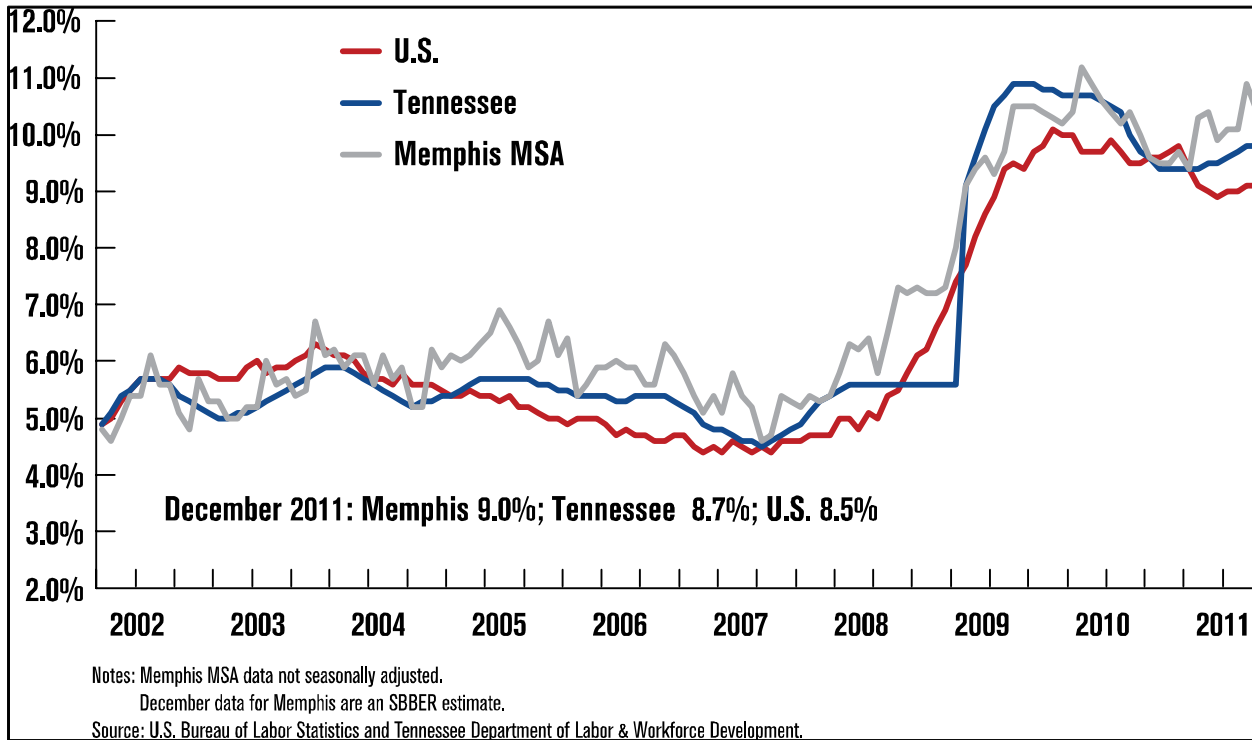


The impact of recovery in the Memphis MSA is becoming apparent, however, as shown in Chart 3 and in Table 1. The December 2010 to December 2011 data in Table 1 clearly indicate strength of the recovery as the majority of industrial sectors saw increases over that period except for manufacturing, information, financial activities, and other services. Growth in total nonfarm jobs was 2.9 percent during this time frame and notably, professional and business services grew by an impressive 11.3%. Even the mining and construction sector (predominantly construction) showed a modest increase.



The unemployment data shown in Chart 4 indicate the close correlation between unemployment rates nationally and those rates in Tennessee and the Memphis MSA. If the recent declines in unemployment nationally continue in 2012, then further declines in unemployment can be expected in Tennessee and the Memphis MSA. The unemployment figures for the two counties in Local Workforce Investment Area 13, Fayette County and Shelby County, shown in Chart 5, indicate that around 41,000 people remain unemployed in those areas in spite of several years of economic recovery. A lot remains to be done to create new jobs in the local market, and most of the heavy lifting will not be a result of our recruitment, growth, and retention efforts. Only the strength of the national economy will determine the overall growth of the state and local labor markets.

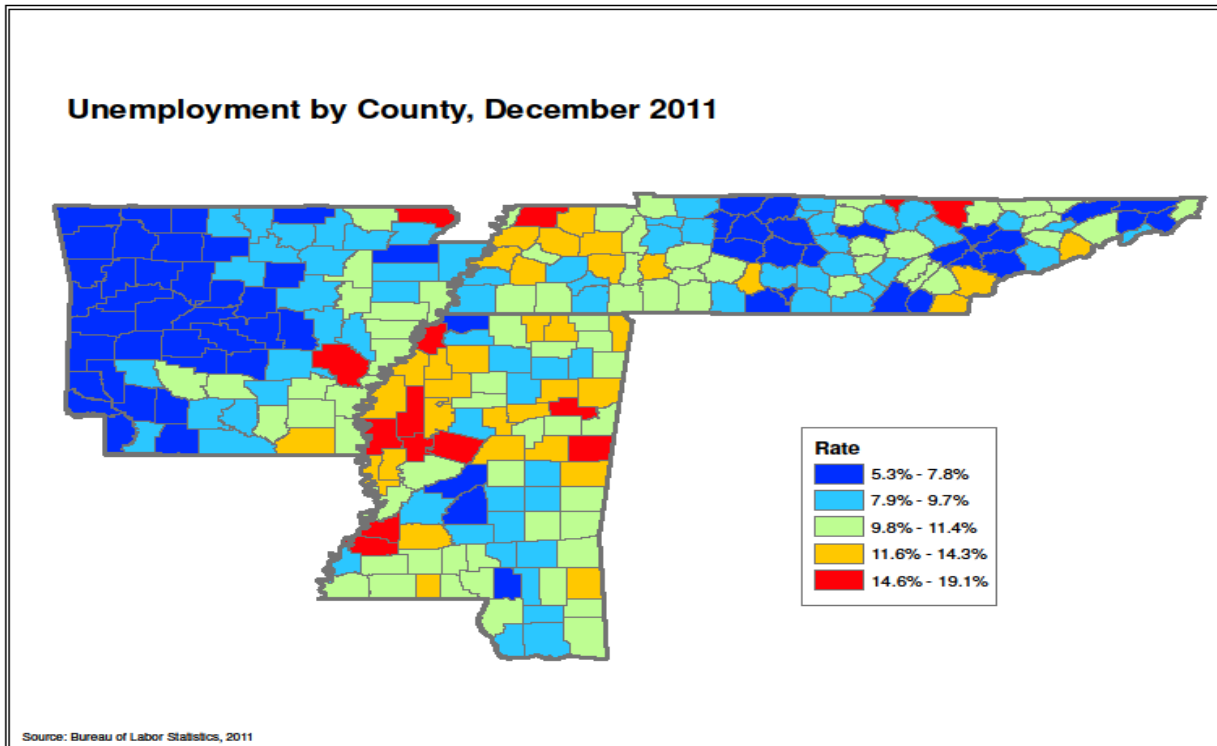
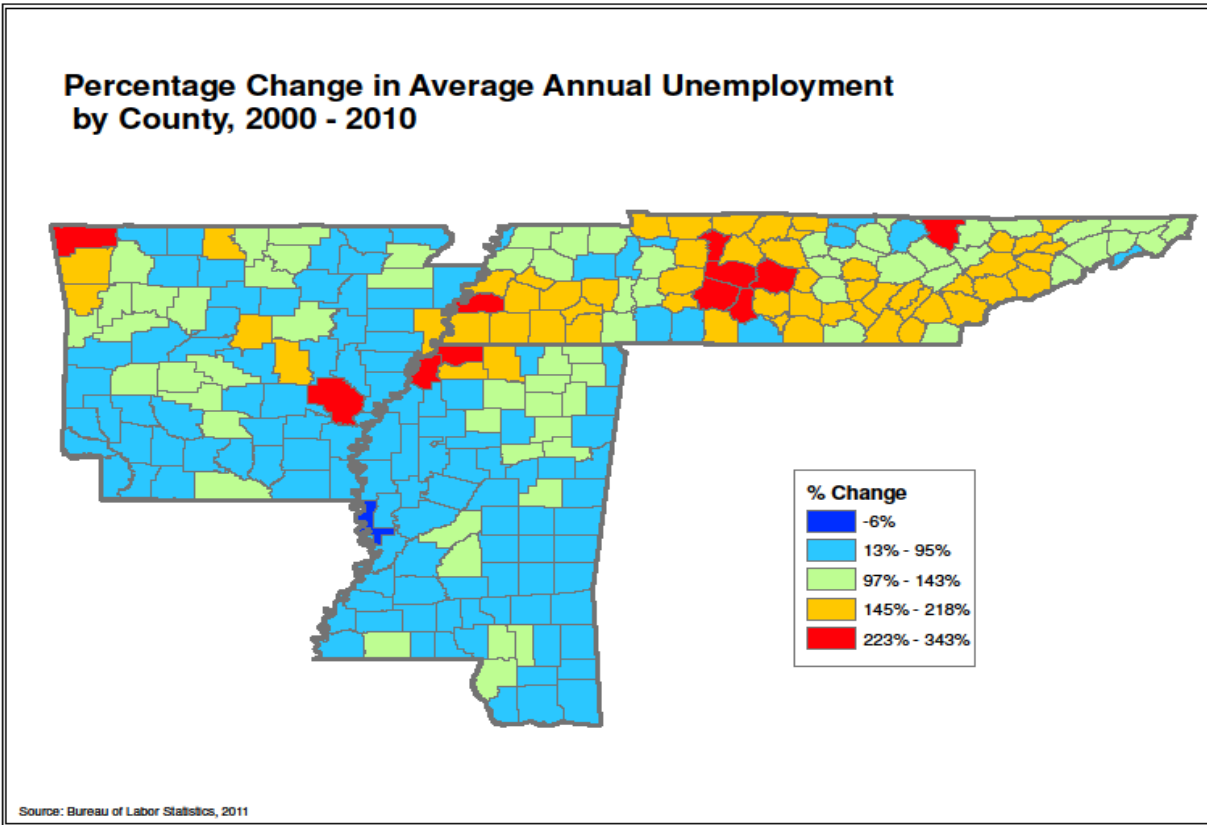
Chart 4. Unemployment Rate, U.S., Tennessee, and Memphis MSA, January 2002-December 2011.

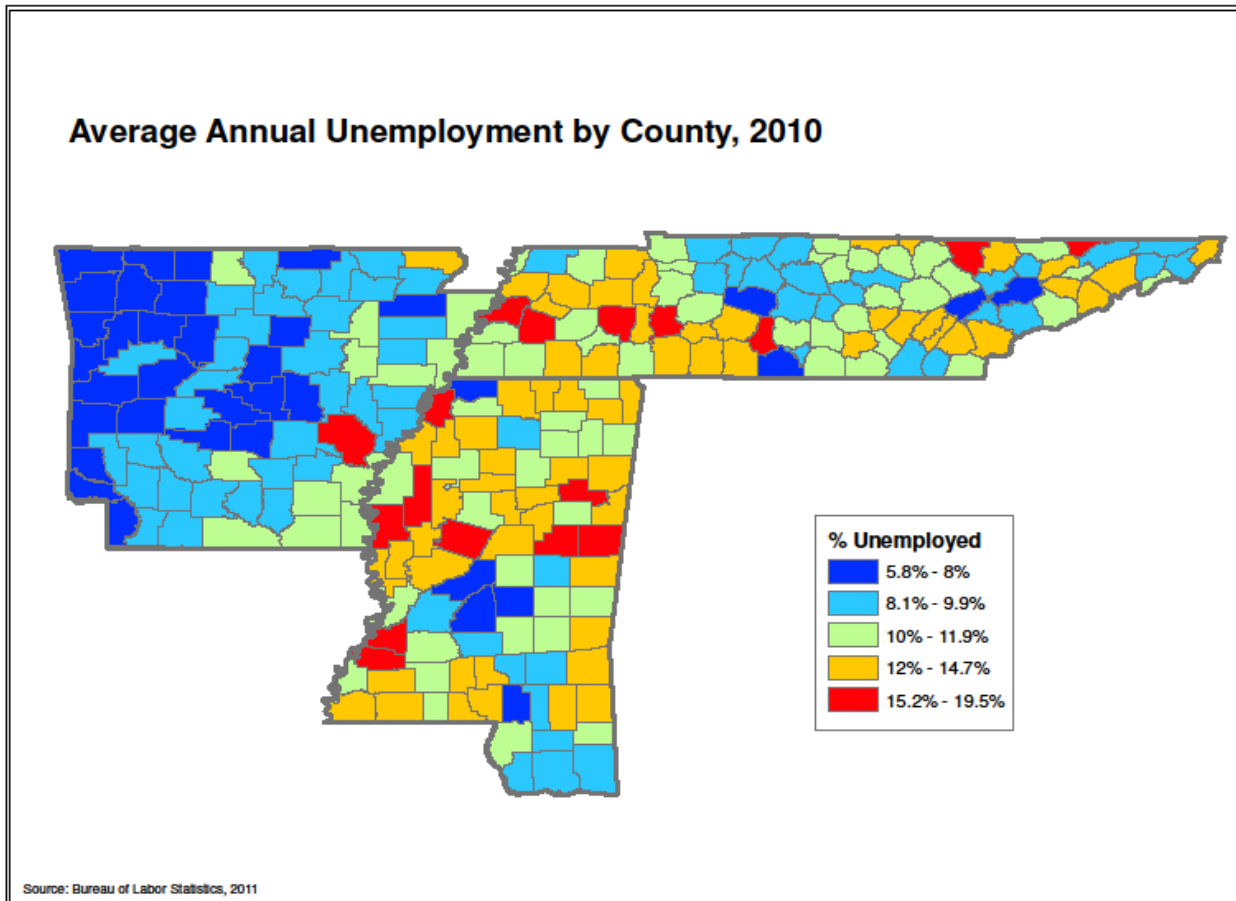


The employment and unemployment data shown in Maps 1–3 indicate the wide range of economic growth that occurred throughout the three states of Mississippi, Tennessee, and Arkansas. The high rate of employment growth centers shown in Map 1 were in middle and east Tennessee, middle and other sections of Mississippi, and many sections of middle and northwestern Arkansas. The powerful growth of many areas of Arkansas was evidence of the impact of the growth of the network of Walmart suppliers located in those areas. The low unemployment rates in the core counties of middle and northwestern Arkansas were driven by the economic strength of the Walmart Company located in Bentonville, Arkansas.

The low unemployment rates in areas around Nashville, Knoxville, and Chattanooga in Tennessee and Jackson, DeSoto County, and Hattiesburg in Mississippi are consistent with the economic traditions of those areas. Unemployment rates in most of the Memphis metro area were higher than in the strongest growth areas of the region. DeSoto County, part of the Memphis MSA, was the exception with low unemployment rates in both 2010 and 2011.







It should be noted that the Mid-South has a long tradition of close ties to agriculture and agri-business. Because of the structural transformation of agriculture, families moved out of rural areas of the South, and the Delta in particular, into small and increasingly large cities. Memphis was a beneficiary of these population migration patterns, as were many cities of the more industrial North. At the same time, powerful businesses developed to serve the agricultural segment of the regional economy. Cotton, rice, soybeans, corn, and the production of other ag-products continue to be the fuel that drives rural communities and many businesses in the Memphis area. Years when commodity prices are high, including those increased by exports, are good years in rural communities and retail market centers across the area, including Memphis. Years when prices are low or when weather or crop failures reduce farm revenues are bad years for most rural communities and for the Memphis retail market that competes for sales with smaller retail centers. Some of the green industries springing up in the Memphis MSA are an outcome of the availability of relatively low-cost, ag-based products and bi-products that can be used to generate bio-fuels, power, and heat.

The presence of the Mississippi River has allowed the development of industries that focus on water transportation for the movement of inputs or produced goods. The traditional movement of ag-products like cotton and grain, petroleum products and chemicals, and steel and stone provides a few examples where the river provides a cost-effective means of transportation. But, new examples also exist where the power of the river is being transformed into commercially-viable electricity to support power production along the

river. New technology and old, established businesses form the range of commercially-viable internal and export-based businesses that depend upon the Mississippi River.

**Table 1. Memphis MSA Employment by Industry, Establishment Data  
December 2010-December 2011**

<b>Industry</b>	<b>Dec-11</b>	<b>Dec-10</b>	<b>Percent Change</b>
<b>Total Nonfarm</b>	<b>612,800</b>	<b>595,300</b>	<b>2.9%</b>
<b>Mining &amp; Construction</b>	<b>20,700</b>	<b>18,900</b>	<b>9.5%</b>
<b>Manufacturing</b>	<b>44,100</b>	<b>44,700</b>	<b>-1.3%</b>
<b>Retail Trade</b>	<b>67,800</b>	<b>66,400</b>	<b>2.1%</b>
<b>Transportation &amp; Utilities</b>	<b>63,800</b>	<b>62,900</b>	<b>1.4%</b>
<b>Information</b>	<b>6,000</b>	<b>6,300</b>	<b>-4.8%</b>
<b>Financial Activities</b>	<b>27,400</b>	<b>28,000</b>	<b>-2.1%</b>
<b>Professional &amp; Business Services</b>	<b>89,600</b>	<b>80,500</b>	<b>11.3%</b>
<b>Educational &amp; Health Services</b>	<b>85,300</b>	<b>81,400</b>	<b>4.8%</b>
<b>Leisure &amp; Hospitality</b>	<b>64,100</b>	<b>63,400</b>	<b>1.1%</b>
<b>Other Services</b>	<b>22,900</b>	<b>23,300</b>	<b>-1.7%</b>
<b>Government</b>	<b>88,800</b>	<b>86,700</b>	<b>2.4%</b>

Global growth and links to the strong economies around the world are increasing opportunities for local businesses and local economic growth. Because the economic fabric of the nation is increasingly interwoven with production and consumption opportunities globally, the global ties between Memphis and the world economy are increasing over time. But, the ties are not risk free, and the opportunities are not easy to access. Because Memphis is a logistics, distribution, and warehousing hub, changes in global distribution patterns and opportunities have a powerful impact on local businesses. The growth of global megacities, Asian economic and demographic powerhouses, and global transportation links are particularly important to this nation and to the Memphis economy. The development of an expanded Panama Canal will shift shipping patterns for many goods destined for the east coast, a change that will impact both rail and truck distribution patterns and warehousing—key segments of the Memphis economy.

The expansion of the growth of airport cities—aerotropolis centers—around the world opens up opportunities for time-sensitive trade, manufacturing, tourism, and other businesses located in the home of FedEx. The Memphis International Airport has long been an asset that accommodated the national and international aspirations of Memphis businesses. Many businesses and associated jobs can be tied directly to the fact that the Northwest Airlines hub and now the Delta Airlines hub are located in Memphis. New development opportunities in the area surrounding the airport exist, but remain unexplored. The



aerotropolis area is the essential link between a future of global involvement and economic development for this sizable segment of Memphis. The movement of capital globally could provide the business and infrastructure capital necessary for economic growth of both the aerotropolis area and Memphis.



**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 2005, Memphis' assessed value of real property

- 84.62% Residential
- 7.74% Commercial
- 1.87% Industrial
- 0.09% Farm
- 0.08% 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 \$3.43, the calculation is:

$$\begin{aligned} \text{tax} &= (\$25,000/\$100) \times \$3.43 \text{ per } \$100 \\ &= \$250 \times \$3.43 = \$857.50 \end{aligned}$$

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 at 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>
1979	1980	1.740800	1.519200	0.476100	0.0000	3.74
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



**LOCAL SALES TAX**

Local Option Sales Tax collections are the second largest revenue source for the City. The 9.25% sales tax rate consists of 2.25% local option and 7.0% state sales tax. The local portion is limited to the first \$1,600 of each sale. By state law ½ of the local sales tax must be allocated to schools. The local sales tax rate can be raised by referendum.

**STATE SALES TAX**

State revenues are distributed from the state to the municipalities by percentage and population as stated in the Tennessee Code Annotated.

**LICENSES AND PRIVILEGES**

Licenses and Privilege fees are collected by the Permits Office as authorized by Ordinance and the County Clerk.

**FINES AND FOREITURES**

Fines and Forfeitures are collected by the city and county Clerk's Offices, and the Memphis Police Department.

**CHARGES FOR SERVICES**

Charges for Services are payments due for specific services provided by the City of Memphis or for the use of City Property.

**USE OF MONEY**

Maximum utilization of City dollars is accomplished by the investment of pooled funds in interest-bearing accounts. The City's Investment Specialists are responsible for such investments and determine which financial instruments provide the highest yield with a time frame commensurate with the City's need for liquidity and scheduled expenditures. In addition, a portion of the interest on investments are managed by outside money managers.

**TRANSFERS IN**

Transfers are made from various sources into the General Fund. One source is the State's Municipal Aid Fund. These funds are from gasoline and other fuel revenues that are disbursed throughout the counties and municipalities within the state of Tennessee as stated in Tennessee Code Annotated. Other sources are City Tax Sales, Drug Enforcement and Sewer Fund.

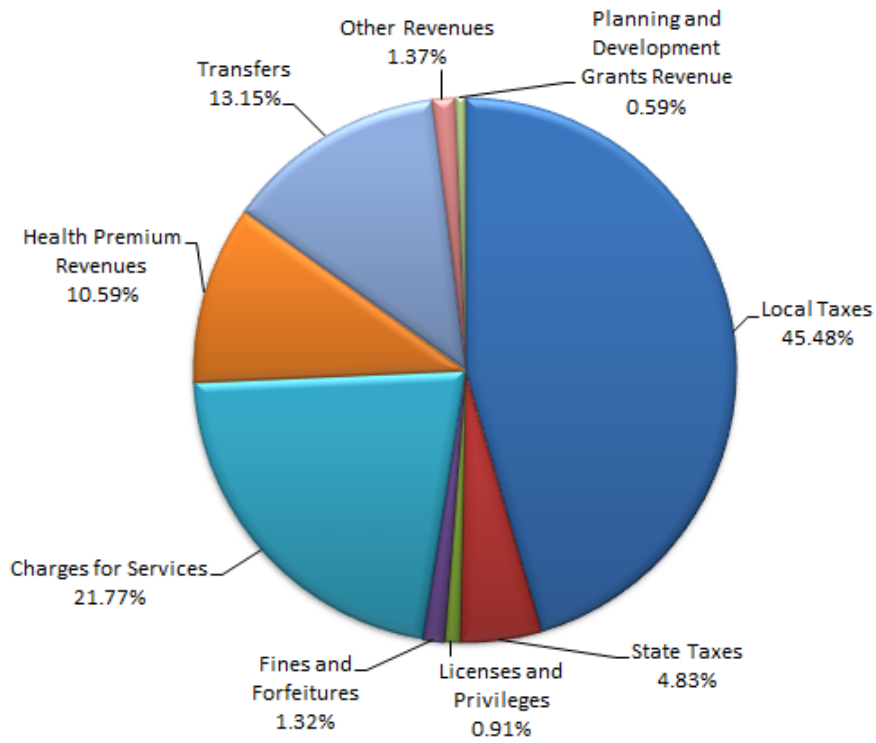
## BUDGET SUMMARY OF ALL FUNDS

Description	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b><u>Revenues</u></b>				
Local Taxes	542,034,188	543,925,314	536,127,121	524,628,364
State Taxes	57,042,320	56,548,505	55,446,000	55,660,114
Licenses and Privileges	10,877,953	10,221,821	10,509,621	10,482,191
Fines and Forfeitures	13,324,405	21,117,500	12,435,121	15,180,100
Charges for Services	245,264,928	246,604,228	245,058,028	251,051,326
Health Premium Revenues	113,348,009	121,886,277	119,599,988	122,126,931
Transfers	180,809,203	115,494,471	195,640,428	151,618,533
Other Revenues	19,800,472	19,636,493	18,300,207	15,855,253
Proceeds from Refunding Bonds	27,368,536	75,400,000	173,496,798	0
Planning and Development Grants Revenue	4,004,924	6,480,398	4,520,238	6,823,298
<b>Total Revenues</b>	<b>1,213,874,938</b>	<b>1,217,315,007</b>	<b>1,371,133,550</b>	<b>1,153,426,110</b>
<b><u>Expenditures</u></b>				
Personnel	498,208,892	482,818,836	481,108,678	491,487,588
Materials & Supplies	138,753,982	185,038,842	174,522,956	190,643,849
Capital Outlay	6,520,460	7,971,888	8,870,355	7,253,119
Grants & Subsidies	154,057,869	138,320,433	131,454,210	115,094,937
Inventory	19,974,316	18,961,550	20,374,405	28,600,206
Transfer Out	114,585,729	95,466,237	107,464,645	69,804,748
Claims Incurred	101,772,207	113,100,000	103,238,032	108,238,032
Redemption of Serial Bonds and Notes	24,099,973	36,475,078	36,873,804	70,168,036
Interest	60,462,777	75,611,056	82,468,880	75,872,718
Other Expenditures	8,153,018	8,816,583	9,163,417	8,855,583
Retirement of Refunded Debt	27,108,356	75,400,000	173,496,798	0
Planning And Development Grant Expenditures	1,980,066	6,480,398	4,509,108	6,823,298
Gain (Loss) on Sale of Asset	0	4,500	0	0
Miscellaneous Expense GF	1,999,503		51,767	0
Net Audit Adjustments	3,452,236	0	0	0
<b>Total Expenditures</b>	<b>1,161,129,384</b>	<b>1,244,465,401</b>	<b>1,333,597,055</b>	<b>1,172,842,114</b>
Contribution (Use) of Fund Balance	52,745,554	(27,150,394)	37,536,495	(19,416,004)
<b>Fund balance beginning of year</b>	<b>349,417,723</b>	<b>402,163,277</b>	<b>402,163,277</b>	<b>439,699,772</b>
<b>Fund balance end of year</b>	<b>402,163,277</b>	<b>375,012,883</b>	<b>439,699,772</b>	<b>420,283,768</b>

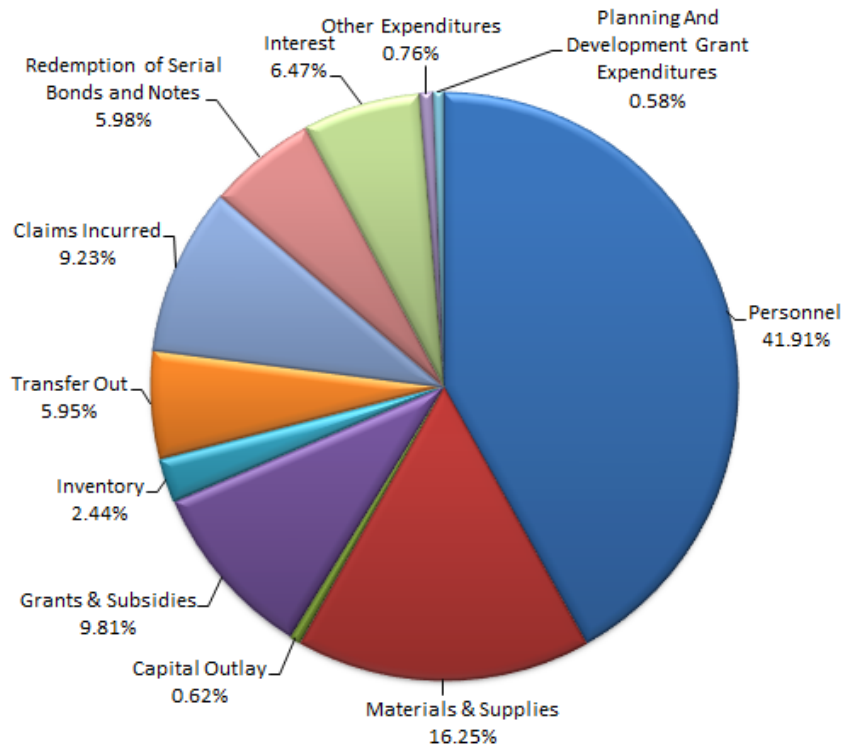




**FY 2013 ALL FUNDS REVENUES**



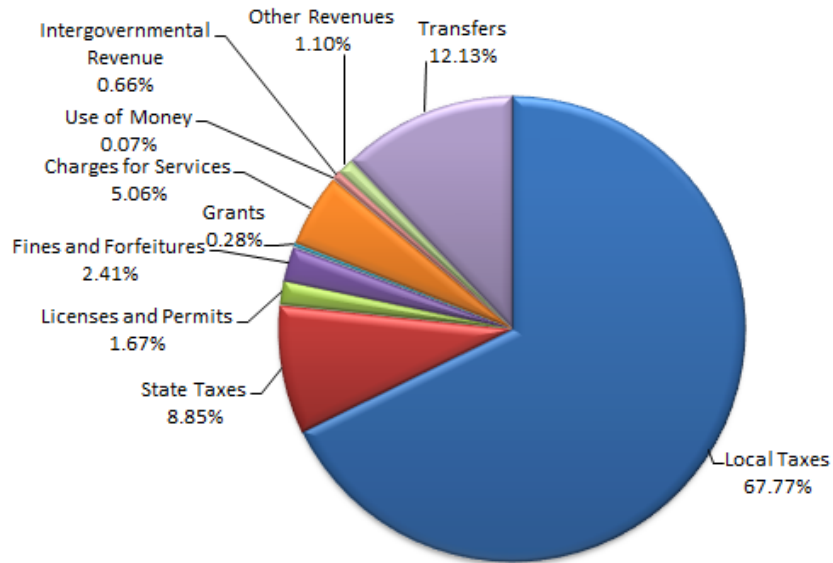
**FY 2013 ALL FUNDS EXPENDITURES**



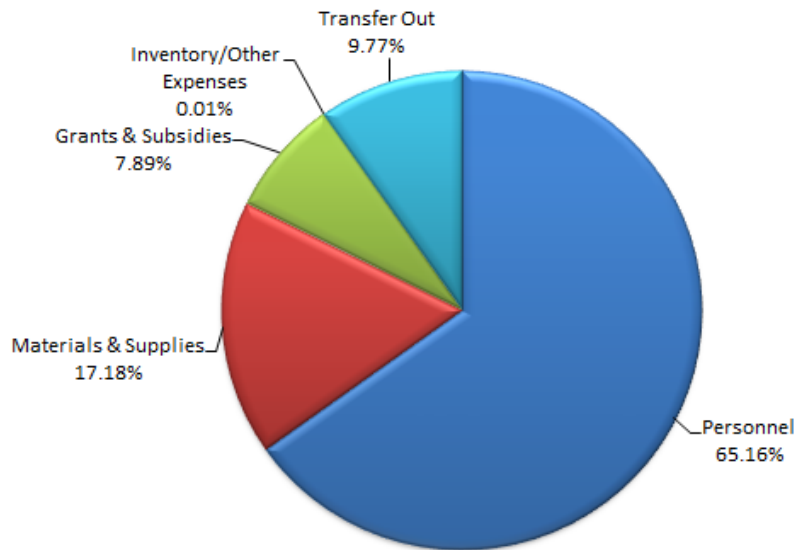
## GENERAL FUND

Description	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b><u>Revenues</u></b>				
Local Taxes	434,647,530	456,659,583	449,700,682	426,200,364
State Taxes	57,042,320	56,548,505	55,446,000	55,660,114
Licenses and Permits	10,877,953	10,221,821	10,509,621	10,482,191
Fines and Forfeitures	13,324,405	21,117,500	12,435,121	15,180,100
Grants	2,042,015	1,793,067	1,687,319	1,765,428
Charges for Services	29,945,226	31,636,225	30,503,363	31,811,677
Use of Money	437,372	673,151	310,156	467,151
Intergovernmental Revenue	4,420,099	4,602,196	4,330,060	4,130,060
Other Revenues	8,615,061	6,844,651	7,312,244	6,903,614
<b>Total General Revenues</b>	<b>561,351,981</b>	<b>590,096,699</b>	<b>572,234,566</b>	<b>552,600,699</b>
Transfers	105,375,816	98,486,897	101,310,897	76,305,897
<b>Total Revenues/Transfers</b>	<b>666,727,797</b>	<b>688,583,596</b>	<b>673,545,463</b>	<b>628,906,596</b>
<b><u>Expenditures</u></b>				
Personnel	430,264,908	413,994,774	416,828,619	422,574,401
Materials & Supplies	84,186,644	108,184,395	101,764,744	111,392,308
Capital Outlay	98,661	961,235	898,676	0
Grants & Subsidies	71,606,977	76,083,148	68,131,671	51,135,817
Inventory/Other Expenses	1,905,663	225,300	305,498	38,350
Investment fees	0	0	51,767	0
Miscellaneous Expense	1,999,503	0	0	0
Transfer Out	66,722,205	62,016,408	84,120,762	63,337,710
Net Audit Adjustment	3,452,236	0	0	0
<b>Gross Expenditures</b>	<b>660,236,797</b>	<b>661,465,260</b>	<b>672,101,737</b>	<b>648,478,586</b>
Contribution (Use) of Fund Balance	6,491,000	27,118,336	1,443,726	(19,571,990)
<b>Fund balance beginning of year</b>	<b>84,570,000</b>	<b>91,061,000</b>	<b>91,061,000</b>	<b>92,504,726</b>
<b>Fund balance end of year</b>	<b>91,061,000</b>	<b>118,179,336</b>	<b>92,504,726</b>	<b>72,932,736</b>

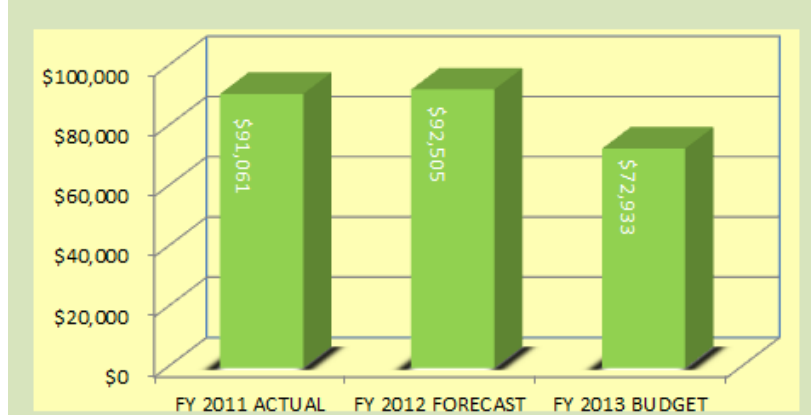
**FY 2013 General Fund Revenues**



**FY 2013 General Fund Expenditures**



**FY 2013 GENERAL FUND BALANCE (in 000s)**

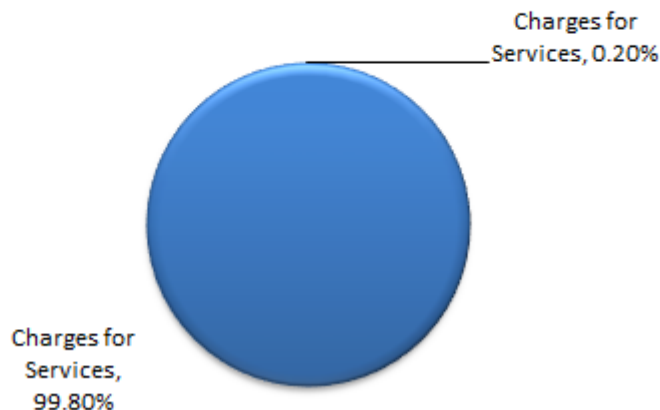


ENTERPRISE

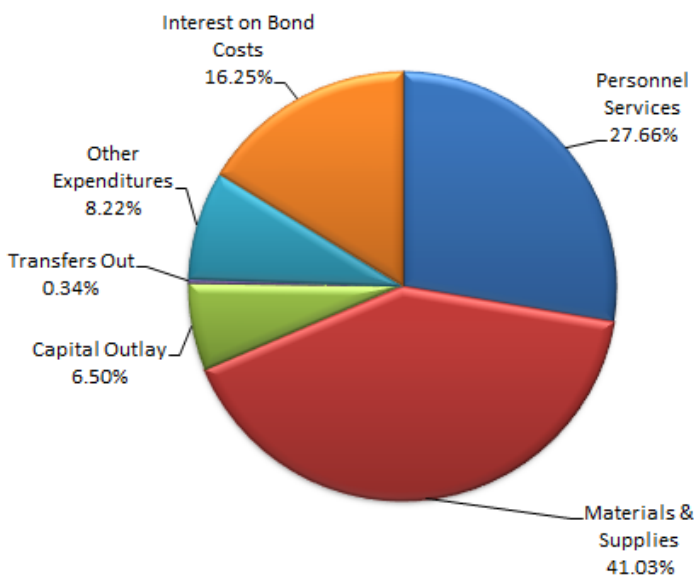
Description	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b><u>Revenues</u></b>				
Charges for Services	125,283,694	126,280,500	125,717,988	125,482,000
Interest on Investments	445,969	1,000,000	250,000	250,000
Transfers in General Fund	0	232,820	0	0
<b>Total Revenue</b>	<b>125,729,663</b>	<b>127,513,320</b>	<b>125,967,988</b>	<b>125,732,000</b>
<b><u>Expenditures</u></b>				
Personnel Services	27,721,477	27,182,011	26,429,604	28,604,515
Materials & Supplies	22,510,424	37,825,338	35,590,622	42,433,411
Capital Outlay	5,989,977	6,350,113	7,347,353	6,725,579
Transfers Out	1,201,309	182,440	(1,068,296)	351,940
Other Expenditures	7,556,018	8,501,583	8,354,083	8,500,583
Interest on Bond Costs	8,159,974	16,834,000	16,834,000	16,802,000
<b>Total Expenses</b>	<b>73,139,179</b>	<b>96,875,485</b>	<b>93,487,366</b>	<b>103,418,028</b>
Contribution (Use) of Fund Balance	52,590,484	30,637,835	32,480,622	22,313,972
<b>Fund balance beginning of year</b>	<b>221,498,516</b>	<b>274,089,000</b>	<b>274,089,000</b>	<b>306,569,622</b>
<b>Fund balance end of year</b>	<b>274,089,000</b>	<b>304,726,835</b>	<b>306,569,622</b>	<b>328,883,594</b>



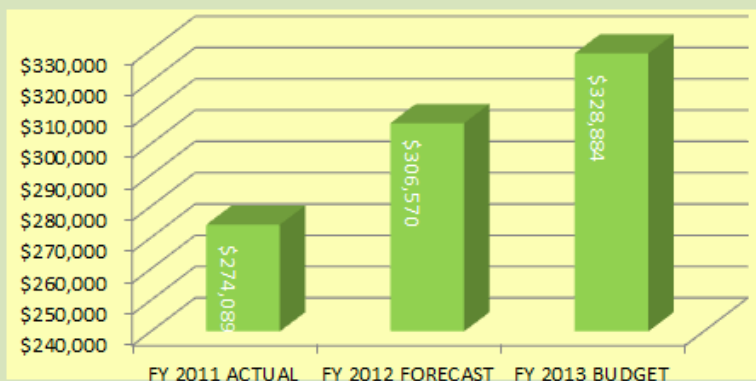
### FY 2013 ENTERPRISE FUND REVENUES



### FY 2013 ENTERPRISE FUND EXPENSES



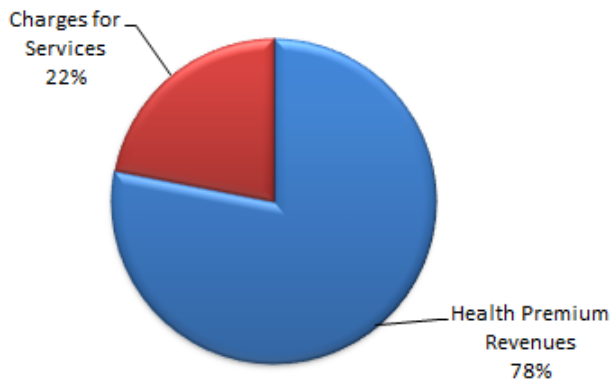
### FY 2013 ENTERPRISE FUND (in 000s)



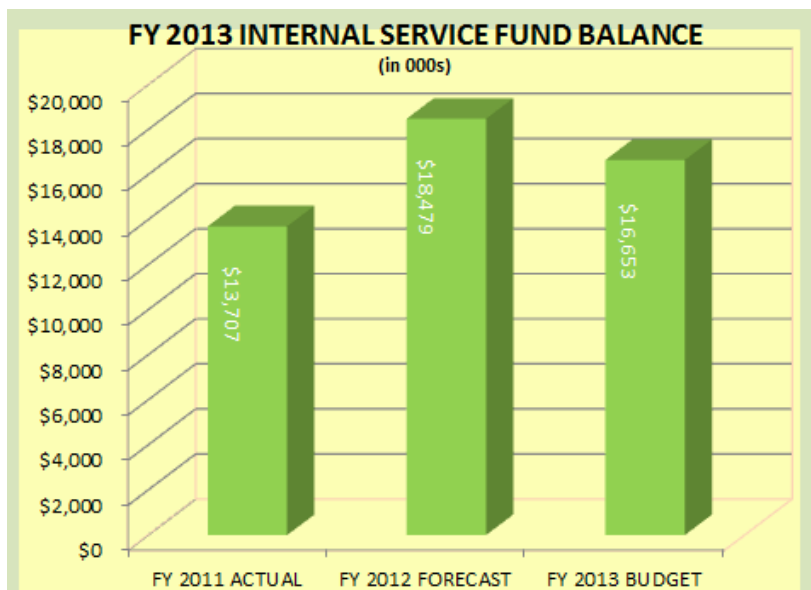
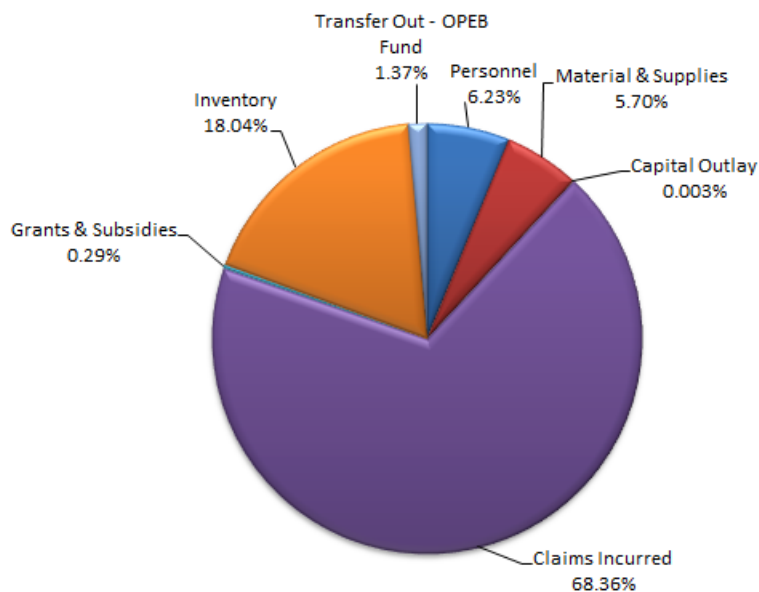
**INTERNAL SERVICE**

<b>Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
<b><u>Revenues</u></b>				
Health Premium Revenues	113,348,009	121,886,277	119,599,988	122,126,931
Charges for Services	29,702,642	28,819,300	28,878,289	34,372,428
<b>Total Revenue</b>	<b>143,050,651</b>	<b>150,705,577</b>	<b>148,478,277</b>	<b>156,499,359</b>
<b><u>Expenditures</u></b>				
Personnel	11,761,756	12,234,951	10,585,628	9,864,487
Material & Supplies	9,328,642	15,389,779	9,775,031	9,029,112
Capital Outlay	167,228	138,000	38,504	5,000
Claims Incurred	101,772,207	113,100,000	103,238,032	108,238,032
Grants & Subsidies	51,080	0	0	459,120
Inventory	18,068,653	18,736,250	20,068,907	28,561,856
Gain (Loss) on Sale of Assets	0	4,500	0	0
Transfer Out - OPEB Fund	0	6,152,174	0	2,167,956
<b>Total Expenses</b>	<b>141,149,566</b>	<b>165,755,654</b>	<b>143,706,102</b>	<b>158,325,563</b>
Contribution (Use) of Fund Balance	1,901,085	(15,050,077)	4,772,175	(1,826,204)
<b>Fund balance beginning of year</b>	<b>11,805,915</b>	<b>13,707,000</b>	<b>13,707,000</b>	<b>18,479,175</b>
<b>Fund balance end of year</b>	<b>13,707,000</b>	<b>(1,343,077)</b>	<b>18,479,175</b>	<b>16,652,971</b>

**FY 2013 INTERNAL SERVICE FUND REVENUES**



**FY 2013 INTERNAL SERVICES EXPENSES**



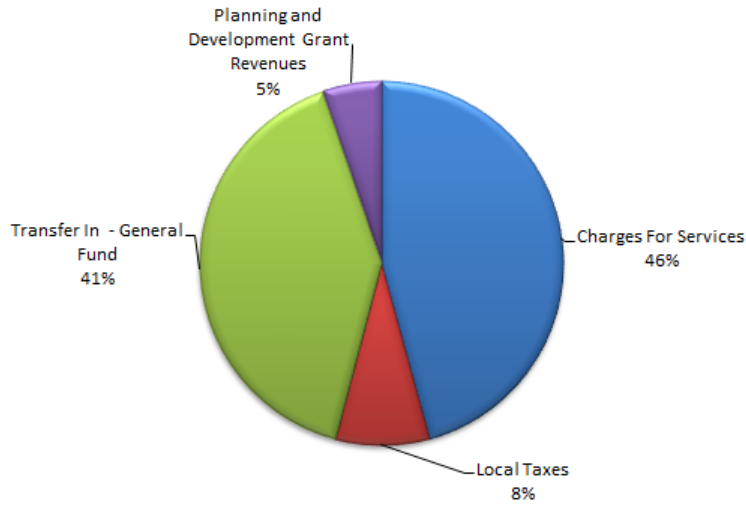
## SPECIAL REVENUE

Description	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b><u>Revenues</u></b>				
Charges For Services	60,333,366	59,868,203	59,958,388	59,385,221
Local Taxes	22,399,812	0	335,899	10,750,000
Transfer In - General Fund	60,000,000	0	65,310,016	52,750,000
Planning and Development Grant Revenues	4,004,924	6,480,398	4,520,238	6,823,298
<b>Total Revenue</b>	<b>146,738,102</b>	<b>66,348,601</b>	<b>130,124,541</b>	<b>129,708,519</b>
<b><u>Expenditures</u></b>				
Personnel Services	28,460,751	29,407,100	27,264,827	30,444,183
Materials & Supplies	9,110,579	9,469,937	13,147,008	13,021,991
Capital Outlay	264,594	522,540	585,822	522,540
Service Charges	13,617,693	14,169,393	14,245,551	14,767,027
Grants and Subsidies	82,399,812	62,237,285	63,322,539	63,500,000
Transfer Out	1,662,215	5,093,215	3,620,179	3,947,142
Planning and Development Grant Expenditures	1,980,066	6,480,398	4,509,108	6,823,298
<b>Total Expenditures</b>	<b>137,495,710</b>	<b>127,379,868</b>	<b>126,695,034</b>	<b>133,026,181</b>

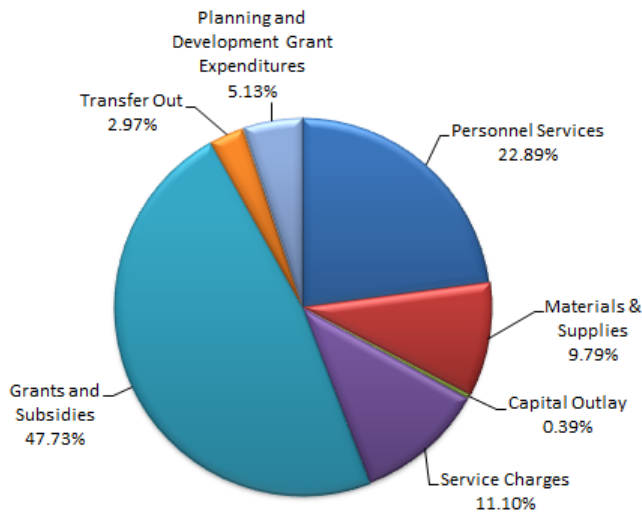




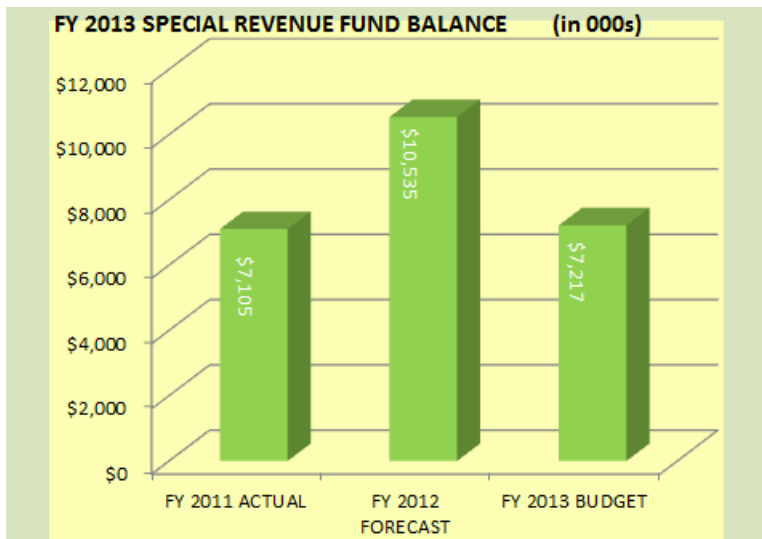
**FY 2013 SPECIAL REVENUE FUND REVENUES**



**FY 2013 SPECIAL REVENUE FUND EXPENDITURES**



**FY 2013 SPECIAL REVENUE FUND BALANCE (in 000s)**

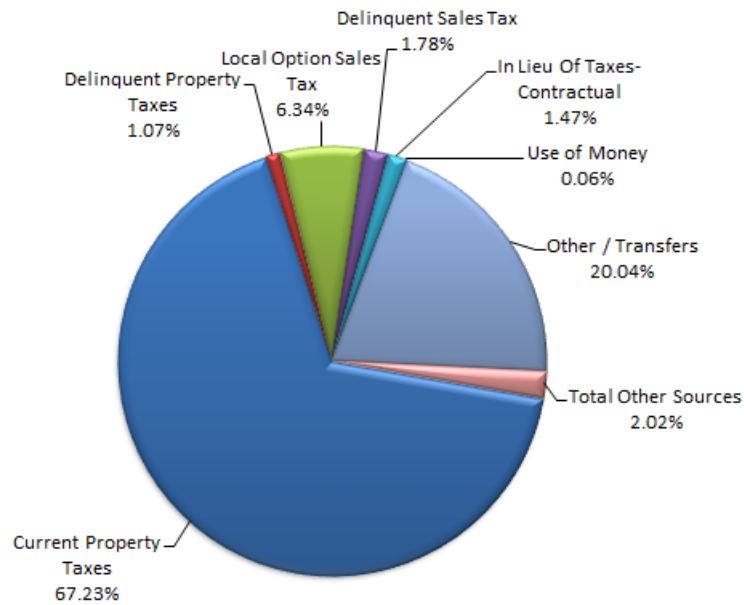


**DEBT SERVICE**

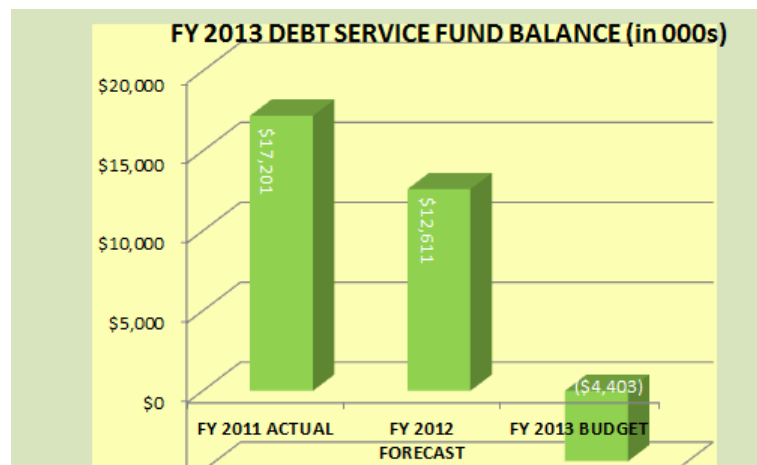
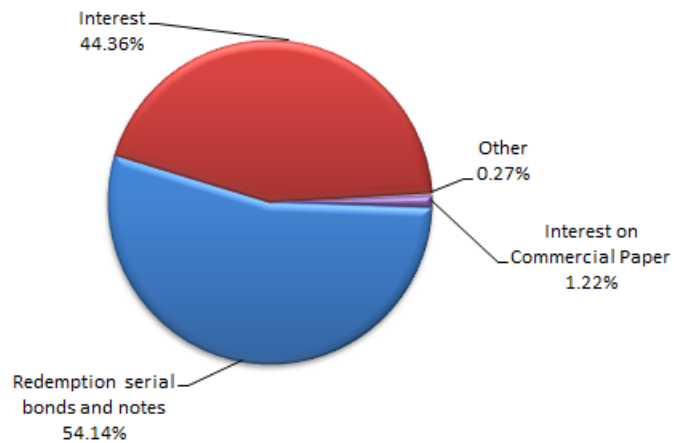
<b>Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
<b><u>Revenues</u></b>				
Current Property Taxes	78,119,134	77,213,461	75,082,000	75,683,000
Delinquent Property Taxes	5,336,228	1,550,000	1,550,000	1,200,000
Local Option Sales Tax	0	7,000,000	7,000,000	7,140,000
Delinquent Sales Tax	0	0	0	2,000,000
In Lieu Of Taxes-Contractual	1,531,484	1,100,000	1,655,000	1,655,000
Hotel-Motel Tax	0	402,270	803,540	0
Use of Money	225,309	65,000	65,000	66,000
Intergovernmental revenue-				
Memphis Shelby County Airport Auth	2,072,243	2,072,428	2,072,428	0
Memphis MHA	0	2,586,000	0	0
Other / Transfers	15,433,387	16,774,754	29,019,515	22,562,636
Proceeds from Refunding Bonds	27,368,536	75,400,000	173,496,798	0
<b>Total Revenues</b>	<b>130,086,321</b>	<b>184,163,913</b>	<b>290,744,281</b>	<b>110,306,636</b>
<b>Total Other Sources</b>	<b>1,542,404</b>	<b>0</b>	<b>2,273,000</b>	<b>2,273,000</b>
<b>TOTAL REVENUES/OTHER SOURCES</b>	<b>131,628,725</b>	<b>184,163,913</b>	<b>293,017,281</b>	<b>112,579,636</b>
<b><u>Expenditures</u></b>				
Redemption serial bonds and notes	24,099,973	36,475,078	36,873,804	70,168,036
Interest	52,302,803	58,777,056	65,634,880	57,487,051
Other	597,000	315,000	809,334	355,000
Interest on Commercial Paper	0	0	0	1,583,667
Operating transfer Out (General Fund)	45,000,000	22,022,000	20,792,000	0
Retirement of Refunded Debt	27,108,356	75,400,000	173,496,798	0
<b>Total Expenditures</b>	<b>149,108,132</b>	<b>192,989,134</b>	<b>297,606,816</b>	<b>129,593,754</b>
Contribution(Use) of Fund Balance	(17,479,407)	(8,825,221)	(4,589,535)	(17,014,118)
<b>Fund balance beginning of year</b>	<b>34,680,684</b>	<b>17,201,277</b>	<b>17,201,277</b>	<b>12,611,742</b>
<b>Fund balance end of year</b>	<b>17,201,277</b>	<b>8,376,056</b>	<b>12,611,742</b>	<b>(4,402,376)</b>



**FY 2013 DEBT SERVICE FUND REVENUES**



**FY 2013 DEBT SERVICE FUND EXPENDITURES**





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, 2012 THROUGH JUNE 30, 2013, 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, 2012 THROUGH JUNE 30, 2013, 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, Enterprise Funds, Internal Service Fund and Fiduciary Fund, including current operations and outlays for construction and equipment to be made from receipts herein appropriated.

**GENERAL FUND  
GENERAL REVENUES**

LOCAL TAXES

Ad Valorem Tax- Current	246,430,000
Ad Valorem Tax Prior	5,050,000
Ad Valorem Prior - Sale	13,000,000
PILOT's	4,646,000
Prop Taxes Interest & Penalty	4,040,000
Bankruptcy Interest & Penalty	161,600
Interest, Penalty - Sale of Tax Rec	1,350,022
Special Assessment - Prior	150,000
Local Sales Tax	100,495,000
Alcoholic Bev Insp. Fee	4,200,000
Beer Sales Tax	16,200,000
Gross Receipts Bus. Tax	10,100,000

Interest Penalties & Commissions	230,230
Business Tax Fees	959,500
Mixed Drink Tax	2,754,000
Bank Excise Tax	155,000
State Appointment TVA	7,676,000
Cable TV Franchise Fees	4,444,000
Miscellaneous Franchise Tax	700,000
Warrants and Levies	300
Miscellaneous Tax Recoveries	2,300,000
MLGW/Williams Pipeline	315,870
<b>TOTAL LOCAL TAXES</b>	<b>425,357,522</b>

## STATE TAXES (LOCAL SHARE)

State Income Tax	7,650,000
State Sales Tax	44,049,600
Telecommunication Sales Tax	50,000
State Shared Beer Tax	340,000
Alcoholic Beverage Tax	275,914
Spec Petroleum Product Tax	1,479,600
<b>TOTAL STATE TAXES (LOCAL SHARE)</b>	<b>53,845,114</b>

## LICENSES &amp; PERMITS

Liquor By The Oz License	210,000
Taxi Drivers Licenses	17,000
Gaming Pub Amusement Fees	13,000
Wrecker Permit Fee	9,088
Miscellaneous Permits	70,000
Beer Applications	57,570

---

Auto-Vehicle Reg/Inspect Fee	9,519,000
Beer Permit Privilege Tax	140,000
<i>TOTAL LICENSES &amp; PERMITS</i>	<u>10,035,658</u>
FINES AND FORFEITURES	
Court Fees	6,650,000
Court Costs	6,049,000
Fines & Forfeitures	100,000
Beer Applications (Fines)	100,000
Arrest Fees	262,600
<i>TOTAL FINES &amp; FORFEITURES</i>	<u>13,161,600</u>
CHARGES FOR SERVICES	
Tax Sales-Attorneys Fees	600,000
Parking Meters	795,000
MLG&W Rent	2,400
Parking Lots	315,000
<i>TOTAL CHARGES FOR SERVICES</i>	<u>1,712,400</u>
USE OF MONEY	
Interest on Investments	294,000
Net Income/Investors	100,000
State Litigation - Tax Commission	73,151
<i>TOTAL USE OF MONEY</i>	<u>467,151</u>
OTHER REVENUES	3,241,911
TRANSFERS	
In Lieu of Tax-MLG&W	54,700,000

---

In Lieu of Tax-Sewer Fund	3,874,897
Transfer In Municipal St Aid Fund	15,400,000
Transfer In Solid Waste	1,031,000
Transfer In Sewer Operating/CIP	1,300,000
<b>TOTAL TRANSFERS</b>	<b>76,305,897</b>

TOTAL GENERAL REVENUES/ TRANSFERS IN **584,127,253**

**GENERAL FUND  
DEPARTMENTAL REVENUES**

FINANCE

Rezoning Ordinance Publication Changes	10,000
<b>TOTAL FINANCE</b>	<b>10,000</b>

FIRE

Anti-Neglect Enforcement Program	200,000
Ambulance Service	18,700,000
Fire - Misc. Collections	20,000
International Airport	3,630,060
<b>TOTAL FIRE</b>	<b>22,550,060</b>

POLICE

Fines & Forfeitures	65,000
DUI BAC Fees	4,500
Sex Offender Registry Fees	49,000
Wrecker & Storage Charges	1,028,920
Tow Fees	1,099,214
Police Special Events	750,000





Sale of Reports	259,060
Officers in the School	100,000
Misc. Revenue	341,346
Local Shared Revenue	893,000
Federal Grants	117,197
<i>TOTAL POLICE</i>	<u>4,707,237</u>

## PARKS AND NEIGHBORHOODS

Admissions - School Groups	14,000
Admissions - Groups	2,900
Admissions - Museum Workshops	17,800
Admissions - General	269,900
Museum Planetarium Fee	67,000
Senior Citizens Meals	90,000
Dog License	274,965
County Dog License Fee	83,568
Library Fines & Fees	500,000
Shelter Fees	181,239
Animal Vaccination	18,234
Concessions	323,200
Golf Car Fees	1,052,976
Pro Shop Sales	67,100
Green Fees	1,605,000
Softball	97,000
Basketball	35,000
Ballfield Permit	25,000
Class Fees	76,500
Rental Fees	322,500
Day Camp Fees	212,700

After School Camp	4,500
Outside Revenue	1,579,758
Local Shared Revenue	706,709
City of Bartlett	1,034,000
Miscellaneous Income	65,525
Cash Overage/Shortage	200
Grant Revenue - Library	16,000
<i>TOTAL PARKS &amp; NEIGHBORHOODS</i>	<u>8,743,274</u>
PUBLIC WORKS	
Special Assessment Tax	398,000
St TN Interstate	750,000
St TN Highway Maintenance Grant	691,859
<i>TOTAL PUBLIC WORKS</i>	<u>1,839,859</u>
GENERAL SERVICES	
Fiber Optic Franchise Tax	444,842
Weights/Measures Fees	500,000
Fleet/Mobile Fees	1,170,723
Rental Fees	1,200
Rent of Land	43,130
St TN Highway Maintenance Grant	111,372
Easements and Encroachments	82,383
<i>TOTAL GENERAL SERVICES</i>	<u>2,353,650</u>
GRANTS & AGENCIES	
Landmarks Commission - Misc. Income	1,500
State Professional Privilege Tax	1,815,000
<i>TOTAL GRANTS &amp; AGENCIES</i>	<u>1,816,500</u>

## ENGINEERING

Sidewalk Permits	88,000
Subdivision Plan Insp. Fees	90,000
Street Cut Inspection Fee	250,000
Traffic Signals	200,000
Signs-Loading Zones	15,000
Arc Lights	4,000
MLG&W Rent	2,400
St TN Highway Maintenance Grant	95,000
Sale of Report	14,363
<i>TOTAL ENGINEERING</i>	<u>758,763</u>

## INFORMATION SYSTEMS

Local Shared Revenue	100,000
MHA	500,000
<i>TOTAL INFORMATION SYSTEMS</i>	<u>600,000</u>

## CITY COURT CLERK

Fines & Forfeitures	1,400,000
<i>TOTAL CITY COURT CLERK</i>	<u>1,400,000</u>

TOTAL DEPARTMENTAL REVENUES **44,779,343**

TOTAL REVENUES GENERAL FUND **628,906,596**

CONTRIBUTION FROM FUND BALANCE 19,571,990

**648,478,586**



**GENERAL FUND  
EXPENDITURE BUDGET**

## EXECUTIVE

Mayor's Office	1,013,163
Chief Administrative Office	548,617
Auditing	823,112
311 Call Center	480,635
Office of Youth Services and Community Affairs	1,609,835
Contract Compliance	287,238
Intergovernmental Affairs	254,627
<b>TOTAL EXECUTIVE</b>	<b>5,017,227</b>

## FINANCE

Administration	441,344
Financial Management	1,483,572
Purchasing	703,534
Budget	467,779
Debt & Investment Management	111,461
City Treasurer	1,371,482
Financial & Strategic Planning Office	186,286
<b>TOTAL FINANCE</b>	<b>4,765,458</b>

## FIRE

Administration	2,693,238
Apparatus Maintenance\Hydrant Repair	8,890,495
Logistical Services	1,710,028
Training	2,542,489
Communications	5,012,764



Fire Prevention	5,086,455
Firefighting	87,875,181
EMS	36,393,765
Airport	3,623,461
<i>TOTAL FIRE</i>	<u>153,827,876</u>

## POLICE

Executive Administration	31,389,841
Support Services	29,641,847
Precincts	119,015,927
Police Crimes	28,830,992
Police Operations	28,438,125
<i>TOTAL POLICE</i>	<u>237,316,732</u>

## PARKS AND NEIGHBORHOODS

Administration	1,276,511
Planning & Development	185,781
Park Facilities	3,225,663
Zoo	2,522,744
Brooks Museum	571,448
Memphis Botanic Gardens	489,925
Fairgrounds/Stadium	2,049,003
Recreation	8,365,665
Golf	3,737,952
Special Services	1,389,281
Animal Shelter	3,097,082
Libraries	16,387,307
<i>TOTAL PARKS &amp; NEIGHBORHOODS</i>	<u>43,298,362</u>

## PUBLIC WORKS

Administration	1,222,775
Street Maintenance	6,126,997
Street Lighting	11,962,154
Neighborhood Improvements	5,734,315
<i>TOTAL PUBLIC WORKS</i>	<u>25,046,241</u>

## HUMAN RESOURCES

Administration	1,200,705
Recruitment & Selection	3,156,219
Compensation/Records Administration	759,756
Labor Relations	347,352
Office of Talent Development	707,010
Workplace Safety & Compliance	1,008,936
<i>TOTAL HUMAN RESOURCES</i>	<u>7,179,978</u>

## GENERAL SERVICES

Administration	723,521
Property Maintenance	9,201,488
Real Estate	399,141
Operation Of City Hall	2,174,126
Printing/Mail Services	1,929,624
Park Operations	5,348,167
Motor Vehicle Inspection Bureau	2,688,634
<i>TOTAL GENERAL SERVICES</i>	<u>22,464,701</u>

## HOUSING &amp; COMMUNITY DEVELOPMENT

Housing	340,699
Economic Development	3,101,670



Community Initiatives	857,473
Business Development Center	291,101
<i>TOTAL HOUSING &amp; COMMUNITY DEVELOPMENT</i>	<u>4,590,943</u>
CITY ATTORNEY	9,681,056
ENGINEERING	
Administration	3,264,356
Signs & Markings	2,542,299
Signal Maintenance	2,501,230
<i>TOTAL ENGINEERING</i>	<u>8,307,885</u>
INFORMATION SYSTEMS	15,265,670
CITY COUNCIL	1,495,186
CITY COURT JUDGES	600,737
CITY COURT CLERK	
City Court Clerk	3,266,061
Red Light Camera	1,491,292
<i>TOTAL CITY COURT CLERK</i>	<u>4,757,353</u>
GRANTS & AGENCIES	
Black Business Association	200,000
Chamber Foundation	1,350,000
Facility Management Program Expense	1,815,000
Family Safety Center of Memphis and Shelby County	100,000
EDGE	2,500,000

Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000
Launch Memphis	25,000
MLGW Citizen's Assistance Grant	1,000,000
Transfer Out - BOE Tax Fund	52,750,000
Transfer Out - CRA Program	2,339,130
Transfer Out - Unemployment Fund	100,000
Coliseum	150,000
Convention Center	2,000,000
Delta Commission on Aging	143,906
Elections	75,000
Landmarks Commission	212,367
MATA	19,615,398
Memphis Film & Tape	150,000
Transfer Out - Debt Service Fund	4,000,000
Pensioners Insurance	7,029,392
Planning & Development	1,940,000
Pyramid	300,000
Riverfront Development	2,373,859
Shelby County	4,000,000
Shelby County Assessor	414,129
Urban Art	130,000
<i>TOTAL GRANTS &amp; AGENCIES</i>	104,863,181
TOTAL EXPENDITURES / TRANSFERS GENERAL FUND	<b>648,478,586</b>

## 2. SPECIAL REVENUE FUNDS

### A. HOTEL/MOTEL TAX FUND





HOTEL/MOTEL TAX FUND

REVENUE BUDGET

Hotel/Motel Tax	3,500,000
Transfer from New Memphis Arena Fund	970,000
<b>TOTAL REVENUES</b>	<b>4,470,000</b>

EXPENDITURE BUDGET

Convention/Visitor's Bureau	2,317,000
Transfer to New Memphis Arena Fund	970,000
Transfer To Debt Service Fund	1,183,000
<b>TOTAL EXPENDITURES</b>	<b>4,470,000</b>

B. MUNICIPAL AID FUND, which shall embrace expenditures from Municipal State Aid Fund receipts.

MUNICIPAL STATE AID FUND

REVENUE BUDGET

State Three Cent Tax	3,846,000
State One Cent Tax	2,062,300
State Gas Tax	11,260,000
<b>TOTAL REVENUES</b>	<b>17,168,300</b>

EXPENDITURE BUDGET

Operating Transfer Out To General Fund	15,400,000
Operating Transfer Out To Debt Service Fund	1,768,300
<b>TOTAL EXPENDITURES</b>	<b>17,168,300</b>

C. NEW MEMPHIS ARENA FUND

NEW MEMPHIS ARENA FUND

REVENUE BUDGET

Local Taxes	970,000
State Shared Revenues	0
Transfer From Hotel Motel Fund	970,000
Transfer From MLGW	2,500,000
<b>TOTAL REVENUES</b>	<b>4,440,000</b>

EXPENDITURE BUDGET

Sports Authority	2,500,000
Shelby County	0
Transfer To Hotel Motel Fund	970,000
Contribution to Fund Balance	970,000
<b>TOTAL EXPENDITURES</b>	<b>4,440,000</b>

D. METRO ALARM FUND

METRO ALARM FUND

REVENUE BUDGET

Alarm Revenue	525,503
<b>TOTAL REVENUE</b>	<b>525,503</b>

EXPENDITURE BUDGET

Alarm Operating Expenses	525,503
<i>TOTAL EXPENDITURES</i>	<u>525,503</u>

E. MLK PARK IMPROVEMENTS

MLK PARK IMPROVEMENTS

REVENUE BUDGET

MLK Park Improvements Revenue	358,382
<i>TOTAL REVENUE</i>	<u>358,382</u>

EXPENDITURE BUDGET

MLK Park Improvements Expenses	358,382
<i>TOTAL EXPENDITURES</i>	<u>358,382</u>

F. SOLID WASTE MANAGEMENT FUND

SOLID WASTE MANAGEMENT FUND

REVENUE BUDGET

Solid Waste Disposal Fee	57,945,335
Sanitation Inspection Fee	613,790
Waste Reduction Grant	73,000
Recycling Proceeds	100,000

Contribution From Fund Balance	3,186,873
<b>TOTAL REVENUES</b>	<b>61,918,998</b>

EXPENDITURE BUDGET

Solid Waste Management Expenses	61,918,998
<b>TOTAL EXPENDITURES</b>	<b>61,918,998</b>

G. PLANNING & DEVELOPMENT

PLANNING & DEVELOPMENT

REVENUE BUDGET

Industrial Development Board	500,000
Neighborhood Planning/CRA	542,098
CRA/Projects	4,867,700
Tree Bank	30,000
Community Challenge	883,500
<b>TOTAL REVENUE</b>	<b>6,823,298</b>

EXPENDITURE BUDGET

Industrial Development Board	500,000
Neighborhood Planning/CRA	542,098
CRA/Projects	4,867,700
Tree Bank	30,000
Depot Redevelopment Agency	883,500
<b>TOTAL EXPENDITURE</b>	<b>6,823,298</b>

H. EDUCATION FUND

EDUCATION FUND

REVENUE BUDGET

Ad Valorem Tax- Current	10,750,000
Operating Trf In - General Fund	52,750,000
<i>TOTAL Revenues / TRANSFERS IN</i>	63,500,000

EXPENDITURE BUDGET

Memphis City Schools	63,500,000
<i>TOTAL EXPENDITURE / TRANSFERS OUT</i>	63,500,000

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	75,683,000
Delinquent Property Tax	1,200,000
Sale of Delinquent Accounts	2,000,000
PILOT	1,655,000
Local Sales Tax	7,140,000
Federal Grants - Build America Bonds	2,273,000
Use of Money	66,000
Intergovernmental Revenue	776,862
Operating Trf In - General Fund	8,314,000

Municipal State Aid Fund	1,768,300
Transfer in Storm Water Fund	4,412,000
Solid Waste Management Fund	3,516,142
Hotel/Motel Fund	1,182,632
CRA Program	2,592,700
Contribution From Fund Balance	17,014,119
<b>TOTAL REVENUES / TRANSFERS IN</b>	<b>129,593,755</b>

**EXPENDITURE BUDGET**

Redemption of serial bonds and notes	70,168,036
Interest	59,070,719
Other	355,000
<b>TOTAL EXPENDITURES / TRANSFERS OUT</b>	<b>129,593,755</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	100,835,000
Sewer Connection Fees	150,000
Special Sewer Connections	100,000
Rents	32,000
Methane Gase Recovery - TVA	15,000
Biogas Revenue	150,000

Subdivision Development Fees	550,000
Other Revenue/Prior Yr. Expense Recovery	150,000
Interest on Investments	250,000
<i>TOTAL REVENUES</i>	<u>102,232,000</u>

## EXPENDITURE BUDGET

Environmental Inspection & Preventive Maintenance	5,848,423
T E Maxson Treatment Plant	15,799,557
Maynard Stiles Treatment Plant	15,902,972
Lift Stations	1,321,528
Environmental Administration	4,203,115
Environmental Maintenance	13,063,065
Sanitary Sewer Design	922,574
Dividend To General Fund	1,300,000
Cost Allocation- General Fund	1,075,000
In Lieu of Tax	4,000,000
Payment of Debt Service	16,802,000
Bond Sale	150,000
State Loan & Principal & Interest	141,000
Increase (Decrease) in Net Assets	21,702,766
<i>TOTAL EXPENDITURES</i>	<u>102,232,000</u>

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	23,500,000
<i>TOTAL REVENUES</i>	23,500,000

EXPENDITURE BUDGET

PW/Drain Maintenance	7,581,119
PW/Heavy Equipment Services	5,830,952
PW/Flood Control	1,400,065
PW/Storm Water	1,553,312
ENG/Drainage Design	276,323
Cost Allocation - General Fund	300,000
MLG&W Billing	485,510
Depreciation	1,049,073
Transfer Out - Debt Service	4,412,440
Increase (Decrease) in Net Assets	611,206
<i>TOTAL EXPENDITURES</i>	23,500,000



5. INTERNAL SERVICE FUND

HEALTHCARE  
REVENUE BUDGET

Employer Contributions	53,229,725
Employee Contributions	21,217,442
Other	785,250
Increase/(Decreases) in Net Assets	3,224,872
<b>TOTAL REVENUES</b>	<b>78,457,289</b>

EXPENDITURE BUDGET

Personnel	931,342
Materials & Supplies	4,539,150
Claims Incurred	70,354,721
Transfer Out	2,167,956
Other	464,120
<b>TOTAL EXPENDITURES</b>	<b>78,457,289</b>

6. FIDUCIARY FUND

OTHER POST EMPLOYMENT BENEFITS (OPEB)

ADDITIONS

Employer	28,662,159
Members	11,424,777
Medicare Part D	1,000,000

Transfer In	2,167,956
Interest on Investments	70,000
Other	344,750
<i>TOTAL ADDITIONS</i>	43,669,642

## DEDUCTIONS

Benefits	37,883,311
Administrative Expenses	2,334,850
Increase/(Decrease) in Net Assets	3,451,481
<i>TOTAL DEDUCTIONS</i>	43,669,642

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, 2012, through June 30, 2013, 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, 2012, through June 30, 2013, 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 2013 that the salary of the City Engineer Division Director, the General Services Division Director, and the Parks and Neighborhoods Division Director be increased by 2.7%, respectively, and the Public Works Division Director salary shall be increased by 1.1% to reflect new responsibilities resulting from structural reorganization.

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, 2012 through June 30, 2013, 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 at the end of the fiscal year which is fixed as June 30, the City Comptroller be authorized to transfer funds as necessary in order that budgeted appropriations not be exceeded in each Program and that the transfer of funds shall not result in an increase in the total Fiscal Year 2013 budget.

SECTION 10. 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 11. 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 12. 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 13. 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 14. 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 15. 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 16. 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.

Bill Morrison, Chairperson

Attest: Patrice Thomas, Comptroller

THE FOREGOING ORDINANCE  
# 5450 PASSED  
1st Reading 5-1-12  
2nd Reading 5-15-12  
3rd Reading 6-5-12

Approved Bill Morrison  
Chairman of Council

Date Signed: 7-3-12

Approved: [Signature]  
Mayor, City of Memphis mrs

Date Signed: 07.06.2012

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. Scripps  
Comptroller





**Authorized Complement Discussion**

Authorized Complement is the total number of positions approved for a division. All authorized positions may not be funded however due to budgetary constraints.

For FY 2013 the City of Memphis has reorganized its operating divisions. This resulted in the elimination of the Public Service and the Community Enhancement Divisions. These divisions were incorporated into the existing divisions of Parks and Neighborhoods, Public Works, General Services, and City Attorney. The City also eliminated some traditionally vacant positions from the authorized complement.

Notable authorized complement changes from the adopted FY 2012 budget are as follows:

*Executive Division* – Absorbed Intergovernmental Affairs and Contract Compliance from the City Attorney Division. This division also increased their complement by 6 positions to expand the “311 Call” Center, eliminated one vacant auditor positions and eliminated EMA positions resulting in a net authorized complement decrease for the division. EMA was transferred to Shelby County government.

*Fire Services* – Absorbed Fire Apparatus Service which moved from the General Services Division. Fire also is implementing an attrition strategy that will eliminate two fire companies. These changes will result in a net decrease of the authorized complement by 32 positions.

*City Attorney* – Transferred Intergovernmental Affairs personnel and Contract Compliance personnel to the Executive Division.

*Police Division* – Increased their complement by 4 positions to add dispatchers.

*City Engineering* - Reduced their complement as a result of the elimination of the Survey Unit.

*Sewer Treatment Collections and Storm Water Funds* – Increased the personnel complement in response to the manpower needs required to execute the Consent Decree mandated from the federal government.

A detailed Division comparison of the Authorized Complement is provided on the following pages.

	<b>FY 2011 Adopted</b>	<b>FY 2012 Adopted</b>	<b>FY 2013 Adopted</b>
<b>General Fund</b>			
Executive	53	53	38
Finance	90	81	81
Fire Services	1874	1862	1831
Police Services	3016	3028	3032
Park Services	261	237	510
Public Works	140	128	227
Human Resources	54	46	48
Public Services	375	377	0
General Services	157	125	235
HCD	5	5	5
Community Development	130	112	0
City Attorney	68	65	58
City Engineering	146	124	120
Information Services	39	17	17
City Council	26	25	25
City Court Judges	5	5	5
City Court Clerk	66	65	59
<b>General Fund Total</b>	<b>6505</b>	<b>6347</b>	<b>6291</b>



	<b>FY 2011 Adopted</b>	<b>FY 2012 Adopted</b>	<b>FY 2013 Adopted</b>
<b>Special Revenue Fund</b>			
Metro Alarm Fund	5	6	7
Solid Waste Management Fund	610	604	621
<b>Special Revenue Fund Total</b>	<b>615</b>	<b>610</b>	<b>628</b>
<b>Enterprise Funds</b>			
Sewer Treatment & Collection- Operating Fund	290	289	299
Storm Water Fund	147	146	162
<b>Enterprise Funds Total</b>	<b>437</b>	<b>435</b>	<b>461</b>
<b>Internal Service Funds</b>			
Health Insurance Fund	12	12	14
Printing & Mail Fund	13	0	0
Fleet Management Fund	180	158	132
<b>Internal Service Funds Total</b>	<b>205</b>	<b>170</b>	<b>146</b>
<b>Total Authorized Complement</b>	<b>7762</b>	<b>7562</b>	<b>7526</b>



### **2013 Capital Improvement Budget Process**

The Fiscal Years 2013-2017 **Capital Improvement Program (CIP)** is a multi-year plan for capital expenditures to replace and expand the City's infrastructure, vehicles and equipment. The program is updated annually to reflect the latest priorities, updated cost estimates and available revenue sources.

The purpose of the CIP is to fund 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. Present and future users of the projects pay for the projects.

The **Capital Improvement Budget** is the annual allocation that is set aside to fund major construction projects, acquire property, purchase equipment and fund ongoing capital programs for the City. 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. Capital Acquisitions costing between \$5,000 and \$50,000, generally have a useful life of 5 years.

Preparing the Capital Improvement Program requires identifying the various sources of revenue for the projects such as general obligation bonds, federal grants, state grants, private funds and Capital Pay As You Go. Each project must be evaluated as to the impact it will have on the City's operating budget.

The CIP process begins in October with the submission of projects by each Division to the CIP committee. The CIP Committee is comprised of various Division representatives of the City's operations. The CIP Committee evaluates, scores and ranks projects by priority. Projects are ranked using various criteria such as the amount of funds available, importance to the overall mission of the Division, and strategic priorities of the City. Projects with the highest priority receive the available funding. The Mayor reviews the CIP plan then submits the proposed plan to the City Council in April for review and adoption.

Construction project costs are developed through an internal planning process. To estimate the cost of each capital project, items such as planning, design, land acquisition, site improvements, construction, and other costs, needed to make new facilities operational, are developed. As a general rule, architectural/engineering (AE) cost are 12% of the construction cost of a building project. Large construction projects over \$1,000,000 are generally designed one year in advance of construction. A/E costs for street and bridge projects can vary according to the type project and other factors. New facilities that require staff, utilities, maintenance and other costs are reviewed to determine the cost that must be included in the operating budget.

Adoption of the CIP Plan by the City Council allows for the allocation of funds for the first year of the program. Specific language on how to appropriate and spend construction funds is contained in the CIP resolution. 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.

### **Financing the Capital Improvement Program**

#### **Long Term Debt**

The City's proposed Capital Budget is \$194,485,849 in total allocations for FY 2013. General Obligation Bonds are \$81,689,000 or 42% of the total revenue for the FY 2013.

#### **Federal Grants/State Grants**

Federal and State grants represent \$45,290,150 or 24% of the revenue in the FY 2013 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.

#### **Sewer Funds**

Sewer funds are \$52,000,000 or 27% of the revenue in the FY 2013 Capital Budget and are used to fund projects to maintain and improve the sewer system. The Sewer Fund issues revenue bonds to finance most projects.

### Capital Improvement Budget Highlights

The Capital Improvement Program strategy has been modified to fund capital projects that align with current priorities and the available debt capacity. For FY2012, the City's objective was to issue debt at a level in which 50% of the principal is paid over a 10 year period. This strategy continues in effect for FY2013. This strategy has reduced G.O. bond funding available for capital projects by approximately \$40.0 million over the two years it has been in place.

Spending that aligns with current priorities is focused on projects that enhance the City's economic development strategy, projects that leverage federal or private funding, projects mandated by law, and projects that maintain existing facilities.

Highlights of these strategies are as follows:

- **The Fire Division** - Funds to begin construction of a new fire station and funds to purchase two Quintuple Combination Pumpers or quints are in this budget. Quints will serve a dual purpose of engine and ladder truck and will lower fire's operating cost.
- **The Police Division** - Funds are included in the General Service Capital Acquisition budget for purchase of 150 police cars.
- **The Public Works Division** - This plan includes funds to pave more than 400 lane miles of streets each year. ADA ramp improvements, and several road projects also highlight the FY 2013 budget. The **Stormwater Fund** CIP budget will allow the City to make major investments in drainage infrastructure throughout the City. The **Sewer Fund** projects are for the repair and replacement of sewer infrastructure, new sewer connections and improvements to the treatment plants.
- **The General Services Division** - Funding will provide for major ADA improvements, and minor improvements to various City buildings. This budget also reflects \$ 6.5 million for City-wide vehicle purchases.
- **Housing and Community Development** - Budget includes funding for Triangle Nior.
- **The Engineering Division** - Funding is included for replacement of traffic signals, and intelligent transportation improvements.
- **Information System** - Funding includes projects for a city-wide 311 System and for ChoiceStat. The development of ChoiceStat will allow the City to report on progress toward City initiatives.

### Operating Budget Impact

As a general rule Debt service costs on G.O. Bonds, issued for capital purchases, are budgeted in the debt service fund.

Pursuant to the Budget Highlights noted above the following Capital purchases have an operating expense impact.

- <sup>2</sup> Information Services is scheduled to implement a 311 CRM Business Intelligent and ChoiceStat program. These enhancements will result in a \$168,620 operating budget increase for storage needs and licensing. The increase costs are reflected in the Information Services operating budget

No other division's capital purchases have an operating budget impact as the debt service cost associated with the implementation of any new capital purchases are within their existing core budgets.

# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Name	Reprogram	FY 2013	Total
<b>COMMUNITY ENHANCEMENTS</b>					
	CE01068	Anti-Blight		3,000,000	3,000,000
<b>Total for Community Enhancement</b>				3,000,000	3,000,000
<b>EMERGENCY MANAGEMENT AGENCY</b>					
	GA01010	Outdoor Warning Sirens		160,000	160,000
<b>Total for Emergency Management Agency</b>				160,000	160,000
<b>ENGINEERING</b>					
	EN01003	Urban Art		300,000	300,000
	EN01004	Traffic Signals		550,000	550,000
	EN01007	Traffic Calming Devices		1,500,000	1,500,000
	EN01036	STP Pedestrian Routes	625,000		625,000
	EN01035	STP Bike Routes	625,000		625,000
	EN01026	Medical CTR Streetscape	3,850,000		3,850,000
	EN01037	CMAQ Bike Routes	1,400,000		1,400,000
<b>Total for City Engineering</b>			6,500,000	2,350,000	8,850,000
<b>EXECUTIVE</b>					
	GA01016	Chisca Hotel		2,000,000	2,000,000
<b>Total for Executive</b>				2,000,000	2,000,000
<b>FIRE SERVICES</b>					
	FS02011	Fire Station #43 (Council)		612,000	612,000
	FS04001	Personal Protective Equip.		769,598	769,598
	FS03013	Capital Acquisitions		2,500,000	2,500,000
<b>Total for Fire Services</b>				3,881,598	3,881,598



# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Name	Reprogram	FY 2013	Total
<b>GENERAL SERVICES</b>					
	<b>GS01007</b>	City Wide Major Maintenance		2,750,000	2,750,000
	<b>GS0213A</b>	Capital Acquisitions - Community Enhancements		643,800	643,800
	<b>GS0213B</b>	Capital Acquisitions - City Engineering		367,000	367,000
	<b>GS0213C</b>	Capital Acquisitions - Parks and Neighborhoods		435,000	435,000
	<b>GS0213D</b>	Capital Acquisitions - Police Services		4,425,000	4,425,000
	<b>GS0213E</b>	Capital Acquisitions - Public Services		90,000	90,000
	<b>GS0213F</b>	Capital Acquisitions - Public Works		296,000	296,000
	<b>GS0213G</b>	Capital Acquisitions - General Services		312,000	312,000
<b>Total for General Services</b>				<u>9,318,800</u>	<u>9,318,800</u>
<b>HOUSING AND COMMUNITY DEVELOPMENT</b>					
	<b>CD01083</b>	Cleaborn (Triangle Noir)		2,250,000	2,250,000
<b>Total for Housing and Community Development</b>				<u>2,250,000</u>	<u>2,250,000</u>
<b>INFORMATION SERVICES</b>					
	<b>IS01072</b>	Radio Banding		250,000	250,000
	<b>IS01007</b>	Replace Obsolete Equipment		1,000,000	1,000,000
	<b>IS01074</b>	ChoiceStat		1,000,000	1,000,000
	<b>IS01073</b>	311 CRM/Business Intelligence		1,500,000	1,500,000
<b>Total for Information Services</b>				<u>3,750,000</u>	<u>3,750,000</u>
<b>MATA</b>					
	<b>GA03001</b>	Service Vehicles		33,000	33,000
	<b>GA03022</b>	Advanced Public Trans Sys (APTS)		45,000	45,000
	<b>GA03011</b>	Paratransit Bus		150,000	150,000
	<b>GA03005</b>	Rail Systems Improvements		200,000	200,000



# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Name	Reprogram	FY 2013	Total
	GA03018	Prevent. Maint.		2,314,602	2,314,602
<b>Total for MATA</b>				<u>2,742,602</u>	<u>2,742,602</u>

## PARK SERVICES

PK01024	Aquatic & Recreation MM	100,000	100,000	
PK07111	Overton Park Improvements	129,000	129,000	
PK12010	Youth Project (Hardaway Program)	150,000	150,000	
PK07092	City Park Rehab & Maintenance	205,000	205,000	
PK09002	Zoo Major Maintenance	250,000	250,000	
PK09002	Memphis City Zoo - Maint Capital	250,000	250,000	
PK08027	Mallory Neely House Maint Capital	280,000	280,000	
PK08026	Brooks Museum Major Maintenance	448,000	448,000	
PK08030	Children's Museum - Maint. Capital	500,000	500,000	
PK07092	City Park Rehab and Maintenance	800,000	800,000	
PK07092	City Park Rehab & Maintenance	1,500,000	1,500,000	
PK09002	Zoo Major Maintenance	1,562,000	1,562,000	
<b>Total for Park Services</b>			<u>6,174,000</u>	<u>6,174,000</u>

## POLICE SERVICES

PD02003	Traffic Precinct	7,500,000	7,500,000	
PD04020	Child Advocacy Center	500,000	500,000	
<b>Total for Police Services</b>			<u>8,000,000</u>	<u>8,000,000</u>

## PUBLIC SERVICES

PK12009	Video Edit System	70,000	70,000	
<b>Total for Public Services</b>			<u>70,000</u>	<u>70,000</u>

## PUBLIC WORKS

PW04024	Sidewalk Ordinance Repairs	95,000	95,000
PW01195	Fairley Rd	700,000	700,000
PW01199	STP Repaving	900,000	900,000



# FINANCIAL SUMMARY

# CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Name	Reprogram	FY 2013	Total
	PW04007	ADA Curb Ramps		1,000,000	1,000,000
	PW01093	Interstate Lighting		1,000,000	1,000,000
	PW01040	Asphalt Paving		6,500,000	6,500,000
	PW01064	Elvis Presley		8,000,000	8,000,000
	PW04065	Safe Route to School - Frayser	259,000	0	259,000
	PW04066	Safe Route to School - Rozelle	250,000	0	250,000
	PW01179	Holmes Road East Malone - Lamar	1,260,000	0	1,260,000
<b>Total for Public Works</b>			<b>1,769,000</b>	<b>18,195,000</b>	<b>19,964,000</b>

## SEWER WATER

	SW02001	Rehab Existing Sewers	14,173,125	14,000,000	28,173,125
	SW05001	Sewer Assessment and Rehab	5,000,000	15,000,000	20,000,000
	SW03001	Service to Unsewered Areas	5,035,296	1,000,000	6,035,296
	SW01001	Misc Subdivision Outfalls	17,696,352	2,500,000	20,196,352
	SW02006	Sludge Disp / Earth Complex	6,350,266	500,000	6,850,266
	SW04004	Wold River Interceptors	27,517,222	4,000,000	31,517,222
	SW02033	South Plant Expansion	11,351,205	6,000,000	17,351,205
	SW04099	Stiles Plant Modification	1,000,000	6,000,000	7,000,000
	SW02011	Covered Anaerobic Lagoon	7,139,316	3,000,000	10,139,316
	SW03010	Marys Creek Interceptor	8,414,900	0	8,414,900
	SW04007	Environmental Maint Relocation	8,000,000	0	8,000,000
	SW04008	Loosahatchie Interceptor	4,726,043	0	4,726,043
<b>Total for Sewer Water</b>			<b>116,403,725</b>	<b>52,000,000</b>	<b>168,403,725</b>

## STORM WATER

	ST03006	Drainage - ST	56,310,744	5,000,000	61,310,744
	ST03098	Major Drainage Rehab / Replace	24,406,310	5,000,000	29,406,310
	ST04041	Environmental Permitting - ST	1,649,487	200,000	1,849,487
	ST03083	Bridge Repair Storm Water	10,292,559	400,000	10,692,559
	ST03059	Flood Control - ST	6,574,998	1,000,000	7,574,998
	ST04038	Stormwater Pollution - ST	11,500,000	500,000	12,000,000
	ST04010	Curb and Gutter - ST	5,491,320	2,500,000	7,991,320
	ST03111	Airway6s over Nonconnah	10,647,460	0	10,647,460





**FINANCIAL SUMMARY**

**CAPITAL IMPROVEMENT PROGRAM**

<b>Division</b>	<b>Project Number</b>	<b>Project Name</b>	<b>Reprogram</b>	<b>FY 2013</b>	<b>Total</b>
	<b>ST01089</b>	Bartlett Rd / Fletcher - ST	4,668,960	1,470,000	6,138,960
	<b>ST03021</b>	Gayoso Bayou Culvert - ST	800,000	0	800,000
	<b>ST03084</b>	Watkins Storm Water		450,000	450,000
	<b>ST03008</b>	Subdivision Drainage - ST	1,000,000	0	1,000,000
	<b>ST05007</b>	Capital Acquisitions		3,277,000	3,277,000
<b>Total for Storm Water</b>			<b>133,341,838</b>	<b>19,797,000</b>	<b>153,138,838</b>





## operating budget

Sources of Revenue	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Contributed from Fund Balance	0	0	0	19,571,990
Local Taxes	433,509,967	455,795,557	448,836,656	425,357,522
State Taxes	55,844,820	55,003,505	54,501,000	53,845,114
Licenses and Permits	10,416,919	9,775,288	10,063,088	10,035,658
Fines and Forfeitures	10,462,876	18,500,000	10,330,000	13,161,600
Charges for Services	1,188,546	1,017,400	1,811,071	1,712,400
Use of Money and Property	437,372	673,151	310,000	467,151
Federal Grants	94,736	0	0	0
Other Revenues	4,768,726	3,860,911	3,602,200	3,241,911
Transfers In	105,375,816	98,486,897	101,310,897	76,305,897
<b>Total Unallocated Revenues</b>	<b>622,099,778</b>	<b>643,112,709</b>	<b>630,764,912</b>	<b>603,699,243</b>
Division Revenues	44,628,019	45,470,887	42,780,551	44,779,343
<b>Total Revenue\Others Sources</b>	<b>666,727,797</b>	<b>688,583,596</b>	<b>673,545,463</b>	<b>648,478,586</b>

## issues & trends

The unallocated Operating Revenue Budget (excluding the contribution from fund balance) for FY 2013 totals \$584,127,253. This represents a decline of \$46.6 million or a 7.4% reduction from the FY 2012 forecast.

Our largest revenue source, local taxes, is projected to decline by \$ 23.5 million or 5.2% from the FY 2012 forecast. This decrease is a result of a .18 cent reduction in the tax rate apportioned for the general operations of City government. Our second largest revenue source, state taxes, is projected to decrease from the FY 2012 forecast by 1.2% or \$655k. This decrease is largely due to expectations that state sales taxes will trend downward slightly.

In one of the smaller revenue categories, fines and forfeitures, we expect an increase of 27% based on a fee increase implemented for court fees and court costs. The remaining revenue categories of licenses and permits, charges for services, use of money and other revenue, all noted above, are essentially planned at the forecasted levels. A detailed listing of all revenues within the respective categories is presented on the following pages.

# GENERAL FUND

# GENERAL FUND REVENUES

Sources of Revenue	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b>Contributed from Fund Balance</b>				
Contributed From Fund Balance	0	0	0	19,571,990
<b>Total Contributed from Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,571,990</b>
<b>Local Taxes</b>				
Beer Sales Tax	15,069,348	15,100,000	15,300,000	16,200,000
MLGW/Williams Pipeline	315,874	315,870	315,870	315,870
Bankruptcy Interest & Penalty	166,787	170,000	160,000	161,600
Ad Valorem Tax - Current One Time Assessment	0	20,000,000	20,106,000	0
Ad Valorem Tax Prior	8,419,107	780,000	5,000,000	5,050,000
Alcoholic Beverage Inspection Fee	4,321,524	4,100,000	4,300,000	4,200,000
Warrants and Levies	238	200	131	300
Franchise Tax - Telephone	226,150	0	0	0
Cable TV Franchise Fees	4,156,428	4,400,000	4,200,000	4,444,000
Misc Franchise Tax	942,954	650,000	700,000	700,000
Misc Tax Recoveries	2,617,202	2,300,000	2,300,000	2,300,000
Business Tax Fees	1,009,654	900,000	950,000	959,500
Ad Valorem Tax Prior - Sale	6,567,308	0	15,748,000	13,000,000
Bank Excise Tax	144,315	792,987	140,000	155,000
PILOT's	4,910,902	5,220,500	4,600,000	4,646,000
Local Sales Tax	104,009,728	99,000,000	99,000,000	100,495,000
Gross Rec Business Tax	9,584,707	12,000,000	10,000,000	10,100,000
Interest, Penalties & Commission	293,023	230,000	230,000	230,230
Interest & Penalty - Sale of Tax Rec	2,242,321	0	1,336,655	1,350,022
Ad Valorem Tax - Current	250,696,724	278,106,000	250,000,000	246,430,000
Property Taxes Interest & Penalty	7,086,080	1,200,000	4,000,000	4,040,000
State Appointment TVA	7,953,145	7,800,000	7,600,000	7,676,000
Special Assessment Tax	158,129	130,000	150,000	150,000
Mixed Drink Tax	2,618,319	2,600,000	2,700,000	2,754,000
<b>Total Local Taxes</b>	<b>433,509,967</b>	<b>455,795,557</b>	<b>448,836,656</b>	<b>425,357,522</b>
<b>State Taxes</b>				
State Shared Beer Tax	359,551	340,000	340,000	340,000
Spec Petroleum Product Tax	1,466,638	1,479,600	1,341,000	1,479,600
Telecommunication Sales Tax	49,165	50,000	40,000	50,000
State Income Tax	7,900,628	6,000,000	7,500,000	7,650,000
Alcoholic Beverage Tax	287,794	270,504	280,000	275,914
State Professional Privilege Tax - Athletes	318,269	0	0	0
State Sales Tax	45,462,775	46,863,401	45,000,000	44,049,600
<b>Total State Taxes</b>	<b>55,844,820</b>	<b>55,003,505</b>	<b>54,501,000</b>	<b>53,845,114</b>



# GENERAL FUND

# GENERAL FUND REVENUES

Sources of Revenue	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b>Licenses and Permits</b>				
Beer Permit Privilege Tax	141,052	140,000	140,000	140,000
Wrecker Permit Fee	9,631	9,088	9,088	9,088
Gaminy Pub Amus Perm Fee	16,531	13,000	13,000	13,000
Beer Application	72,531	65,000	65,000	57,570
Taxi Drivers License	15,969	28,200	16,000	17,000
Liquor By Ounce License	206,063	250,000	250,000	210,000
Misc Permits	67,061	70,000	70,000	70,000
Auto Registration Fee	9,888,081	9,200,000	9,500,000	9,519,000
<b>Total Licenses and Permits</b>	<b>10,416,919</b>	<b>9,775,288</b>	<b>10,063,088</b>	<b>10,035,658</b>
<b>Fines and Forfeitures</b>				
Fines & Forfeitures	98,114	100,000	100,000	100,000
Arrest Fees	276,885	260,000	260,000	262,600
Court Fees	5,460,427	8,900,000	5,000,000	6,650,000
Court Costs	4,550,169	9,140,000	4,900,000	6,049,000
Beer Board Fines	77,281	100,000	70,000	100,000
<b>Total Fines and Forfeitures</b>	<b>10,462,876</b>	<b>18,500,000</b>	<b>10,330,000</b>	<b>13,161,600</b>
<b>Charges for Services</b>				
Parking Meters	94	0	795,000	795,000
MLG&W Rent	2,556	2,400	1,071	2,400
Parking Lots	315,000	315,000	315,000	315,000
Tax Sales Attorney Fees	870,896	700,000	700,000	600,000
<b>Total Charges for Services</b>	<b>1,188,546</b>	<b>1,017,400</b>	<b>1,811,071</b>	<b>1,712,400</b>
<b>Use of Money and Property</b>				
Net Income/Investors	144,112	300,000	110,000	100,000
Interest on Investments	135,329	300,000	100,000	294,000
State Litigation Tax Commission	157,931	73,151	100,000	73,151
<b>Total Use of Money and Property</b>	<b>437,372</b>	<b>673,151</b>	<b>310,000</b>	<b>467,151</b>
<b>Federal Grants</b>				
Federal Grants - Others	94,736	0	0	0
<b>Total Federal Grants</b>	<b>94,736</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Revenues</b>				
Commercial Revitalization Fee	0	50,000	50,000	50,000
Property Insurance Recoveries	0	0	9,282	0
Sale Of Capital Assets	0	25,000	25,000	25,000
Recovery Of Prior Year Expense	106,279	155,000	173,500	155,000
Insurance Refund	596,446	0	0	0



# GENERAL FUND

# GENERAL FUND REVENUES

Sources of Revenue	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000
Cash Overage/Shortage	8,076	0	4,000	0
City Property Damage Reim	112,849	100,000	110,000	100,000
Miscellaneous Revenue	0	619,000	39,000	0
Local Other Revenue	224,597	0	0	0
Miscellaneous Income	58,621	36,911	36,900	36,911
Court Reimbursement	63	0	428	0
Local Shared Revenue	6,933	0	79,090	0
Miscellaneous Auctions	2,579,862	1,800,000	2,000,000	1,800,000
<b>Total Other Revenues</b>	<b>4,768,726</b>	<b>3,860,911</b>	<b>3,602,200</b>	<b>3,241,911</b>
<b>Transfers In</b>				
In Lieu Of Taxes-MLGW	54,047,786	54,470,000	55,105,000	54,700,000
Tfr In - Elvis Presley	82,054	0	0	0
Tfr In - Beale Street	3,605	0	0	0
Tfr In - State Street Aid	0	16,811,000	16,000,000	15,400,000
In Lieu Of Taxes-Sewer	4,669,372	3,874,897	3,874,897	3,874,897
Tfr In - Solid Waste Fund	0	2,031,000	2,031,000	1,031,000
Tfr In - Mallory-Neely	63,018	0	0	0
Tfr In - Sewer Operating/CIP	1,300,000	1,300,000	1,300,000	1,300,000
Tfr In - Tax Sales Fund	209,661	0	0	0
Tfr In - Debt Service Fund	45,000,000	20,000,000	23,000,000	0
Tfr In - Youth Opportunity Fund	320	0	0	0
<b>Total Transfers In</b>	<b>105,375,816</b>	<b>98,486,897</b>	<b>101,310,897</b>	<b>76,305,897</b>
<b>Total Division Revenues</b>	<b>44,628,019</b>	<b>45,470,887</b>	<b>42,780,551</b>	<b>44,779,343</b>
<b>Total Revenues\Transfers</b>	<b>666,727,797</b>	<b>688,583,596</b>	<b>673,545,463</b>	<b>648,478,586</b>



## 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 three 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.

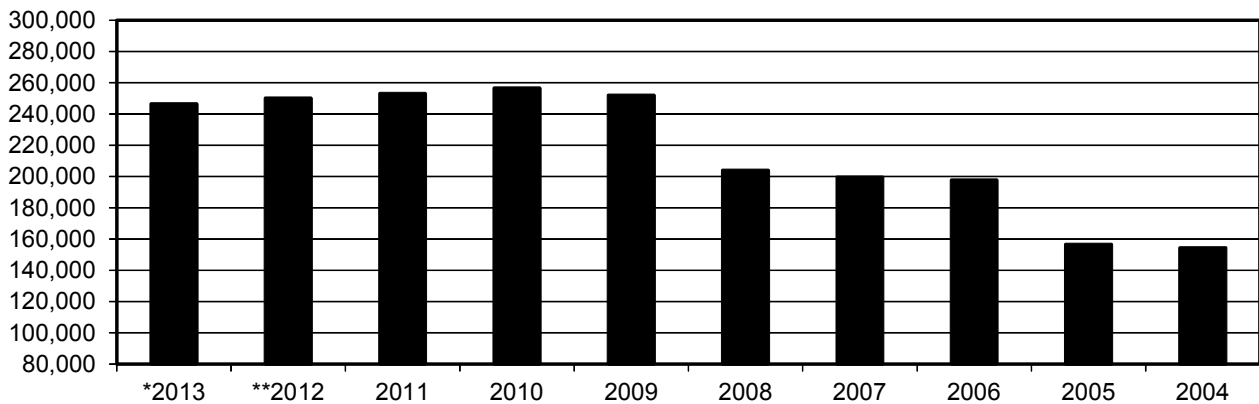
Stochastic simulations of the short- and long-term models generate empirical estimates of the probability distributions for the revenue sources. These distributions are reported both for the current fiscal year and the next fiscal year. These simulation results are used to report the high/low ranges 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.

Current Property Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	246,430	-1.43%	2008	203,937	2.19%
2012	250,000	-1.22%	2007	199,564	0.92%
2011	253,100	-1.36%	2006	197,740	26.26%
2010	256,602	1.81%	2005	156,617	1.55%
2009	252,036	23.59%	2004	154,221	1.51%

(In Thousands)



\* FY 2013 Adpoted  
 \*\* FY 2012 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.

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. City Schools and the Debt Service Fund share proceeds of this tax. There are no restrictions on property tax increases. However, tax rates are approved by Ordinance.

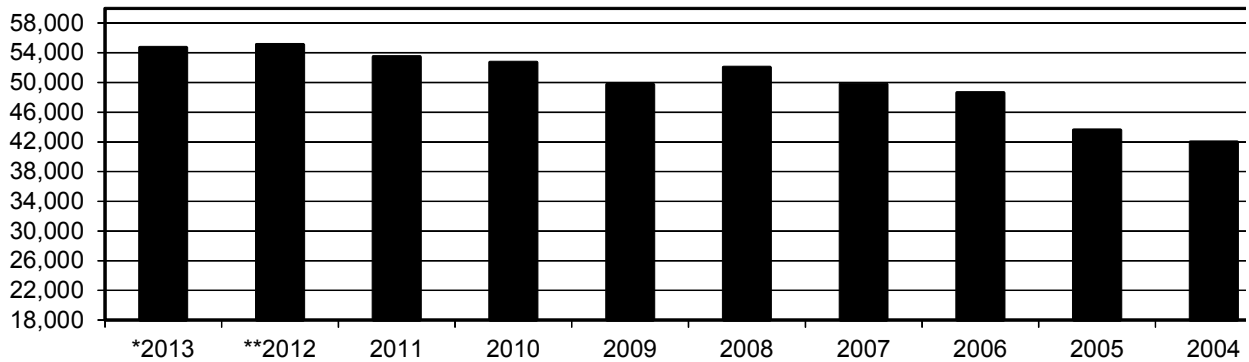
Major Influences: Annexations, Assessor Appraisal, Development and Population Growth



**In lieu of Tax - MLGW**

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	54,700	-0.73%	2008	52,036	4.58%
2012	55,105	3.06%	2007	49,759	2.36%
2011	53,469	1.46%	2006	48,610	11.49%
2010	52,698	5.95%	2005	43,599	-2.24%
2009	49,737	-4.42%	2004	41,987	1.07%

**(In Thousands)**



\* FY 2013 Adopted  
 \*\* FY 2012 Forecast

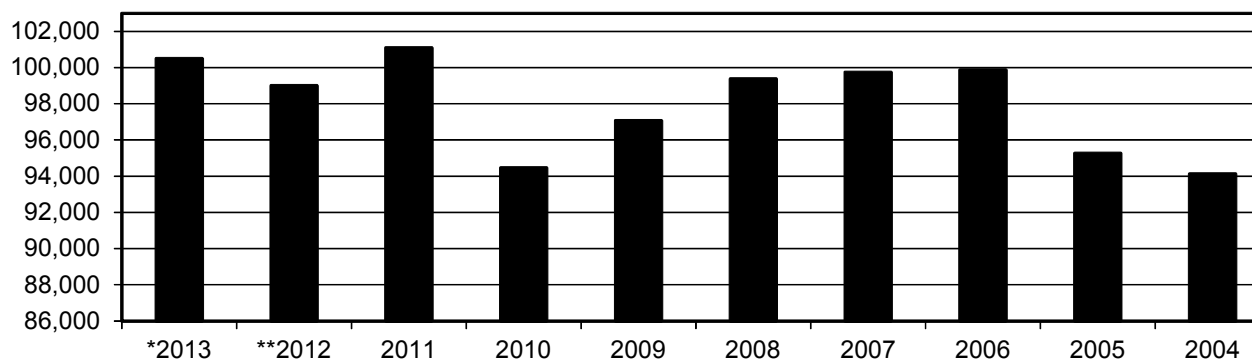
The Memphis Light Gas and Water Division makes in-lieu-of-property tax equivalent payments as provided by the Municipal Electric System Tax Equivalent Law and the Municipal Gas System Tax Equivalent Law, both of which provide a uniform formula for establishing such payments. This payment is shared with Shelby County according to State law. This revenue is limited to the calculation defined in the state law. The increase from 1999 to 2000 onward is based on the implementation of the 1988 gas tax calculation. T.C.A. 7-52-307 and 7-39-404.

Major Influences: Municipal Electric/Gas System Equivalent Tax Laws

Local Sales Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	100,495	1.51%	2008	99,371	-0.36%
2012	99,000	-2.08%	2007	99,733	-0.14%
2011	101,100	7.03%	2006	99,875	4.84%
2010	94,462	-2.68%	2005	95,260	7.35%
2009	97,065	-2.32%	2004	94,123	2.05%

(In Thousands)



\* FY 2013 Adopted  
 \*\* FY 2012 Forecast

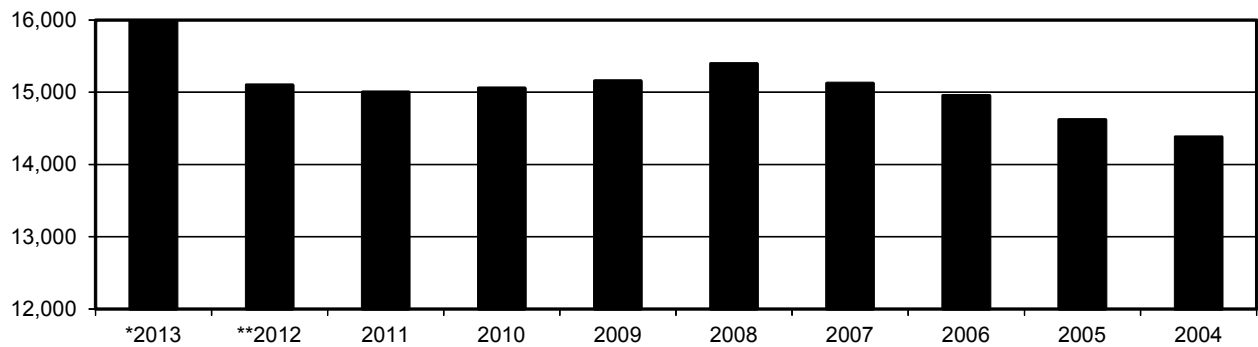
This is the second largest revenue source for the City. It is charged on the gross proceeds derived from the retail sales or use of tangible personal property and certain specific services. It is computed at 2.25% of the amount of each transaction. One half of the proceeds go to education. The last increase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

Major Influences: Annexation, Population Growth and Taxable Sales

**Beer Sales Tax**

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	16,200	5.96%	2008	15,392	1.77%
2012	15,300	2.00%	2007	15,125	1.14%
2011	15,000	-0.38%	2006	14,954	2.28%
2010	15,057	-0.66%	2005	14,620	1.65%
2009	15,157	-1.53%	2004	14,382	2.10%

(In Thousands)



\* FY 2013 Adopted

\*\* FY 2012 Forecast

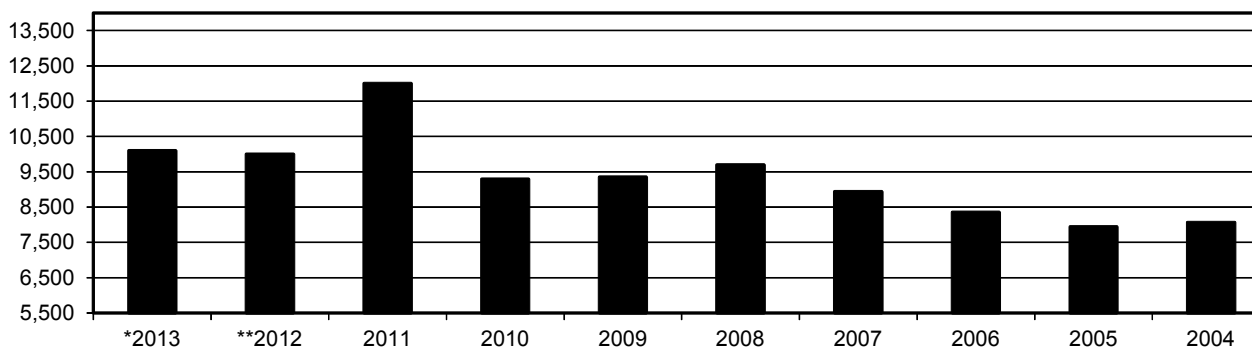
This is a 17% levy on the sale of beer at wholesale. It is collected by the wholesaler from the retailer and other persons within the corporate limits of the municipality at the time of sale. Fees are remitted to the City by the wholesaler on a monthly basis. T.C.A. 57-5-103.

Major Influences: Wholesalers price and Consumption Rates

Gross Receipts Business Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	10,100	1.00%	2008	9,692	8.47%
2012	10,000	-16.67%	2007	8,935	6.98%
2011	12,000	29.14%	2006	8,352	5.15%
2010	9,292	-0.58%	2005	7,943	9.88%
2009	9,346	-3.57%	2004	8,063	9.21%

(In Thousands)



\* FY 2013 Adopted

\*\* FY 2012 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.

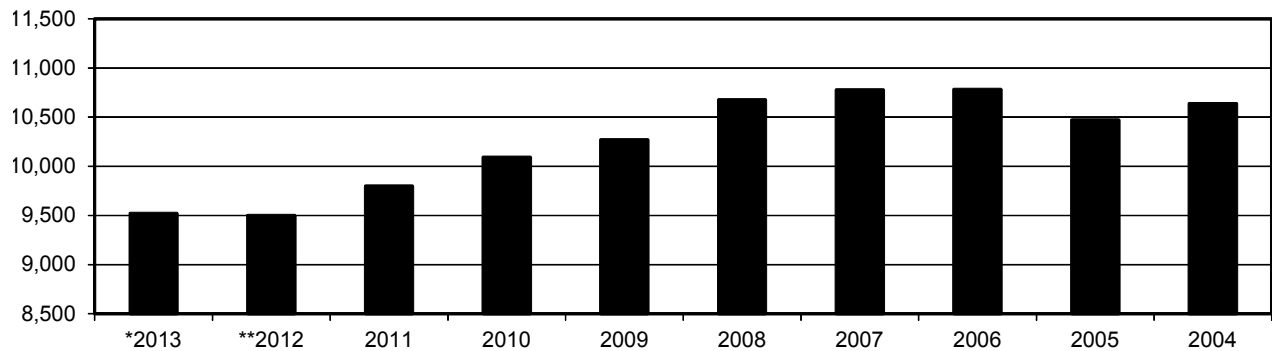
Business activities are divided into five classifications, with each classification having different tax rates and taxable periods. Remittances from department stores, auto dealers, restaurants and drug stores, representing almost one-half of total receipts, are collected in the last two months of the fiscal year. Each county and/or incorporated municipality in which such a 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.

Major Influences: Economy, Coconsumer Price Index and Gross Receipts

**Auto/Vehicle Registration-Inspection Fee**

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	9,519	0.20%	2008	10,677	-0.92%
2012	9,500	-3.06%	2007	10,776	-0.05%
2011	9,800	-2.90%	2006	10,781	2.95%
2010	10,093	-1.73%	2005	10,472	-1.55%
2009	10,271	-3.80%	2004	10,637	3.15%

(In Thousands)



\* FY 2013 Adopted  
 \*\* FY 2012 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/inspection fee as follows:

Motorcycle .....	\$10.00 (private) \$21.00 (commerical)
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 inspection fee and registration fee were combined and transferred to the County Clerk in FY 1982. The Court Clerk remits collections to the City after deducting a collection fee.

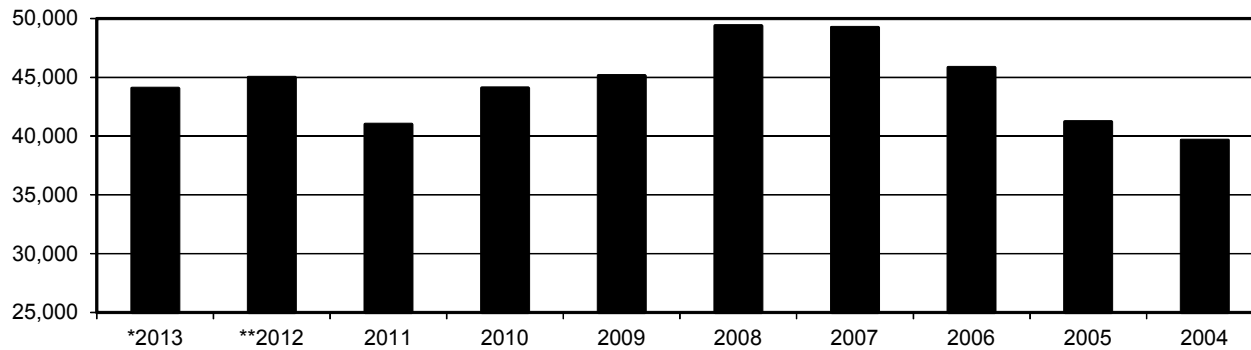
Vehicles must pass an emissions and visual safety inspection test before being issued a city registration. Registration/Inspection fees require Ordinance change and Council approval, Section 21-256-307 Memphis Code.

Major Influences: Auto Sales, Vehicles Inspected and Annexations

State Sales Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	44,050	-2.11%	2008	49,381	0.28%
2012	45,000	9.76%	2007	49,244	7.49%
2011	41,000	-6.99%	2006	45,814	11.18%
2010	44,082	-2.32%	2005	41,206	3.96%
2009	45,131	-8.61%	2004	39,638	3.73%

(In Thousands)



\* FY 2013 Adopted  
 \*\* FY 2012 Forecast

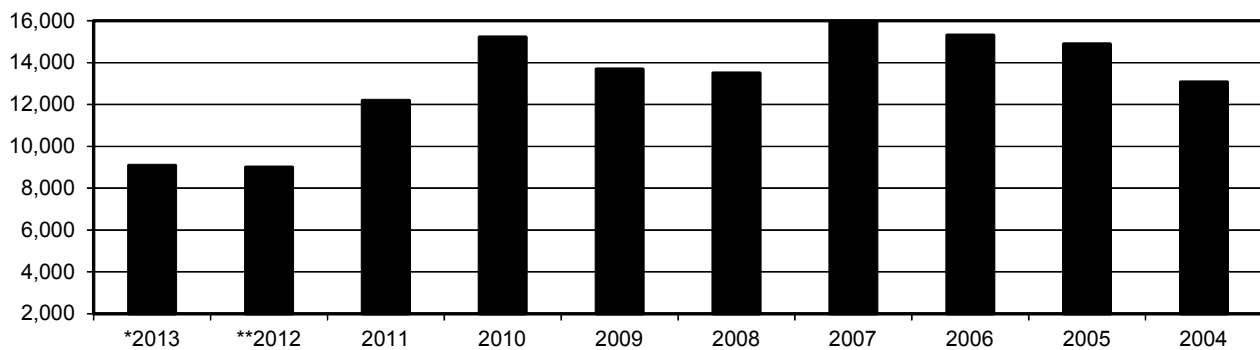
This is the largest state shared revenue the City receives. The current rate is 7.0% and is charged on each transaction described in the Local Sales Tax, 1.0% goes to the State's General Fund. Of the 6.0%, 0.5% goes to education. Municipalities receive approximately 4.5925% of collections on 5.5% of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

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

**Delinquent Property Tax w/ Interest**

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	9,090	1.00%	2008	13,493	-17.96%
2012	9,000	-26.23%	2007	16,447	7.42%
2011	12,200	-19.79%	2006	15,311	2.89%
2010	15,211	11.14%	2005	14,881	13.86%
2009	13,686	1.43%	2004	13,069	-38.41%

(In Thousands)



\* FY 2013 Adopted  
 \*\* FY 2012 Forecast

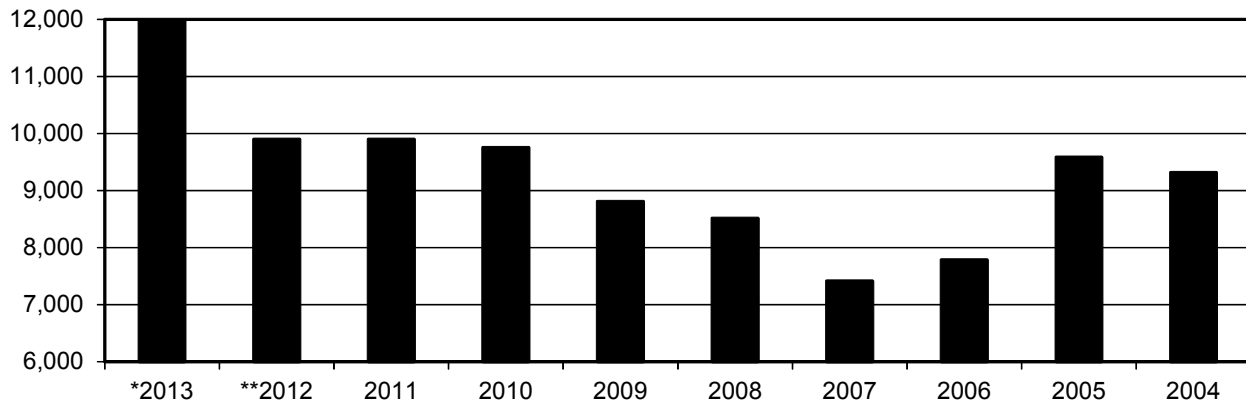
Property taxes that are not paid in the fiscal year in which they are assessed are recorded as delinquent tax receipts when they are paid in subsequent years. Between 95% to 97% of property taxes are paid in the year of assessment and approximately 40% to 50% of delinquent taxes are collected the first 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 Assessor Appraisal

**Court Costs/Fines**

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	12,699	11.10%	2008	8,517	14.85%
2012	9,900	0.00%	2007	7,416	-4.76%
2011	9,900	1.49%	2006	7,787	-18.74%
2010	9,755	10.70%	2005	9,583	2.88%
2009	8,812	3.46%	2004	9,315	-1.50%

**(In Thousands)**



\* FY 2013 Adopted

\*\* FY 2012 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. A portion of the collections is earmarked to the City Board of Education for driver education sources. Fees require Ordinance change and Council approval, Section 11-24-25 Memphis Code.

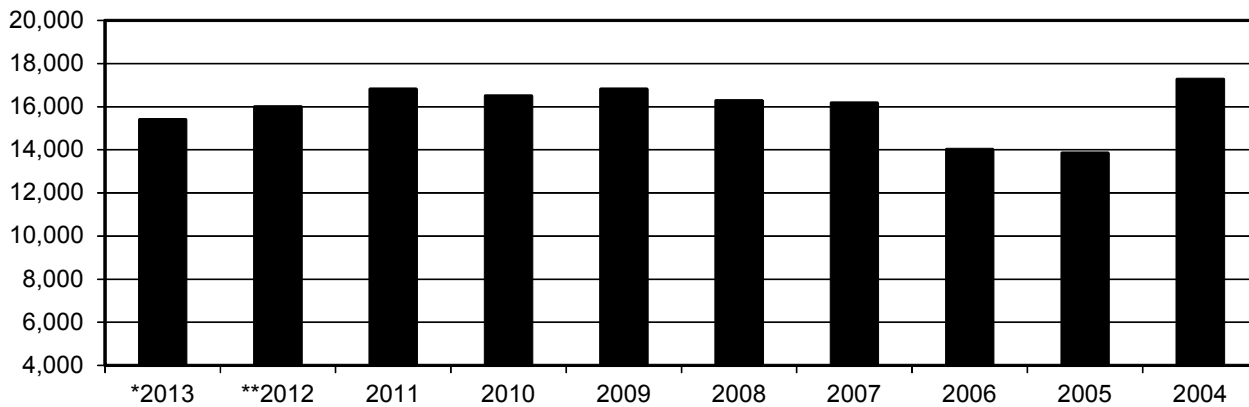
Major Influences: Population (Demographics), Crime Rate and Enforcement



**Municipal State Aid**

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2013	15,400	-3.75%	2008	16,270	0.66%
2012	16,000	-4.82%	2007	16,163	15.29%
2011	16,811	1.88%	2006	14,019	1.28%
2010	16,500	-1.85%	2005	13,842	-19.84%
2009	16,811	3.33%	2004	17,267	-12.68%

(In Thousands)



\* FY 2013 Adopted  
 \*\* FY 2012 Forecast

Approximately 12.7% of the .20 cents per gallon collected from gasoline pursuant to T.C.A. 67-3-201 is distributed to the municipalities in proportion to the population of each municipality, as it bears to aggregate population of all municipalities according to the federal census, 8.8% of taxes collected from .17 cents per gallon of diesel is distributed to municipalities as stated in T.C.A. 54-4-203, T.C.A. 67-3-202,

Major Influences: Population and Gasoline Sales



## ■ operating budget

### Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	430,264,908	413,994,774	416,828,619	422,574,401
Materials & Supplies	84,186,644	108,184,395	111,811,606	111,392,308
Capital Outlay	98,661	961,235	898,676	0
Grants & subsidies	71,606,977	76,083,148	68,131,671	51,135,817
Inventory	1,905,663	225,300	305,498	38,350
Investment Fees	0	0	51,767	0
Miscellaneous Expense	1,999,503	0	0	0
Transfers Out	66,722,205	62,016,408	84,120,762	63,337,710
<b>Gross Expenditures</b>	<b>656,784,561</b>	<b>661,465,260</b>	<b>682,148,599</b>	<b>648,478,586</b>

## ■ issues & trends

The FY 2013 Operating Expense Budget provides for core services delivery and our public safety initiatives. Our budgeted expenses For FY 2013 are \$648.5 million. This is a decrease from the forecast of \$23.6 million or 3.5%. Our expenses include a cost of \$52.7 million that will be transferred to the education fund for Memphis City Schools (MCS). Transfers out show a reduction of \$20.7 million largely due to a reduced transfer for MCS because we put in place a .10 cent funding stream for the balance of required MCS funding. The budget overview discusses this in more detail.

The category of grants and subsidies also shows a marked reduction of \$16.9 million or 25%. We will pay pensioner's insurance from our OPEB fund for FY 2013. In the past pensioners insurance has been paid as part of our operating expense from the general fund revenues.

As an expense control measure we did not budget for capitals outlay in FY 2013 therefore this is a 100% reduction from the forecast of \$898k. Material and Supply cost did increase by 9% to cover the expected cost of operations of some costs that are outside of our control such as fuel.

# SUMMARY

# GENERAL FUND SUMMARY OF EXPENDITURES

Description	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b><i>Expenditures</i></b>				
City Attorney	14,977,775	13,126,549	14,070,674	9,681,056
City Council	1,572,479	1,537,715	1,416,773	1,495,186
City Court Clerk	4,675,119	4,678,784	4,838,796	4,757,353
City Engineer	5,980,932	7,373,615	7,825,036	8,307,885
City Court Judges	605,928	609,486	559,775	600,737
Community Enhancement	7,387,137	8,296,096	8,319,084	0
Executive	6,389,385	5,200,442	4,829,694	5,017,227
Finance	5,195,267	4,919,560	4,988,957	4,765,458
Fire Services	159,963,743	152,489,577	154,712,440	153,827,876
General Services	12,927,554	11,303,983	13,995,070	22,464,701
Grants and Agencies	126,741,917	126,632,111	* 143,707,945	104,863,181
HCD	4,498,303	5,824,548	3,263,019	4,590,943
Human Resources	3,363,971	6,829,696	7,563,175	7,179,978
Information Systems	17,789,406	17,209,462	17,432,181	15,265,670
Parks and Neighborhoods	28,283,570	26,730,274	27,561,022	43,298,362
Police Services	227,458,991	226,199,000	229,056,700	237,316,732
Public Services	22,652,460	24,324,655	19,916,651	0
Public Works	6,320,624	18,179,707	18,091,607	25,046,241
<b><i>Total Expenditures</i></b>	<b>656,784,561</b>	<b>661,465,260</b>	<b>682,148,599</b>	<b>648,478,586</b>

\* Includes \$52,208 in unallocated expenses.



## ■ Operating Budget

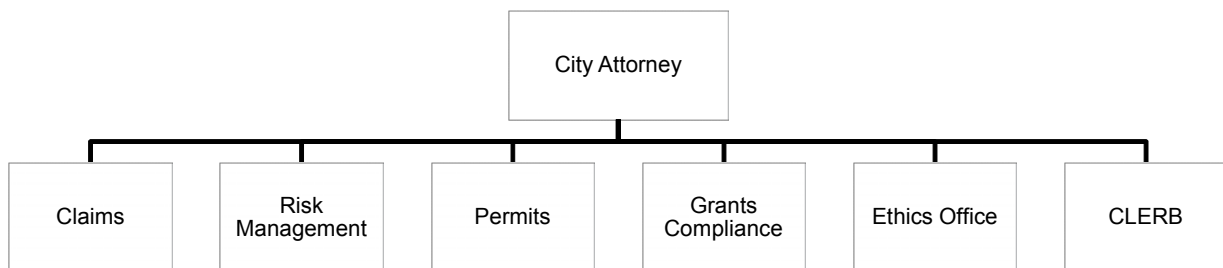
Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	4,892,997	4,839,009	4,699,020	4,309,140
Materials & Supplies	10,084,778	8,287,540	9,371,654	5,371,916
Total Expenditures	14,977,775	13,126,549	14,070,674	9,681,056
Program Revenue	(248,245)	0	(228,104)	0
Net Expenditures	14,729,530	13,126,549	13,842,570	9,681,056
<i>Funded Staffing Level</i>				58.00
Authorized Complement				58

***This division contains “Structural Changes” which decreased operating cost when compared to prior year’s operations. The services previously provided by this division are now being delivered by another operating division.***

## 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.

## ISSUES & TRENDS

The City Attorney's Office continues to monitor relevant legislative changes that could have an impact on the City of Memphis. This past year a number of measures had a potential to dramatically affect the City of Memphis including the state amendment of school charter laws, allocation of money for the Electrolux Plant, and regulation of Red Light Cameras. Protect state share of revenue during these economically challenging times, and create opportunities for economic development and job creation through projects that could be supported by state and federal investment in our community continues as we work to get our fair share of major grants. The Office has dramatically increased its presence and communications with the various divisions concerning issues ranging from the City's On-The-Job-Injury Program, proactive approaches to lessen employee injury, employment litigation, grants compliance and the grant application process. The Permits Office in conjunction with the Division of Finance, 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 with a February 2012 increase of \$160,000 compared to February 2011.

## FY2012 BUDGET HIGHLIGHTS

- Mediated settlements for backlog of appeals (due to lawsuit) regarding OJI claims for a total of \$566,471
- Reduced liability claims settlements cost by 21%
- Insurance premiums were reduced by 8%
- Reduce outside spend for legal services in routine litigation

## FY2012 PERFORMANCE HIGHLIGHTS

- Reduced the amount of time to investigate and resolve claims to 21 days
- Risk management received a \$9,282.38 refund check from a premium fund trust account.
- Developed a risk management committee which includes personnel from each division.
- Risk Management has conducted quarterly training classes for city personnel.
- Office of Grants Compliance created and maintains a centralized electronic repository with copies of key grant documents to assist with audits and monitoring reviews from outside agencies.
- Office of Grants Compliance received above satisfactory or satisfactory compliance rating for 100% scheduled site visits by grantor agencies.
- Office of Grants Compliance conducted three (3) training workshops on grants administration, compliance and close-out procedures with grant liaisons representing all City divisions.
- Office of Grants Compliance prevented the de-obligation of \$4.5 million in grant funds by the Department of Justice.
- Developed method of tracking vehicular accidents by type and frequency for presentation to Divisions
- Assisted with Wrecker ordinance revision
- Assisted with City Council approval of the Transportation Commission
- Permits Office added to risk management plan
- Bill payment system expedited the processing of law firm bills from 45 to 15 days of invoice submittal
- Maintained the average time for opinion request/ ordinance drafting to 7-10 days

## FY2013 STRATEGIC GOALS

- Average of 25-day resolution on under claims
- Average of 30-day response time to all Title VI matters
- Average of 14 day review of compensability of all OJI Claims
- Increase subrogation recoveries by 10%
- Reduce the City's liability claim settlements by 15% (on average)
- Minimize the number and severity of on-the-job injuries
- Increase Attorney proactive presence with Divisions
- Increase in-house lawyer and support staff competence
- Reduce reliance on outside contract counsel
- Increase the number of facility inspections by Risk Management
- Increase the awareness of maintaining City facilities by offering training classes which will ultimately reduce losses
- Improve ordinance compliance by permit holders by better record management by using technology
- Improve payment processing system for better customer service
- Review, revise and present seminar on City's Public Procurement Policies and Practices
- Maintain internal controls implemented within each division to ensure grants compliance
- Streamline grants application and funding process
- Conduct quarterly grants compliance and grants administration workshops
- Transfer responsibility for claims payment to responsible Division
- Utilize technology to automate processes and move toward a paperless office, to improve efficiency and lower costs.
- Improve tracking of progress by metrics and measurements and increase in-house communication and emphasis on same
- Implement improved accounting system within the Permits Office
- Analyze fee structure for possible revisions and review all beer tax revenue sources for accuracy

## FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
240101	Improve response time to Divisions by addressing concerns in no more than 5 days with a 90% satisfaction rate by June 30, 2013 from all Divisions each fiscal year.	3	Survey Report of response times	85%
	Develop and manage the Law Division website so that the general information for various legal matters is available 24 hours a day and 7 days a week during each fiscal year by June 30, 2014.	3,4	Active Legal website	95%
	Provide quality legal contract/ document review service level of 90% by reviewing submitted contracts within 24 hours throughout each fiscal year.† This will be in place by June 30, 2013.	3	Report of contracts reviewed	85%
	Issue quality legal Opinions within 5 days for a service level satisfaction rate of 90% each fiscal year by June 30, 2013.	4	Log of Opinions issued	80%
	Develop and manage a computerized legal pleadings bank so that the system is available to users 24 hours a day and 7 days a week during each fiscal year by June 30, 2015.	4	Active computerized pleadings bank	85%
	Provide comprehensive oversight and legal counsel for all litigation matters with expenses and activities staying within 97% of the annual budgeted amount allocated each fiscal year by June 30, 2013.	4	Budget variance report of successful litigated matters	95%
	Complete reduction of the hourly rate for 100% of outside counsel legal spend by 8% by June 30, 2013.	4	Counsel spend budget and analysis report	90%



**FY 2013 Performance Measures and Metrics**

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
	Reduce threats and risk exposure costs by increasing training and asserting loss prevention techniques toward Division properties by 10% by June 30, 2014.	4	Risk exposure cost reduction analysis	85%
	Reduce costs to delinquent taxpayer and City by 10% This strategy will be implemented by June, 30, 2015.	4	Comparison report of cost	80%

**■ charges for services**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Property Insurance Recoveries	(222,289)	0	(210,199)	0
Miscellaneous Income	(3,874)	0	(17,011)	0
Recovery Of Prior Year Expense	(22,082)	0	(894)	0
Total Charges for Services	(248,245)	0	(228,104)	0

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	4,892,997	4,839,009	4,699,020	4,309,140
Materials & Supplies	10,084,778	8,287,540	9,371,654	5,371,916
Total Expenditures	14,977,775	13,126,549	14,070,674	9,681,056
Program Revenue	(248,245)	0	(228,104)	0
Net Expenditures	14,729,530	13,126,549	13,842,570	9,681,056
<i>Funded Staffing Level</i>				58.00
Authorized Complement				58

**Legal level consolidation of City Attorney's Office, Claims, Risk Management, Telecom Franchise, Collections, Permits, Grants Compliance, Ethics Office and Civilian Law Enforcement Review Board.**

# CITY ATTORNEY

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>City Attorney's Office</u>		<u>Grants Compliance</u>	
ADMR CONTRACT	1	COORD GRANTS	2
ADMR LEGAL SR	1	COORD GRANTS STIM DURATIONAL	2
ASST ADMINISTRATIVE	1	MGR GRANTS	1
ATTORNEY ASST CITY A	3	SUPER GRANT COMPLIANCE	1
ATTORNEY ASST CITY AA	2	<b>Total Grants Compliance</b>	<b>6</b>
ATTORNEY ASST COMPLIANCE AA	1	<u>Ethics Office</u>	
ATTORNEY ASST HCD AA	1	OFFICER CHIEF ETHICS	1
ATTORNEY CITY	1	<b>Total Ethics Office</b>	<b>1</b>
ATTORNEY CITY ASST SR	8	<u>Civillian Law Enforcement</u>	
ATTORNEY CITY DEPUTY	1	ADMR. CLERB	1
ATTORNEY COLLECTIONS	1	<b>Total</b>	<b>1</b>
ATTORNEY PROSECUTOR AA	3	<b>TOTAL CITY ATTORNEY</b>	
ATTORNEY PROSECUTOR CHIEF	1		<b>58</b>
ATTORNEY STAFF	3		
ATTORNEY STAFF SR	1		
CLERK SENIOR LAW	1		
COORD LEGAL ADMIN	1		
PARALEGAL	3		
SECRETARY A	2		
<b>Total City Attorney's Office</b>	<b>36</b>		
<u>Claims</u>			
AGENT CLAIMS	1		
ANALYST CLAIMS	3		
INVESTIGATOR LEGAL	1		
SECRETARY A	1		
<b>Total Claims</b>	<b>6</b>		
<u>Risk Management</u>			
ANALYST LOSS CONTROL	1		
ANALYST RISK MGMT	1		
SUPER RISK MGMT	1		
<b>Total Risk Management</b>	<b>3</b>		
<u>Permits</u>			
ADMR PERMITS LICENSES	1		
ANALYST PERMITS LICENSES LD	1		
CLERK GENERAL APP A	3		
<b>Total Permits</b>	<b>5</b>		



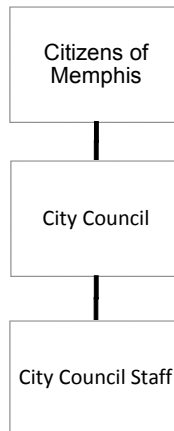
# ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	1,310,034	1,274,494	1,204,107	1,332,581
Materials & Supplies	262,445	263,221	212,666	162,605
Net Expenditures	1,572,479	1,537,715	1,416,773	1,495,186
<i>Funded Staffing Level</i>				25.00
Authorized Complement				25

## Mission

The Memphis City Council works 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.

**FY 2013 Performance Measures and Metrics**

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
810100	To adopt a balanced budget by June 18, 2013	4	Budget Adopted	100%
	To encourage citizen involvement in policy formulation and decision-making by holding at least 7 town hall meetings in various areas throughout the city by 6-30-13	4	List of town hall meetings	100%
	To encourage citizen involvement in policy formulation and decision-making by Council Members attending 100% of town hall meetings in various areas throughout the city by 6-30-13	4	Report number of community meetings attended by Council members	100%
	To encourage citizen involvement in policy formulation and decision-making by producing at least 30 public service television shows by 6-30-13	4	listing of public service television shows produced.	100%

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	1,310,034	1,274,494	1,204,107	1,332,581
Materials & Supplies	262,445	263,221	212,666	162,605
Net Expenditures	1,572,479	1,537,715	1,416,773	1,495,186
<i>Funded Staffing Level</i>				25.00
Authorized Complement				25

**CITY COUNCIL**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>City Council</u>			
ADMR COUNCIL STAFF	1		
ADMR STAFF ASST	1		
ANALYST RESEARCH SR	3		
ASST ADMINISTRATIVE	6		
ATTORNEY STAFF	1		
COUNCIL CHAIR	1		
COUNCIL MEMBER	12		
<b>Total City Council</b>	<b><u>25</u></b>		
<b><u>TOTAL CITY COUNCIL</u></b>	<b><u>25</u></b>		





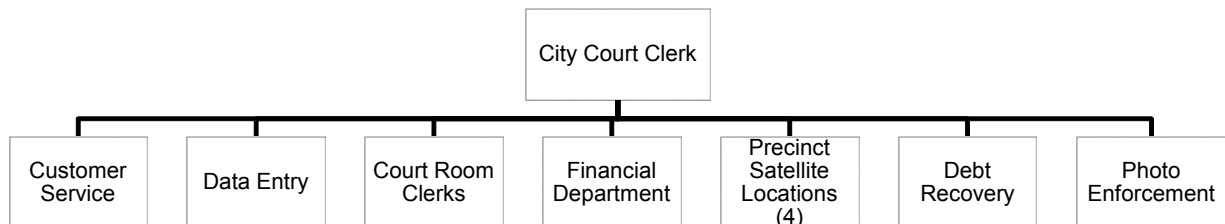
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	3,081,945	3,071,445	3,056,606	2,997,734
Materials & Supplies	1,593,174	1,599,839	1,709,457	1,759,619
Capital Outlay	0	7,500	72,733	0
Total Expenditures	4,675,119	4,678,784	4,838,796	4,757,353
Program Revenue	(2,081,750)	(1,824,000)	(1,372,843)	(1,400,000)
Net Expenditures	2,593,369	2,854,784	3,465,953	3,357,353
<i>Funded Staffing Level</i>				59.00
Authorized Complement				59

## 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 Clerks office will install a more efficient and effective computer system. The City Court Clerks Office will be

adding other payment options so that more citizens can make payments via the Internet. The State added three more years to the Drive While You Pay program enabling more citizens to set up payment arrangements on outstanding tickets that suspended their drivers' license.

## FY2012 Budget Highlights

- Schedule Customer Service workshops for employees to better understand the importance of good customer service
- Install a new computer system which will enable citizens to verify information on-line
- Police Officers utilizing the latest technology for issuing Traffic Tickets

## FY 2012 Performance Highlights

- Trained the management staff and employees on the importance of good customer service
- Increased collections by towing and/or booting individual's automobiles who owe for outstanding parking tickets. Police Officers are using hand-held units to check tags with outstanding tickets
- Collected 75% of fines owed to the City of Memphis
- Added more information on the current Web page to help citizens find ticket fines and court dates.

## FY2013 Strategic Goals

- Replace the Traffic Violations Bureau computer system and train all employees and management
- Increase the uses of the hand held Ticket Writing Device
- Use imaging of the new tickets to obtain information as soon as the tickets are received by the City Court Clerks Office
- Maximize the Debt Collection Process
- Add E-Pay option
- Red Light Camera Initiative

FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
870101	Assist Citizens with outstanding fines and fees by increasing participation in the installment pay plan by 10% by June 30, 2013.	3	Count of new participants report	85%

## ■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Court Fees	5,880	0	652	0
Fines & Forfeitures	(2,084,940)	(1,400,000)	(1,304,951)	(1,400,000)
Sale Of Reports	(2,500)	0	(68,544)	0
Credit Card Fees	(76)	0	0	0
Class Action Litigation Revenue	(114)	0	0	0
<b>Total Charges for Services</b>	<b>(2,081,750)</b>	<b>(1,400,000)</b>	<b>(1,372,843)</b>	<b>(1,400,000)</b>

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	2,995,515	2,996,979	2,948,296	2,870,849
Materials & Supplies	270,767	309,239	379,363	395,212
Capital Outlay	0	7,500	72,733	0
Total Expenditures	3,266,282	3,313,718	3,400,392	3,266,061
Program Revenue	3,190	0	(67,892)	0
Net Expenditures	3,269,472	3,313,718	3,332,500	3,266,061
<i>Funded Staffing Level</i>				56.00
Authorized Complement				56

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	86,430	74,466	108,310	126,885
Materials & Supplies	1,322,407	1,290,600	1,330,094	1,364,407
Total Expenditures	1,408,837	1,365,066	1,438,404	1,491,292
Program Revenue	(2,084,940)	(1,824,000)	(1,304,951)	(1,400,000)
Net Expenditures	(676,103)	(458,934)	133,453	91,292
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

# CITY COURT CLERK

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>City Court Clerk &amp; TVB</i>			
ASST ADMINISTRATIVE	1		
CLERK COURT REC	1		
CLERK COURT REC SR	46		
COURT CLERK CHIEF DEPUTY	1		
COURT CLERK CITY	1		
DEPUTY TVB CHIEF	1		
MGR INFO TECH TVB	1		
SUPER TVB	4		
<b>Total City Court Clerk &amp; TVB</b>	<b>56</b>		
<i>Red Light Camera</i>			
CLERK COURT REC	1		
CLERK COURT REC SR	2		
<b>Total Red Light Camera</b>	<b>3</b>		
<b><u>TOTAL CITY COURT CLERK</u></b>	<b><u>59</u></b>		







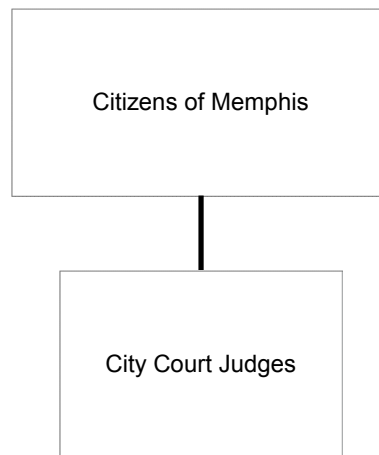
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	551,159	559,166	549,526	549,914
Materials & Supplies	54,769	50,320	10,249	50,823
Net Expenditures	605,928	609,486	559,775	600,737
<i>Funded Staffing Level</i>				5.00
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.

FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
840101	To dispose of at least 80% of court cases presented on the docket on the first setting by 06-30-2013	4	Number of cases handled listing	85%
	To attend seminars and conferences which will provide at least 3 hours of ethics and 12 hours of regular professional C.L.E credits by 06-30-2013	4	C.L.E. credits per judge report	100%

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	551,159	559,166	549,526	549,914
Materials & Supplies	54,769	50,320	10,249	50,823
Net Expenditures	605,928	609,486	559,775	600,737
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

# CITY COURT JUDGES

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>City Court Judges</u>			
ASST ADMINISTRATIVE	1		
INTERPRETER COURT ASST	1		
JUDGE	2		
JUDGE ADMIN	1		
<p style="text-align: right;"><b>Total City Court Judges</b></p>	<p style="text-align: right;"><b><u>5</u></b></p>		
<p style="text-align: right;"><b><u>TOTAL CITY COURT JUDGES</u></b></p>	<p style="text-align: right;"><b><u>5</u></b></p>		



## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	6,168,758	5,616,897	4,979,951	0
Materials & Supplies	1,218,379	2,403,199	3,063,133	0
Capital Outlay	0	276,000	276,000	0
Total Expenditures	7,387,137	8,296,096	8,319,084	0
Program Revenue	(1,411,915)	(1,148,000)	(1,148,000)	0
Net Expenditures	5,975,222	7,148,096	7,171,084	0
<i>Funded Staffing Level</i>				0.00

***This division contains “Structural Changes” which decreased operating cost when compared to prior years’s operations. The services previously provided by this division are now being delivered by another operating division.***

**■ charges for services**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Special Assessment Tax	(493,049)	(398,000)	(398,000)	0
St TN Interstate	(918,866)	(750,000)	(750,000)	0
Total Charges for Services	(1,411,915)	(1,148,000)	(1,148,000)	0

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	438,663	412,889	578,578	0
Materials & Supplies	63,050	154,694	355,085	0
Net Expenditures	501,713	567,583	933,663	0
<i>Funded Staffing Level</i>			0.00	0.00

**Legal level consolidation of *Administration and Compliance*.**

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	5,730,095	5,204,008	4,401,373	0
Materials & Supplies	1,155,329	2,248,505	2,708,048	0
Capital Outlay	0	276,000	276,000	0
Total Expenditures	6,885,424	7,728,513	7,385,421	0
Program Revenue	(1,411,915)	(1,148,000)	(1,148,000)	0
Net Expenditures	5,473,509	6,580,513	6,237,421	0
<i>Funded Staffing Level</i>			0.00	0.00

Legal level consolidation of *Grounds Maintenance, City Beautiful and Systematic Code Enforcement.*



**COMMUNITY ENHANCEMENT**

*AUTHORIZED COMPLEMENT*

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<u><b>TOTAL COMMUNITY ENHANCEMENT</b></u>	<u><b>0</b></u>		





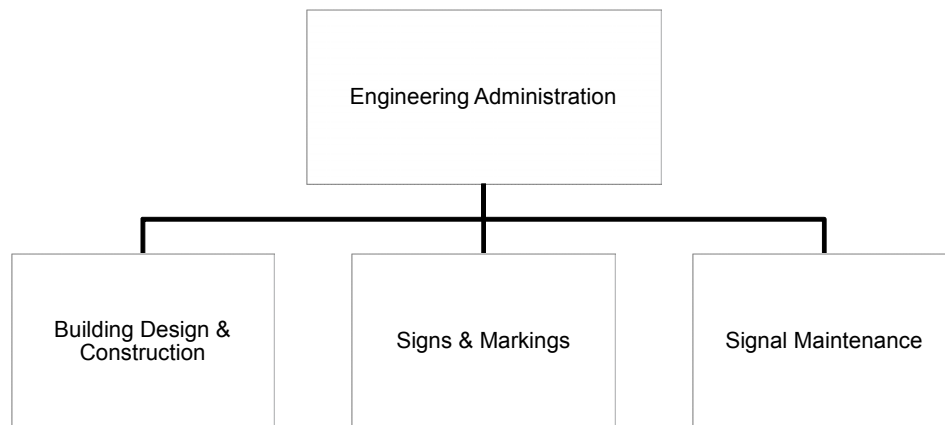
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	7,796,778	5,484,050	5,711,026	6,563,428
Materials & Supplies	(1,815,846)	1,757,691	2,082,810	1,744,457
Capital Outlay	0	31,200	31,200	0
Total Expenditures	5,980,932	7,272,941	7,825,036	8,307,885
Program Revenue	(1,232,136)	(915,563)	(931,969)	(758,763)
Net Expenditures	4,748,796	6,357,378	6,893,067	7,549,122
<i>Funded Staffing Level</i>				118.00
Authorized Complement				120

## 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 City of Memphis covers an area of over 346.6 square miles that is connected by nearly 4,150 miles of roads. 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.

## 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 has placed increasing demands on divisional resources. However, the approved Storm Water Utility District has assisted greatly in meeting the demand for drainage improvements throughout the city. Widening streets to provide additional capacity 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 is executing plans for interconnecting signals to provide the backbone for these technologies.

## FY 2012 Performance Highlights

- Completed several multi-million dollar Federal Stimulus (ARRA) Grant Projects within schedule and on budget.
- Moved all authorized Federal Stimulus (ARRA) Grant and STP grant paving projects to construction.
- Began construction of Traffic Signal Interconnection infrastructure which will allow for better traffic signal coordination and future Intelligent Transportation System (ITS) applications with Federal Grant funds.
- Started construction of a major segment of the Wolf River Greenway and neared completion of construction documents for the next section to be constructed starting FY 2013.
- Prepared Request for Proposals for Parking Meter modernization.
- Managed construction of Crump Station Police precinct.
- Installed first Hybrid Pedestrian Beacons in region for Memphis Greenline crossings of Highland and Graham.
- Received national recognition for progress on Bicycle and Pedestrian issues.
- Completed design of major detention facility in Lick Creek Basin.
- Worked to develop overall strategy to address flooding issues within the City.
- Assisted neighborhoods in receiving Federal disaster grant funds to repair dams damaged by major storms.
- Completed several small scale flood relief construction projects.
- Worked to secure State and Federal Funding for Elvis Presley Boulevard and Lamar Avenue Projects.
- Began construction of replacement bridge on Watkins over Cypress Creek

## FY 2013 Strategic Goals:

- Work to execute CIP projects within budget constraints and maximize public benefit.
- Continue to seek opportunities to leverage City projects with grant funds.
- Complete citywide flood strategy and develop and execute work plan.
- Contract vendor and install modernized Parking Meter system.

## FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
2501	To 100% complete the design of roadway and drainage CIP projects within two years of fund availability by 6-30-14	1,2,4	List CIP projects with completed construction plans within two years of fund availability	95%
	Review and return 100% of land development sub- mittals within 10 working days of receipt by 6-30-13	1,2,4	Report of average number of days to review contract type plans	95%
	Provide a wide variety of traffic engineering services to promote the safe and efficient flow of traffic throughout the city of Memphis by reviewing 90% of all Priority 4 studies within 10 weeks of submittal by 6-30-13	1,2,4	List of Priority 4 studies completed	90%
	Execute 100% of all construction contracts within 120 calendar days of bid opening by 6-30-13	1,2,4	Report of construction contracts executed within 120 days	100%
2502	Replace all signs and markings in the City of Memphis within 30 days of the end of their service life to meet federal reflectivity standards by 6-30-14	1,2,4	List of signs replaced at the end of their expected service life	99%
	To repair 99 % of all stop signs and yield signs within 24 hours of notification by 6-30-13	1,2,4	Report of signs repaired within 24 hours	98%
	To repair/install 4,000 traffic signs per sign crew annually by 6-30-13	1,2,4	Report of traffic signs repaired/ installed	99%
	To re-stripe all city streets annually	1,2,4	Number of street miles re-striped annually	1000 street miles re-striped
2503	Maintain all traffic signal and signal devices within the City of Memphis	1,2,4	Percent of all signals receiving preventative maintenance in one year.	100%

**FY 2013 Performance Measures and Metrics**

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
	To repair all down or malfunctioning traffic signals within 24 hours of notification by 6-30-13	1,2,4	Report of percent of signal repairs made within 24 hours of notification by 6-30-13	100%
	To complete the installation of 100% of new signal systems within 2 months of assignment by 6-30-13	1,2,4	Report of percent of signal systems installed	90%



## ■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Subdivision Plan Inspection Fee	(87,674)	(385,000)	(385,000)	(90,000)
Street Cut Inspection Fee	(294,498)	(250,000)	(250,000)	(250,000)
Traffic Signals	(275,534)	(66,000)	(71,458)	(200,000)
Parking Meters	(453,529)	0	0	0
Signs-Loading Zones	(16,052)	(12,800)	(12,800)	(15,000)
Arc Lights	(3,674)	(4,000)	(4,000)	(4,000)
Sale Of Reports	(22,523)	(14,363)	(14,363)	(14,363)
MLG&W Rent	0	(400)	(1,000)	(2,400)
St TN Highway Maint Grant	(52,600)	(95,000)	(95,000)	(95,000)
Miscellaneous Income	(562)	0	(7)	0
Sidewalk Permit Fees	(25,490)	(88,000)	(88,000)	(88,000)
Recovery Of Prior Year Expense	0	0	(10,341)	0
<b>Total Charges for Services</b>	<b>(1,232,136)</b>	<b>(915,563)</b>	<b>(931,969)</b>	<b>(758,763)</b>

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	4,051,008	1,812,386	1,965,646	2,799,911
Materials & Supplies	(152,732)	433,975	713,487	464,445
Capital Outlay	0	23,700	23,700	0
Total Expenditures	3,898,276	2,270,061	2,702,833	3,264,356
Program Revenue	(1,179,536)	(820,563)	(836,062)	(663,763)
Net Expenditures	2,718,740	1,449,498	1,866,771	2,600,593
<i>Funded Staffing Level</i>				62.00
Authorized Complement				64

**Legal level consolidation of *Civil Design & Administration, Survey, Mapping & Property, Construction Inspections, Traffic Engineering and Building Design & Construction.***



## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	1,796,135	1,784,550	1,827,250	1,898,874
Materials & Supplies	(684,355)	662,329	654,283	643,425
Total Expenditures	1,111,780	2,446,879	2,481,533	2,542,299
Program Revenue	(52,600)	(95,000)	(95,000)	(95,000)
Net Expenditures	1,059,180	2,351,879	2,386,533	2,447,299
<i>Funded Staffing Level</i>				28.00
Authorized Complement				28

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	1,949,635	1,887,114	1,918,130	1,864,643
Materials & Supplies	(978,759)	661,387	715,040	636,587
Capital Outlay	0	7,500	7,500	0
Total Expenditures	970,876	2,556,001	2,640,670	2,501,230
Program Revenue	0	0	(907)	0
Net Expenditures	970,876	2,556,001	2,639,763	2,501,230
<i>Funded Staffing Level</i>				28.00
Authorized Complement				28

# CITY ENGINEERING

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Civil Design &amp; Administration</u>		TECH ENGINEERING AA	2
ADMR LAND DEVELOP BUDGET	1	TECH PARKING ENFORCEMENT	4
ADMR TRANS PLAN DESIGN	1	<b>Total Traffic Engineering</b>	<b>20</b>
ASST ADMINISTRATIVE	1	<u>Building Design &amp; Construction</u>	
CHIEF SURVEYOR PARTY	1	CLERK GENERAL A	1
CLERK ACCOUNTING A	1	MGR ENG PROJECT	3
CLERK GENERAL A	1	SUPER OFFICE ENG	1
COORD ADMIN SUPPORT	1	<b>Total Building Design &amp; Construction</b>	<b>5</b>
COORD LAND DEV	1	<u>Signs &amp; Markings</u>	
COORD PLANS REVIEW PROJECT	1	COUNTER TRAFFIC	3
DIRECTOR ENGINEERING DEPUTY	1	MGR STREET SIGNS MARK	1
ENGINEER CITY CIVIL DESIGN	1	PAINTER	17
ENGINEER CITY	1	PAINTER LO	2
ENGINEER DESIGN SENIOR	3	SPEC FLAGMAN OFFICER	5
SECRETARY B	1	<b>Total Signs &amp; Markings</b>	<b>28</b>
SPEC DOCUMENT	1	<u>Signal Maintenance</u>	
<b>Total Civil Design &amp; Administration</b>	<b>17</b>	AIDE SIGNAL	9
<u>Mapping &amp; Property</u>		CLERK GENERAL A	1
SUPER MAPPING	1	MGR SIGNAL MNT CONST	1
TECH ENGINEERING AA	2	SPEC PROCUREMENT	1
<b>Total Mapping &amp; Property</b>	<b>3</b>	TECH SIGNAL	16
<u>Construction Inspections</u>		<b>Total Signal Maintenance</b>	<b>28</b>
INSP ZONE CONSTRUCTION	14	<b><u>TOTAL CITY ENGINEERING</u>    <u>120</u></b>	
MGR CONSTRUCTION INSP	1		
SUPER CONSTRUCTION INSP	4		
<b>Total Construction Inspections</b>	<b>19</b>		
<u>Traffic Engineering</u>			
CLERK GENERAL A	1		
COLLECTOR METER	2		
COORD ADA RAMP PROGRAM	1		
COORD BIKEWAY PEDESTRIAN	1		
ENG DESIGNER AA	1		
ENGINEER CITY TRAFFIC	1		
ENGINEER DESIGN	2		
ENGINEER TRAFFIC	2		
REPAIRER PARKING METER	1		
SECRETARY B	1		
SUPER PARKING METER REP	1		



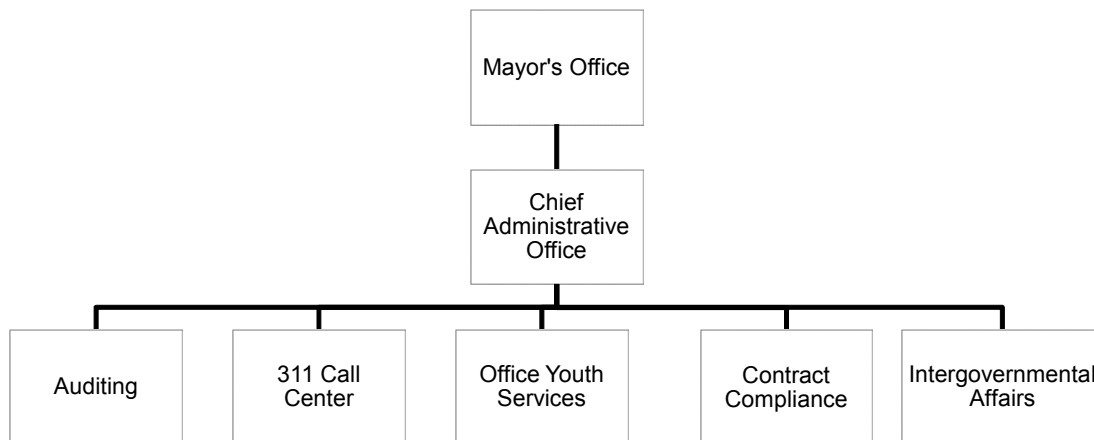


## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	3,175,434	2,687,797	2,665,760	2,894,019
Materials & Supplies	1,042,369	1,433,808	997,872	1,264,068
Capital Outlay	0	28,837	28,837	0
Grants & subsidies	2,171,582	1,050,000	1,137,225	859,140
Total Expenditures	6,389,385	5,200,442	4,829,694	5,017,227
Program Revenue	(350,902)	(453,593)	(465,376)	0
Net Expenditures	6,038,483	4,746,849	4,364,318	5,017,227
Funded Staffing Level				37.00
Authorized Complement				38

***This division contains “Structural Changes” which changed operating cost when compared to the prior year. Structural changes are currently designed to be budget neutral, therefore, the increase or decrease cost of this division is offset by an equal increase or decrease in another operating division.. The Executive division eliminated Emergency Management Services, however, they absorbed Contract Compliance and Intergovernmental Affairs into their FY2013 budget.***

## Structure



## Issues & Trends

The City of Memphis primary focus is ensuring public safety, creating economic development, enhancing opportunities for youth and neighborhoods, and improving residents’ quality of life. Historically, the Memphis Poll has revealed that Memphians feel positive about the City’s Services and its public policies. While citizens feel crime has been reduced and the physical condition of neighborhoods has improved,

Crime and Blight continue to be the citizenry highest priorities. Recent trends show significant reductions in the most serious crimes as the City continues to benefit from several nationally recognized crime fighting initiatives and strategies. Additionally, the City commitment to Blight elimination continues to be carried out through annual appropriations to fund high profile initiatives and strategic projects.

## FY2012 Budget Highlights

- Maintained General Fund reserves of 10% of expenditures
- Maintained AA bond rating
- Received the study and recommendations of the Strategic Business Model Assessment Committee

## FY2012 Performance Highlights

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 33rd straight year
- Earned the GFOA Distinguished Budget Presentation Award for the 13th co

## FY2013 Strategic Goals

- Implement the recommendations of the Strategic Business Model Assessment Committee
- Complete the update of the City's five (5) year strategic plan
- Continue to develop operational and strategic plans in support of the City's Strategic Priorities

### Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	860,681	887,561	749,853	844,109
Materials & Supplies	238,066	238,720	57,987	169,054
Total Expenditures	1,098,747	1,126,281	807,840	1,013,163
Program Revenue	0	0	(11,783)	0
Net Expenditures	1,098,747	1,126,281	796,057	1,013,163
<i>Funded Staffing Level</i>				9.00
Authorized Complement				9

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	554,178	280,227	479,474	475,762
Materials & Supplies	48,190	47,868	54,977	72,855
Net Expenditures	602,368	328,095	534,451	548,617
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5



## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	641,887	634,398	497,095	491,662
Materials & Supplies	300,903	333,186	118,231	331,450
Net Expenditures	942,790	967,584	615,326	823,112
<i>Funded Staffing Level</i>				7.00
Authorized Complement				8

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	329,564	316,739	325,857	413,013
Materials & Supplies	10,486	17,622	17,639	67,622
Net Expenditures	340,050	334,361	343,496	480,635
<i>Funded Staffing Level</i>				10.00
Authorized Complement				10

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	355,422	162,889	168,728	289,382
Materials & Supplies	306,825	593,313	607,413	461,313
Grants & subsidies	2,171,582	1,050,000	1,137,225	859,140
Net Expenditures	2,833,829	1,806,202	1,913,366	1,609,835
<i>Funded Staffing Level</i>				1.00
Authorized Complement				1

Legal level consolidation of *Human Services, Neighborhood and Community Affairs, Youth Services and Memphis Youth Achieve.*

### Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	433,702	405,983	444,753	0
Materials & Supplies	137,899	203,099	141,625	0
Capital Outlay	0	28,837	28,837	0
Total Expenditures	571,601	637,919	615,215	0
Program Revenue	(350,902)	(453,593)	(453,593)	0
Net Expenditures	220,699	184,326	161,622	0
<i>Funded Staffing Level</i>				0.00

**This service transition to Shelby County for the coordination of all municipalities located within Shelby County.**

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	0	0	0	235,726
Materials & Supplies	0	0	0	51,512
Net Expenditures	0	0	0	287,238
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	0	0	0	144,365
Materials & Supplies	0	0	0	110,262
Net Expenditures	0	0	0	254,627
<i>Funded Staffing Level</i>				2.00
Authorized Complement				2

**EXECUTIVE**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Mayor's Office</u>		ANALYST CONTRACT COMPLIANCE	1
ASST ADMINISTRATIVE	2	OFFICER CONTRACT COMPLIANCE	1
CHIEF STAFF SPEC ASST/COMM	1	<b>Total</b>	<b>3</b>
COORD CITY HALL SECURITY	1	<u>Intergovernmental Affairs</u>	
MAYOR	1	ADMR INTERGOV	1
SECRETARY A	1	COORDINATOR INTERGOV	1
SPEC CITY BRAND MARKETING	1	<b>Total</b>	<b>2</b>
SPECIAL ASST MAYOR YOUTH COM- MUNITY	1	<b><u>TOTAL EXECUTIVE</u></b>	
SPECIAL ASST RESEARCH INNOV	1		<b><u>38</u></b>
<b>Total Mayor's Office</b>	<b>9</b>		
<u>Chief Administrative Office</u>			
ASST ADMINISTRATIVE	1		
COORD RESEARCH EXEC	1		
OFFICER CHIEF ADMIN	1		
OFFICER CHIEF ADMIN DEPUTY	1		
SECRETARY A	1		
<b>Total Chief Administrative Office</b>	<b>5</b>		
<u>Auditing</u>			
AUDITOR CITY	1		
AUDITOR INFORMATION TECH	1		
AUDITOR INTERNAL	3		
AUDITOR SUPERVISING	2		
SECRETARY A	1		
<b>Total Auditing</b>	<b>8</b>		
<u>311 Call Center</u>			
CLERK GENERAL B	1		
SECRETARY A	1		
SECRETARY C	1		
SPEC CITIZEN INFORM	6		
SUPER CITIZEN SVC CTR	1		
<b>Total 311 Call Center</b>	<b>10</b>		
<u>Youth Services</u>			
MGR YOUTH SVCS	1		
<b>Total Youth Services</b>	<b>1</b>		
<u>Contract Compliance</u>			
ANALYST	1		







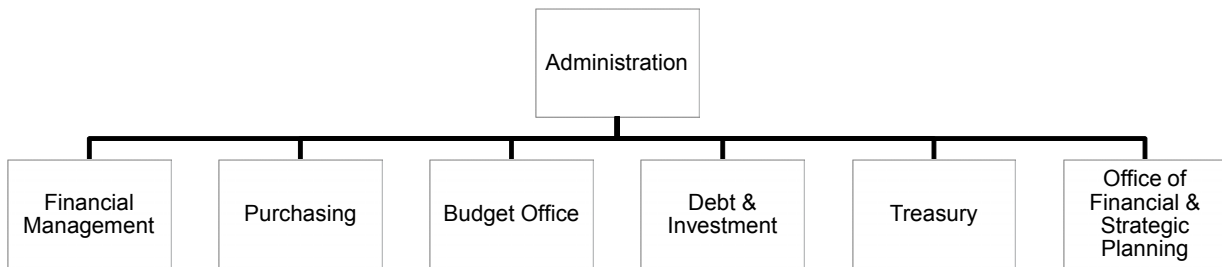
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	4,331,097	3,863,526	3,699,902	3,816,514
Materials & Supplies	864,170	1,056,034	1,289,055	948,944
Total Expenditures	5,195,267	4,919,560	4,988,957	4,765,458
Program Revenue	(23,307)	(10,000)	(13,837)	(10,000)
Net Expenditures	5,171,960	4,909,560	4,975,120	4,755,458
<i>Funded Staffing Level</i>				75.00
Authorized Complement				81

## 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; effective management of tax and other revenue collections.

## ISSUES & TRENDS

The Division of Finance will continue to pursue bond refinancing opportunities and will reestablish its commercial paper program to minimize the City's debt service costs. The Division will continue to encourage a culture of excellence by helping to make the City more effective, efficient, and responsive. The Division has implemented integrated Oracle Financials, HRMS and Payroll systems, including centralized accounts receivables and grants management. The Division will increase the use of Minority/

Women Business Enterprises (M/WBEs) and small businesses to meet or exceed the City's governing Ordinance and increase the use of technology to enhance internal financial processes and improve customer service.

## FY2012 BUDGET HIGHLIGHTS

- Improved the City's debt capacity and flexibility by more closely matching average life of new debt to average life of assets financed.
- Maintained the highest recognition from the Government Finance Officers Association by being awarded the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award
- Enhanced the utilization and development of the integrated Financial and Human Resources System

## FY2012 PERFORMANCE HIGHLIGHTS

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 34<sup>th</sup> straight year.
- Earned the GFOA Distinguished Budget Presentation Award for 14<sup>th</sup> consecutive year.
- Maintained AA bond rating
- Maintained General Fund reserves of 10% of expenditures
- Achieved a current tax collection rate of 94%
- 

## FY2013 STRATEGIC GOALS

- Effectively incorporate the use of information technology into our mission-critical processes and improve the quality of customer support provided by the Finance Division.
- Enhance the contract and bid processing efficiency of the Purchasing Department and improve the quality of internal customer support provided by the office.
- Improve the City's credit rating.

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
110100	To maintain an annual reserve of fund balance of 10% or more to meet unexpected temporary funding needs by June 30, 2013.	4	Comprehensive Annual Financial Report	99%
	To respond to 100% of requests from City Council and the media within 48 and 72 hours, or as agreed respectively, by June 30, 2013.	4	Media Request Tracking Log	95%
	To achieve an annual bond rating on outstanding debt of AA or higher by June 30, 2013.	4	Report of Ratings from Bond Rating Agencies	99%
110200	To finalize the recording of monthly accounting transactions within ten calendar days of month end (excluding June 30th) 100% of the time by June 30, 2013.	4	List of Monthly Accounting Reports availability dates	99%
110300	To complete the Purchase Order process within 30 days by June 30, 2014.	4	P.O. Requisition Bid Tracking Report	85%
	To complete the Legal Notice requisition process within 45 days by June 30, 2014.	4	P.O. Requisition Bid Tracking Report	85%
	To complete a Construction requisition within 120 days by June 30, 2014.	4	P.O. Requisition Bid Tracking Report	85%
110400	Complete 100% Zero Based Budgeting (ZBB) process for all of the City's General Fund Budget of approximately \$661 million by June 30, 2017.	4	ZBB Planning Schedule Report from the Finance Division	95%
110500	Maximize the rate of return on investments for the city's operating cash portfolio to exceed the rate of return of the 3 Month Treasury Bill for each fiscal year by June 30, 2013.	4	Operating Cash Portfolio Report	80%
110600	To respond to all inquiries from both internal and external entities within 24 hours of receipt by June 30, 2013.	4	Inquiry Tracking Log	90%



**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
110700	Analyze and review existing contracts with City of Memphis Authorities (Sports, Building, and Parking) within 2 years for potential savings by April 30, 2014.	4	Report of review of the Authoritys' agreement from Finance Division	85%
	Analyze and review input of at least two fee generating revenue accounts/categories for accuracy by June 30, 2013.	4	Report of Revenue Review from Finance Division	95%

## ■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Rezoning Ordinance Publication Fees	(8,175)	(10,000)	(10,000)	(10,000)
Local Shared Revenue	0	0	(87)	0
Miscellaneous Income	(15,732)	0	(3,750)	0
Cash Overage/Shortage	600	0	0	0
<b>Total Charges for Services</b>	<b>(23,307)</b>	<b>(10,000)</b>	<b>(13,837)</b>	<b>(10,000)</b>

**Other services provided by Finance can be found under the following tab:  
Metro Alarm Fund - Special Revenue Funds**

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	395,494	252,221	232,428	366,751
Materials & Supplies	74,974	123,609	158,863	74,593
Net Expenditures	470,468	375,830	391,291	441,344
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

**Legal level consolidation of *Administration* and *Prevailing Wage Office*.**

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	1,565,284	1,459,731	1,369,587	1,339,032
Materials & Supplies	255,077	166,198	175,253	144,540
Total Expenditures	1,820,361	1,625,929	1,544,840	1,483,572
Program Revenue	(8,175)	(10,000)	(10,058)	(10,000)
Net Expenditures	1,812,186	1,615,929	1,534,782	1,473,572
<i>Funded Staffing Level</i>				30.00
Authorized Complement				30

Legal level consolidation of *Accounting, Accounts Payable, Payroll and Records Management.*

---

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	607,425	582,626	563,299	606,459
Materials & Supplies	63,843	103,460	105,059	97,075
Total Expenditures	671,268	686,086	668,358	703,534
Program Revenue	(15,132)	0	(3,750)	0
Net Expenditures	656,136	686,086	664,608	703,534
<i>Funded Staffing Level</i>				11.00
Authorized Complement				12



Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	514,927	401,653	378,856	421,279
Materials & Supplies	110,347	59,850	42,550	46,500
Total Expenditures	625,274	461,503	421,406	467,779
Program Revenue	0	0	(29)	0
Net Expenditures	625,274	461,503	421,377	467,779
<i>Funded Staffing Level</i>				7.00
Authorized Complement				8



Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	152,431	161,737	99,245	97,940
Materials & Supplies	10,506	14,644	13,387	13,521
Net Expenditures	162,937	176,381	112,632	111,461
<i>Funded Staffing Level</i>				4.00
Authorized Complement				4



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	931,326	914,805	963,550	894,867
Materials & Supplies	303,125	489,673	652,075	476,615
Revenue Over (Under) Expense	1,234,451	1,404,478	1,615,625	1,371,482
<i>Funded Staffing Level</i>				17.00
Authorized Complement				20



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	164,210	90,753	92,937	90,186
Materials & Supplies	46,298	98,600	141,868	96,100
Net Expenditures	210,508	189,353	234,805	186,286
<i>Funded Staffing Level</i>				1.00
Authorized Complement				2

**FINANCE**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Financial Accounting-BTA</u>	
ASST ADMINISTRATIVE	1	ACCOUNTANT LEAD 3	3
DIRECTOR FINANCE	1	ACCOUNTANT SENIOR	2
DIRECTOR FINANCE DEPUTY	1	ANALYST FINANCIAL ACCT	1
<b>Total Administration</b>	<b>3</b>	COMPTRROLLER	1
		<b>Total Financial Accounting -BTA</b>	<b>7</b>
<u>Prevailing Wage Office</u>		<u>Purchasing</u>	
MGR PREVAILING WAGE PROJECT	1	AGENT PURCHASING	1
SECRETARY B	1	AGENT PURCHASING ASST	1
<b>Total Prevailing Wage Office</b>	<b>2</b>	AGENT PURCHASING ADMIN ASST	1
		ANALYST BUYER	2
<u>Financial Accounting-GTA</u>		ANALYST BUYER SENIOR	1
ACCOUNTANT LEAD	2	ANALYST CONTRACT	3
ANALYST APPLICATION	1	COORD FIXED ASSET	1
ANALYST FINANCIAL ACCOUNTING	1	SECRETARY A	1
COMPTRROLLER	1	SPEC PURCHASING	1
COMPTRROLLER ACCOUNTING DEP- UTY	1	<b>Total Purchasing</b>	<b>12</b>
COORD FINANCIAL MGMT	1		
<b>Total Accounting</b>	<b>7</b>	<u>Budget Office</u>	
		ANALYST FINANCIAL SR	5
<u>Accounts Payable</u>		COORD BUDGET MGMT	1
COMPTRROLLER ACCTS PAY REC DEP- UTY	1	MGR RES MGMT BUDGET	1
SUPER ACCOUNTS PAYABLE	1	SECRETARY A	1
TECH ACCOUNTS PAYABLE	2	<b>Total Budget Office</b>	<b>8</b>
TECH ACCOUNTS PAYABLE SR	3		
<b>Total Accounts Payable</b>	<b>7</b>	<u>Debt/Investment Management</u>	
		ANALYST INVESTMENT SR	1
<u>Payroll</u>		COORD DEBT	1
ANALYST PAYROLL CONTROL	1	DIRECTOR FINANCE DEPUTY	1
COMPTRROLLER PAYROLL DEPUTY	1	MGR INVESTMENT	1
COORDINATOR PENSION PAYROLL	1	<b>Total Debt/Investment Management</b>	<b>4</b>
SPEC PAYROLL	2		
SUPER PAYROLL	1	<u>City Treasurer</u>	
<b>Total Payroll</b>	<b>6</b>	ANALYST APPLICATION	1
		SECRETARY A	1
<u>Records Management</u>		SPEC TAXPAYER SVCS	11
SECRETARY COUNCIL RECORDS	2	SPEC TAXPAYER SVCS SR	2
TECH DOCUMENT	1	SUPER TREASURY TAX SVCS	3
<b>Total Records Management</b>	<b>3</b>	TREASURER	1
		TREASURER ASST	1
		<b>Total City Treasurer</b>	<b>20</b>





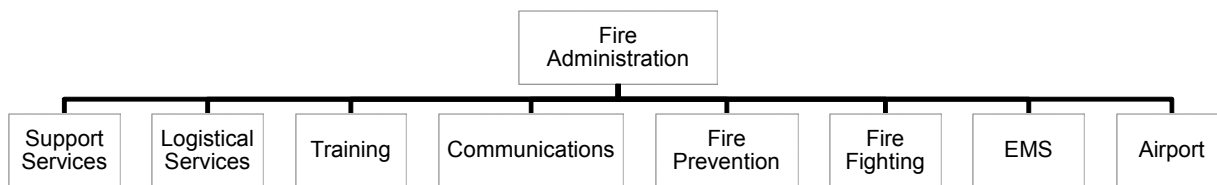
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	144,637,851	136,760,986	138,213,203	137,288,427
Materials & Supplies	14,779,112	14,929,916	15,813,703	16,539,449
Capital Outlay	70,895	483,000	369,859	0
Land acquisition	6,014	0	0	0
Project costs	400	0	0	0
Transfers out	469,471	315,675	315,675	0
<b>Total Expenditures</b>	<b>159,963,743</b>	<b>152,489,577</b>	<b>154,712,440</b>	<b>153,827,876</b>
Program Revenue	(23,127,621)	(22,524,196)	(22,620,372)	(22,550,060)
<b>Net Expenditures</b>	<b>136,836,122</b>	<b>129,965,381</b>	<b>132,092,068</b>	<b>131,277,816</b>
<i>Funded Staffing Level</i>				1,829.00
Authorized Complement				1,831

## MISSION

The Division of Fire Services will provide immediate, compassionate community protection within a team environment and with a commitment to excellence.

## 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.

## ISSUES & TRENDS

The citizens of Memphis continue to recognize the Fire Services as their number one service provider. Our men and women are committed to the community and provide state-of-the-art fire, rescue and emergency medical response. With the changing demographics here in Memphis, the Fire Division is aggressively recruiting residents from the city to reflect the diverse communities that we serve. Within the past five years, African-American Paramedics in the division has risen from 8.2% to 17.8%.

This Administration values training and continued education. Through enhanced Professional Development curriculums, all personnel will be provided with modernized training tools which are needed in effective decision making and responsible management solutions. The Chester Anderson Training Campus facilitates the division for future challenges and training. The campus is also utilized to instruct other local departments and civilians on how to react to various emergencies. Fire Services will continue to lead regional training efforts and aggressively attempt to obtain and manage grant monies available through the Department of Homeland Security and provide the most consistent emergency response amongst all jurisdictions in Shelby County.

## FY2012 BUDGET HIGHLIGHTS

- Maintained grant solicitation activities to support Urban Search and Rescue
- Submitted FEMA grant requests for FIRE Act and Homeland Security
- Purchased (2) Quint Apparatus. Replaced (2) Engines and (7) Ambulances
- Purchased Alternative Support Apparatus Polaris (ASAP), an ATV used for quick EMS response and access to the Green Line
- Obtained, through grant funding, a Hydra-Trek amphibious vehicle
- Completed paving at Stations 11, 16, 25, 35, 45, 47, and 53
- Completed elevator installation at Fire Headquarters which meets ADA compliance
- Completed process to change out locks at City Fire Stations for enhanced security
- Continued 20% yearly replacement cycle for existing Personal Protective Equipment (PPE/Bunker Gear) approximately 275 sets per year
- Replaced 20% of the fire hose line inventory as part of a 5-year replacement cycle for all hose
- Began design phase for Station 63

## FY2012 PERFORMANCE HIGHLIGHTS

- Installed over 20,000 smoke detectors through a focus on community based residential home surveys
- Memphis Fire Department Paramedic Training Program graduated 67 new paramedics
- Expanded the role of the Medical Director to provide guidance to the newly established paramedic training program
- Continued an annual skills and performance based training curriculum
- Continued Health and Wellness program with 1,550 personnel receiving physical assessments that have identified life-threatening illnesses and provided for fitness recommendations for all personnel. The Division also initiated measures to acquire fitness equipment for 57 fire stations and the training center as part of a previous FEMA grant
- Fire Communications dispatch maintained its national accreditation as it relates to Medical Priority Dispatch and Pro-QA Standards by upgrading to the latest National Academy of Emergency Medical Standards
- Completed Performance Goal of 99% for National Fire Incident Reports (NFIRS)
- Fire Training provided more than 65,000 hours of In-Service Training to the Department



- Improved community-based relations by participating in events with the United Way, Fire Museum Red Door Campaign, Junior Achievement, Muscular Dystrophy Association and Salvation Army Angel Tree Program
- Completed inspections of all schools in the City

## **FY2013 STRATEGIC GOALS**

- Reduce fire fatalities and fire related injuries
- Reduce financial losses from fire damage in Memphis
- Increase public awareness of fire hazards and fire safety
- Reduce dispatch and response times, thereby improving services
- Maintain a state of readiness for TNTF-1 Urban Search and Rescue
- Improve technical and operational capabilities at all Divisional facilities
- Continue to decrease wait times for ambulances at area hospitals

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
130100	Create and implement 100% of strategic plan by June 30, 2013.	4	Strategic Plan implemented	100%
	Investigate and resolve Mayor's Customer Service complaints within 21 days of receipt by June 30, 2013.	4	Investigations completed and posted on internet site	95%
130500	Install and implement all components of the Computer Aided Dispatch (CAD) project by June 30, 2014.	1	CAD project completed	50%
	Answer all 911 calls within ten (10) seconds (National standards benchmark) by June 30, 2013.	1	Monthly Reports	90%
130700	Maintain 320 seconds or less "first-in" response times to all fire related incidents (National standards benchmark) by June 30, 2013.	1	Monthly Reports	90%
	Identify and blitz the 5 highest risk areas relative to fire and property loss as identified by zip code by June 30, 2013.	1	NIFRS reports	100%
130800	Maintain 540 seconds or less ambulance response times for all applicable EMS calls by June 30, 2013.	1	Monthly Reports from Digitech	90%

■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Anti-Neglect Enforcement Program	(185,713)	(200,000)	(185,000)	(200,000)
Property Insurance Recoveries	0	0	(8,471)	0
Ambulance Service	(19,066,443)	(18,500,000)	(18,699,866)	(18,700,000)
Federal Grants - Others	(13,725)	0	(24,257)	0
Local Shared Revenue	(246)	0	(40,351)	0
International Airport	(3,800,931)	(3,802,196)	(3,630,060)	(3,630,060)
Miscellaneous Income	(126)	0	0	0
Fire - Misc Collections	(60,437)	(22,000)	(32,367)	(20,000)
<b>Total Charges for Services</b>	<b>(23,127,621)</b>	<b>(22,524,196)</b>	<b>(22,620,372)</b>	<b>(22,550,060)</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 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	1,607,866	1,567,438	1,652,413	1,568,817
Materials & Supplies	137,547	437,052	423,409	1,124,421
Capital Outlay	0	28,000	28,000	0
<b>Total Expenditures</b>	<b>1,745,413</b>	<b>2,032,490</b>	<b>2,103,822</b>	<b>2,693,238</b>
Program Revenue	0	0	(130)	0
<b>Net Expenditures</b>	<b>1,745,413</b>	<b>2,032,490</b>	<b>2,103,692</b>	<b>2,693,238</b>
<i>Funded Staffing Level</i>				22.00
Authorized Complement				22

**Description**

*Support Services 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 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	1,230,679	1,183,222	1,188,770	2,764,735
Materials & Supplies	5,692,810	5,613,272	5,900,450	6,125,760
Capital Outlay	0	242,500	132,614	0
<b>Total Expenditures</b>	<b>6,923,489</b>	<b>7,038,994</b>	<b>7,221,834</b>	<b>8,890,495</b>
Program Revenue	(18,830)	0	(3,923)	0
<b>Net Expenditures</b>	<b>6,904,659</b>	<b>7,038,994</b>	<b>7,217,911</b>	<b>8,890,495</b>
<i>Funded Staffing Level</i>				41.00
Authorized Complement				41

**Legal level consolidation of Apparatus Maintenance, Hydrant Repair, and OSHA/Airmask.**

**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 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	708,887	807,490	691,312	805,576
Materials & Supplies	809,187	860,440	881,776	904,452
Capital Outlay	0	137,500	128,969	0
Net Expenditures	1,518,074	1,805,430	1,702,057	1,710,028
<i>Funded Staffing Level</i>				18.00
Authorized Complement				18

**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 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	2,278,063	2,279,883	2,171,596	2,168,731
Materials & Supplies	402,990	397,495	382,462	373,758
Total Expenditures	2,681,053	2,677,378	2,554,058	2,542,489
Program Revenue	(9,030)	0	(10,761)	0
Net Expenditures	2,672,023	2,677,378	2,543,297	2,542,489
<i>Funded Staffing Level</i>				26.00
Authorized Complement				26

***Legal consolidation of Training and Special Operations.***

**Description**

*Communications 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. Emergency medical dispatching procedures provide life-saving instructions and care for victims until the unit arrives on the scene.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	4,060,534	4,340,473	4,511,075	4,489,864
Materials & Supplies	525,135	319,100	717,007	522,900
Capital Outlay	70,895	75,000	77,000	0
<b>Total Expenditures</b>	<b>4,656,564</b>	<b>4,734,573</b>	<b>5,305,082</b>	<b>5,012,764</b>
Program Revenue	(267)	0	(2,375)	0
<b>Net Expenditures</b>	<b>4,656,297</b>	<b>4,734,573</b>	<b>5,302,707</b>	<b>5,012,764</b>
<i>Funded Staffing Level</i>				65.00
Authorized Complement				65



**Description**

*Enforcement of the fire code 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 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	4,946,339	4,941,944	4,914,050	4,861,619
Materials & Supplies	185,024	233,390	243,985	224,836
Total Expenditures	5,131,363	5,175,334	5,158,035	5,086,455
Program Revenue	(204,228)	(206,000)	(200,000)	(215,000)
Net Expenditures	4,927,135	4,969,334	4,958,035	4,871,455
<i>Funded Staffing Level</i>				64.00
Authorized Complement				65

***Legal level consolidation of Fire Prevention, Public Education, and Anti-Neglect.***

**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 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	100,754,956	89,515,948	90,113,170	85,475,438
Materials & Supplies	2,605,039	2,599,431	2,509,229	2,399,743
Land acquisition	6,014	0	0	0
Project costs	400	0	0	0
Transfers out	469,471	315,675	315,675	0
<b>Total Expenditures</b>	<b>103,835,880</b>	<b>92,431,054</b>	<b>92,938,074</b>	<b>87,875,181</b>
Program Revenue	(18,991)	(16,000)	(69,608)	(5,000)
<b>Net Expenditures</b>	<b>103,816,889</b>	<b>92,415,054</b>	<b>92,868,466</b>	<b>87,870,181</b>
<i>Funded Staffing Level</i>				1,156.00
Authorized Complement				1,157

**Description**

*Emergency Medical Services (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. (1) 911 dispatchers providing pre-arrival medical instructions. (2) Fire fighters on first response companies providing critical care in a timely fashion. (3) Ambulances with paramedics that provide advanced life support care and transport to the closest mos appropriate hospital.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	26,093,162	28,653,176	29,871,357	31,815,025
Materials & Supplies	4,327,442	4,267,885	4,566,448	4,578,740
Total Expenditures	30,420,604	32,921,061	34,437,805	36,393,765
Program Revenue	(19,077,464)	(18,500,000)	(18,703,515)	(18,700,000)
Net Expenditures	11,343,140	14,421,061	15,734,290	17,693,765
<i>Funded Staffing Level</i>				404.00
Authorized Complement				404

**Description**

*Air Rescue 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. In addition to air rescue, this service center supports special operations.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	2,957,365	3,471,412	3,099,460	3,338,622
Materials & Supplies	93,938	201,851	188,937	284,839
Capital Outlay	0	0	3,276	0
Total Expenditures	3,051,303	3,673,263	3,291,673	3,623,461
Program Revenue	(3,798,811)	(3,802,196)	(3,630,060)	(3,630,060)
Net Expenditures	(747,508)	(128,933)	(338,387)	(6,599)
<i>Funded Staffing Level</i>				33.00
Authorized Complement				33

# FIRE SERVICES

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		SPEC MATERIAL FIRE	7
ACCOUNTANT ASSOCIATE A	2	SUPER BUILDING GRDS MNT	<u>1</u>
ADMR FIRE SVCS	1	<b>Total Logistical Services</b>	<b>18</b>
ANALYST PERSONNEL FIRE	1	<u>Training</u>	
ANALYST PERSONNEL FIRE SR	1	ANALYST DATA	1
ASST ADMINISTRATIVE	1	CHIEF BATTALION FIRE	2
CHIEF FIRE DEPUTY	1	CHIEF DIVISION	2
CHIEF LOGISTICAL SVCS DEPUTY	1	CHIEF SPEC OPER DEPUTY	1
CLERK GENERAL A	1	LIEUTENANT FIRE	18
CLERK GENERAL B	1	SECRETARY B	1
COORD ADMIN SUPPORT	1	SPEC AUDIO VISUAL PROD	<u>1</u>
COORD GRANTS CONTRACTS RESEARCH	1	<b>Total Training</b>	<b>26</b>
DIRECTOR FIRE SVCS	1	<u>Communications</u>	
DIRECTOR FIRE DEPUTY	1	COMMANDER WATCH	5
LIEUTENANT FIRE	2	COORD GIS TECH FIRE	1
MGR ENG PROJECT	1	COORD INFO SYS CAD	1
SECRETARY A	2	MGR COMMUNICATIONS FIRE	1
SPEC FIRE PAYROLL	3	OPER FIRE ALARM I	5
<b>Total Administration</b>	<b><u>22</u></b>	OPER FIRE ALARM II	6
<u>Support Services</u>		OPER FIRE ALARM III	32
CHIEF BATTALION FIRE	1	OPER FIRE ALARM SR	9
CLERK INVENT CONTROL	2	PARAMEDIC QUALITY ASSURANCE	2
COORD OSHA FIRE	2	SECRETARY C	1
ELECT MNT FIRE	2	SPEC COMM DATA	<u>2</u>
FOREMAN AUTO MECHANICS	1	<b>Total Communications</b>	<b>65</b>
MECH AIRMASK MAINT	3	<u>Fire Prevention</u>	
MECH MASTER	18	ASST FIRE PREVENTION	3
MECH MASTER LO	3	CHIEF FIRE INVESTIGATOR	1
MGR APPR MASK	1	CLERK ACCOUNTING B	1
REPAIRER FIRE HYDRT	5	INSP FIELD ANTINEGLECT	4
REPAIRER FIRE HYDRT LO	1	INSP FIRE	29
SECRETARY C	1	INVESTIGATOR FIRE	10
SUPER APPARATUS MAINT	1	MARSHAL FIRE	1
<b>Total Support Services</b>	<b><u>41</u></b>	MARSHAL FIRE ASST	2
<u>Logistical Services</u>		MGR FIRE PREVENTION	4
ACCOUNTANT ASSOCIATE A	1	MGR INVEST SVCS	1
CLERK INVENT CONTROL SR	1	SECRETARY B	1
CREWPERSON	7	SECRETARY C	2
MGR LOGISTICAL SVCS	1		



# FIRE SERVICES

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
SPEC FIRE EDUCATION	3		
SPEC FIRE PROTECTION	1		
SPEC INVESTIGATIVE PROC B	1		
SUPER ANTINEGLECT	1		
<b>Total Fire Prevention</b>	<b>65</b>		
<u>Fire Fighting</u>			
CHIEF BATTALION FIRE	42		
CHIEF DIVISION	7		
DRIVER FIRE	262		
LIEUTENANT FIRE	252		
PRIVATE FIRE II	594		
<b>Total Fire Fighting</b>	<b>1157</b>		
<u>Emergency Medical Services</u>			
CHIEF BATTALION EMS	5		
CHIEF DIVISION EMS	1		
CHIEF FIRE EMS DEPUTY	1		
CLERK ACCOUNTING B	1		
CLERK GENERAL A	1		
CLERK GENERAL B	1		
LIEUTENANT FIRE	26		
PARAMEDIC FIREFIGHTER	366		
SECRETARY B	2		
<b>Total Emergency Medical Services</b>	<b>404</b>		
<u>Airport</u>			
CHIEF AIR RESCUE	4		
DRIVER FIRE	8		
LIEUTENANT FIRE	6		
PARAMEDIC FIREFIGHTER	4		
PRIVATE FIRE II	11		
<b>Total Airport</b>	<b>33</b>		
<b><u>TOTAL FIRE SERVICES</u></b>	<b><u>1831</u></b>		



# ■ Operating Budget

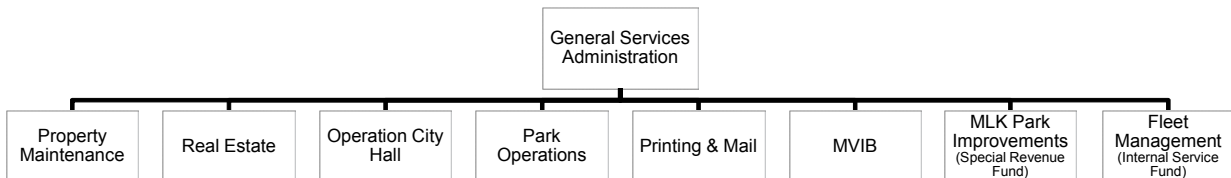
Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	8,625,842	6,176,464	7,765,308	14,581,556
Materials & Supplies	4,301,690	4,952,176	6,131,131	7,883,145
Inventory	22	150,000	98,631	0
Total Expenditures	12,927,554	11,303,983	13,995,070	22,464,701
Program Revenue	(2,615,960)	(590,078)	(607,851)	(2,353,650)
Net Expenditures	10,311,594	10,713,905	13,387,219	20,111,051
<i>Funded Staffing Level</i>				228.00
Authorized Complement				235

***This division contains “Structural Changes” which increased operating cost when compared to prior year’s operation. Structural changes generally combine services previously carried out by another operating division. The increase cost of this division is offset by an equal reduction or the abolishment of the cost from the prior operating division. General Services absorbed Park Operations and the Motor Vehicle Inspection Bureau (MVIB) into their FY2013 budget.***

## 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 is comprised of 370 funded full-time employees who provide critical support to all other city divisions. This is an increase due to the re-structure. General Services gained Park Operations and Motor Vehicle Inspection Bureau. The departments are:

Property and Maintenance is comprised of 87 funded employees who provide maintenance and repair to over 250 city owned facilities; administers warranties for City facilities; reviews, comments and makes recommendations on all plans regarding new construction and major repairs; and provides preventive maintenance to facilities.

Real Estate is comprised of five (5) funded employees who assists the Administration, other divisions, agencies and service centers in providing analyses involving feasibility studies, preparation of land valuations & direction in accomplishing planned projects; acquiring real property or interests in real property, including in-leasing of land and improvements and management of real property; and sale of surplus City parcels.

City Hall Operation is comprised of 15 funded employees who maintain City Hall, including City Council Chamber, Council committee room and offices. Staff provides a safe, clean and comfortable environment for citizens conducting business or visiting and provides timely, efficient, quality service to employees inside City Hall.

Fleet Management is comprised of 132 funded employees who are responsible for operating sixteen (16) shops, four (4) major part locations, 83 fueling locations, maintenance and repair of the city fleet consisting of 6000 + vehicles, including light and heavy, hybrids, motorcycles, and lawn equipment.

Printing and Mail is comprised of 10 funded employees who are responsible for city print jobs, inter-office (4120 stops per month) delivery and postal mail, the administration of the copier contract, and handles the purchasing of all paper for city divisions.

Park Operations is comprised of 60 funded full-time employees and 125 part-time employees who are responsible for cutting 166 Parks with a total of 3,219 acres, 17 Libraries, 28 local Community Centers and 4 Senior Centers, and 162 medians.

Motor Vehicle Inspection Bureau & Weights and Measures are comprised of 46 funded employees who operate four (4) Inspection facilities and conduct Weights and Measures inspections yearly.

## ISSUES & TRENDS

The General Services Division focuses on 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 actively pursue partnerships with other Divisions and governmental organizations to centralize common services and to enter contracts that benefit city businesses.

## FY 12 BUDGET HIGHLIGHTS

- Fleet Management implemented Standard Operating Procedures for Inventory, Vendors transaction, and Accounts Payable.
- Sold X52 Oil that was did not meet standards
- Held multiple vehicle salvage sales for vehicles that had been decommissioned for as many as 5 years
- Completed comprehensive listing and review of City owned facilities and parcels.
- Implemented GIS software on newly acquired computer systems giving Real Estate an opportunity to integrate GIS into its daily functions; had extensive training which will be ongoing.
- Completion of high priority project - Fairley Road ROW acquisition, drainage and sidewalk easements (61 Plats).
- Submitted to Purchasing new specifications for 48 month copier lease for bid requests.
- Procured equipment to perform thermograph in Print Shop which previously had to be done by outside vendors.



- New structural change to move Printing/Mail from a internal service department to a General Fund account.
- Helped in the recovery of the flood - Restoring power to Tom Lee Park, (removing and) replacing 7 transformers on the banks of the Mississippi - securing emergency power to the flood pumps at the Pyramid and the Gayoso pumping stations.
- New Animal Shelter - assisted in the move from the old Animal Shelter on Tchulahoma to the new facility on Appling Center Cove. Supplied the new facility with a customized access control system, set-up all the electronic safes for pharmaceutical and money security, and created a standardized keying system for all their cabinet and door locks.
- Brought 3 Community Centers (Lester, Sexton, Hickory Hill) up to 100% ADA compliancy.

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
200200	To respond within 5 work days to 75% of the Priority 1 -3 work request on City owned facilities by 6-30-13.	4	Work Order Report	2013 - 50%
	Develop a Trade Apprentice Program 100% completed by 2015	3, 4	Apprentice Plan	2013-25% 2014-40% 2015 - 98%
200300	Identify and include in database 98% of City Owned Real Property, according to public record by June 30, 2015	4	Baseline Property database with added property	2013-50% 2014 - 98%

## ■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Fiber Optic Franchise Fees	(644,514)	(444,842)	(466,026)	(444,842)
Weights/Measures Fees	0	(500,000)	0	(500,000)
Fleet/Mobile Fees	0	(1,170,723)	0	(1,170,723)
Wrecker & Storage Charges	(795,505)	0	0	0
Rental Fees	0	(1,200)	0	(1,200)
Rent Of Land	(58,214)	(43,130)	(42,431)	(43,130)
Outside Revenue	0	0	(18,855)	0
Tow Fees	(998,460)	0	0	0
Net Income/Investors	0	0	(156)	0
St TN Highway Maint Grant	0	(111,372)	0	(111,372)
Cash Overage/Shortage	250	0	0	0
Donations - Private	(30)	0	0	0
Easements & Encroachments	(87,107)	(82,383)	(80,383)	(82,383)
Recovery Of Prior Year Expense	(32,380)	0	0	0
Total Charges for Services	(2,615,960)	(2,353,650)	(607,851)	(2,353,650)

**Other services provided by General Services can be found under the following tabs:**  
**MLK Park Improvement - Special Revenue Funds**  
**Fleet Management - Internal Service Funds**

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	514,710	516,988	458,307	572,463
Materials & Supplies	13,775	59,235	56,302	151,058
Net Expenditures	528,485	576,223	514,609	723,521
<i>Funded Staffing Level</i>				7.00
Authorized Complement				7

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	5,335,678	3,931,224	5,657,074	6,120,617
Materials & Supplies	1,894,503	2,360,566	3,504,800	3,080,871
Total Expenditures	7,230,181	6,291,790	9,161,874	9,201,488
Program Revenue	(32,380)	0	0	0
Net Expenditures	7,197,801	6,291,790	9,161,874	9,201,488
<i>Funded Staffing Level</i>				85.00
Authorized Complement				87

**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 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	290,270	283,292	331,799	327,609
Materials & Supplies	46,829	75,257	73,972	71,532
Total Expenditures	337,099	358,549	405,771	399,141
Program Revenue	(789,835)	(590,078)	(588,840)	(570,355)
Net Expenditures	(452,736)	(231,529)	(183,069)	(171,214)
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	942,383	985,710	857,678	943,516
Materials & Supplies	1,072,452	1,153,676	1,192,581	1,230,610
Net Expenditures	2,014,835	2,139,386	2,050,259	2,174,126
<i>Funded Staffing Level</i>				15.00
Authorized Complement				16

**Description**

*Printing/Mail provides quality services to all City Government centers in the most cost efficient and expeditious manner to meet the needs of the customer.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	0	459,250	460,450	444,409
Materials & Supplies	68,019	1,303,442	1,303,476	1,485,215
Inventory	0	150,000	98,631	0
Total Expenditures	68,019	1,938,035	1,862,557	1,929,624
Program Revenue	0	0	(19,011)	0
Net Expenditures	68,019	1,938,035	1,843,546	1,929,624
<i>Funded Staffing Level</i>				10.00
Authorized Complement				11



## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	1,542,801	0	0	0
Materials & Supplies	1,206,112	0	0	0
Inventory	22	0	0	0
Total Expenditures	2,748,935	0	0	0
Program Revenue	(1,793,745)	0	0	0
Net Expenditures	955,190	0	0	0
<i>Funded Staffing Level</i>				0.00

***The Impound Lot moved to the Police Services Division in FY2012.***

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	0	0	0	3,808,161
Materials & Supplies	0	0	0	1,540,006
Total Expenditures	0	0	0	5,348,167
Program Revenue	0	0	0	(112,572)
Net Expenditures	0	0	0	5,235,595
<i>Funded Staffing Level</i>				60.00
Authorized Complement				62

*This is part of the Structural Changes for FY2013 budget.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	0	0	0	2,364,781
Materials & Supplies	0	0	0	323,853
Total Expenditures	0	0	0	2,688,634
Program Revenue	0	0	0	(1,670,723)
Net Expenditures	0	0	0	1,017,911
<i>Funded Staffing Level</i>				46.00
Authorized Complement				47

***This is part of the Structural Changes for FY2013 budget.***

**GENERAL SERVICES**

**AUTHORIZED COMPLEMENT**

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<u>Administration</u>		SUPER REAL ESTATE	1
ASST ADMINISTRATIVE	1	TECH REAL ESTATE	1
COORD BUDGET CONTRACT GS	1	<b>Total Real Estate Department</b>	<b>5</b>
COORD COMPLIANCE QUALITY	1	<u>Operation City Hall</u>	
COORD HR GEN SVCS	1	CREWPERSON	1
DIRECTOR GENERAL SVCS	1	HELPER BUILDING MNT	1
DIRECTOR GENERAL SVCS DEPUTY	1	MECH BUILDING MNT CH	3
SPEC CUST SVC ADMIN	1	MGR BLDG MNT CITY HALL	1
<b>Total Administration</b>	<b>7</b>	OPER 1ST CL STEAM REF	5
<u>Property Maintenance</u>		SPEC CITY HALL OPER ADMIN	1
ADMR PROPERTY MAINT	1	SUPER BLDG MNT CITY HALL	1
ASST CRAFTS	6	WATCHMAN	3
CARPENTER MNT	14	<b>Total Operation City Hall</b>	<b>16</b>
CREWPERSON SEMISKILLED	1	<u>Printing Services Administration</u>	
ELECT MNT	10	CLERK MAIL DISTRIBUTION BINDERY	3
FINISHER CONCRETE	2	CLERK MAIL DISTRIBUTION BINDERY LD	1
FOREMAN GEN PROPERTY MNT	3	MGR PRINTING MAIL	1
GROUNDSMAN	1	OPER DIGITAL PRESS	1
MASON BRICK	2	PRINTER	2
MECH AUTO CAD MNT	1	SPEC GRAPHIC DESIGN	1
MECH BUILDING MNT	6	SUPER BUSINESS AFFAIRS PRINTING	1
MGR PROPERTY SUPPORT SERVICES	1	SUPER PRINTING	1
OPER HEAVY EQUIP	1	<b>Total Printing Services Administration</b>	<b>11</b>
OPER HEAVY EQUIP LD	1	ADMR PARK MAINT CONST	1
PAINTER	4	CLERK PAYROLL A	1
PAINTER LD	1	CREWCHIEF	9
PLUMBER MNT	13	DRIVER TRUCK	31
ROOFER	3	FOREMAN ZONE MNT	7
SUPER BUSINESS AFFAIRS	1	HORICULTURIST	1
SUPER CRAFT PROP MAINT	4	MECH HEAVY EQUIP	1
TECH AC REF SVC	10	MECH MNT	4
TECH ACCOUNTS PAYABLE	1	OPER HEAVY EQUIP	1
<b>Total Property Maintenance</b>	<b>87</b>	OPER HEAVY EQUIP LD	1
<u>Real Estate Department</u>		OPER SWEEPER	1
ADMR REAL ESTATE	1	SUPER BUSINESS AFFAIRS	1
AGENT RIGHT OF WAY	1		
AGENT RIGHT OF WAY SR	1		



**GENERAL SERVICES**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
SUPER PARK CONST MAINT	1		
TRIMMER TREE	2		
	<b>Total</b> <u>62</u>		
CLERK GENERAL B	1		
CREWPERSON	2		
EXAMINER VEHICLE	26		
INSP WEIGHTS MEASURES	7		
MGR VEHICLE INSP WGHTS	1		
SECRETARY B	1		
SUPER BUSINESS AFFAIRS MVI	1		
SUPER FLEET MOBILE UNIT	1		
SUPER VEHICLE INSP STAT	4		
SUPER WEIGHTS MEASURES	1		
TECH ELECTRONICS COMPUTER	1		
TECH INSPECTION STATION	1		
	<b>Total</b> <u>47</u>		
	<b><u>TOTAL GENERAL SERVICES</u></b> <u>235</u>		





# GRANTS & AGENCIES

# SUMMARY

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
<b><u>Grant &amp; Agencies</u></b>				
Black Business Association	150,000	200,000	200,000	200,000
Chamber Foundation	1,350,000	1,350,000	1,350,000	1,350,000
EDGE	0	0	0	2,500,000
Economic Development	0	3,000,000	3,800,000	0
Facility Management Program Expense	1,515,769	1,545,000	945,000	1,815,000
Family Safety Center of Memphis and Shelby County	100,000	100,000	100,000	100,000
Juvenile Intervention and Faith-Based Follow Up (JIFF)	0	0	0	150,000
Launch Memphis	0	25,000	25,000	25,000
MLGW Citizen's Assistance - Grants	1,528,478	1,000,000	1,000,000	1,000,000
Memphis Multicultural Arts Enrichment Center	0	0	57,700	0
Tfr Out - BOE Tax Fund	60,000,000	55,203,952	72,237,314	52,750,000
Tfr Out - CRA Program	3,184,753	2,102,988	2,682,130	2,339,130
Tfr Out - LLEBG IX	3,799	0	0	0
Tfr Out - LLEBG VIII Fund	3,801	0	0	0
Tfr Out - Unemployment Fund	0	400,000	9,982	100,000
Rightsizing Budget Cost	0	1,300,000	600,000	0
Sickle Cell Center Foundation	0	0	250,000	0
WIN Operational	55,989	0	0	0
<b>Total Grant &amp; Agencies</b>	<b>67,892,589</b>	<b>66,226,940</b>	<b>83,257,126</b>	<b>62,329,130</b>



## GRANTS &amp; AGENCIES

## SUMMARY

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
<b><u>Government/Shared Agencies</u></b>				
Coliseum	159,632	150,000	139,991	150,000
Convention Center	1,073,500	1,000,000	1,000,000	2,000,000
Death Benefits	731,931	0	0	0
Delta Commission on Aging	143,906	143,906	143,906	143,906
Elections	64,848	1,075,000	824,819	75,000
Landmarks Commission	129,032	207,808	193,671	212,367
Memphis Area Transit Authority	16,930,000	16,930,000	16,930,000	19,615,398
Memphis Film & Tape Commission	150,000	150,000	150,000	150,000
Pensioners Insurance	28,640,334	28,451,500	25,358,679	7,029,392
Planning & Development	1,701,021	2,000,000	1,184,462	1,940,000
Pyramid	517,057	500,000	508,568	300,000
Riverfront Development	2,637,621	2,373,859	2,373,859	2,373,859
Shelby County	7,811,849	6,646,149	6,335,656	4,000,000
Shelby County Assessor	0	414,129	0	414,129
Tfr Out - Storm Water	0	232,820	0	0
Tfr Out - Capital Projects	0	0	5,000,000	0
Tfr Out - Debt Service Fund	0	0	0	4,000,000
Tfr Out - Misc Grants Fund	0	0	125,000	33,200
Urban Art	130,000	130,000	130,000	130,000
<b>Total Government/Shared Agencies</b>	<b>60,820,731</b>	<b>60,405,171</b>	<b>60,398,611</b>	<b>42,534,051</b>
<b>Total City Expenditures</b>	<b>128,713,332</b>	<b>126,632,111</b>	<b>143,655,737</b>	<b>104,863,181</b>
<b>Total Revenue</b>	<b>(1,199,920)</b>	<b>(1,546,500)</b>	<b>(946,500)</b>	<b>(1,816,500)</b>
<b>Net City Expenditures</b>	<b>127,513,400</b>	<b>125,085,611</b>	<b>142,709,237</b>	<b>103,046,681</b>





**Description**

*To provide the safest, cleanest, most efficient and most progressive transit service as the mode of choice for the people in the Memphis area, thereby fostering development, increasing mobility, alleviating congestion and pollution within board-established performance levels and within available financial resources.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
City Funding	16,930,000	16,930,000	16,930,000	19,615,398

**Description**

*Planning and Development is a joint agency serving both the City of Memphis and Shelby County. Its mission includes the development of plans and programs that result in thriving, livable neighborhoods, better job opportunities, enhanced human potential and safe and efficient buildings.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Projected</b>
Personnel Services	1,177,708	1,525,127	1,242,701	1,381,375
Supplies/Services	268,745	397,949	337,392	532,375
Fees/Permits	(162,069)	(162,411)	(130,000)	(162,411)
Outside Sales/Exp. Rec.	(80)	0	(150)	0
Gross Operating	1,284,304	1,760,665	1,449,943	1,751,339
Other P&D Expenses	2,114,752	2,239,335	2,450,057	2,128,661
Net Operating	3,399,056	4,000,000	3,900,000	3,880,000
City Share (50%)	1,699,528	2,000,000	1,950,000	1,940,000
Special Projects	0	0	0	0
Net City Expenditures	1,699,528	2,000,000	1,950,000	1,940,000

**Description**

*The Memphis Landmarks Commission's purpose is to protect and promote significant historical and architectural resources for cultural and future citizens of the city by ensuring design compatibility within locally zoned historic districts, advocating re-use and rehabilitation of historic properties, educating the public about the importance and value of historic resources and implementing the city's Historic Preservation Plan.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Projected</b>
Personnel Services	117,773	164,608	150,614	170,017
Materials & Supplies	11,259	10,000	8,707	9,150
Operating Transfers out	0	33,200	33,200	33,200
Gross Expenditures	129,032	207,808	192,521	212,367
Total Revenue	(2,420)	(1,500)	(1,500)	(1,500)
Net City Expenditures	126,612	206,308	191,021	210,867
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3



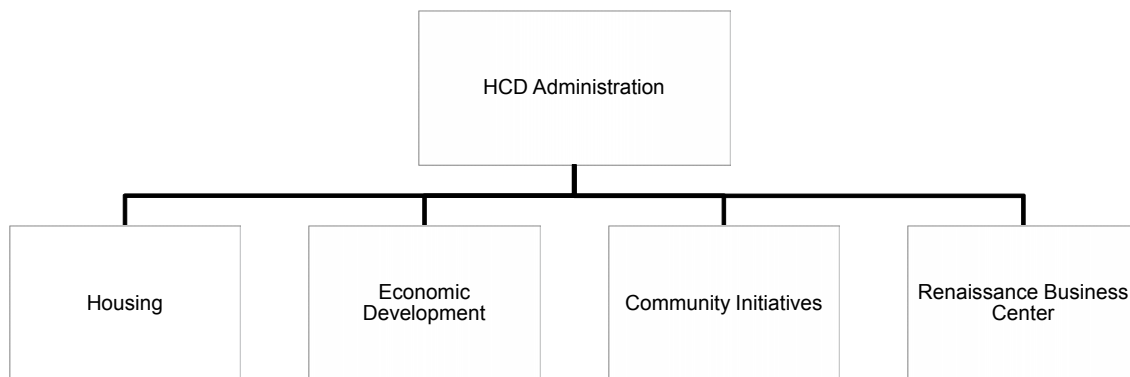
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	328,865	267,269	263,725	261,180
Materials & Supplies	136,047	148,400	98,243	183,988
Grants & subsidies	4,033,391	5,408,879	2,901,051	4,145,775
Total Expenditures	4,498,303	5,824,548	3,263,019	4,590,943
Program Revenue	(15,000)	0	0	0
Net Expenditures	4,483,303	5,824,548	3,263,019	4,590,943
<i>Funded Staffing Level</i>				5.00
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.

## ■ Operating Budget

### ISSUES & TRENDS

As with many large urban centers, Memphis 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 national trend of resident involvement in neighborhood redevelopment.

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

### FY2012 BUDGET HIGHLIGHTS

- \$25,000 to replenish Small Business Revolving Loan Amount
- \$115,485 for Housing Resource Center for Housing Counseling
- \$4,009,777 for Peabody Place, First Parking Garage and Court Square Section 108 Debt Service
- \$91,967 for Down Payment Assistance Program
- \$82,500 for Middle-Income Housing Program

### FY2012 PERFORMANCE HIGHLIGHTS

- Provided down payment assistance to over 10 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 10 teachers who purchased homes within economically distressed neighborhoods through the Down Payment Assistance Program
- Assisted 3 families in moving out of public housing developments under the Section 8 Homeownership Assistance Program (SHAPE)
- Provided financial assistance to 2 home buyers purchase new homes in the HOPE VI/McKinley Park Revitalization Community
- Business Development Center assisted 3,933 clients
- Business Development Center conducted 307 workshops

### FY2013 STRATEGIC GOALS

- Develop a consolidated planning program that utilizes a collaborative process whereby the community establishes a unified vision for housing and community development actions
- Enhance access, opportunity and an expansion of choices whereby all residents may experience affordable and decent housing options
- Alleviate slum and blight conditions throughout the City

---

**FY 2013 Performance Measures and Metrics**

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
210201	To complete mortgage closings for 9 homebuyers by June 30, 2013.	1	Report on number of mortgage loan closings completed.	80%
210501	Design and implement programs and services that provide employment opportunities for Memphis residents through sustainable business enterprises by June 30, 2013. Includes providing access to tech assistance for at least 12 non-traditional loans and serving at least 300 clients, start-up and small businesses	1	Report of access to capital and technical assistance programs provided to S/MWBE.	90%

**■ charges for services**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Miscellaneous Income	(15,000)	0	0	0
Total Charges for Services	(15,000)	0	0	0



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	103,277	88,781	90,722	89,548
Materials & Supplies	26,910	14,707	11,198	58,221
Grants & subsidies	155,085	207,452	66,664	192,930
Total Expenditures	285,272	310,940	168,584	340,699
Program Revenue	(15,000)	0	0	0
Net Expenditures	270,272	310,940	168,584	340,699
<i>Funded Staffing Level</i>				2.00
Authorized Complement				2

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	19,576	0	0	0
Materials & Supplies	108	0	0	0
Grants & subsidies	3,199,268	4,272,596	2,292,652	3,101,670
Net Expenditures	3,218,952	4,272,596	2,292,652	3,101,670
<i>Funded Staffing Level</i>				0.00



## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	530	0	0	0
Materials & Supplies	2,232	15,231	15,231	15,598
Grants & subsidies	669,753	918,831	533,324	841,875
Net Expenditures	672,515	934,062	548,555	857,473
<i>Funded Staffing Level</i>				0.00

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	205,482	178,488	173,003	171,632
Materials & Supplies	106,797	118,462	71,814	110,169
Grants & subsidies	9,285	10,000	8,411	9,300
Net Expenditures	321,564	306,950	253,228	291,101
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

**HCD**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Housing</i>			
ANALYST LOAN	2		
<b>Total Housing</b>	<u>2</u>		
<i>Renaissance Development Center</i>			
ANALYST PERFORMANCE	1		
COORD BUSINESS DEV	1		
MGR ECONOMIC DEV	1		
<b>Total Renaissance Development Center</b>	<u>3</u>		
<b><u>TOTAL HCD</u></b>	<u>5</u>		





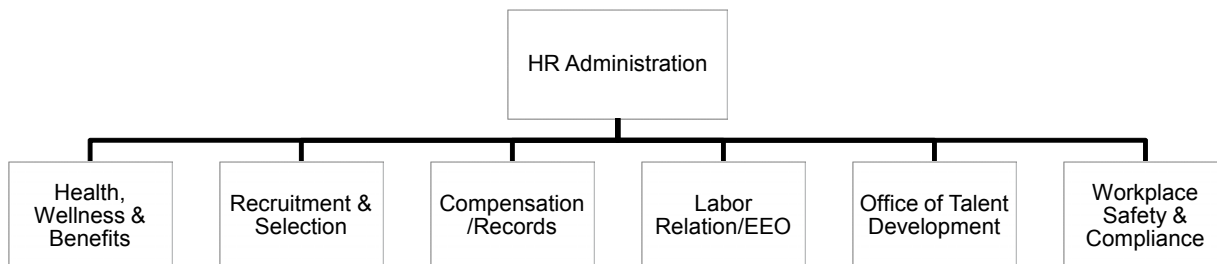
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	2,574,963	3,525,288	3,100,033	3,795,887
Materials & Supplies	789,008	3,304,408	4,063,142	3,384,091
Grants & subsidies	0	0	400,000	0
Total Expenditures	3,363,971	6,829,696	7,563,175	7,179,978
Program Revenue	(17,409)	(15,000)	(17,500)	0
Net Expenditures	3,346,562	6,814,696	7,545,675	7,179,978
<i>Funded Staffing Level</i>				44.00
Authorized Complement				48

## Mission

The mission of the Human Resources Division is to deliver best-in-class Human Resources services to all internal and external customers by working collaboratively, proactively and responsively.

## Structure



## Services

The Human Resources Division incorporates all the service centers that address employee relations and employment functions. The Division manages the Employee Assistance Program, employee training, labor relations, employee recruiting and retention, employee activities, health care and pension administration and maintains all personnel files. Job posting, entrance promotional and durational register testing, medical exams, compensation, benefits enrollment and new employee orientation all fall under the HR umbrella.

## Issues & Trends

The Human Resources Division must remain highly responsive to changing employment trends and state and federal regulations. The demand for vacancies to be filled as quickly as possible with qualified candidates creates a need for a constant pool of applicants. The growing use of the internet for recruitment and online applications presents new opportunities for increasing the applicant pool. The cost of pre-employment and pre-assignment medical examinations are increasing, putting a greater strain on the HR

budget. The Division must administer fair, valid and job-related examinations while maintaining uncompromising security and confidentiality. The implementation of new technologies to provide electronic maintenance, storage and retrieval of personnel records is greatly enhancing the HR system and allows HR to comply with privacy regulations. Benefits costs continue to outpace inflation and to be a significant percentage of personnel cost. Similarly, the importance of conveying the value of these benefits to City employees and retirees and how to use them has increased.

## FY2012 Performance Highlights

- Successfully coordinated the Division's 2012 United Way campaign with a 5% increase.
- Assisted over 140 employees with Tuition Reimbursement Program.
- Successfully implemented a joint RFP with Memphis Light, Gas & Water for Medical Health Plan services, generating a \$5M cost savings over a three year period.
- Applied and received \$5.2M in Health Care Reform Subsidies for Early Retirees Reinvestment Program funds to be used to reduce the cost the city pays for Pre-65 Retiree Medical.
- Execution of 2011 Lay-off process.
- Creation of Part-time Classification.
- Merging of Employment and Testing Service Centers to create the Recruitment and Selection Service Center.
- Transition from Paper Applications to On-line Applications Only.
- Successfully Transitioned Health and Safety from the Law Division to the Human Resources Division – Workplace Safety & Compliance.
- Completed over 200 Compensation projects including conducting approximately 66 salary equity reviews, 57 job descriptions, over 43 job evaluations, and responding to 16 salary surveys.
- Received, tracked, verified, analyzed, recommended approval/disapproval, and processed into the HRMS system approximately 15,500 personnel transactions from every City Division, including new hires, promotions, transfers, separations, incentive pay, paid leave corrections, etc.
- Created official employment file for approximately 950 new regular and temporary hires, maintained files on 9,000 to 10,000 overall City employees, and responded to open records and subpoena requests for all employee data.
- Produced approximately 1,600 new and replacement employee ID badges and enrolled City Hall employees in biometric security access system.
- Zero TOSHA Citations.
- Decreased On the Job Injury (OJI) by 11%.
- Presented the Annual City of Memphis Safety Seminar that featured a TOSHA Representative who spoke about the top 20 Public Sector Violations.
- Increased employee safety awareness by offering eight (8) safety refresher training courses.

## FY2013 Strategic Goals

- Align and integrate HR policies and procedures with the strategic needs of the City of Memphis
- Incorporate new technology to improve employee services
- Effective and efficient management of the City's health insurance program
- Create and implement programs to attract and retain quality employees
- Develop an effective system for training City employees
- Ensure legal compliance with state and federal regulations



- Develop systems to assure quality and accountability for performance
- Employ progressive and legally sound hiring processes

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
180100	Ensure HR policies and practices that support the city's strategic priorities by annually reviewing at least 40% of Human Resources policies by June 30, 2013.	4	List of HR Policies Reviewed	90%
	Obtain a rating of at least 75% on the Internal Customer Satisfaction survey by June 30, 2013.	4	Customer Satisfaction Survey Report	60%
180200	Provide cost effective healthcare plan with a cost of no more than \$756.97 pepm to the city employees by Jan. 2013	4	Cost per Employee Report (Healthcare participants)	80%
	Provide cost effective pension plan with a cost of no more than \$841.41 pepm to the city employees by Jan 2013.	4	Cost per Retiree Report	80%
	Decrease health care cost by 1% by promoting wellness programs for a healthier employee population by June 30, 2013.	4	Healthcare Expenditure Report	1%
180300	Establish a talent acquisition pipeline by decreasing employee turnover rate by at least 5% by June 30, 2013.	2	Turnover Rate Report	85%
	Implement a succession planning program by June 30, 2013.	2	Internal Promotions Tracking Log	25%
180400	Administer effective salary/compensation programs which maintain pay equity and fairness and support recruiting, retention, and quality efforts by insuring 100% of employees are within the appropriate job salary range by June 30, 2013.	2	Report of Employees in Salary Range	90%
	Maintain official authorized complement of City positions and utilize complement to ensure that 100% of positions filled annually are authorized and funded by June 30, 2013.	4	Authorized Position/ Complement Report	100%

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
180500	Coordinate/manage bargaining process for any new or expiring Memoranda of Understanding (MOU) by obtaining needed input 120 days prior to expiration of MOUs by June 30, 2013.	4	Report of input obtained	90%
	Provide timely consultative/ advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters by providing 90% of disciplinary recommendations within 5 working days by June 30, 2013.	4	Report of disciplinary recommendations completed.	75%
180600	Achieve 30% Log Events participation in Performance Impact by June 30, 2013.	4	Log Event Performance	30%
	Establish a 360 degree review process by Dec 2012 through the development of Leader Review Modules	4	Review of Leader Review Modules	80%
	Provide Workplace training to 50% of the city employees by Dec. 2012	2	Training Sign Off Report	80%
	Provide New Employee Orientaton (NEO) to 100% of new hires to the city each year by June 30, 2013.	4	NEO Sign Off	100%
	Establish a process to identify and fulfill divisional training needs that align with administrative priorities by September 30, 2012.	2	Copy of training assessment process	90%
	Provide divisional training support for at least 8 divisions in coordination of classes by June 2013.	4	Report of Support provided	75%
180900	Improve Workplace Safety by auditing each division for safety compliance on an annual basis by June 30, 2013.	4	List of Audits completed	75%

■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Gym Fees	(17,409)	(15,000)	(17,500)	0
Total Charges for Services	(17,409)	(15,000)	(17,500)	0

Other services provided by Human Resources can be found under the following tab:  
**Health Insurance - Internal Service Funds**

**Description**

*To provide the City of Memphis government with effective and efficient human resources services which focus on customer needs and support the achievement of the City's strategic goals.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	443,334	665,143	424,185	1,049,187
Materials & Supplies	67,883	194,542	133,719	151,518
Net Expenditures	511,217	859,685	557,904	1,200,705
<i>Funded Staffing Level</i>				7.00
Authorized Complement				9

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	(16,126)	452,575	369,187	0
Materials & Supplies	5,928	131,500	132,327	0
Grants & subsidies	0	0	400,000	0
Total Expenditures	(10,198)	584,075	901,514	0
Program Revenue	(17,409)	(15,000)	(17,500)	0
Net Expenditures	(27,607)	569,075	884,014	0
<i>Funded Staffing Level</i>				0.00

***Health, Wellness and Benefits moved to the Healthcare Fund in FY2013.***

**Description**

*To provide consistent employment practices while maintaining compliance with state and federal guidelines and to develop and administer valid and unbiased testing processes for Fire, Police, and other operational Divisions; and to nationally recruit quality candidates for employment with the City of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	634,371	1,005,032	915,297	873,896
Materials & Supplies	483,340	2,775,066	3,037,098	2,282,323
Net Expenditures	1,117,711	3,780,098	3,952,395	3,156,219
<i>Funded Staffing Level</i>				11.00
Authorized Complement				13

**Description**

*To develop and administer effective salary/compensation and human resource data management programs which support the City's recruiting, retention, and employment efforts.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	884,492	751,601	632,628	738,256
Materials & Supplies	19,003	22,328	11,134	21,500
Net Expenditures	903,495	773,929	643,762	759,756
<i>Funded Staffing Level</i>				12.00
Authorized Complement				12



**Description**

*To support and promote the City's Labor Relations, Equal Employment Opportunity, HIPPA, ADA, and FMLA standards.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	318,891	275,803	176,798	308,052
Materials & Supplies	29,839	42,052	29,771	39,300
Net Expenditures	348,730	317,855	206,569	347,352
<i>Funded Staffing Level</i>				4.00
Authorized Complement				4

**Description**

*To foster an organizational culture that demonstrates a continuous proactive approach toward of learning and service excellence.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	310,001	375,134	367,334	485,610
Materials & Supplies	180,638	138,920	94,512	221,400
Net Expenditures	490,639	514,054	461,846	707,010
<i>Funded Staffing Level</i>				6.00
Authorized Complement				6



**Description**

*To ensure workplace safety and create a drug free workplace in which employees and the citizens are safe and secure from harm; ensuring compliance with federal, state and local regulations.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	0	0	214,604	340,886
Materials & Supplies	0	0	619,383	668,050
Net Expenditures	0	0	833,987	1,008,936
<i>Funded Staffing Level</i>				4.00
Authorized Complement				4

# HUMAN RESOURCES

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Administration</i>		MGR LABOR REL EEO OFFICER	1
ASST ADMINISTRATIVE	1	SPEC LABOR HR	1
COORD HRMS SUPPORT	1	<b>Total Labor Relations</b>	<b>4</b>
COORD HR LIBRARY	1	<i>Office of Talent Development</i>	
DIRECTOR HUMAN RESOURCES	1	ANALYST LEARNING SR	1
DIRECTOR HUMAN RESOURCES DEPT- UTY	1	COORD E-LEARNING TRAINING DEV	1
MGR BUDGET HRMS SUPPORT	1	COORD LEARNING	1
SECRETARY HR B	1	COORD PERFORMANCE REVIEW	1
SPEC HR ADMIN	1	OFFICER LEARNING CHIEF	1
SPEC TECHNOLOGY	1	SECRETARY A	1
<b>Total Administration</b>	<b>9</b>	<b>Total Academy of Learning &amp; Development</b>	<b>6</b>
<i>Recruitment &amp; Selection</i>		<i>Workplace Safety &amp; Compliance</i>	
ANALYST EMPLOYMENT SR	5	COORD COMPLIANCE & TRAINING	1
COORD TESTING RECRUIT	3	COORD OJI	1
COORD TESTING RECRUIT LD	1	MGR WORKPLACE SAFETY COMPL	1
MGR EMPLOYMENT	1	SPEC DRUGFREE WORKPLACE	1
SECRETARY HR B	1	<b>Total</b>	<b>4</b>
SUPER CLERICAL OPER	1	<b><u>TOTAL HUMAN RESOURCES</u> 48</b>	
SUPER EMPLOYMENT	1		
<b>Total Employment</b>	<b>13</b>		
<i>Compensation/Records Administration</i>			
ANALYST COMPENSATION LD	1		
ANALYST COMPENSATION SR	2		
CLERK FILE	1		
COORD POSITION CONTROL DATA	1		
MGR COMPENSATION DATA MGMT	1		
SECRETARY HR B	1		
SPEC DATA MGMT	1		
SPEC DATA MGMT SR	1		
SUPER DATA MGMT/RECORDS	1		
TECH DATA MGMT	1		
TECH RECORDS DATA	1		
<b>Total Compensation/Records Administration</b>	<b>12</b>		
<i>Labor Relations</i>			
COORD EEO LABOR RELATIONS	2		



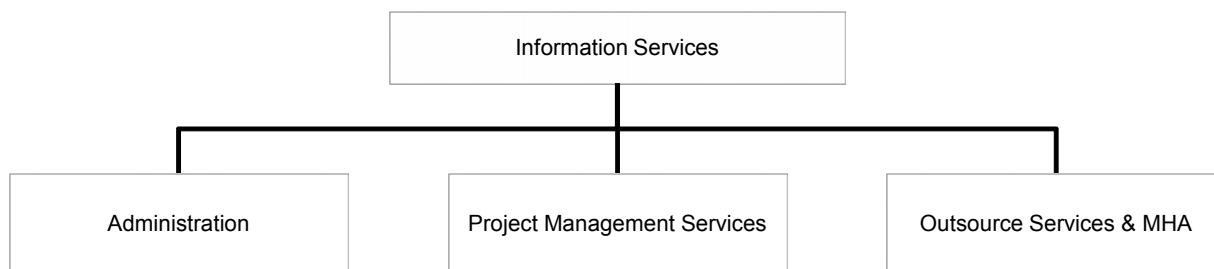
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	1,133,690	1,383,043	1,354,377	1,463,220
Materials & Supplies	16,655,716	15,826,419	16,077,804	13,802,450
Total Expenditures	17,789,406	17,209,462	17,432,181	15,265,670
Program Revenue	(756,741)	(800,000)	(800,000)	(600,000)
Net Expenditures	17,032,665	16,409,462	16,632,181	14,665,670
<i>Funded Staffing Level</i>				17.00
Authorized Complement				17

## Mission

To be a premier Information Technology organization which leverages technology to provide business value through the deployment of emerging technologies that meets business goals, reduces operating costs and maximizes efficiency and effectiveness.

## 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.

## Issues and Trends

The City's focus is to utilize technology in order to improve the quality and efficient delivery of services. The transformation of the City government into a premier digital government is a top priority. A digital government will provide the framework for an efficient government and empower citizens, businesses to access critical information and services around the clock.

## FY2012 Budget Highlights

- Upgrade Oracle System to Release 12, to provide system enhancements to our financial, CRM and human resources systems.
- Enhance city's website which will provide citizens with access to information and government services via the Internet
- Upgrade the City's tax collection system to receive the benefits of automated processes and enhancements.
- Continue to replace obsolete equipment, including the Library's public use computers.

## FY2012 Performance Highlights

- Exchange implementation
- Haley Rd move
- Library, Liberty Bowl and Pink Palace phone system.
- Animal shelter implementation
- New fire station 21
- Replacement of over 900 computers
- Redundancy for all major circuits
- Emergency service break down and set up throughout Memphis during the floods
- Acquiring 311 number for the city of Memphis
- Credit card services to the animal shelter.
- Online hiring form for WIN candidates.
- Oracle pre r12 work for finance and HR

## FY2013 Strategic Goals

- Expand the use of technology to create safe and vibrant neighborhoods
- Utilize the IS Division purchasing goals to grow prosperity and opportunity for all.
- Develop internships with local institutions to provide educational opportunities for the investment in our young people.
- Provide the framework to leverage technology in order to leverage a culture of excellence in City Government

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
270101	Ensure operational services to support City Divisions information technology requirements by reviewing all service level agreements with outsource & provider at least one per month by 06-30-13.	4	Report of review of service level agreements	95%
	Ensure monitoring and compliance for City issued cell phones and portable devices by reviewing bills for over/ under on a quarterly basis by 06-30-2013.	4	Review bill for over/ under on a Quarterly Report	95%
	Ensure Information Services Division is in compliance with City's policy for processing invoices for payments within 10 days of receipt by 06-30-2013.	4	Report of number of invoices submitted.	95%
	Ensure GIS operations provide city wide functionality by having Enterprise GIS Infrastructure available to users at least 95% of the time by 06-30-2013	4	Review of reports to determine downtime	99%
	Ensure that 80 % of city wide Information Services projects are completed on time and within budget by 06-30-2013	4	Number of projects completed on time and within budget during fiscal year	99%
	Provide business analysis services to ensure each City Division's information technology requests/ requirements are implemented 99% of the time by reviewing each request submitted during current fiscal year.	4	Review of service requests for each Division	99%
	Ensure City Information Services operations meet all local, state and federal information security requirements by remediating 95% of high and medium alerts with in 45 days.	4	Report of alerts mediated.	99%

**FY 2013 Performance Measures and Metrics**

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
	Provide free public internet and wireless access to the citizens of Memphis at public libraries by having internet connectivity available 99% of the time during current fiscal year.	4	Report of internet connectivity	99%
	Manage technology components for Memphis Housing Authority (MHA) by ensuring 100% compliance of contract terms during current fiscal year.	4	Review of contract requirements	100%



■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Local Shared Revenue	(137,573)	0	(100,000)	(100,000)
MHA	(619,168)	(800,000)	(700,000)	(500,000)
Total Charges for Services	(756,741)	(800,000)	(800,000)	(600,000)

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	1,133,690	1,383,043	1,354,377	1,463,220
Materials & Supplies	16,655,716	15,826,419	16,077,804	13,802,450
Total Expenditures	17,789,406	17,209,462	17,432,181	15,265,670
Program Revenue	(756,741)	(800,000)	(800,000)	(600,000)
Net Expenditures	17,032,665	16,409,462	16,632,181	14,665,670
<i>Funded Staffing Level</i>				17.00
Authorized Complement				17

# INFORMATION SERVICES

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Administration</i>			
ANALYST PROCUREMENT IT	1		
ANALYST SYSTEM SOFTWARE LD	1		
ANALYST SYSTEMS LD	1		
ANALYST TELECOMMUNICATIONS	1		
ASST ADMINISTRATIVE	1		
COORD GIS TECHNICAL	1		
COORD INFORMATION TECH	1		
COORD TECHNOLOGY SVCS	1		
MGR BUDGET CONTRACT	1		
MGR GIS PROGRAM	1		
OFFICER CHIEF INFO SECURITY	1		
OFFICER CHIEF INFO	1		
OFFICER CHIEF INFO DEPUTY	1		
OFFICER INFORMATION TECH	3		
SPEC COMPLIANCE IT	1		
<b>Total Administration</b>	<b><u>17</u></b>		
<b><u>TOTAL INFORMATION SERVICES</u></b>	<b><u>17</u></b>		





## ■ Operating Budget

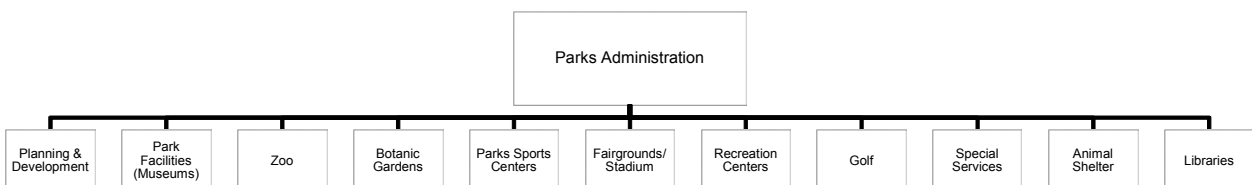
Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	15,137,794	14,538,105	14,828,657	25,307,445
Materials & Supplies	12,738,669	11,704,383	12,287,366	16,930,793
Capital Outlay	42,759	59,930	59,930	0
Grants & subsidies	0	0	0	669,218
Inventory	9,791	75,300	32,843	38,350
Transfers out	352,556	352,556	352,226	352,556
Total Expenditures	28,281,569	26,730,274	27,561,022	43,298,362
Program Revenue	(6,100,258)	(6,792,130)	(6,157,301)	(8,743,274)
Net Expenditures	22,181,311	19,938,144	21,403,721	34,555,088
<i>Funded Staffing Level</i>				460.00
Authorized Complement				510

***This division contains “Structural Changes” which increased operating cost when compared to prior year’s operation. Structural changes generally combine services previously carried out by another operating division. The increase cost of this division is offset by an equal reduction or the abolishment of the cost from the prior operating division. Parks & Neighborhoods absorbed the majority of the services formerly provided by the Public Service & Neighborhoods division which has been abolished for FY2013 budget.***

## Mission

To initiate strategically sound, positive programming and policies that will meet and exceed citizen expectations in order to deliver City services in the best manner possible. To improve the quality of services delivered to our citizens as a result of increased public awareness campaigns, training for our employees, and overall responsiveness to issues identified by our internal and external customers through coordination with City divisions, intergovernmental agencies and the private sector overall.

## 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, animal control, library services, neighborhoods, services targeting the youth and senior populations, management and maintenance for museums, entertainment venues, green spaces, recreation and sports facilities, re-entry opportunities for individuals with single felony convictions, and promoting the "Memphis Sound" locally and nationally.

## Issues and 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.

## FY2012 Budget Highlights

- The Library was awarded grant funds from the Plough Foundation to purchase JobLINC mobile bus to travel to community centers, library branches, grocery stores and other public areas throughout the city to help citizens find employment
- The library was awarded grant funds from the State of Tennessee (Tech Grant) for the purchase of Early Literacy Materials.
- The library was awarded grant funds from the H.W. Durham Foundation for the purchase of Large Print Materials
- The Library was awarded grant funds from The Association for Library Services to Children (Light the Way Grant) to provide families of deaf and hard of hearing children with tools and motivation to increase literacy of deaf and hearing children, who statistically top out at 4<sup>th</sup> grade reading
- The Library was awarded a \$1,743,000 grant to house and staff a College Resource Center at the Benjamin L. Hooks Central Library
- Awarded and managed over one million dollars in Human Services Grants awarded to local 501(c) 3 organizations providing assistance in critical areas of need.
- Generated jobs within the Memphis Music community by servicing as a quasi-booking agent for local musicians

## FY2012 Performance Highlights

- Pink Palace Family of Museums was designated the West Tennessee State Museum of Science and Technology by resolution of the Tennessee State Legislature
- Completed the construction of the first Memphis skate park at Tobey Park Parks
- Recreation facilitated over 900 youth and adult swim lessons through collaboration with Make A Splash Mid-South and USA Swim Association.
- Completed the Wolf River Greenway between Shady Grove Road and the Germantown City limits, creating 4 miles of greenway
- Scheduled to complete the construction of the Fletcher Creek Park in Cordova
- Featured over 85 artists for Memphis Music Monday at the Hard Rock Café
- 45 musicians were featured on Memphis Music Revealed, a TV show produced by the Music Commission aired on Comcast Channel 17 (audience of 750,000 in tri-state area)
- 24 artists were featured on Good Morning Memphis on Fox 13
- Organized the Ready (Shelby) Neighborhoods Emergency Preparedness Initiative that was recognized as a national model and highlighted in FEMA's *Best Practices* newsletter. Staff and local neighborhood

leaders were chosen to present the program at the national Neighborhoods, USA conference in Indianapolis, IN.

- Over 300 residents from neighborhood associations, multicultural organizations and faith-based groups attended trainings on organizational financial management, how to start a non-profit organization and basic computer/email skills
- The Office was honored during the 10<sup>th</sup> Annual Muslims in Memphis celebration for its ongoing advocacy and engagement of the multicultural community
- Nominated by the National Hispanic Professional Organization as an Outstanding Public Service Partner.
- Opened the new Memphis Animal Services facility.
- Positive Outcomes for 2011 (3,404) is up by 23% when compared to positive outcomes in 2009 (2,614).
- Trained Memphis Animal Services staff on utilization of Language Line translation services and provided adoption and ordinance documents in Spanish.
- Hosted 5 seminars titled, How to Start and Finance a Small Business in partnership with the Small Business Administration.
- Hosted 7 programs titled, Small Business Start Up: Laws and Taxes in conjunction with the Tennessee Small Business Development Center
- Hosted a series of programs and seminars in partnership with the Service Core of Retired Executives (SCORE) to educate citizens on how to start and sustain business enterprises.
- Partnered with the Memphis Bar Association and Memphis Area Legal Services to host 9 Free Legal Clinics to 756 clients
- Offered a variety of programs to citizens on how to read and improve your credit report and how to prevent foreclosure.
- Served over 2,000 individuals through JobLINC Career Readiness Workshops. Also partnered with the TN Department of Labor's Mobile Career Coach to provide employment resources and job referrals.
- Offered one-on-one resume development assistance provided to over 150 job seekers at Central Library on 2nd Mondays of each month.
- Hosted the annual JobLINC Career Fair, which welcomes 2,000 people to meet with employers and with representatives from local colleges and universities
- Hosted the Teen Youth Advisory Council, which teaches teens to be leaders by learning how to get their peers involved with the election of the council, programming for teens, and mentors to others.
- Partnered with Leadership Memphis, Agape Child & Family Services and TN. Dept of Labor and Workforce Development's Career Coaches/ Mobile Unit to offer FAFSA assistance.
- Partnered with U.S. Citizenship and Immigration Services officers and offered 5 Citizenship Workshops in Bartlett, Central, Cordova, Randolph and Whitehaven branch libraries. The Benjamin Hooks Central Library also hosted three Naturalization Ceremonies resulting in 430 new citizens from 71 countries and over 1,000 participants.
- Hosted Bookstock Where Booklovers Rock! A festival that showcased and promoted 80 of local area authors.
- Sponsor Facing History Choosing to Participate Exhibit, an interactive, multimedia exhibition that has won nationwide praise for encouraging more than 385,000 people to consider the consequences of their everyday choices and to inspire people to make a difference in their schools and communities. Over 300 people attended the opening reception and over 5,000 toured the exhibit.
- Host Opening Doors: African American Academic Surgeons, a national traveling exhibit which honors African-American trailblazers who helped pave the way for a new generation of African American physicians and surgeons. In partnership with Bluff City Medical Society, the library hosted over 200 attendees during the Opening Reception and has welcomed over 500 exhibit visitors.
- In partnership with Memphis Light Gas & Water and TV, the library organized 33 Get Energy Smart @ Your Library workshops, a two-hour workshop that imparts practical tips on energy saving techniques in both English and Spanish, benefiting over 1,000 participants.

## FY2013 Strategic Goals

- Broaden awareness on the vast array of services provided by the Memphis Public Library & Information Center.
- Provide efficient and effective animal control services, encouraging responsible pet ownership.
- Increase awareness and appreciation of the rich musical heritage resident in the City of Memphis.
- Encourage the contribution and participation of community organizations in the growth of the City of Memphis.
- Provide quality re-entry programs for persons who formally have been incarcerated.
- Manage and maintain a park and recreation system that enhances the quality of life in the City's neighborhoods.
- Enhance the City's image with a well-designed and efficiently managed park and open space system.
- Develop and maintain a park and recreation system that provides diverse leisure opportunities.
- Sustain a system of parks and open space through conserving natural and cultural resources, thereby promoting the health, safety, and general welfare of the community.



**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
150500	Maintain 3-year average number of paid experiences at museums of 531,000 for the period ending June 30, 2013.	2	Attendance Report	90%
	Maintain customer satisfaction of 4.9 on a 5.0 scale for Planetarium, guest services and Nature Center for the period ending 30 June 2013.	4	Customer Satisfaction Report	95%
150800	Increase attendance at Live at the Garden concert series by 10% for the 2012 season vs. the current base line of 26,511 by June 30, 2013.	4	Attendance Report	85%
	Increase the number of participants at Children's Education Programs by 4% for the year ending June 30, 2013.	3	Report on the Number of Participants	85%
151000	Maintain the number of programs and activities offered at all recreation facilities by providing three (3) core services which consist of Health Fitness Wellness; Educational and Character Development; Cultural Arts & Expression; for the fiscal year ending June 30, 2013.	1, 3	Report of Programs and Activities	90%
	Maintain recreational programming services to citizens via community centers, senior/special centers, athletics and aquatic facilities (i.e., serving youth, adults, seniors and disabled individuals) by maintaining FY12 projected levels of 1,653,000 citizens served, by June 30, 2013.	1, 3	Report of Number of Participants (Attendance Reports)	90%

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
	Maintain safe and affordable neighborhood day camp programs at community centers for children ages 5 - 12 and teenagers ages 13 - 15 during the summer months of June and July, by continuing to serve approximately 1,900 youths of each year for the period ended June 30, 2013.	1, 3	Report of Children and Teens Served.	90%
151500	Increase revenue at each golf course by 2% over FY12 revenue by June 30, 2013.	4	Revenue Reports	80%
151700	Increase the engagement of multicultural and religious communities through education on issues of crime, health, employment, and the role of City Government by increasing community events by 20% over FY2012, by June 30, 2013.	1, 3	Community Events and Citizen Academies Report	85%
	Provide assistance to citizens with prior felony convictions by increasing the number of participants receiving job placement, training, case management, and mentoring, by 50% over FY2012, by June 30, 2013.	1, 3	Program Services Report	75%
	Promote Memphis music through increasing the number of exposure opportunities by 10% over FY2012, by June 30, 2013.	1, 3	Activity Report	85%
151800	Increase the number of animal adoption events over FY2012 by 10%, by June 30, 2013.	2, 3	Activity Report	85%
151900	Increase public access to information by 25% over FY2012, by June 30, 2013.	1, 3	Activity Report	85%

■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Dog License	0	0	0	(274,965)
County Dog License Fee	0	0	0	(83,568)
Library Fines & Fees	0	0	0	(500,000)
Shelter Fees	0	0	0	(181,239)
Animal Vaccination	0	0	0	(18,234)
Admissions - School Groups	0	(14,000)	(14,000)	(14,000)
Admissions - Groups	0	(2,900)	(2,900)	(2,900)
Admissions - Museum Workshops	(23,507)	(17,800)	(17,800)	(17,800)
Admissions - General	(215,156)	(269,900)	(269,900)	(269,900)
Museum Planetarium Fee	(73,763)	(67,000)	(67,000)	(67,000)
Senior Citizen's Meals	(90,583)	(135,000)	(90,000)	(90,000)
Concessions	(293,515)	(414,200)	(285,460)	(323,200)
Golf Car Fees	(953,054)	(1,126,000)	(990,252)	(1,052,976)
Pro Shop Sales	(70,299)	(107,500)	(65,000)	(67,100)
Green Fees	(1,526,971)	(1,850,400)	(1,537,000)	(1,605,000)
Softball	(93,495)	(119,850)	(97,000)	(97,000)
Basketball	(33,190)	(54,300)	(35,000)	(35,000)
Ballfield Permit	(23,392)	(28,750)	(25,000)	(25,000)
Class Fees	(83,069)	(92,200)	(76,500)	(76,500)
Rental Fees	(304,668)	(220,135)	(333,175)	(322,500)
Day Camp Fees	(214,903)	(214,050)	(212,700)	(212,700)
Recorded Tour Revenue	100	0	0	0
After School Camp	(4,509)	(7,500)	(4,500)	(4,500)
Outside Revenue	(1,609,825)	(1,579,758)	(1,579,758)	(1,579,758)
Credit Card Fees	(74)	0	0	0
St TN Highway Maint Grant	(111,372)	(111,372)	(64,170)	0
Local Shared Revenue	(327,889)	(332,500)	(327,000)	(706,709)
City of Bartlett	0	0	0	(1,034,000)
Miscellaneous Income	(43,614)	(26,550)	(62,926)	(65,525)
Cash Overage/Shortage	(3,510)	(465)	(260)	(200)
Grant Revenue - Library	0	0	0	(16,000)
<b>Total Charges for Services</b>	<b>(6,100,258)</b>	<b>(6,792,130)</b>	<b>(6,157,301)</b>	<b>(8,743,274)</b>

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	559,162	494,593	557,604	950,783
Materials & Supplies	70,940	82,195	82,474	325,728
Net Expenditures	630,102	576,788	640,078	1,276,511
<i>Funded Staffing Level</i>				12.00
Authorized Complement				17

**Legal level consolidation of *Administration*, *Business Affairs*, and *Public Relations*.**

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	189,682	123,811	161,321	170,377
Materials & Supplies	11,446	15,100	15,404	15,404
Total Expenditures	201,128	138,911	176,725	185,781
Program Revenue	0	0	47,202	0
Net Expenditures	201,128	138,911	223,927	185,781
<i>Funded Staffing Level</i>				3.00
Authorized Complement				4

**Description**

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

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	4,053,937	3,813,273	4,006,121	0
Materials & Supplies	1,278,867	1,540,006	1,540,656	0
Capital Outlay	0	24,930	24,930	0
Total Expenditures	5,332,804	5,378,209	5,571,707	0
Program Revenue	(126,457)	(112,572)	(122,047)	0
Net Expenditures	5,206,347	5,265,637	5,449,660	0
<i>Funded Staffing Level</i>				0.00

***Service area moved to General Services Division in FY2013.***

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	2,025,856	1,824,933	1,849,309	1,835,201
Materials & Supplies	1,308,162	1,323,492	1,296,085	1,390,462
Total Expenditures	3,334,018	3,148,425	3,145,394	3,225,663
Program Revenue	(327,001)	(418,600)	(418,600)	(418,600)
Net Expenditures	3,007,017	2,729,825	2,726,794	2,807,063
<i>Funded Staffing Level</i>				27.00
Authorized Complement				32

**Legal level consolidation of Museums, *Historic Homes* and *Nature Center*.**

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	26,258	0	13,311	0
Materials & Supplies	2,268,288	1,755,873	1,814,314	2,522,744
Capital Outlay	42,759	35,000	35,000	0
Net Expenditures	2,337,305	1,790,873	1,862,625	2,522,744
<i>Funded Staffing Level</i>				0.00



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Materials & Supplies	646,800	614,460	614,460	571,448
Net Expenditures	646,800	614,460	614,460	571,448
<i>Funded Staffing Level</i>				0.00

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	275,791	205,652	209,402	211,462
Materials & Supplies	419,258	315,406	315,407	278,463
Net Expenditures	695,049	521,058	524,809	489,925
<i>Funded Staffing Level</i>				5.00
Authorized Complement				6

**Description**

*Fairgrounds and Stadium facilitates sports and entertainment events and merchandise promotion for citizens of Memphis and the Mid-South.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	2,276	0	0	0
Materials & Supplies	2,224,137	1,529,752	1,886,532	1,696,447
Transfers out	352,556	352,556	352,226	352,556
Total Expenditures	2,578,969	1,882,308	2,238,758	2,049,003
Program Revenue	(1,580,272)	(1,579,758)	(1,579,758)	(1,579,758)
Net Expenditures	998,697	302,550	659,000	469,245
<i>Funded Staffing Level</i>				0.00

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	6,334,023	6,016,113	5,756,509	5,675,760
Materials & Supplies	2,659,780	2,328,512	2,632,023	2,689,905
Total Expenditures	8,993,803	8,344,625	8,388,532	8,365,665
Program Revenue	(1,119,946)	(1,157,485)	(1,147,700)	(1,147,700)
Net Expenditures	7,873,857	7,187,140	7,240,832	7,217,965
<i>Funded Staffing Level</i>				84.00
Authorized Complement				102

**Legal level consolidation of Senior Centers, Skinner Center, Athletics, Tennis, Recreation Operations, Summer Programs, Community Centers and Aquatics.**



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	2,229,971	2,059,730	2,192,722	1,840,311
Materials & Supplies	1,921,931	2,199,587	2,090,011	1,859,291
Inventory	9,791	75,300	32,843	38,350
Total Expenditures	4,161,693	4,334,617	4,315,576	3,737,952
Program Revenue	(2,946,582)	(3,523,715)	(2,936,398)	(3,059,501)
Net Expenditures	1,215,111	810,902	1,379,178	678,451
<i>Funded Staffing Level</i>				14.00
Authorized Complement				23

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	0	0	0	454,522
Materials & Supplies	0	0	0	265,541
Grants & subsidies	0	0	0	669,218
Total Expenditures	0	0	0	1,389,281
Program Revenue	0	0	0	(50,000)
Net Expenditures	0	0	0	1,339,281
<i>Funded Staffing Level</i>				7.00
Authorized Complement				10

**This is part of the Structural Changes for FY2013 budget.  
 Legal level consolidation of Second Chance, Community Affairs, and Music Commission.**

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	0	0	0	2,476,427
Materials & Supplies	0	0	0	620,655
Total Expenditures	0	0	0	3,097,082
Program Revenue	0	0	0	(562,715)
Net Expenditures	0	0	0	2,534,367
<i>Funded Staffing Level</i>				45.00
Authorized Complement				51

**This is part of the Structural Changes for FY2013 budget.**

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	0	0	0	11,692,602
Materials & Supplies	0	0	0	4,694,705
Total Expenditures	0	0	0	16,387,307
Program Revenue	0	0	0	(1,925,000)
Net Expenditures	0	0	0	14,462,307
<i>Funded Staffing Level</i>				263.00
Authorized Complement				265



# PARKS & NEIGHBORHOODS

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		MGR COLLECTIONS	1
ASST ADMINISTRATIVE	2	MGR EDUCATION	1
CLERK GENERAL B	1	MGR EXHIBITS GRAPHICS	1
DIRECTOR PARK SVCS	1	MGR SCHOOL TEACHER SVCS	1
DIRECTOR PARKS OPERATIONS DEPUTY	1	RECEPTIONIST	1
DIRECTOR PUBLIC SVCS	1	REGISTRAR MUSEUM	1
DIRECTOR PUBLIC SVCS DEPUTY	1	SPEC EXHIBIT MEDIA	1
RECEPTIONIST ASST	1	SUPER BOX OFFICE	1
SECRETARY A	2	SUPER EXHIBIT GRAPHIC SVCS	1
<b>Total Administration</b>	<b>10</b>	SUPER PLANETARIUM	1
		<b>Total Libraries</b>	<b>23</b>
<u>Business Affairs</u>		<u>Historic Homes</u>	
COORD ADMIN BUDGET	1	FOREMAN PARKS	1
MGR ADMIN SVCS PARKS	1	MGR HISTORIC PROPERTIES	1
MGR FINANCE LIBRARY	1	<b>Total Historic Homes</b>	<b>2</b>
SUPER HR PARKS	1		
SUPER PAYROLL ACCOUNTING	1	<u>Nature Center</u>	
<b>Total Business Affairs</b>	<b>5</b>	CURATOR BACKYARD WILDLIFE CTR	1
		FOREMAN GROUNDS MNT	1
<u>Public Relations</u>		MGR LICHTERMAN NATURE CTR	1
MGR COMMUNITY AFFAIRS	1	RECEPTIONIST	1
MGR PUBLIC AFFAIRS	1	SUPER GUEST RETAIL SVCS	1
<b>Total Public Relations</b>	<b>2</b>	SUPER OPERATIONS LNC	1
		TEACHER NATURALIST CF	1
<u>Planning &amp; Development</u>		<b>Total Nature Center</b>	<b>7</b>
ADMR PLANNING DEV	1	<u>Botanic Gardens</u>	
ARCHITECT LANDSCAPE	1	BOTANISH BOTANICAL CTR	1
CLERK GENERAL A	2	CREWCHIEF	1
<b>Total Planning &amp; Development</b>	<b>4</b>	CREWPERSON	2
		RECEPTIONIST	1
<u>Museum</u>		SUPER BOTANICAL GRDNS	1
ADMR PROGRAMS	1	<b>Total Botanic Gardens</b>	<b>6</b>
CLERK ACCOUNTING	1	<u>Senior Centers</u>	
CLERK PAYROLL A	1	COOK	3
CONSERVATOR	1	CUSTODIAN	4
COORD EXHIBITS GRAPHIC SVCS	1	DIRECTOR COMMUNITY CTR	6
COORD FACILITIES	1	DIRECTOR COMMUNITY CTR ASST	3
CREWPERSON	4	<b>Total Senior Centers</b>	<b>16</b>
DIRECTOR MUSEUM	1		
FOREMAN GROUNDS MNT	1		
MGR BUSINESS AFFAIRS	1		



**PARKS & NEIGHBORHOODS**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Skinner Center</u>		<u>Second Chance</u>	
CUSTODIAN	1	CLERK GENERAL A	1
DIRECTOR COMMUNITY CTR	1	COORD WORKFORCE DEV	1
SPEC ATHLETIC	1	DIRECTOR EXECUTIVE	1
<b>Total Skinner Center</b>	<b>3</b>	SPEC WORKFORCE DEV	1
		<b>Total Second Chance</b>	<b>4</b>
<u>Athletics</u>		<u>Community Affairs</u>	
MGR ATHLETICS	1	MGR MULTICULTURAL AFF	1
SPEC ATHLETIC	2	MGR NEIGHBORHOOD REL	1
<b>Total Athletics</b>	<b>3</b>	SECRETARY B	1
		SPEC NEIGHBORHOOD OUTREACH	1
<u>Recreation Operations</u>		<b>Total Community Affairs</b>	<b>4</b>
CLERK ACCOUNTING B	1	<u>Music Commission</u>	
DIRECTOR PARK RECREATION DEPUTY	1	DIRECTOR EXEC MUSIC COMMISSIONER	1
SECRETARY A	1	SPEC MUSIC COMMISSION	1
SPEC RECREATION ADMINISTRATIVE	1	<b>Total Music Commission</b>	<b>2</b>
<b>Total Recreation Operations</b>	<b>4</b>	<u>Animal Shelter</u>	
<u>Community Centers</u>		ADMR ANIMAL SHELTER	1
ADMR RECREATION SVCS	1	CLERK GENERAL B	5
CUSTODIAN	25	DIRECTOR VETERINARY MEDICAL	1
DIRECTOR COMMUNITY CTR	24	MGR OPERATIONS ANIMAL SVCS	1
DIRECTOR COMMUNITY CTR ASST	19	OFFICER ANIMAL SERVICES	20
MGR RECREATION PROG	3	OFFICER ANIMAL SERVICES SR	1
SECRETARY B	2	SECRETARY B	1
<b>Total Community Centers</b>	<b>74</b>	SUPER ADMINISTRATIVE AS	1
<u>Aquatics</u>		SUPER FIELD AS	1
MGR AQUATIC	1	SUPER SHELTER	1
SUPER AQUATIC	1	TECH ANIMAL CARE	16
<b>Total Aquatics</b>	<b>2</b>	TECH ANIMAL CARE SR	1
<u>Golf</u>		VETERINARIAN ANIMAL SHELTER	1
ADMR GOLF ENTERPRISE	1	<b>Total Animal Shelter</b>	<b>51</b>
FOREMAN GOLF COURSE MNT	6		
MGR FACILITY GOLF I	3		
MGR FACILITY GOLF II	5		
SECRETARY B	1		
SUPER GOLF	4		
TRIMMER TREE	3		
<b>Total Golf</b>	<b>23</b>		



**PARKS & NEIGHBORHOODS**

**AUTHORIZED COMPLEMENT**

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<i>Libraries</i>		MGR ACQUISITIONS	1
ADMR LIBRARY SUPPORT SVCS	1	MGR BROADCAST	1
ANALYST BUYER	1	MGR CATALOGUING	1
ANALYST PERSONNEL LIBRARY	1	MGR CIRC SVCS	1
ARTIST LIBRARY GRAPHICS	1	MGR COLLECTION DEV	1
ASST LIBRARY CATALOGUING	2	MGR DELIVERY & DIST	1
ASST LIBRARY CUSTOMER SVC	32	MGR DIGITAL PROJECTS	1
ASST LIBRARY IR	5	MGR FACILITIES	1
ASST STAFF LIBRARY	3	MGR IT SUPPORT	1
CLERK ACCOUNTS PAY A	1	MGR LIBRARY AGENCY I	5
CLERK ACQUISITION SR	3	MGR LIBRARY AGENCY II	3
CLERK DELIVERY & DIST	17	MGR LIBRARY AGENCY III	7
CLERK ITEM CONTROL	5	MGR LIBRARY AGENCY IV	5
CLERK ITEM CONTROL SR	1	MGR LIBRARY MATERIAL SVC	1
CLERK LIBRARY DELIVERY	5	MGR PUBLIC SVCS CENTRAL	1
CLERK LIBRARY DEPT	3	MGR REGIONAL LIBRARY	2
CLERK SERIALS	1	MGR STAFF DEVELOPMENT	1
CLERK SERIALS SR	1	PROCESSOR LIBRARY MATERIAL	5
CLERK SORTING ROOM	1	PRODUCER EDITING GRAPHICS	1
CLERK STANDING ORDER	1	REP CIRCULATION	38
COORD BROADCAST ENG	1	REP CIRCULATION SR	10
COORD BROADCAST PROGRAM	1	SECRETARY A	1
COORD HR LIBRARY	1	SPEC BENEFITS	1
COORD INTEGRATED LIBRARY SYS	1	SPEC CIRC SVC SUPPORT	1
COORD LIBRARY ADULT SVCS	1	SPEC DEVELOPMENT I	1
COORD LIBRARY YOUTH SVCS	1	SPEC HRIS	1
COORD SECURITY	1	SUPER CIRC ILL II	2
COORD VOLUNTEER	1	SUPER CIRCULATION I	4
DIRECTOR COMM OUTREACH-SPEC PROJ ASST	1	SUPER CIRCULATION II	7
DIRECTOR LIBRARY COMMUNICATION ASST	1	SUPER PAGE OPERATIONS	2
DIRECTOR LIBRARY	1	SUPER PUBLIC RELATIONS	1
DIRECTOR LIBRARY DEPUTY	1	SUPER PUBLIC SVCS	6
HELPER BUILDING MNT	1	TECH BROADCAST PRODUCTION	2
KEEPER LIBRARY STOREROOM	1	TECH COPIER	1
LIBRARIAN I	28	TECH LIBRARY BUILDING MNT	3
LIBRARIAN II	3	TECH LIBRARY	2
LIBRARIAN COLLECTION DEV	2		
LIBRARIAN COMPUTER RESOURCES	1	<b>Total Libraries</b>	<b>265</b>
LIBRARIAN CUSTOMER SVC	9		
		<b><u>TOTAL PARKS &amp; NEIGHBORHOODS</u></b>	<b><u>510</u></b>





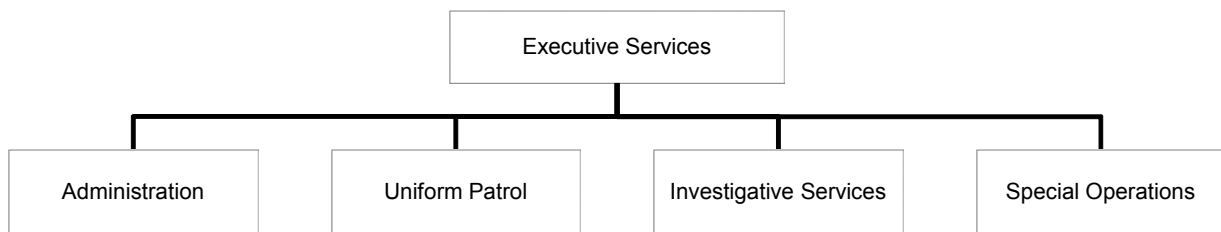
## ■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	205,870,294	201,821,345	204,780,526	208,608,582
Materials & Supplies	18,880,803	20,934,563	20,771,107	24,945,326
Capital Outlay	0	67,875	129,850	0
Grants & subsidies	69	0	0	0
Transfers out	2,707,825	3,375,217	3,375,217	3,762,824
Total Expenditures	227,458,991	226,199,000	229,056,700	237,316,732
Program Revenue	(1,471,838)	(4,641,694)	(3,174,971)	(4,707,237)
Net Expenditures	225,987,153	221,557,306	225,881,729	232,609,495
<i>Funded Staffing Level</i>				2,994.00
Authorized Complement				3,032

## 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.

## 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.

## FY 2012 BUDGET HIGHLIGHTS

- Open a new precinct Crump Station at 949 E. H. Crump (formerly 1925 Union Ave.)
- Move the Domestic Violence Unit from 201 Poplar Avenue to the Family Safety Center at 1750 Madison.
- Increase communication through newsletters issued by the Memphis Police Department, City of Memphis, and the Memphis Police Association.
- Maintain the authorized complement of 2480 commissioned officers through additional recruit classes.
- Upgrade the Computer Aided Dispatch system in Communications linking it to our Report Management System and to provide GPS tracking ability.
- Make inoculations available to all officers to ensure compliance with federal and state requirements.

## FY 2012 PERFORMANCE HIGHLIGHTS

- Graduated two (2) Memphis Police recruit classes and one Lateral recruit classes, totaling 52 Memphis Police Officers.
- Homicide Investigators were able to clear one hundred and twenty-six (126) homicides, bringing the clearance rate to 86%, placing the bureau's clearance rate well above the national average (calendar year 2011). Based on the latest figures of the FBI's 2010 Uniform Crime Report/National Incident Based Reporting, the national clearance rate for homicide is 64.8%. Seventy-seven (77%) of homicides have been cleared thus far in FY 2012.
- 58.3% of non-domestic aggravated assault cases were cleared in FY 2011, representing a 1.5% increase in the clearance rate compared to the previous year. Nationally, 56.4% of aggravated assaults were cleared.
- Memphis Police Department's Robbery Bureau utilized current personnel to create a team charged with conducting surveillance, retrieving evidence, and arresting wanted parties during peak seasons resulting in 33.1% of robberies of individuals being cleared in 2011 compared to a national average of 28.2%.
- Memphis Police Department's Burglary Bureau cleared 14.63% of cases assigned, up 2.1% from the previous year and despite a 57.2% increase in scrap metal thefts handled by this bureau.
- The Organized Crime Gang Unit actively spoke to school and church groups to empower citizens with knowledge on gang activities and to obtain feedback from the community.
- Memphis Police Department partnered with Shelby County Pre-Trial Services and the General Sessions and Criminal Court judges in distributing over 1,000 GPS tracking bracelets to felony defendants as a condition of bail agreements. Currently, over 300 Shelby County defendants have been issued tracking bracelets, which are still active. Juvenile Court currently has 30 MPD GPS tracking bracelet issued to juvenile offenders. Crittenden County Sheriff's Department and Desoto County Sheriff's Department have been issued 100 MPD tracking bracelets each and are in the implementation stages.
- Real Time Crime Center trained the Atoka Police Department on utilizing Visions Record Management System and conducted multiple classes on License Plate Recognition.



- Re-implemented community outreach program effected (Crime Prevention) in May of 2011 to create, organize, coordinate and manage all community-oriented and community outreach initiatives affiliated with the Memphis Police Department.

## **FY 2013 STRATEGIC GOALS**

- Develop positive alternatives and solutions to improve the quality of life for all Citizens of Memphis.
- Enhanced interaction and involvement with the citizens through the Community Outreach Program resulting in the reclaiming of neighborhoods to produce safer and more vibrant neighborhoods.
- Increase utilization of current conveyance vehicle seizure laws to combat all theft crimes, particularly scrap-metal thefts.
- Continue to push gun seizures and work on Youth Crime Initiative in regards to gun and youth offenses.
- Ensure Department wide Blue Crush™ initiative reaches all communities.
- Encourage proactive law enforcement by educating the public on the best and safest practices and crime prevention techniques through awareness programs and speaking invitations to neighborhood and business meetings, with a special focus aimed at making an investment in our young people.

## FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
140100	Provide Executive Level Training for MPD Command Staff, Colonels, and Lt Colonels in first quarter. Provide additional training quarterly during TRAC meetings	1,4	Class roster of members of the Command Staff, Colonels, and Lt Colonels trained.	98%
140300	Reduce property crimes by 3% from current 100 per day to 97 per day by 6-30-2013.	1	Property crime rate report	75%
	Add five new neighborhood watch groups by 6-30-2013.	1	Roster of neighborhood watch groups	95%
140400	Train 50 sergeants in advanced interview and interrogation techniques by 6-30-2013.	1, 4	List of new investigators trained in advanced interview and interrogation techniques.	100%
140500	Increase the number school lecture on impaired driving by 5 by 6/30/13.	1, 3	List of school lectures	100%



## ■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Fines & Forfeitures	(23,548)	(65,000)	(23,880)	(65,000)
Seizures	0	0	(19,042)	0
DUI BAC Fees	(4,972)	(4,500)	(2,900)	(4,500)
Sex Offender Registry Fees	(80,700)	(49,000)	(55,000)	(49,000)
Wrecker & Storage Charges	0	(1,028,920)	(775,000)	(1,028,920)
Sale Of Reports	(314,393)	(259,060)	(259,060)	(259,060)
Police Special Events	(541,160)	(750,000)	(641,247)	(750,000)
Tow Fees	0	(1,099,214)	(1,099,214)	(1,099,214)
Officers in the Schools	0	(100,000)	0	(100,000)
Credit Card Fees	(1,052)	0	2,103	0
Federal Grants - Others	(101,979)	(117,197)	(117,197)	(117,197)
Local Shared Revenue	0	(893,000)	(1,495)	(893,000)
City Property Damage Reim	(169,994)	0	0	0
Insurance Refund	0	0	(90,000)	0
Miscellaneous Revenue	(234,040)	(341,346)	(93,148)	(341,346)
<b>Total Charges for Services</b>	<b>(1,471,838)</b>	<b>(4,707,237)</b>	<b>(3,175,080)</b>	<b>(4,707,237)</b>

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	31,997,519	29,520,890	30,744,652	28,419,907
Materials & Supplies	1,740,363	1,762,557	1,759,686	2,969,934
Capital Outlay	0	15,000	15,000	0
Total Expenditures	33,737,882	31,298,447	32,519,338	31,389,841
Program Revenue	(218,410)	(280,000)	(168,305)	(235,483)
Net Expenditures	33,519,472	31,018,447	32,351,033	31,154,358
<i>Funded Staffing Level</i>				410.00
Authorized Complement				429

**Legal level consolidation of Administration, Crime Prevention, Vice & Narcotics, Inspectional Services, Training Academy and Research & Development.**

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	16,736,232	16,912,407	17,534,277	17,939,234
Materials & Supplies	5,548,655	7,082,033	7,144,424	7,939,789
Capital Outlay	0	25,000	25,000	0
Transfers out	2,707,825	3,375,217	3,375,217	3,762,824
Total Expenditures	24,992,712	27,394,657	28,078,918	29,641,847
Program Revenue	(437,797)	(259,060)	(301,019)	(1,411,120)
Net Expenditures	24,554,915	27,135,597	27,777,899	28,230,727
<i>Funded Staffing Level</i>				305.00
Authorized Complement				306

**Legal level consolidation of *Support Services, Communication Services, Financial Services, Personnel Services, Information Technology, Property & Evidence, Radio Maintenance and Real Time Crime Center.***

**Description**

*To provide professional, efficient police service, improve public safety, enhance quality of life, and strengthen partnerships within the community.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	111,653,106	106,845,206	107,639,298	110,186,459
Materials & Supplies	9,500,088	8,228,304	8,272,597	8,829,468
Capital Outlay	0	7,500	7,500	0
Grants & subsidies	69	0	0	0
Total Expenditures	121,153,263	115,081,010	115,919,395	119,015,927
Program Revenue	(718,291)	(850,000)	(595,095)	(750,000)
Net Expenditures	120,434,972	114,231,010	115,324,300	118,265,927
<i>Funded Staffing Level</i>				1,591.00
Authorized Complement				1,607

**Description**

*To provide 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 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	26,156,999	26,322,332	26,934,864	26,374,010
Materials & Supplies	547,247	2,251,395	2,061,046	2,456,982
Capital Outlay	0	20,375	2,375	0
Total Expenditures	26,704,246	28,594,102	28,998,285	28,830,992
Program Revenue	(92,329)	(2,177,134)	(2,016,750)	(2,202,134)
Net Expenditures	26,611,917	26,416,968	26,981,535	26,628,858
<i>Funded Staffing Level</i>				332.00
Authorized Complement				332

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	19,326,438	22,220,510	21,927,435	25,688,972
Materials & Supplies	1,544,450	1,610,274	1,533,354	2,749,153
Capital Outlay	0	0	79,975	0
Total Expenditures	20,870,888	23,830,784	23,540,764	28,438,125
Program Revenue	(5,011)	(1,075,500)	(93,802)	(108,500)
Net Expenditures	20,865,877	22,755,284	23,446,962	28,329,625
<i>Funded Staffing Level</i>				307.00
Authorized Complement				325

Legal level consolidation of *Special Operations, Traffic Bureau* and *Crime Prevention*.

**POLICE SERVICES**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		COORD TRAINING PSYCH	1
ASST ADMINISTRATIVE	1	GUNSMITH FIREARMS INST	1
CHIEF POLIC SVCS DEPUTY	5	LIEUTENANT POLICE	8
CLERK GENERAL A	2	OFFICER POLICE II	27
COLONEL LIEUTENANT	2	OFFICER POLICE LEP II	1
DIRECTOR POLICE SVCS	1	RECRUIT POLICE	73
DIRECTOR POLICE SVCS DEPUTY	1	SECRETARY B	1
LIEUTENANT POLICE	8	SERGEANT	5
MAJOR	1	<b>Total Training Academy</b>	<b>123</b>
MGR REAL TIME CRIME CTR SYSTEM	1	<u>Research &amp; Development</u>	
NURSE OCCUPATIONAL HEALTH	1	LIEUTENANT POLICE	3
OFFICER POLICE II	39	MGR GRANTS POLICE	1
SECRETARY A	6	OFFICER POLICE II	6
SECRETARY B	1	SERGEANT	2
SERGEANT	17	SPEC GRANT ADMIN	2
<b>Total Administration</b>	<b>86</b>	<b>Total Research &amp; Development</b>	<b>14</b>
<u>Vice &amp; Narcotics</u>		<u>Support Services</u>	
ANALYST CRIME	1	CLERK GENERAL A	1
CLERK GENERAL A	3	MESSENGER	1
COLONEL LIEUTENANT	2	PRINTER SR	1
COLONEL POLICE	1	SUPER FLEET MAINT	1
LIEUTENANT POLICE	18	SUPER MATERIAL PUB	1
OFFICER POLICE II	126	<b>Total Support Services</b>	<b>5</b>
SECRETARY B	1	<u>Communication Services</u>	
SERGEANT	21	ARTIST COMPOSITE	1
<b>Total Vice &amp; Narcotics</b>	<b>173</b>	CLERK GENERAL A	1
<u>Inspectional Services</u>		CLERK GENERAL B	12
COLONEL LIEUTENANT	2	DISPATCHER POLICE RADIO	145
LIEUTENANT POLICE	2	MGR COMMUNICATIONS POLICE	1
OFFICER POLICE II	13	SUPER CENTRAL RECORDS	1
SECRETARY C	1	SUPER PHOTO GRAPHIC ARTS	1
SERGEANT	12	SUPER RADIO DISPATCH	17
TRANSCRIPTIONIST	3	TECH PHOTO LAB	2
<b>Total Inspectional Services</b>	<b>33</b>	<b>Total Communication Services</b>	<b>181</b>
<u>Training Academy</u>		<u>Financial Services</u>	
ANALYST POLICE EMPLOYMENT	1	ADMN POLICE FINANCE	1
CLERK GENERAL A	2	ANALYST ACCOUNTING	1
CLERK INVENT CONTROL	1	ANALYST FINANCIAL POLICE SR	1
COLONEL LIEUTENANT	2		



**POLICE SERVICES**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
SPEC POLICE PAYROLL	8		
SUPER POLICE PAYROLL	1		
<b>Total Financial Services</b>	<b>12</b>		
<u>Personnel Services</u>			
ANALYST PERSONNEL POLICE	1		
ANALYST PERSONNEL POLICE SR	1		
CLERK GENERAL A	2		
CLERK GENERAL B	1		
SPEC PERSONNEL PAYROLL	1		
SUPER POLICE PERSONNEL	1		
<b>Total Personnel Services</b>	<b>7</b>		
<u>Information Technology</u>			
ADMR DATABASE POLICE	1		
ANALYST SYSTEM SOFTWARE LD	2		
CLERK GENERAL A	1		
LIEUTENANT POLICE	1		
MAJOR	1		
OFFICER POLICE II	6		
PROGRAMMER SYSTEM SR	1		
SERGEANT	3		
<b>Total Information Technology</b>	<b>16</b>		
<u>Property &amp; Evidence</u>			
ATTENDANT PROPERTY ROOM	18		
LIEUTENANT POLICE	5		
MAJOR	1		
SUPER PROPERTY EVID SHIFT	8		
<b>Total Property &amp; Evidence</b>	<b>32</b>		
<u>Real Time Crime Center</u>			
ANALYST CRIME	5		
ANALYST CRIME SR	4		
ANALYST PROGRAMMER	1		
LIEUTENANT POLICE	6		
MGR CRIME ANALYSIS	1		
OFFICER POLICE II	18		
<b>Total Real Time Crime Center</b>	<b>35</b>		
		<u>Precincts</u>	
		ANALYST CRIME	1
		CLERK GENERAL A	16
		CLERK GENERAL B	7
		CLERK INVENT CONTROL	14
		COLONEL LIEUTENANT	10
		COLONEL POLICE	8
		LIEUTENANT POLICE	134
		MAJOR	29
		OFFICER POLICE II	1217
		OFFICER POLICE II PROB	141
		OFFICER POLICE LEP	1
		OFFICER POLICE LEP II	11
		SECRETARY B	9
		SERGEANT	1
		SUPER ARREST DATA ENTRY	1
		SUPER CLERICAL OPER	6
		TECH PARKING ENFORCEMENT	1
		<b>Total Precincts</b>	<b>1607</b>
		<u>Impound Lot</u>	
		CLERK GENERAL B	2
		MGR FLEET SVCS	1
		MGR VEHICLE SUPPORT SVC	1
		REP VEHICLE STORAGE SVC	23
		SUPER SHIFT AUCTION LEAD	2
		SUPER VEHICLE STORAGE SVC	4
		<b>Total Impound Lot</b>	<b>33</b>
		<u>Investigative Services</u>	
		CLERK GENERAL A	8
		COLONEL POLICE	1
		COUNSELOR FAMILY TROUBLE CTR	2
		CRIMINALIST	1
		EXAMINER LATENT PRINT	5
		LIEUTENANT POLICE	35
		MAJOR	5
		OFFICER POLICE II	31
		SECRETARY B	2
		SERGEANT	235





**POLICE SERVICES**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions	
SPEC INVESTIGATIVE PROC A	1	<i>Crime Prevention</i>		
SPEC INVESTIGATIVE PROC B	1		LIEUTENANT POLICE	12
TRANSCRIPTIONIST	5		MAJOR	1
<b>Total Investigative Services</b>	<b>332</b>		OFFICER POLICE II	83
			SERGEANT	5
<i>Radio Maintenance</i>		<b>Total Crime Prevention</b>	<b>101</b>	
CLERK GENERAL B	1			
INSTALLER COMM SAFETY EQUIP	4	<b>TOTAL POLICE SERVICES</b>	<b>3032</b>	
MGR RADIO MAINT	1			
SPEC PROCUREMENT	1			
SUPER RADIO MAINT	3			
TECH POLICE RADIO	7			
TECH POLICE RADIO LO	1			
<b>Total Radio Maintenance</b>	<b>18</b>			
<i>Special Operations</i>				
CLERK GENERAL A	2			
LIEUTENANT POLICE	10			
LIEUTENANT POLICE TACT	2			
MAJOR	2			
MAJOR TACT	1			
MECH HELICOPTER LEAD	1			
OFFICER POLICE II	67			
OFFICER POLICE II PROB	1			
OFFICER POLICE TACT	15			
PILOT HELICOPTER	3			
SECRETARY B	1			
SERGEANT	12			
SUPER AVIATION SHOP	1			
<b>Total Special Operations</b>	<b>118</b>			
<i>Traffic Bureau</i>				
CLERK GENERAL A	2			
COLONEL LIEUTENANT	1			
COLONEL POLICE	1			
LIEUTENANT POLICE	16			
MAJOR	3			
OFFICER POLICE II	40			
SERGEANT	43			
<b>Total Traffic Bureau</b>	<b>106</b>			





**■ Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	16,919,809	17,371,567	15,666,527	0
Materials & Supplies	5,722,651	5,810,362	3,926,119	0
Capital Outlay	0	3,000	3,000	0
Grants & subsidies	10,000	1,139,726	321,005	0
Total Expenditures	22,652,460	24,324,655	19,916,651	0
Program Revenue	(3,385,857)	(3,723,438)	(3,807,218)	0
Net Expenditures	19,266,603	20,601,217	16,109,433	0
<i>Funded Staffing Level</i>				0.00

***This division contains “Structural Changes” which decreased operating cost when compared to prior years’s operations. The services previously provided by this division are now being delivered primarily by Park & Neighborhoods and General Services divisions.***

**■ charges for services**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Dog License	(316,780)	(274,965)	(274,965)	0
County Dog License Fee	(118,764)	(83,568)	(83,568)	0
Library Fines & Fees	(673,249)	(700,000)	(700,000)	0
Misc Inspection Fees	(807)	0	0	0
Weights/Measures Fees	(144,241)	(540,000)	(540,000)	0
Fleet/Mobile Fees	(159,843)	(170,723)	(170,723)	0
Shelter Fees	(142,177)	(181,239)	(181,239)	0
Animal Vaccination	(16,761)	(18,234)	(18,234)	0
Federal Grants - Others	(11,000)	0	0	0
Local Shared Revenue	(634,334)	(654,709)	(654,709)	0
City of Bartlett	(992,334)	(1,034,000)	(1,034,000)	0
Miscellaneous Income	(96,819)	(50,000)	(50,000)	0
Donated Revenue	(4,555)	0	0	0
Grant Revenue - Library	(74,193)	(16,000)	(68,530)	0
Misc. Library Revenue	0	0	(31,250)	0
<b>Total Charges for Services</b>	<b>(3,385,857)</b>	<b>(3,723,438)</b>	<b>(3,807,218)</b>	<b>0</b>

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	376,417	412,591	444,253	0
Materials & Supplies	31,729	132,643	132,590	0
Net Expenditures	408,146	545,234	576,843	0
<i>Funded Staffing Level</i>				0.00

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	489,190	630,646	709,779	0
Materials & Supplies	45,654	103,271	104,083	0
Grants & subsidies	0	1,139,726	321,005	0
Net Expenditures	534,844	1,873,643	1,134,867	0
<i>Funded Staffing Level</i>				0.00

**Legal level consolidation of *Special Services, Multi-Cultural Affairs, Second Chance and Civilian Law Enforcement Board.***

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	2,052,430	2,428,550	2,343,022	0
Materials & Supplies	427,481	519,451	415,266	0
Capital Outlay	0	3,000	3,000	0
Total Expenditures	2,479,911	2,951,001	2,761,288	0
Program Revenue	(613,371)	(562,715)	(562,715)	0
Net Expenditures	1,866,540	2,388,286	2,198,573	0
<i>Funded Staffing Level</i>				0.00

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Materials & Supplies	(637)	0	0	0
Net Expenditures	(637)	0	0	0
<i>Funded Staffing Level</i>				0.00





**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	2,078,354	2,187,999	1,492,426	0
Materials & Supplies	235,737	303,888	302,190	0
Total Expenditures	2,314,091	2,491,887	1,794,616	0
Program Revenue	(304,891)	(710,723)	(710,723)	0
Net Expenditures	2,009,200	1,781,164	1,083,893	0
<i>Funded Staffing Level</i>				0.00

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	144,396	161,795	161,892	0
Materials & Supplies	50,794	48,700	48,712	0
Grants & subsidies	10,000	0	0	0
Total Expenditures	205,190	210,495	210,604	0
Program Revenue	(60,000)	(50,000)	(50,000)	0
Net Expenditures	145,190	160,495	160,604	0
<i>Funded Staffing Level</i>				0.00



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	11,778,995	11,549,986	10,515,155	0
Materials & Supplies	4,931,893	4,702,409	2,923,278	0
Total Expenditures	16,710,888	16,252,395	13,438,433	0
Program Revenue	(2,407,595)	(2,400,000)	(2,483,780)	0
Net Expenditures	14,303,293	13,852,395	10,954,653	0
<i>Funded Staffing Level</i>				0.00

**PUBLIC SERVICES &  
NEIGHBORHOODS**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<p><b><u>TOTAL PUBLIC SERVICES &amp; NEIGHBORHOODS</u></b></p>	<p><b><u>0</u></b></p>		



# ■ Operating Budget

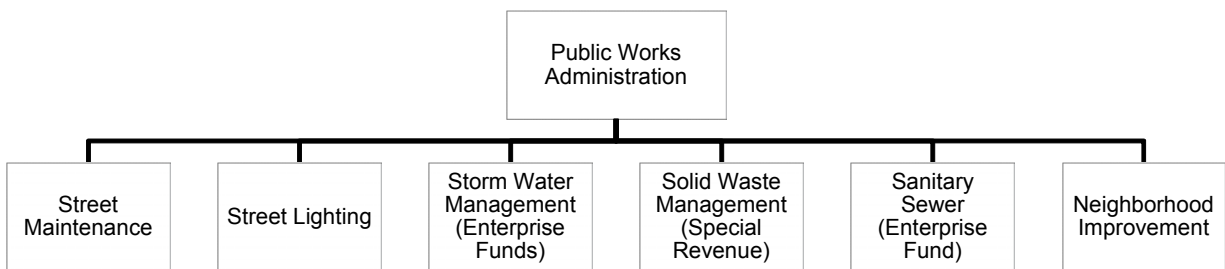
Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	5,219,373	4,465,034	4,137,025	8,634,757
Materials & Supplies	1,118,512	13,712,423	13,954,582	16,411,484
Capital Outlay	(17,261)	2,250	0	0
Total Expenditures	6,320,624	18,179,707	18,091,607	25,046,241
Program Revenue	(589,160)	(486,695)	(488,709)	(1,839,859)
Net Expenditures	5,731,464	17,693,012	17,602,898	23,206,382
<i>Funded Staffing Level</i>				200.00
Authorized Complement				227

***This division contains “Structural Changes” which increased operating cost when compared to prior year’s operation. Structural changes generally combine services previously carried out by another operating division. The increase cost of this division is offset by an equal reduction or the abolishment of the cost from the prior operating division. Public Works absorbed the majority of the services formerly provided by the Community Enhancement division which has been abolished for FY2013 budget.***

## 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.

## ISSUES & TRENDS

Public Works faces the challenge of providing environmental and transportation services to a constituency with constantly changing expectations. The Division must also be responsive to the increased regulatory demands enforced by OSHA and the EPA, as well as new technology to improve productivity and quality. The rising costs of essential supplies, such as fuel, asphalt cement, and electrical energy greatly impact the Division's ability to meet expense goals. The Division is also focused on improving the quality of life for all citizens through various anti-blight initiatives all of which are designed to educate the community in order to build partnerships that will create, improve, and promote the City's efforts to eradicate blight.

## FY2012 BUDGET HIGHLIGHTS

- Exceeded State of TN waste reduction goal at Class I landfills by 8%
- Ranked second lowest sewer rate in the 2011 Austin Water Utility Survey.
- Saved \$3.2 million in landfill fees through City's recycling and diversion programs
- City Beautiful returned \$16.96 worth of benefits to the community for every \$1.00 of local government support provided

## FY2012 PERFORMANCE HIGHLIGHTS

- Continued pothole hotline, providing same-day service for all complaints received before noon.
- Continued 24 hour Storm water Pollution Complaint Hotline.
- Continued "Bins on Wheels" program which enhances recycling capabilities for physically restricted citizens by offering wheel kits for curbside recycling bins.
- Provided oversight for two Superfund sites, assuring protection of human health and the environment.
- Implemented pay-as-you throw container lease program
- 104,453 tons of tree debris recycled into mulch, then sold.
- 23,131 tons of bagged leaves recycled into compost, then sold.
- Continued program of accepting hauled waste from outside the sewer service area as an additional revenue source.
- Continued student storm water education for middle and high school students.
- Investigated 288 storm water pollution discharge sites by the end of FY 2011.
- Continued implementation of Storm Water Enterprise program and user fees generating approximately 23 million dollars to address storm water related issues.
- Maintained automated message system in Sewer Billing Office to redirect Spanish speakers and others to proper service offices.
- Maxson Wastewater Treatment Plant continued to be a major contributor to TVA's "Green Power Program" through the sale of biogas to the TVA Allen Fossil Fuel Plant.
- T.E. Maxson plant was awarded the *Silver Award* from the National Association of Clean Water Agencies for outstanding regulatory compliance.
- Construction started to install cogeneration equipment at Stiles WWTP to process excess biogas produced at the plant to generate electricity and heat.
- Construction started for \$9 million Nonconannah Interceptor relocation project.

- Construction project for \$7.4 million started on Wolf River Interceptor Phase IV.
- Began construction of \$4.3 million fire bar screen structure at the T.E. Maxson Plant
- Initiated public education program focused on proper management of fats, oils, and grease to reduce sewer blockages.
- Completed Phase III of Storm Water GIS data migration project.
- Allocated \$5 million dollars in Stormwater funding for detention in Lick Creek.
- \$5 million dollars in drainage infrastructure rehabilitation.
- Achieved a Litter Index Rating of 2.02%
- Sent out 410 “Oop” letters to littering motorist reported on City Beautiful 52-clean Hot-line
- 38,737 Memphians volunteered and participated in various clean-ups, beautification projects
- Successfully managed and responded to a historic flooding event.
- Inspected and cleaned over 25,000 Stormwater inlets and catch basins.
- Inspected and cleaned over 100 miles of improved drainage channels.

## **FY2013 STRATEGIC GOALS**

- Effectively and efficiently manage all operations and programs
- Reduce landfill material by recycling and diversion
- Incorporate new technology whenever practical.
- Management and mitigation of flood prone areas
- Attract industry by maintaining the City’s competitive sewer fee structure
- Meet or exceed regulatory requirements
- Improve M/WBE participation
- Develop an Urban Garden Program
- Implement the “25-Square” Initiative
- Increase volunteer hours and volunteer clean-ups
- Increase the number of demolished units by at least 100%

FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
170201	Resurface 100 lane miles of streets as identified in the 5 year resurfacing program	1,4	Report on Number of lane miles resurfaced.	85%
	Improve the number of service requests completed within 30 days of notice, by 2% by 06-30-13 specifically minor street repairs.	1,4	Service requests completed.	85%
	Maintain proactive pothole repair program to decrease by 2% the average number of pothole complaints received annually by 06-30-13	1,4	Number of pothole complaints report.	85%
171700	Keep Weeds and grass on City private vacant property at a safe height(within 12" according to code) by mowing each property at least 4 times per growing season by 6-30-2013	1	Grass maintained at height within 12"	100%
	Change attitudes & engage citizens in activities, educational forums and create partnerships to beautify and cleanup communities through sustainable partnerships, workshops and community cleanups by 6-30-2013	1	150 community cleanups, 40 presentations/ workshops/meetings and 75 partnerships.	100%
	Investigating housing and vehicle complaints within three days after receiving them, being specific with findings/ reporting and in compliance within time given by command by 6-30-13	1	Complaints investigated within 72 hours	100%
	To increase usage of the Environmental Court system by 20% when 100% compliance is not reached through Housing Code Enforcement by 6-30-2013	1	Environmental Court Usage	95%
	Increase by 100% the demolishing of dilapidated housing units by 6-30-2013	1	Number of demolished units	100%



**FY 2013 Performance Measures and Metrics**

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
	Establish open community channels with community organizations and to disseminate information and receive input concerning ongoing projects in their areas by holding at least 40 meetings with neighborhood organizations by 6-30-2013	1	Meetings with neighborhood organizations	100%
	Increase utilization of neighborhood small business contractors for overgrowth mitigation by 75% by 6-30-2013	2,4	Number of MWBE contractors	100%
	Utilize GIS/GPS Enterprise applications to improve productivity, employee accountability, and enhance management of Code Inspectors, Grounds personnel and vendors by 6-30-2013	4	Number of housing and vehicle inspections/ compliance, overgrowth mitigation, and improved reporting.	100%

## ■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Special Assessment Tax	0	(398,000)	0	(398,000)
St TN Highway Maint Grant	(589,160)	(691,859)	(486,695)	(691,859)
St TN Interstate	0	(750,000)	0	(750,000)
Miscellaneous Revenue	0	0	(2,014)	0
Total Charges for Services	(589,160)	(1,839,859)	(488,709)	(1,839,859)

**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**

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	611,393	578,829	578,688	532,193
Materials & Supplies	44,087	227,810	227,631	690,582
Total Expenditures	655,480	806,639	806,319	1,222,775
Program Revenue	(589,160)	(486,695)	(486,695)	(691,859)
Net Expenditures	66,320	319,944	319,624	530,916
<i>Funded Staffing Level</i>				12.00
Authorized Complement				12



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	4,607,980	3,886,205	3,558,337	4,303,235
Materials & Supplies	(3,911,415)	1,289,613	1,531,991	1,823,762
Capital Outlay	(17,261)	2,250	0	0
Total Expenditures	679,304	5,178,068	5,090,328	6,126,997
Program Revenue	0	0	(2,014)	(750,000)
Net Expenditures	679,304	5,178,068	5,088,314	5,376,997
<i>Funded Staffing Level</i>				114.00
Authorized Complement				131

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Materials & Supplies	4,985,840	12,195,000	12,194,960	11,962,154
Net Expenditures	4,985,840	12,195,000	12,194,960	11,962,154
<i>Funded Staffing Level</i>				0.00



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	0	0	0	3,799,329
Materials & Supplies	0	0	0	1,934,986
Total Expenditures	0	0	0	5,734,315
Program Revenue	0	0	0	(398,000)
Net Expenditures	0	0	0	5,336,315
<i>Funded Staffing Level</i>				74.00
Authorized Complement				84

**Legal level consolidation of Neighborhood Improvement Administration, Code Enforcement, Grounds Services, and City Beautiful.**

**PUBLIC WORKS**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		SUPER STREET MAINT	1
ADMR FINANCE/PERSONNEL	1	SUPER ZONE HEAVY EQUIP	1
ANALYST PERSONNEL PW	1	<b>Total Street Maintenance</b>	<b>131</b>
ANALYST USER SUPPORT	1	<u>Neighborhood Improvement Administration</u>	
ASST ADMINISTRATIVE	1	ADMR NEIGHBORHOOD IMPROVE- MENT	1
CLERK ACCOUNTING A	1	ASST ADMINISTRATIVE	1
COORD QUALITY PROGRAM	1	COORD ADMIN BUDGET	1
COORD TITLE VI STREET LIGHT	1	DIRECTOR NEIGHBORHOOD IMPROVEMENT DEPUTY	1
DIRECTOR MAINTENANCE DEPUTY	1	FOREMAN GEN GROUNDS MNT	1
DIRECTOR PUBLIC WORKS	1	SUPER OFFICE CD	1
SPEC PERSONNEL PAYROLL	1	<b>Total</b>	<b>6</b>
SUPER BUDGET ACCT PW	1	<u>Code Enforcement</u>	
SUPER PAYROLL PERSONNEL	1	COORD CONDEMNATION INSPECT	1
<b>Total Administration</b>	<b>12</b>	COORD COURT HOUSING INSP	1
<u>Street Maintenance</u>		COORD HEARING	1
ADMR STREET MAINT	1	INSP CODE ENFORCEMENT	44
CLERK GENERAL A	1	INSP CODE ENFORCEMENT SR	6
CLERK INVENT CONTROL	1	MGR ZONE HOUSING IMPROVE	3
COORD ENG STREET MNT	1	OPER DATA ENTRY A	4
CREWPERSON	12	SPEC CONDEMNATION	1
CREWPERSON SEMISKILLED	26	SUPER DATA TRANSCRIBER	1
DISPATCHER	2	<b>Total</b>	<b>62</b>
FOREMAN GROUNDS MNT	2	<u>Ground Services</u>	
FOREMAN MNT PUB WKS	8	CLERK GENERAL B	1
FOREMAN POTHOLE CREW	4	CREWCHIEF	2
HELPER MECH HEAVY EQUIP	1	CREWPERSON	2
MECH HEAVY EQUIP	1	FOREMAN GROUNDS MNT	2
MECH MNT	1	INSP WEED	2
MGR STREET MAINT	2	SUPER BUSINESS AFFAIRS	1
OPER ASPHALT PLANT	2	SUPER HORTICULTURE	1
OPER EQUIPMENT	28	SUPER ZONE SWEEPER OPER	1
OPER HEAVY EQUIP	15	<b>Total</b>	<b>12</b>
OPER SPECIAL EQUIP	8		
SCREWMAN ASPHALT LUTE	6		
SECRETARY A	1		
SERVICEMAN VEHICLE	2		
SUPER ASPHALT PLANT	1		
SUPER RECORDS INVENTORY	1		
SUPER SHIFT PUB WKS	2		



**PUBLIC WORKS**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>City Beautiful</i>			
COORD EDUCATION	1		
COORD PROGRAM CB	1		
MGR CITY BEAUTIFUL	1		
SPEC TECH SUPPORT CB	1		
	<b>Total</b>		<b>4</b>
	<b><u>TOTAL PUBLIC WORKS</u></b>		<b><u>227</u></b>





**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.

## SEWER FUND

## SUMMARY

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b>Revenues</b>				
Sewer Fees	98,311,7234	100,918,000	101,000,000	101,000,000
Sewer Connections	110,659	300,000	150,000	150,000
Special Sewer Connections	29,116	100,000	100,000	100,000
Rents	0	32,000	32,000	32,000
Subdivision Development Fees	106,638	500,000	550,000	550,000
Other Revenue/Prior Yr Expense Recovery	2,730,502	150,000	150,000	150,000
Total Charges for Services	101,288,649	102,000,000	101,982,000	101,982,000
Interest on Investments	445,969	1,000,000	250,000	250,000
<b>Total Revenue</b>	<b>101,734,618</b>	<b>103,000,000</b>	<b>102,232,000</b>	<b>102,232,000</b>
<b>Expenditures</b>				
Environmental Inspection & Preventive Maintenance	5,272,004	5,752,657	4,971,361	5,848,423
TE Maxson Treatment Plant	13,605,671	14,761,631	14,520,380	15,799,557
Maynard C. Stiles Treatment Plant	11,836,388	14,987,636	14,873,521	15,902,972
Lift Stations	1,261,195	1,233,799	1,134,843	1,321,528
Environmental Administration	1,382,420	4,082,165	4,321,388	4,203,115
Environmental Maintenance	5,307,149	10,158,059	7,566,182	13,063,065
Sanitary Sewer Design	917,117	916,417	925,338	922,574
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund	1,075,000	1,075,000	1,075,000	1,075,000
In Lieu of Tax	4,669,372	4,000,000	4,000,000	4,000,000
Materials & Supplies	106,257	110,000	110,000	0
Payment on Debt Service	8,159,974	16,834,000	16,834,000	16,802,000
Misc Other	285,011	1,000	1,000	0
Bond Sale	117,741	150,000	2,500	150,000
State Loan Principal & Interest	108,894	141,000	141,000	141,000
Increase (Decrease) in Net Assets	46,330,425	27,496,636	30,455,487	21,702,766
<b>Total Expenditures</b>	<b>101,734,618</b>	<b>103,000,000</b>	<b>102,232,000</b>	<b>102,232,000</b>



## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	19,058,781	17,973,380	17,662,971	18,970,677
Materials & Supplies	19,305,225	32,952,984	30,438,458	37,109,518
Capital Outlay	4,429,069	5,166,000	5,692,320	5,041,539
Transfer To Fixed Assets Capital	(3,211,131)	(4,200,000)	(5,480,736)	(4,060,500)
Total Expenditures	39,581,944	51,892,364	48,313,013	57,061,234
Program Revenue	(1,297,086)	(1,167,180)	(1,580,834)	(1,565,000)
Net Expenditures	38,284,858	50,725,184	46,732,179	55,496,234
<i>Funded Staffing Level</i>				299.00
Authorized Complement				299

## FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
170900	Respond to all stoppage and overflow calls within 24 hours of receiving notification or complaint from a citizen by 06/30/13.	1	24 hour response report	80%
171000	Meet all State effluent limits and treatment requirements for each quarter by 6/30/2013.	1	Quarterly compliance report.	99%
	Decrease by 5% breakdowns and repair time on all equipment by 6/30/2013.	1	Report on run time for each quarter.	80%
171100	Meet all State effluent limits and treatment requirements for each quarter by 6/30/2013.	1	Report of compliance each quarter.	99%
	Decrease by 5% breakdowns and repair time on all equipment by 6/30/2013.	1	Report of available run time for each quarter.	80%
	Meet all state pretreatment program requirements for each quarter by 06/30/2013.	1	Report of inspections and sampling events for each quarter.	100%

## FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
171201	Minimize the number of after hour call-outs by 5% on sewage lift stations by scheduling monthly maintenance and inspections on the 100 lift stations by 06/30/13.	1	After hour call-outs report.	90%
171400	Complete all sanitary sewer connections and mainline repairs within 30 days from the original date of the request on notification by 06/30/13.	1	Completion report	90%
250401	Provide 50 percent of Environmental Engineering's collection system design needs	1,2,4	Percent of Environmental Engineering's current collection system projects	53%
	Provide design services within 10 percent of construction cost	2,4	Percent of design costs to construction costs	10%

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	3,239,645	3,232,557	2,970,913	3,290,173
Materials & Supplies	1,801,215	2,289,100	1,797,905	2,327,250
Capital Outlay	1,148,170	931,000	892,543	931,000
Transfer To Fixed Assets Capital	(917,026)	(700,000)	(690,000)	(700,000)
<b>Total Expenditures</b>	<b>5,272,004</b>	<b>5,752,657</b>	<b>4,971,361</b>	<b>5,848,423</b>
Program Revenue	0	0	(1,843)	0
<b>Net Expenditures</b>	<b>5,272,004</b>	<b>5,752,657</b>	<b>4,969,518</b>	<b>5,848,423</b>
<i>Funded Staffing Level</i>				60.00
Authorized Complement				60

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	4,881,943	4,473,556	4,548,119	4,939,979
Materials & Supplies	8,375,897	10,088,075	9,939,021	10,659,578
Capital Outlay	1,028,090	1,940,000	2,584,062	1,940,000
Transfer To Fixed Assets Capital	(680,259)	(1,740,000)	(2,550,822)	(1,740,000)
Total Expenditures	13,605,671	14,761,631	14,520,380	15,799,557
Program Revenue	(16,078)	(17,180)	(35,250)	(15,000)
Net Expenditures	13,589,593	14,744,451	14,485,130	15,784,557
<i>Funded Staffing Level</i>				72.00
Authorized Complement				72

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	5,426,589	5,138,818	5,191,946	5,380,599
Materials & Supplies	6,180,487	9,698,818	10,034,199	10,357,334
Capital Outlay	1,129,925	1,300,000	929,290	1,095,539
Transfer To Fixed Assets Capital	(900,613)	(1,150,000)	(1,281,914)	(930,500)
<b>Total Expenditures</b>	<b>11,836,388</b>	<b>14,987,636</b>	<b>14,873,521</b>	<b>15,902,972</b>
Program Revenue	(1,280,461)	(1,150,000)	(1,546,705)	(1,550,000)
<b>Net Expenditures</b>	<b>10,555,927</b>	<b>13,837,636</b>	<b>13,326,816</b>	<b>14,352,972</b>
<i>Funded Staffing Level</i>				79.00
Authorized Complement				79

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	611,040	535,759	532,883	579,798
Materials & Supplies	594,714	676,040	579,960	719,730
Capital Outlay	398,325	52,000	130,000	132,000
Transfer To Fixed Assets Capital	(342,884)	(30,000)	(108,000)	(110,000)
Total Expenditures	1,261,195	1,233,799	1,134,843	1,321,528
Program Revenue	0	0	(36)	0
Net Expenditures	1,261,195	1,233,799	1,134,807	1,321,528
<i>Funded Staffing Level</i>				8.00
Authorized Complement				8



## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	727,744	777,726	737,791	897,076
Materials & Supplies	605,892	3,293,439	3,540,675	3,295,039
Capital Outlay	48,784	41,000	42,922	41,000
Transfer To Fixed Assets Capital	0	(30,000)	0	(30,000)
Total Expenditures	1,382,420	4,082,165	4,321,388	4,203,115
Program Revenue	(547)	0	3,000	0
Net Expenditures	1,381,873	4,082,165	4,324,388	4,203,115
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	3,405,758	3,157,513	3,014,947	3,219,444
Materials & Supplies	1,595,965	6,670,546	4,309,732	9,513,621
Capital Outlay	675,775	880,000	1,091,503	880,000
Transfer To Fixed Assets Capital	(370,349)	(550,000)	(850,000)	(550,000)
Net Expenditures	5,307,149	10,158,059	7,566,182	13,063,065
<i>Funded Staffing Level</i>				58.00
Authorized Complement				58

## Operating Budget

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	766,062	657,451	666,372	663,608
Materials & Supplies	151,055	236,966	236,966	236,966
Capital Outlay	0	22,000	22,000	22,000
Net Expenditures	917,117	916,417	925,338	922,574
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

**SEWER FUND**

**AUTHORIZED COMPLEMENT**

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<u>PW/Environmental Inspections</u>		<u>PW/Maynard C. Stiles Treatment Plant - North</u>	
AIDE POLLUTION CONTROL	8	ANALYST LAB	6
CLERK GENERAL A	2	CHEMIST QUALITY CONTROL	1
CREWPERSON SEMISKILLED	14	CHEMIST WTP	1
DISPATCHER	6	CHEMIST WTP ASST	1
ENG DESIGNER ENVIRONMENTAL AA	1	CLERK GENERAL A	2
ENGINEER ENVIRONMENTAL	1	CLERK INVENT CONTROL SR	1
INSP POLLUTION CONTROL	14	CUSTODIAN	1
OPER STOPPAGE SEWER	10	ELECT MNT WTP	2
SCHEDULER PLANNER	1	ENG DESIGNER ENVIRONMENTAL A	1
SUPER SHIFT PUB WKS	3	ENGINEER ENVIRONMENTAL	3
<b>Total PW/Environmental Inspections</b>	<b>60</b>	FOREMAN GEN WTP E I	1
<u>PW/T.E. Maxson Treatment Plant - South</u>		FOREMAN GEN WTP MECH	3
CLERK GENERAL A	1	MECH MNT WTP II	12
CLERK GENERAL B	1	MECH SHOP	1
CLERK INVENT CONTROL SR	1	MGR SEWER LIFT STAT MNT	1
ELECT MNT WTP	2	MGR WTP	1
FOREMAN GEN WTP E I	1	MGR WTP MNT	1
FOREMAN GEN WTP MECH	4	MGR WTP PROCESSING	1
MECH HEAVY EQUIP	2	OPER HEAVY EQUIP	3
MECH MNT WTP II	14	OPER MECHANICAL	12
MECH SHOP	1	OPER RNT	4
MECHANIC MNT WTP I	5	OPER WASTE TREAT I	1
MGR WTP	1	OPER WASTE TREAT II	8
MGR WTP MNT	1	PAINTER	1
MGR WTP PROCESSING	1	SCHEDULER PLANNER	1
OPER HEAVY EQUIP	2	SPEC INDUST PRETREAT	1
OPER MECHANICAL	9	SUPER OM SHIFT	2
OPER RNT	4	SUPER WTP OPERATIONS	1
OPER WASTE TREAT I	1	TECH CONTROL WTP	3
OPER WASTE TREAT II	8	TECH INDUSTRIAL PRETREAT	2
PAINTER	1	<b>Total PW/Maynard C. Stiles Treatment Plant - North</b>	<b>79</b>
SECRETARY B	1	<u>PW/Lift Stations</u>	
SPREADER SLUDGE	5	ENGINEER STATIONARY I	1
SUPER OM SHIFT	2	ENGINEER STATIONARY II	2
SUPER WTP OPERATIONS	1	HELPER MAINTENANCE	3
TECH CONTROL WTP	3	MGR SEWER LIFT STAT MNT	1
<b>Total PW/T.E. Maxson Treatment Plant - South</b>	<b>72</b>	PAINTER	1
		<b>Total PW/Lift Stations</b>	<b>8</b>



**SEWER FUND**

*AUTHORIZED COMPLEMENT*

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<i><u>PW/Environmental Administration</u></i>			
ACCOUNTANT ASSOCIATE A	2		
ADMR ENGINEERING	1		
ADMR ENVIRON CONST ADMIN	1		
ADMR WASTE COLLECT FAC	1		
ADMR WTP FACILITIES	1		
ENGINEER ENVIRONMENTAL	3		
SECRETARY A	1		
SUPER BUDGET ACCT PW	1		
<b>Total PW/Environmental Administration</b>	<b>11</b>		
<i><u>PW/Environmental Maintenance</u></i>			
CLERK GENERAL A	1		
CLERK GENERAL B	1		
CLERK INVENT CONTROL SR	1		
COORD SEWER CONSTRUCTION	1		
DISPATCHER	1		
FOREMAN SEWER MNT	4		
HELPER MAINTENANCE	1		
MECH HEAVY EQUIP	3		
MGR ENVIRON PROJECT	1		
MGR ENVIRONMENTAL MNT	1		
OPER BACKHOE	1		
OPER HEAVY EQUIP	6		
PIPELAYER	24		
SUPER SEWER MAINT	1		
SUPER SHIFT PUB WKS	4		
WORKER CONCRETE	7		
<b>Total PW/Environmental Maintenance</b>	<b>58</b>		
<i><u>ENG/Sanitary Sewer Design</u></i>			
ENGINEER DESIGN	2		
ENGINEER DESIGN SENIOR	1		
INSP ZONE CONSTRUCTION	4		
SECRETARY B	1		
TECH ENGINEERING AA	3		
<b>Total ENG/Sanitary Sewer Design</b>	<b>11</b>		
<b><u>TOTAL SEWER FUND</u></b>	<b><u>299</u></b>		



# STORM WATER FUND

# SUMMARY

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b>Revenues</b>				
Storm Water Fees	23,635,470	24,275,500	23,426,500	23,500,000
Open Transfer-In	0	232,820	0	0
Fines & Forfeitures	17,300	5,000	89,567	0
State Grant	205,164	0	212,305	0
Other Revenue/Prior Yr Expense Recovery	137,111	0	7,616	0
<b>Total Revenue</b>	<b>23,995,045</b>	<b>24,513,320</b>	<b>23,735,988</b>	<b>23,500,000</b>
<b>Expenditures</b>				
PW/Drain Maintenance	7,031,411	7,178,492	7,327,708	7,581,119
PW/Heavy Equipment Services	1,266,194	2,576,976	2,694,705	5,830,952
PW/Flood Control	1,526,524	1,368,695	1,295,188	1,400,065
PW/Storm Water	760,431	1,261,178	1,333,306	1,553,312
CE/Street Sweeping	2,345,400	2,416,749	2,523,011	0
Eng/Drainage Design	282,121	273,008	239,912	276,323
Cost Allocation - General Fund	0	300,000	300,000	300,000
MLG&W Billing	0	485,510	485,510	485,510
Material & Supplies	110,465	50,000	50,000	0
Depreciation	0	1,049,073	1,049,073	1,049,073
Transfer Out - Debt Service	4,412,440	4,412,440	4,412,440	4,412,440
Increase in Net Assets	6,260,059	3,141,199	2,025,135	611,206
<b>Total Expenditures</b>	<b>23,995,045</b>	<b>24,513,320</b>	<b>23,735,988</b>	<b>23,500,000</b>



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	8,662,696	9,208,631	8,766,633	9,633,838
Materials & Supplies	2,988,477	4,712,354	4,992,164	5,323,893
Capital Outlay	1,560,908	1,184,113	1,655,033	1,684,040
Transfer To Fixed Assets Capital	0	(30,000)	0	0
<b>Total Expenditures</b>	<b>13,212,081</b>	<b>15,075,098</b>	<b>15,413,830</b>	<b>16,641,771</b>
Program Revenue	(489,819)	(5,000)	0	0
<b>Net Expenditures</b>	<b>12,722,262</b>	<b>15,070,098</b>	<b>15,413,830</b>	<b>16,641,771</b>
<i>Funded Staffing Level</i>				162.00
Authorized Complement				162

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
171501	Maintain proactive inlet inspection and maintenance program to reduce by 5% the average number of complaints received annually by 06-30-13.	4	Number of complaints received report.	90%
	Improve by 2% the number of service requests completed within 30 days of notice, specifically drainage infrastructure repairs by 06-30-13.	4	Service requests completed.	85%
171503	Reduce the number of unacceptable ratings (2%) on the 236 rated items reviewed in the annual U.S. Army Corp. of Engineers annual flood damage reduction system inspection report by 06-30-13.	1	Number of unacceptable ratings received report.	80%
250501	Provide planning/design construction inspection services for necessary public drainage improvements	1,2,4	Percentage of studies started within time frame	100%



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	6,984,181	7,534,088	7,082,796	9,471,395
Materials & Supplies	2,039,471	3,699,180	3,915,118	5,212,053
Capital Outlay	1,560,908	1,182,073	1,652,993	1,682,000
Transfer To Fixed Assets Capital	0	(30,000)	0	0
<b>Total Expenditures</b>	<b>10,584,560</b>	<b>12,385,341</b>	<b>12,650,907</b>	<b>16,365,448</b>
Program Revenue	(284,655)	(5,000)	(20,616)	0
<b>Net Expenditures</b>	<b>10,299,905</b>	<b>12,380,341</b>	<b>12,630,291</b>	<b>16,365,448</b>
<i>Funded Staffing Level</i>				159.00
Authorized Complement				159





**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	1,487,967	1,515,415	1,520,697	0
Materials & Supplies	857,433	901,334	1,002,314	0
Total Expenditures	2,345,400	2,416,749	2,523,011	0
Program Revenue	(205,164)	0	(92,792)	0
Net Expenditures	2,140,236	2,416,749	2,430,219	0
<i>Funded Staffing Level</i>				0.00

**Service area moved under Heavy Equipment Services in FY2013.**

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	190,548	159,128	163,140	162,443
Materials & Supplies	91,573	111,840	74,732	111,840
Capital Outlay	0	2,040	2,040	2,040
Net Expenditures	282,121	273,008	239,912	276,323
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3



# STORM WATER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/Drain Maintenance</u>		<u>PW/Flood Control</u>	
ADMR DRAIN MAINT	1	CLERK GENERAL A	1
AIDE ENGINEER	1	CREWPERSON	1
AIDE POLLUTION CONTROL	1	ENGINEER STATIONARY I	5
CHIEF SURVEYOR PARTY	1	ENGINEER STATIONARY II	2
CLERK GENERAL A	1	FOREMAN GEN STATIONARY ENG	1
CLERK INVENT CONTROL	1	HELPER MAINTENANCE	5
COORD DRAIN MAINT ENGINEERING	1	MECH SHOP	1
CREWPERSON SEMISKILLED	13	<b>Total PW/Flood Control</b>	<b>16</b>
DISPATCHER	1	<u>PW/Storm Water</u>	
FINISHER CONCRETE	1	CLERK ACCOUNTING B	1
FOREMAN MNT PUB WKS	10	COORD STORMWATER PROJ	3
INSP POLLUTION CONTROL	1	ENGINEER ENVIRONMENTAL	1
MASON BRICK	3	MGR ENVIRON PROJECT	1
MGR DRAIN MAINT	1	TECH ENVIRONMENTAL	3
OPER EQUIPMENT	9	<b>Total PW/Storm Water</b>	<b>9</b>
OPER HEAVY EQUIP	3	<u>ENG/Drainage Design</u>	
OPER STOPPAGE SEWER	3	CLERK GENERAL B	1
OPER SURVEY INST	1	ENGINEER DESIGN SENIOR	1
PIPELAYER	12	TECH ENGINEERING AA	1
SUPER RECORDS INVENTORY	1	<b>Total ENG/Drainage Design</b>	<b>3</b>
SUPER SHIFT PUB WKS	4	<b><u>TOTAL STORM WATER FUND</u></b>	
WORKER CONCRETE	6		<b><u>162</u></b>
<b>Total PW/Drain Maintenance</b>	<b>76</b>		
<u>PW/Heavy Equipment Services</u>			
CLERK GENERAL A	1		
DRIVER TRACTOR TRAILER	2		
GREASER	1		
HELPER MECH HEAVY EQUIP	2		
MECH HEAVY EQUIP	3		
MGR HEAVY EQUIP SVCS	1		
OPER EQUIPMENT	11		
OPER HEAVY EQUIP	12		
OPER SWEEPER	21		
SERVICEMAN VEHICLE	1		
SUPER HEAVY EQUIP	2		
SUPER ZONE HEAVY EQUIP	1		
<b>Total PW/Heavy Equipment Services</b>	<b>58</b>		





**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.

**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.

# HUMAN RESOURCES

---

## Description

*To provide high-quality and cost-effective benefit programs that are responsive to the needs of the employees, retirees, and City and to market those programs effectively.*

### Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Operating Revenue	113,348,009	121,886,277	119,599,988	122,126,931
Personnel Services	665,430	669,781	720,950	931,342
Materials & Supplies	6,434,631	12,143,100	7,586,202	6,874,000
Capital Outlay	0	5,000	0	5,000
Grants & subsidies	51,080	0	0	459,120
Claims incurred	101,772,207	113,100,000	103,238,032	108,238,032
Transfers out	0	6,152,174	0	2,167,956
Total Operating Expenses	108,923,348	132,070,055	111,545,184	118,675,450
Operating Net Income (Loss)	4,424,661	(10,183,778)	8,054,804	(3,451,481)



# HUMAN RESOURCES

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
COORD EMPLOYEE SPEC SVCS	1		
COORD WELLNESS EDUCATION	1		
MGR BENEFITS OPERATIONS	1		
MGR BENEFITS WELLNESS PROG	1		
OFFICER BENEFITS	1		
SECRETARY A	1		
SECRETARY HR B	1		
SPEC BENEFITS TECH	1		
SPEC BENEFITS	4		
SPEC WELLNESS FITNESS	1		
TECH RECORDS DATA	1		
	<b>Total</b>		<b><u>14</u></b>
	<b><u>TOTAL HUMAN RESOURCES</u></b>		<b><u>14</u></b>



**Description**

*Vehicle Maintenance provides quality maintenance and repairs to all City vehicles (except Public Works Heavy Equipment & Fire Services) in a fast and efficient manner, in order to decrease a unit's downtime.*

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	11,096,326	11,565,170	9,864,678	8,933,145
Materials & Supplies	2,894,011	3,246,679	2,188,829	2,155,112
Capital Outlay	167,228	133,000	38,504	0
Transfer To Fixed Assets				
Capital	0	0	0	0
Inventory	18,068,653	18,736,250	20,068,907	28,561,856
Gain (loss) on sale of assets	0	4,500	0	0
<b>Total Expenditures</b>	<b>32,226,218</b>	<b>33,685,599</b>	<b>32,160,918</b>	<b>39,650,113</b>
Program Revenue	(29,702,642)	(28,819,300)	(28,878,289)	(34,372,428)
<b>Net Expenditures</b>	<b>(2,523,576)</b>	<b>(4,866,299)</b>	<b>(3,233,103)</b>	<b>(5,277,685)</b>
<i>Funded Staffing Level</i>				132.00
Authorized Complement				132

**FY 2013 Performance Measures and Metrics**

<b>LEGAL LEVEL</b>	<b>GOALS</b>	<b>PRIORITY NUMBER(S)</b>	<b>PERFORMANCE MEASURES</b>	<b>METRIC</b>
200800	Develop a Trade Apprentice Program by 2015	3, 4	Apprentice Plan	2013 - 25% 2014 - 40% 2015 - 98%



**GENERAL SERVICES**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Vehicle Maintenance</u>			
ADMR FLEET SVCS	1		
CLERK INVENT CONTROL	3		
CLERK INVENT CONTROL SR	5		
CREWPERSON	3		
FOREMAN AUTO MECHANICS	8		
HELPER MECHANIC	37		
MECH MASTER	30		
MECH MASTER LO	17		
MGR FINANCE FLEET	1		
MGR FLEET SVCS	2		
MGR PROCUREMENT & INV FLEET	1		
OPER SPECIAL EQUIP	2		
SPEC FUEL MGMT	1		
SUPER BUSINESS AFFAIRS	1		
SUPER FUEL SUPPLIES & INV	1		
TECH ACCOUNTS PAYABLE	4		
TECH AUTOMOTIVE RESTORATION	8		
WELDER MASTER	7		
<b>Total Vehicle Maintenance</b>	<b><u>132</u></b>		
<b><u>TOTAL VEHICLE MAINTENANCE FUND</u></b>	<b><u>132</u></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:

**Metro Alarm Fund**

Revenues and expenditures.

**Martin Luther King Park Improvements**

Grant revenues and expenditures

**Solid Waste Management**

Revenues and expenditures.

**Office of Planning and Development**

Federal, State and Local grant revenues and expenditures.

**Board of Education**

Memphis City Schools tax apportioned revenues, City transfers in and expenditures.

**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	242,525	263,349	301,870	308,733
Materials & Supplies	153,998	139,006	183,295	216,770
Total Expenditures	396,523	402,355	485,165	525,503
Program Revenue	(521,103)	(402,355)	(495,100)	(512,650)
Revenue Over (Under) Expense	(124,580)	0	(9,935)	12,853
<i>Funded Staffing Level</i>				7.00
Authorized Complement				7



**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	189,111	217,246	161,563	0
Materials & Supplies	3,208	0	190	0
Capital Outlay	0	47,540	47,540	0
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	192,319	264,786	209,293	0
Program Revenue	(173,997)	(140,446)	(140,446)	0
Net Expenditures	18,322	124,340	68,847	0
<i>Funded Staffing Level</i>			0.00	0.00

***This division contains “Structural Changes” which decreased operating cost when compared to prior year’s operations. The services previously provided by this division are now being delivered by another operating division.***

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	0	0	0	210,842
Capital Outlay	0	0	0	47,540
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	0	0	0	258,382
Program Revenue	0	0	0	(140,446)
Net Expenditures	0	0	0	117,936
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

***This division contains “Structural Changes” which has increased operating cost when compared to prior year’s operations. Structural changes generally combine services previously carried out by another operating division. The increase cost of this division is offset by an equal reduction or the abolishment of the cost from the prior operating division.***

**GENERAL SERVICES**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
DRIVER TRUCK	2		
FOREMAN GROUNDS MNT	1		
	<b>Total</b>		<b>3</b>
	<b><u>TOTAL GENERAL SERVICES</u></b>		<b><u>3</u></b>





**Operating Budget**

<b>Category</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2012 Forecast</b>	<b>FY 2013 Adopted</b>
Personnel Services	28,029,115	28,926,505	26,801,394	29,924,608
Materials & Supplies	8,953,373	9,330,931	12,963,523	12,805,221
Capital Outlay	264,594	475,000	538,282	475,000
Service charges	13,617,693	14,169,393	14,245,551	14,767,027
Transfers out	1,662,215	5,093,215	3,620,179	3,947,142
<b>Total Expenditures</b>	<b>52,526,990</b>	<b>57,995,044</b>	<b>58,168,929</b>	<b>61,918,998</b>
Program Revenue	(59,638,266)	(59,325,402)	(59,322,842)	(58,732,125)
<b>Net Expenditures</b>	<b>(7,111,276)</b>	<b>(1,330,358)</b>	<b>(1,153,913)</b>	<b>3,186,873</b>
<i>Funded Staffing Level</i>				618.00
Authorized Complement				618

**FY 2013 Performance Measures and Metrics**

<b>Legal Level</b>	<b>Goals</b>	<b>Priority Number(s)</b>	<b>Performance Measures</b>	<b>Metric</b>
170800	Decrease the number of vehicle backing accidents by 2% by 6-30-13	1	Report of vehicle backing accidents.	90%
	Increase revenue by 2% by expanding the Tenant's Pay Program for apartment and condominiums by 6-30-13	4	Report of Tenant's Pay Program	95%
	Meet State of TN waste reduction goal of 25% by 6-30-13	4	Report of waste volume disposed in landfill vs what is diverted.	98%
	Reduce the amount of time required to investigate and resolve service related issues to no more than 11 days by 6-30-13	4	Report of service resolutions	98%

**PUBLIC WORKS**

**AUTHORIZED COMPLEMENT**

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<u>Solid Waste Administration</u>		<u>Solid Waste Disposal</u>	
ACCOUNTANT ASSOCIATE A	1	CREWPERSON	5
ADMR SOLID WASTE OPER	1	DRIVER TRACTOR TRAILER	20
CLERK ACCOUNTING B	1	DRIVER TRUCK	9
CLERK GENERAL B	4	OPER HEAVY EQUIP	2
COORD FLEET MAINT	1	SUPER DISPOSAL SP WASTE	1
CREWPERSON	2	SUPER TRANSFER STATION	3
DIRECTOR SOLID WASTE DEPUTY	1	TECH DISPOSAL	2
FOREMAN SOLID WASTE	2	TECH TRANSFER STATION	1
INSP SERVICE FEE	2	<b>Total Solid Waste Disposal</b>	<b>43</b>
INSP SERVICE FEE SENIOR	2		
MECH HEAVY EQUIP	3	<u>Solid Waste Recycling</u>	
MECH HEAVY EQUIP LD	1	ADMR RECYCLING	1
MECH MNT	12	CREWPERSON	1
MGR SOLID WASTE FEES	1	DRIVER TRACTOR TRAILER	1
MGR SUPPORT SVCS SWM	1	MECH HEAVY EQUIP	3
SECRETARY A	1	MGR COMPOST	1
SPEC HEALTH SAFETY	1	MGR RECYCLING	1
SPEC SOLID WASTE FEES	1	REP RECYCLING	1
SUPER CART CENTRAL	1	SECRETARY C	1
<b>Total Solid Waste Administration</b>	<b>39</b>	<b>Total Solid Waste Recycling</b>	<b>10</b>
<u>Solid Waste Collections</u>		<b><u>TOTAL PUBLIC WORKS</u>    <u>618</u></b>	
ADMR SOLID WASTE SECTOR	2		
CLERK GENERAL A	1		
CLERK GENERAL B	10		
CREWCHIEF	156		
CREWPERSON	246		
DISPATCHER	1		
DRIVER TRUCK	58		
FOREMAN GROUNDS MNT	1		
MGR SANITATION AREA	5		
OPER HEAVY EQUIP	2		
OPER HEAVY EQUIP LD	6		
OPER SPEC EQUIP II	13		
SUPER AREA IMPROVEMENT	5		
SUPER CLERICAL OPER	2		
SUPER ZONE SANITATION	18		
<b>Total Solid Waste Collections</b>	<b>526</b>		



# PLANNING & DEVELOPMENT

## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b>Grant Expenditures</b>				
Depot Redevelopment Agency	73,797	78,328	78,328	0
Industrial Development Board	639,624	600,000	600,000	500,000
Neighborhood Planning/CRA	164,140	521,734	120,000	542,098
CRA/Projects(230401)	1,102,505	5,046,867	3,569,500	4,867,700
Tree Bank	0	33,469	1,000	30,000
Community Challenge	0	200,000	140,280	883,500
<b>Total Expenditures</b>	<b>1,980,066</b>	<b>6,480,398</b>	<b>4,509,108</b>	<b>6,823,298</b>
<b>Grant Revenues</b>				
Depot Redevelopment Agency	(73,797)	(78,328)	(78,328)	0
Industrial Development Board	(575,784)	(600,000)	(600,000)	(500,000)
Neighborhood Planning/CRA	(164,140)	(521,734)	(120,000)	(542,098)
CRA Projects (230401)	(3,184,753)	(5,046,867)	(3,569,500)	(4,867,700)
Tree Bank	(6,450)	(33,469)	(12,130)	(30,000)
Community Challenge	0	(200,000)	(140,280)	(883,500)
<b>Total Revenues</b>	<b>(4,004,924)</b>	<b>(6,480,398)</b>	<b>(4,520,238)</b>	<b>(6,823,298)</b>



## Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
<b>Expenditures</b>				
Memphis City Schools	82,399,812	62,237,285	63,322,539	63,500,000
<b>Total Expenditures</b>	<b>82,399,812</b>	<b>62,237,285</b>	<b>63,322,539</b>	<b>63,500,000</b>
<b>Revenues</b>				
Ad Valorem Tax - Current	(20,328,778)	0	0	(10,750,000)
Ad Valorem Tax Prior	(952,498)	0	(299,840)	0
Ad Valorem Tax Prior - Sale	(713,932))	0	0	0
PILOT's	(404,604)	0	(36,059))	0
Transfers In	(60,000,000)	(62,237,285)	(65,310,016)	(52,750,000)
<b>Total Revenues</b>	<b>(82,399,812)</b>	<b>(62,237,285)</b>	<b>(65,645,915)</b>	<b>(63,500,000)</b>
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>2,323,376</b>	<b>0</b>

## DEBT SERVICE FUND OVERVIEW

---

The **Debt Service Fund** is used to account for the accumulation of resources for and the payment of general long-term debt principal, interest and related costs.

The Debt Service 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. Since 1957 the City has issued its general obligation debt, which has the pledge of the full faith and credit of the City of Memphis, as a source of funding for projects in the City's capital improvements plan.

The City's most recent general obligation bond issue was assigned a Aa2 credit rating with a stable outlook by Moody's Investors Service, Inc. and a AA credit rating with a stable outlook by Standard and Poor's. The City's general obligation bonds' strong credit rating is a contributing factor to the low interest rates that the City receives on its debt. Credit ratings provide potential buyers a simple measure of the relative creditworthiness of the City's debt.

The major source of revenue used to pay the City general obligation debt is ad valorem property taxes. Although recent economic conditions have a negative impact on property tax collections, local option sales tax collections have performed well. As a means of diversifying Debt Service Fund revenues, a portion of the City's local option sales tax collections is transferred into the Debt Service Fund and used as a new source of revenue to pay the City's general obligation debt. This added level of diversification should reduce the impact an economic downturn would have on the Debt Service Fund.

# DEBT SERVICE FUND OVERVIEW

Category	FY 2011 Actual	FY 2012 Budget	FY 2012 Forecast	FY 2013 Adopted
<b>Revenues-Tax Based</b>				
Current Property Taxes	78,119,134	77,213,461	75,082,000	75,683,000
Delinquent Property Taxes	5,336,228	1,550,000	1,550,000	1,200,000
Sale of Delinquent Accounts	0	0	0	2,000,000
PILOT	1,531,484	1,100,000	1,655,000	1,655,000
Local Sales Tax	0	7,000,000	7,000,000	7,140,000
Fed Grants - Build America Bonds	1,542,404	0	2,273,000	2,273,000
Hotel-Motel Tax	0	402,270	803,540	0
Use of Money	225,309	65,000	65,000	66,000
<b>Intergovernmental Revenues</b>				
Memphis Shelby County Airport Authority	2,072,243	2,072,428	2,072,428	0
Other	3,004,785	1,302,921	3,241,345	776,000
<b>Total Tax-Based Revenues</b>	<b>91,831,587</b>	<b>90,706,080</b>	<b>93,742,313</b>	<b>90,793,000</b>
<b>Revenues - Other Sources</b>				
Operating Tfr In - General Fund	3,252,751	4,042,448	13,236,000	8,314,000
Municipal State Street Aid	1,768,300	1,768,300	1,768,300	1,768,300
Transfer in Stormwater Fund	4,412,440	4,412,440	4,412,440	4,412,000
Solid Waste Management Fund	1,662,215	4,062,215	2,589,000	3,516,142
Hotel Motel fund	1,332,896	1,186,430	1,186,430	1,182,632
CRA Program	0	2,586,000	2,586,000	2,592,700
<b>Operating transfers in components units:</b>				
Contribution from Fund Balance	0	8,825,221	0	0
Proceeds From Refunding Bonds	27,368,536	75,400,000	173,496,798	0
<b>Total Other Sources</b>	<b>39,797,138</b>	<b>102,283,054</b>	<b>199,274,968</b>	<b>30,786,074</b>
<b>Total Revenue/Other Sources</b>	<b>131,628,725</b>	<b>192,989,134</b>	<b>293,017,281</b>	<b>112,579,636</b>



# DEBT SERVICE FUND OVERVIEW

---

## Expenditures

Redemption of serial bonds and notes	24,099,973	36,475,078	36,873,804	70,168,036
Interest	52,302,803	58,777,056	65,634,880	57,487,051
Other	597,000	331,545	809,334	355,000
Interest on Commercial Paper Program	0	0	0	1,583,667
Operating Transfer Out (General Fund)	45,000,000	22,022,000	20,792,000	0
Retirement of Refunded Debt	27,108,356	75,400,000	173,496,798	0

---

<b>Total Expenditures</b>	<b>149,108,132</b>	<b>193,005,679</b>	<b>297,606,816</b>	<b>129,593,754</b>
---------------------------	--------------------	--------------------	--------------------	--------------------

---

<b>Contribution(Use) of Fund Balance</b>	<b>(17,479,407)</b>	<b>(16,545)</b>	<b>(4,589,535)</b>	<b>(17,014,118)</b>
--	---------------------	-----------------	--------------------	---------------------

<b>Fund balance beginning of year</b>	<b>34,680,000</b>	<b>9,722,380</b>	<b>17,201,277</b>	<b>12,611,742</b>
---------------------------------------	-------------------	------------------	-------------------	-------------------

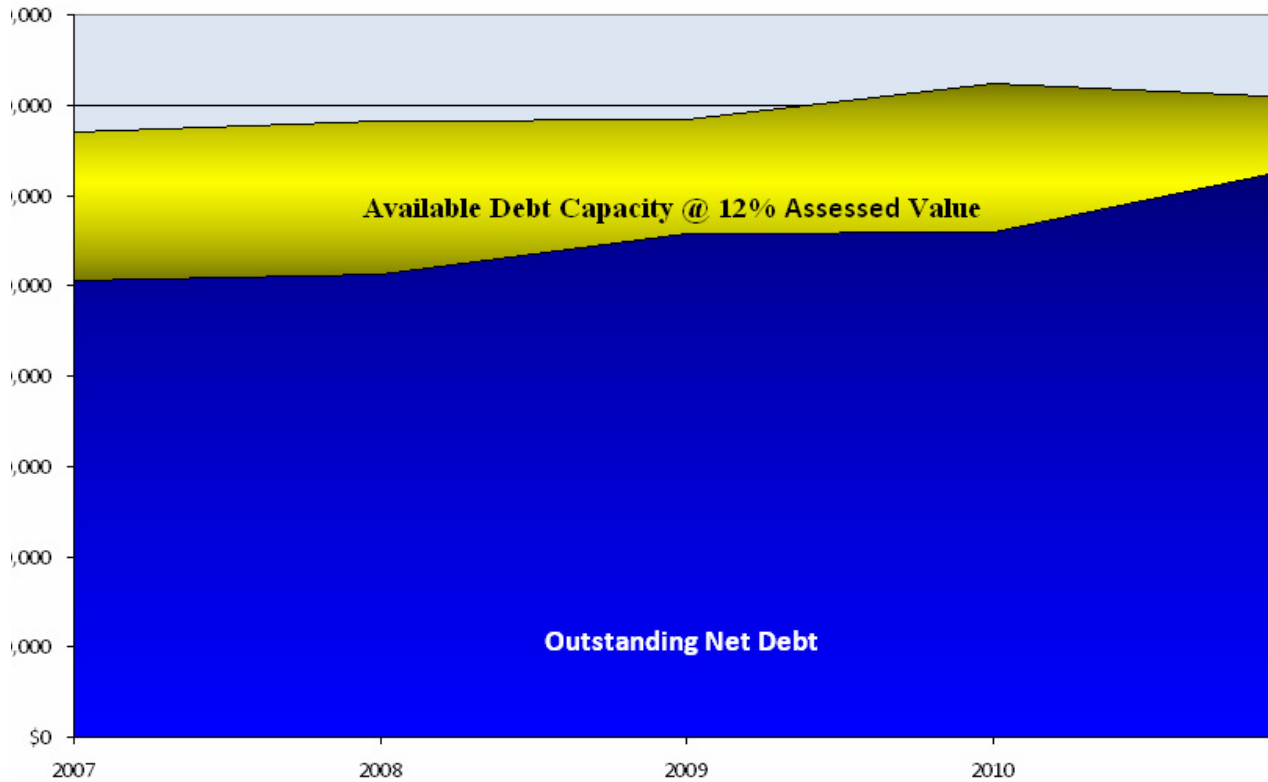
<b>Fund balance end of year</b>	<b>17,201,277</b>	<b>9,705,835</b>	<b>12,611,742</b>	<b>4,402,376</b>
---------------------------------	-------------------	------------------	-------------------	------------------



# DEBT SERVICE FUND OVERVIEW

It has been the City’s past practice to issue general obligation bonds on an annual basis to support ongoing and new capital projects initiated by the City. In relationship to the City’s Debt Affordability Targets that are outlined in the City’s Debt Policy, the City shall conduct its finances so that the amount of general obligation (“GO”) debt outstanding does not exceed 12% of the City’s taxable assessed valuation. The chart below demonstrates the debt capacity.

**Debt Capacity Based on City Debt Policy  
(In Thousands)**



	2007	2008	2009	2010	2011
Total Net Debt Outstanding	\$1,009,532	\$1,025,081	\$1,114,247	\$1,119,879	\$1,259,298
Excess Debt Capacity	329,199	339,294	252,861	326,140	158,679
Maximum Debt @ 12% - City Policy	1,338,731	1,364,375	1,367,108	1,446,019	1,417,977



# DEBT SERVICE FUND OVERVIEW

## Ratio of General Bonded Debt to Appraised and Assessed Values and Bonded Debt Per Capita Last Five Fiscal Years

	2011	2010	2009	2008	2007
Estimated Population (4)	646,889	676,640	699,651	674,028	674,028
Appraised Property Valuation (3) (5)	38,069,899	38,788,129	39,750,993	36,776,628	36,554,763
Assessed Valuation (3) (5)	11,816,478	12,053,354	12,341,761	11,392,569	11,369,792
Total General Obligation Debt (1) (3)	1,262,050	1,224,521	1,201,802	1,127,812	1,042,744
Self-Supporting Debt (2) (3)	4,657	8,575	11,137	13,565	17,663
Net Debt (3)	1,257,393	1,215,946	1,190,665	1,114,247	1,025,081
Bonded Debt Per Capita - Total Debt	1,951	1,810	1,795	1,673	1,547
Bonded Debt Per Capita - Net Debt	1,944	1,797	1,778	1,653	1,521
Bonded Debt to Appraised Valuation	3.32%	3.16%	3.02%	3.07%	2.85%
Total Debt					
Bonded Debt to Appraised Valuation - Net Debt	3.30%	3.13%	3.00%	3.03%	2.80%
Bonded Debt to Assessed Valuation	10.68%	10.16%	9.74%	9.90%	9.17%
- Total Debt					
Bonded Debt to Assessed Valuation Net Debt	10.64%	10.09%	9.65%	9.78%	9.02%

(1) Debt includes City general obligation bonds and capital lease obligations (2002-2011).

(2) The self-supporting debt includes Airport Bonds and bonds sold for the Convention Center

(3) In thousands of dollars.

(4) Source-U.S. Census Bureau

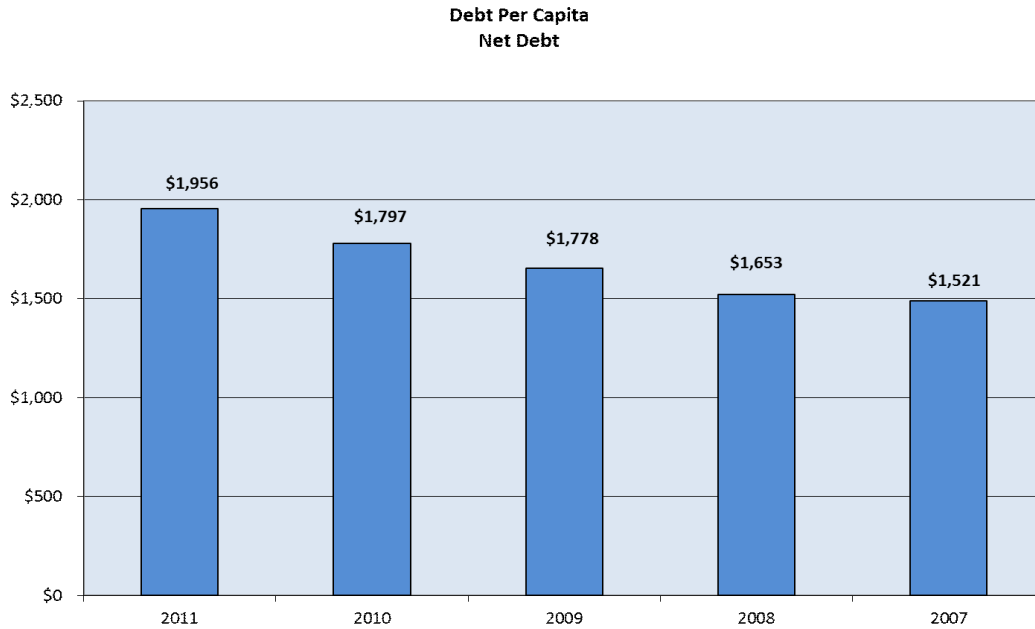
(5) Sources: Shelby county Assessor and State of Tennessee Office of State Assessed Property



# DEBT SERVICE FUND OVERVIEW

## DEBT SERVICE FUND OVERVIEW

Bonded debt per capita on a net debt basis has increased over the last five yer. From 2007 through 2011, the City's net debt per capita has averaged approximately \$1,956per person.



The ratio of annual debt servcie to general expenditures has averaged approximately 15% over the last ten years.

**Ratio of Annual Debt Service to General Expenditures  
Last Ten Fiscal Years (In Thousands of Dollars)**

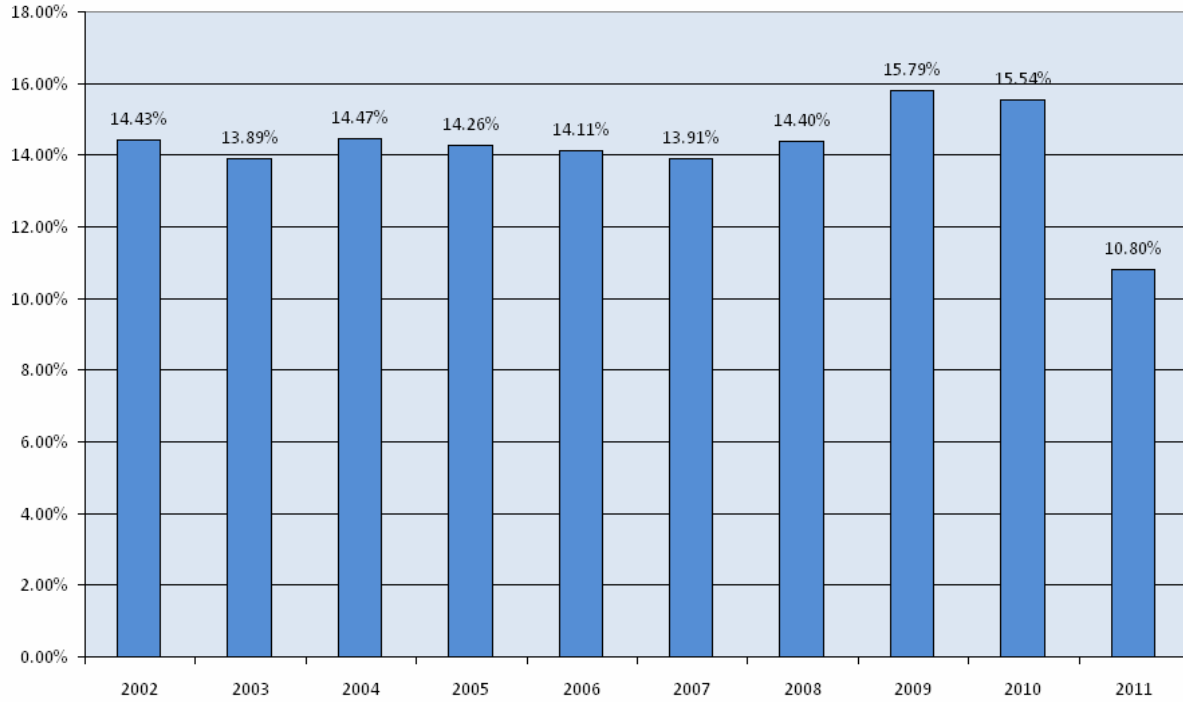
Fiscal Year	General Obligation Debt Service			Total General Fund/Debt Expenditures	Ratio of Debt Service to General Expenditures (%)
	Principal	Interest	Total		
2002	45,292	33,847	79,139	548,454	14.43%
2003	43,341	37,258	80,599	580,238	13.89%
2004	50,762	40,310	91,072	629,789	14.47%
2005	51,600	37,065	88,665	621,570	14.26%
2006	45,230	40,133	85,363	604,833	14.11%
2007	35,743	46,738	82,481	593,079	13.91%
2008	42,925	49,015	91,940	638,398	14.40%
2009	58,565	52,451	111,016	702,953	15.79%
2010	61,803	53,866	115,669	711,223	15.54%
2011	24,100	52,303	76,403	707,275	10.80%

(1) Includes General Fund and Debt Service Fund; expenditures and transfers out.

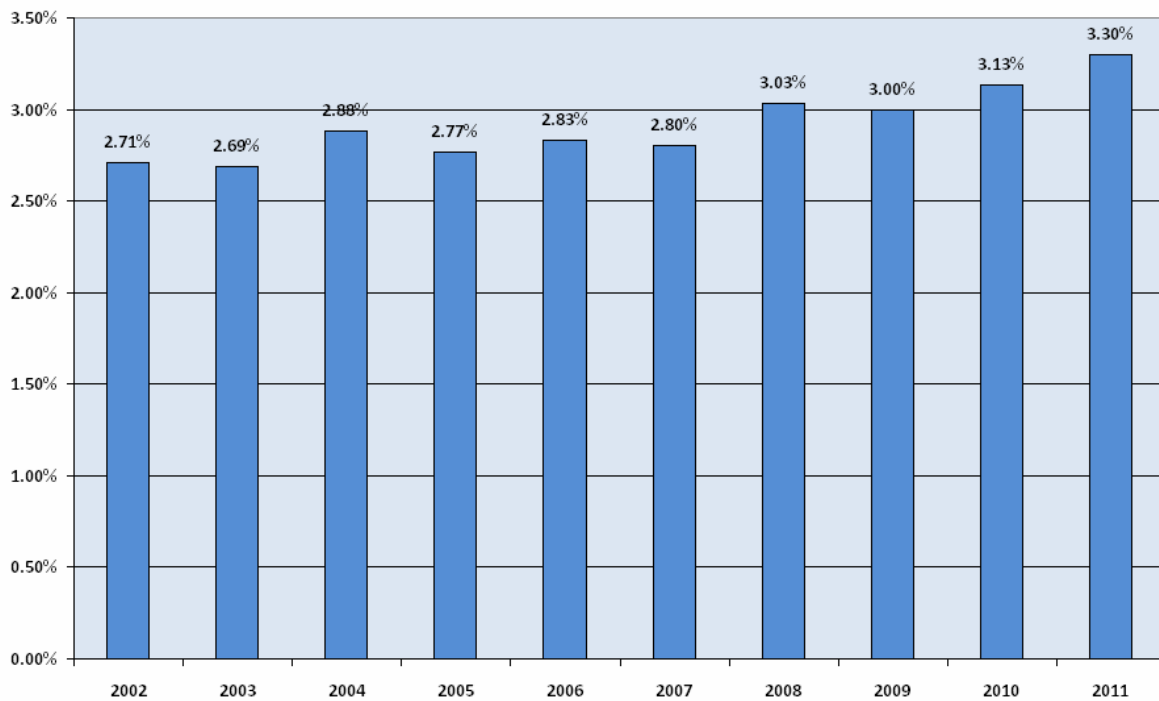


# DEBT SERVICE FUND OVERVIEW

### Debt Service % General Fund Expenditures



### Net Debt % Appraisal Value



# DEBT SERVICE FUND OVERVIEW

City of Memphis, Tennessee  
**Outstanding General Obligation Debt**  
 May 1, 2012

<u>Outstanding General Obligation Bonds and Notes</u>	<u>Outstanding Par Amount</u>	<u>Final Maturity Date</u>
\$93,595,000 Gen. Imp. & Refg Bonds, Series 2012A	\$ 93,595,000	4/1/2042
\$5,145,000 Gen. Imp. Bonds, Series 2012B	5,145,000	4/1/2024
\$86,190,000 Gen. Imp. Bonds, Series 2011	86,190,000	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)	55,295,000	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	27,880,000	5/1/2022
\$76,025,000 General Improvement Bonds, Series 2009	46,040,000	4/1/2024
\$99,735,000 General Improvement Bonds, Series 2008	70,890,000	4/21/2025
\$94,935,000 General Improvement Bonds, Series 2007A	67,700,000	4/1/2024
\$89,385,000 Gen. Imp. & Refg Bonds, Series 2006C	69,050,000	11/1/2022
\$38,185,000 Gen. Imp. & Refg Bonds, Series 2006B	16,365,000	11/1/2014
\$76,930,000 Gen. Imp. & Refg Bonds, Series 2006A	54,820,000	11/1/2025
\$115,635,000 Gen. Imp. & Refg Bonds, Series 2005B	96,880,000	10/1/2018
\$166,880,000 Gen. Imp. & Refg Bonds, Series 2005	142,715,000	10/1/2019
\$34,160,000 Gen. Imp. & Refg Bonds, Series 2004	15,615,000	10/1/2017
\$125,000,000 General Improvement Bonds, Series 2004	22,210,000	10/1/2023
\$92,985,000 Gen. Imp. & Refg Bonds, Series 2001	49,605,000	11/1/2016
\$42,290,000 Gen. Imp. & Refg Bonds, Series 1999	3,225,000	10/1/2012
<b>Total General Obligation Bonds Outstanding</b>	<b>\$ 1,158,085,000</b>	
<b><u>Outstanding General Obligation Notes</u></b>		
\$71,975,000 Bond Anticipation Notes, 2012	\$ 71,975,000	5/1/2012
<b>Total General Obligation Debt Outstanding</b>	<b>\$ 1,230,060,000</b>	



# DEBT SERVICE FUND OVERVIEW

---

## Outstanding Appropriation Obligation Debt

May 1, 2012

	<b>Outstanding</b>	<b>Final</b>
<b><u>Outstanding Capital Leases</u></b>	<b><u>Par Amount</u></b>	<b><u>Maturity Date</u></b>
Memphis and Shelby County Port Commission Bonds, Series 2011	\$ 20,115,000	4/1/2036
\$8,963,200 Solid Waste Lease, 2011	8,077,974	8/1/2016
\$7,510,000 Solid Waste Lease, 2007	1,600,900	8/1/2012
\$2,500,000 Red Light Camera Equipment Lease, 2010	1,716,356	12/30/2015
Total Appropriation Obligation	\$ 31,510,230	





The Memphis City Administration develops a Five-Year Financial Plan for the General Fund. The Five Year Financial Plan is an indication of management's best assessment of future revenues, expenditures and operating results over the five-year forecast period.

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

Major goals of the Five-Year Financial Plan 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 Plan, the Budget Office takes into account historical experience, as well as the economic uncertainties underlying the revenue outlook and growth in expenditures during the five-year period. The City's key assumptions for revenues and expenditures are provided in the following paragraphs.

*The revenue projections assume no growth in the two main revenue categories of sales and property taxes for the next two years with growth of 1-2% beginning in the third year. Given the economic dependency of these two revenue categories, the current financial climate, which reflects rising unemployment, and housing instability, effectively negate historical growth and collection trends for property and tax sale revenue. Consequently revenue projections presented are very conservative.*

*Expenditure projections represent expenditure growth for most expenditure categories only as identified by the respective operating divisions. Most expenditures are planned at baseline amounts of the FY 2013 budget unless there are known changes on the horizon. Expenditure projections also reflect the impact of known and proposed spending for personnel, or operating expenditures resulting from capital projects in the City's Five-Year Capital Improvement Plan. Personnel Expenditures, in general, are held at no growth as many employees are subject to bargaining unit agreements which will be negotiated at a future time.*

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

# UNALLOCATED REVENUE

# FIVE YEAR PROJECTION

Category	FY 2013 Adopted	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Revenues</b>					
Contributed from Fund Balance	19,571,990	0	0	0	0
Local Taxes	425,357,522	423,854,558	430,815,450	434,851,171	438,932,431
State Taxes	53,845,114	54,403,478	54,968,616	55,540,620	56,164,841
Licenses and Permits	10,035,658	10,055,272	10,074,929	10,494,630	10,515,177
Fines and Forfeitures	13,161,600	12,311,070	12,669,640	12,932,232	13,204,303
Charges for Services	1,712,400	1,712,400	1,712,400	1,712,400	1,712,400
Use of Money and Property	467,151	461,271	455,509	449,861	444,327
Other Revenues	3,241,911	3,241,911	3,241,911	3,241,911	3,241,911
Transfers In	76,305,897	76,613,897	75,897,057	76,217,500	76,544,352
<b>Total Revenues</b>	<b><u>603,699,243</u></b>	<b><u>582,653,857</u></b>	<b><u>589,835,512</u></b>	<b><u>595,440,325</u></b>	<b><u>600,759,742</u></b>
<b>Net Division Expenditures</b>					
Executive	5,017,227	4,521,990	4,486,990	4,486,990	4,486,990
Finance	4,755,458	4,812,346	4,812,346	4,812,346	4,810,846
Fire Services	131,277,816	139,661,706	140,512,044	140,824,931	141,942,031
Police Services	232,609,495	235,597,447	235,061,197	235,061,197	235,061,197
Parks and Neighborhoods	34,555,088	34,334,429	34,389,433	34,395,165	34,394,437
Public Works	23,206,382	26,094,039	26,597,509	27,097,817	27,594,534
Human Resources	7,179,978	6,332,696	6,332,696	6,332,696	6,332,696
General Services	20,111,051	20,170,114	20,170,114	20,170,114	2,017,114
HCD	4,590,943	4,498,571	4,590,568	4,041,434	4,132,046
City Attorney	9,681,056	10,693,086	10,693,086	10,693,086	10,693,086
Grants and Agencies	103,046,681	64,211,499	64,211,499	64,211,499	64,211,499
City Engineer	7,549,122	7,716,361	7,719,631	7,722,631	7,725,361
Information Systems	14,665,670	16,977,137	1,771,275	19,062,300	18,402,519
City Council	1,495,186	1,495,186	1,495,186	1,495,186	1,495,186
City Court Judges	600,737	602,738	603,778	604,834	605,912
City Court Clerk	3,357,353	3,734,848	3,784,848	3,834,848	3,884,848
<b>Total Expenditures</b>	<b><u>603,699,243</u></b>	<b><u>581,454,193</u></b>	<b><u>567,232,200</u></b>	<b><u>584,847,074</u></b>	<b><u>567,790,302</u></b>





<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	2,894,019	2,468,928	2,468,928	2,468,928	2,468,928
Materials & Supplies	1,264,068	1,164,294	1,129,294	1,129,294	1,129,294
Grants & subsidies	859,140	888,768	888,768	888,768	888,768
Gross Expenditure	5,017,227	4,521,990	4,486,990	4,486,990	4,486,990
Total Expenditures	5,017,227	4,521,990	4,486,990	4,486,990	4,486,990
Program Revenue	0	0	0	0	0
Net Expenditures	5,017,227	4,521,990	4,486,990	4,486,990	4,486,990

**FINANCE****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	3,816,514	3,828,821	3,828,821	3,828,821	3,828,821
Materials & Supplies	948,944	990,525	990,525	990,525	989,025
Capital Outlay	0	3,000	3,000	3,000	3,000
Other revenues	10,000	10,000	10,000	10,000	10,000
Gross Expenditure	4,765,458	4,822,346	4,822,346	4,822,346	4,820,846
Total Expenditures	4,765,458	4,822,346	4,822,346	4,822,346	4,820,846
Program Revenue	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Net Expenditures	4,755,458	4,812,346	4,812,346	4,812,346	4,810,846



# FIRE SERVICES

# FIVE YEAR PROJECTION

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	137,288,427	144,719,849	144,775,173	144,578,209	145,170,152
Materials & Supplies	16,539,449	16,770,471	17,556,508	18,057,113	18,572,747
Capital Outlay	0	721,446	730,423	739,669	749,192
Charges for services	18,700,000	18,700,000	18,700,000	18,700,000	18,700,000
Intergovernmental revenues	3,630,060	3,630,060	3,630,060	3,630,060	3,630,060
Other revenues	220,000	220,000	220,000	220,000	220,000
Gross Expenditure	153,827,876	162,211,766	163,062,104	163,374,991	164,492,091
Total Expenditures	153,827,876	162,211,766	163,062,104	163,374,991	164,492,091
Program Revenue	(22,550,060)	(22,550,060)	(22,550,060)	(22,550,060)	(22,550,060)
Net Expenditures	131,277,816	139,661,706	140,512,044	140,824,931	141,942,031



**POLICE SERVICES****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	208,608,582	211,410,926	211,857,244	211,857,244	211,857,244
Materials & Supplies	24,945,326	25,423,390	25,420,390	25,420,390	25,420,390
Capital Outlay	0	55,000	55,000	55,000	55,000
Transfers out	3,762,824	2,522,368	1,542,800	1,542,800	1,542,800
Fines & forfeitures	118,500	118,500	118,500	118,500	118,500
Charges for services	2,978,134	2,978,134	2,978,134	2,978,134	2,978,134
Federal grants	117,197	117,197	117,197	117,197	117,197
Other revenues	1,493,406	600,406	600,406	600,406	600,406
Gross Expenditure	237,316,732	239,411,684	238,875,434	238,875,434	238,875,434
Total Expenditures	237,316,732	239,411,684	238,875,434	238,875,434	238,875,434
Program Revenue	(4,707,237)	(3,814,237)	(3,814,237)	(3,814,237)	(3,814,237)
Net Expenditures	232,609,495	235,597,447	235,061,197	235,061,197	235,061,197



# PARKS & NEIGHBORHOODS

# FIVE YEAR PROJECTION

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	25,307,445	25,080,977	25,080,977	25,080,977	25,080,977
Materials & Supplies	16,930,793	16,072,505	16,077,509	16,083,241	16,082,513
Capital Outlay	0	53,000	53,000	53,000	53,000
Grants & subsidies	669,218	1,109,266	1,159,266	1,159,266	1,159,266
Inventory	38,350	58,350	58,350	58,350	58,350
Transfers out	352,556	352,556	352,556	352,556	352,556
Licenses & permits	358,533	358,533	358,533	358,533	358,533
Fines & forfeitures	500,000	500,000	500,000	500,000	500,000
Charges for services	6,062,307	5,666,083	5,666,083	5,666,083	5,666,083
Other revenues	1,822,434	1,867,609	1,867,609	1,867,609	1,867,609
Gross Expenditure	43,298,362	42,726,654	42,781,658	42,787,390	42,786,662
Total Expenditures	43,298,362	42,726,654	42,781,658	42,787,390	42,786,662
Program Revenue	(8,743,274)	(8,392,225)	(8,392,225)	(8,392,225)	(8,392,225)
Net Expenditures	34,555,088	34,334,429	34,389,433	34,395,165	34,394,437



**PUBLIC WORKS****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	8,634,757	9,275,151	9,287,160	9,289,908	9,294,768
Materials & Supplies	16,411,484	18,298,196	18,789,586	19,287,072	19,778,853
Capital Outlay	0	155,387	155,458	155,532	155,608
Local taxes	398,000	398,000	398,000	398,000	398,000
State grant	1,441,859	1,236,695	1,236,695	1,236,695	1,236,695
Gross Expenditure	25,046,241	27,728,734	28,232,204	28,732,512	29,229,229
Total Expenditures	25,046,241	27,728,734	28,232,204	28,732,512	29,229,229
Program Revenue	(1,839,859)	(1,634,695)	(1,634,695)	(1,634,695)	(1,634,695)
Net Expenditures	23,206,382	26,094,039	26,597,509	27,097,817	27,594,534



# HUMAN RESOURCES

# FIVE YEAR PROJECTION

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	3,795,887	3,461,416	3,461,416	3,461,416	3,461,416
Materials & Supplies	3,384,091	2,871,280	2,871,280	2,871,280	2,871,280
Gross Expenditure	7,179,978	6,332,696	6,332,696	6,332,696	6,332,696
Total Expenditures	7,179,978	6,332,696	6,332,696	6,332,696	6,332,696
Program Revenue	0	0	0	0	0
Net Expenditures	7,179,978	6,332,696	6,332,696	6,332,696	6,332,696



**GENERAL SERVICES****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	14,581,556	14,707,643	14,707,643	14,707,643	14,707,643
Materials & Supplies	7,883,145	8,791,191	8,791,191	8,791,191	8,791,191
Capital Outlay	0	24,930	24,930	24,930	24,930
Local taxes	444,842	444,842	444,842	444,842	444,842
Charges for services	1,797,436	2,797,436	2,797,436	2,797,436	2,797,436
State grant	111,372	111,372	111,372	111,372	111,372
Gross Expenditure	22,464,701	23,523,764	23,523,764	23,523,764	23,523,764
Total Expenditures	22,464,701	23,523,764	23,523,764	23,523,764	23,523,764
Program Revenue	(2,353,650)	(3,353,650)	(3,353,650)	(3,353,650)	(3,353,650)
Net Expenditures	20,111,051	20,170,114	20,170,114	20,170,114	20,170,114





<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	261,180	262,347	262,347	262,347	262,347
Materials & Supplies	183,988	192,428	192,428	192,428	193,024
Grants & subsidies	4,145,775	4,043,796	4,135,793	3,586,659	3,676,675
Gross Expenditure	4,590,943	4,498,571	4,590,568	4,041,434	4,132,046
Total Expenditures	4,590,943	4,498,571	4,590,568	4,041,434	4,132,046
Program Revenue	0	0	0	0	0
Net Expenditures	4,590,943	4,498,571	4,590,568	4,041,434	4,132,046

**GRANTS & AGENCIES****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	170,017	170,233	170,233	170,233	170,233
Materials & Supplies	9,150	9,150	9,150	9,150	9,150
Grants & subsidies	45,461,684	63,476,286	63,476,286	63,476,286	63,476,286
Transfers out	59,122,330	2,372,330	2,372,330	2,372,330	2,372,330
State taxes (local share)	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000
Other revenues	1,500	1,500	1,500	1,500	1,500
Gross Expenditure	104,763,181	66,027,999	66,027,999	66,027,999	66,027,999
Total Expenditures	104,763,181	66,027,999	66,027,999	66,027,999	66,027,999
Program Revenue	(1,816,500)	(1,816,500)	(1,816,500)	(1,816,500)	(1,816,500)
Net Expenditures	102,946,681	64,211,499	64,211,499	64,211,499	64,211,499

**CITY ATTORNEY****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	4,309,140	4,318,615	4,318,615	4,318,615	4,318,615
Materials & Supplies	5,371,916	6,374,471	6,374,471	6,374,471	6,374,471
Gross Expenditure	9,681,056	10,693,086	10,693,086	10,693,086	10,693,086
Total Expenditures	9,681,056	10,693,086	10,693,086	10,693,086	10,693,086
Program Revenue	0	0	0	0	0
Net Expenditures	9,681,056	10,693,086	10,693,086	10,693,086	10,693,086



# CITY ENGINEERING

# FIVE YEAR PROJECTION

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	6,563,428	6,586,030	6,586,030	6,586,030	6,586,030
Materials & Supplies	1,744,457	1,857,894	1,861,164	1,864,164	1,866,894
Capital Outlay	0	31,200	31,200	31,200	31,200
Licenses & permits	88,000	88,000	88,000	88,000	88,000
Charges for services	561,400	561,400	561,400	561,400	561,400
State grant	95,000	95,000	95,000	95,000	95,000
Other revenues	14,363	14,363	14,363	14,363	14,363
Gross Expenditure	8,307,885	8,475,124	8,478,394	8,481,394	8,484,124
Total Expenditures	8,307,885	8,475,124	8,478,394	8,481,394	8,484,124
Program Revenue	(758,763)	(758,763)	(758,763)	(758,763)	(758,763)
Net Expenditures	7,549,122	7,716,361	7,719,631	7,722,631	7,725,361



**INFORMATION SERVICES****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	1,463,220	1,457,482	1,457,482	1,457,482	1,457,482
Materials & Supplies	13,802,450	15,621,655	16,427,833	18,231,139	17,583,884
Intergovernmental revenues	500,000	0	510,000	520,200	530,604
Other revenues	100,000	102,000	104,040	106,121	108,243
Gross Expenditure	15,265,670	17,079,137	17,885,315	19,688,621	19,041,366
Total Expenditures	15,265,670	17,079,137	17,885,315	19,688,621	19,041,366
Program Revenue	(600,000)	(102,000)	(614,040)	(626,321)	(638,847)
Net Expenditures	14,665,670	16,977,137	17,271,275	19,062,300	18,402,519



<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	1,332,581	1,332,581	1,332,581	1,332,581	1,332,581
Materials & Supplies	162,605	162,605	162,605	162,605	162,605
Gross Expenditure	1,495,186	1,495,186	1,495,186	1,495,186	1,495,186
Total Expenditures	1,495,186	1,495,186	1,495,186	1,495,186	1,495,186
Program Revenue	0	0	0	0	0
Net Expenditures	1,495,186	1,495,186	1,495,186	1,495,186	1,495,186

**CITY COURT JUDGES****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	549,914	550,899	550,899	550,899	550,899
Materials & Supplies	50,823	51,839	52,879	53,935	55,013
Gross Expenditure	600,737	602,738	603,778	604,834	605,912
Total Expenditures	600,737	602,738	603,778	604,834	605,912
Program Revenue	0	0	0	0	0
Net Expenditures	600,737	602,738	603,778	604,834	605,912



**CITY COURT CLERK****FIVE YEAR PROJECTION**

<b>Category</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Projected</b>
Personnel Services	2,997,734	3,169,510	3,169,510	3,169,510	3,169,510
Materials & Supplies	1,759,619	1,915,338	1,915,338	1,915,338	1,915,338
Fines & forfeitures	1,400,000	1,350,000	1,300,000	1,250,000	1,200,000
Gross Expenditure	4,757,353	5,084,848	5,084,848	5,084,848	5,084,848
Total Expenditures	4,757,353	5,084,848	5,084,848	5,084,848	5,084,848
Program Revenue	(1,400,000)	(1,350,000)	(1,300,000)	(1,250,000)	(1,200,000)
Net Expenditures	3,357,353	3,734,848	3,784,848	3,834,848	3,884,848





**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.

**Demographics**

**Land Area**

Memphis - 2011	348.9 sq. miles
Counties:	Sq. Miles
Shelby (includes Memphis)	755
Crittenden	610
DeSoto	478
Tipton	459
Fayette	704
Marshall	706
Tate	404
Tunica	455
Total	4,571

**Population**

2011 (est.)	644,073
2016 (proj.)	646,242

**Age (2011)**

Under 5	7.5%
5 - 14	13.8%
15 - 19	7.7%
20 - 24	8.2%
25 - 34	15.3%
35 - 44	12.6%
45 - 54	13.4%
55 - 64	11.1%
65 - 75	5.6%
75+ years	4.8%

**Sex**

Male	47.5%
Female	52.5%

**Race**

White	29.3%
Black	63.2%
Asian & Pacific Islander	1.6%
Other	12.6%

**Climate**

Avg. Summer Temp	80
Avg. Winter Temp	43
Avg. Annual Temp	62
Avg. Precipitation	54 inches
Avg. Snowfall	4.6 inches
Elevation	262 feet

**Economics**

**Major Employers**

Federal Express	30,000
Memphis Bd. of Education	16,119
U.S. Government	15,375
Methodist Healthcare	8,700
Baptist Memorial Hospitals	3,500
Shelby County Government	5,971
Memphis City Government	7,274
Wal-Mart	6,000
Naval Support Activity	4,076
TN State Government	8,600
Shelby Co. Bd. of Education	5,200
Park Place Entertainment	4,057
University of UT – Memphis	3,500
Internal Revenue Service	4,000
Kroger Delta Marketing	3,500
United Postal Service	3,500
First Tennessee Bank	4,000
International Paper	3,200
St. Jude Hospital	3,200
University of Memphis	2,800

**Unemployment Rates**

(2011 Avg.)	
Memphis MSA	9.9%
Shelby County	9.9%
Tennessee	9.2%
United States	9.0%

**Household Income**

(2011 Est. avg.)	
Memphis	\$52,207
Shelby County	\$62,735
Memphis MSA	\$61,707

**Sales Tax**

Local	2.25%
State	7.00%

**Property Tax Rates**

(Per \$100 value)	
Memphis City	\$3.01
Shelby County	\$4.09
Total in Memphis City Limits	\$7.07



**Memphis at a Glance**

**Retail Sales**

**Shelby County (In Billions)**

2006 .....	\$13.0
2007 .....	\$13.0
2008 .....	\$12.9
2009 .....	\$11.7
2010 .....	\$12.1

**Bond Rating**

**General Obligation Bonds**

Moody's .....	Aa2
Standard & Poor.....	AA
Fitch .....	AA-

**Sanitary Sewage System Revenue Bonds**

Moody's .....	Aa3
Standard & Poors.....	AA
Fitch .....	AA-

**Real Estate**

<b>Real Estate</b>	<b>Sq. Feet</b>
Office Space .....	19,668,600
Vacancy Rate.....	20.0%
Industrial Space .....	174,058,949
Vacancy Rate.....	13.94%

**Office Space**

Total Market Size (sq.ft.) ...	19,668,600
Square Feet Available.....	4,627,532
Vacancy Rate.....	20.0%
Net Absorption (sq.ft.) .....	58,018
Asking Direct Lease Rate (\$/sq.ft.) .....	\$17.72

**Industrial Space**

Total Market Size (sq.ft.) .	174,058,949
New Construction (sq.ft.).....	Not Avail.
Square Feet Available.....	26,624,151
Vacancy Rate.....	13.94%
Net Absorption (sq.ft.) .....	(1,697,405)
Avg. Gross Lease Rates	
100,000+sq. ft. (\$/s.f.) .....	\$2.93
Psychiatrists/Psychologists .....	264
Ambulatory Surgical Centers .....	25

**Education**

**Memphis City Schools**

Total Enrollment.....	113,570
Number of Schools:	

Elementary.....	112
Middle/Junior.....	45
High School.....	39
Specialty Centers.....	36

**College Entrance Exam Scores**

ACT:	
Memphis City Schools .....	16.2
Shelby County Schools.....	20.7
Tennessee .....	19.0
U.S.....	21.1

**Service Statistics**

**Fire**

Uniform strength .....	1,604
Fire Stations.....	57
Divisions.....	2
Battalions .....	11
Number of engine companies .....	56
Number of truck companies .....	22
Hazardous Materials Squads.....	2
Air Crash Apparatus.....	3
Emergency Medical Units .....	34

**Police**

Uniform strength .....	2,385
Number of Precincts .....	10
Number of Squad cars in fleet .....	1,575+

**Airport**

Annual Departures .....	146,527
Airlines .....	15
Freight Carriers .....	7
Total Passengers .....	3,712,578
Total Cargo (lbs.) .....	7,531,000,000
(Busiest cargo airport in the world)	

**Public Works**

**Solid Waste/Garbage Collection**

Tons Solid Waste Disposed...	283,817
Tons Solid Waste Diverted ....	136,452
Homes Recycling (curbside) ..	185,032

**Street Maintenance**

Total Road Lane Miles .....	6,750
Curb & Gutter Miles .....	6,060



**Memphis at a Glance**

Street Lights ..... 83,800  
 Tons Asphalt Produced ..... 85,700  
 Lane Miles Resurfaced ..... 236

**Storm Drainage System**

Roadside Ditches (miles) ..... 1,690  
 Underground Pipes ..... 2,650 miles  
 Storm Water Inlets ..... 70,000

**Sewer System**

Sewer (miles) ..... 3,605  
 Sewer Pump Stations ..... 103  
 Daily Usage (gals/day) ..... 177 million

**T.E. Maxson Treatment Plant**

Wastewater Treated (gal.) ..27.4 billion  
 Sludge Disposal (lbs.) ..... 144.5 million

**M. C. Stiles Treatment Plant**

Wastewater Treated (gal.) ..37.2 billion  
 Sludge Disposal (lbs.) ..... 76 million

**Flood Control**

Pumping Stations ..... 11  
 Earth Levees (miles) ..... 20  
 Flood Gates ..... 32  
 Reservoirs (acres) ..... 643  
 Flood Wall (linear ft.) ..... 17,089

**City Engineering**

**Traffic Control**

Signals repaired or replaced ..... 4,951  
 Bicycle Lanes ..... 37

**Park Services**

**Recreation**

Parks ..... 158  
 Acreage ..... 5,410  
 Golf Courses ..... 8  
 Aquatic Sights ..... 17  
 Community Centers ..... 25  
 Tennis Centers ..... 7  
 Walking Trails ..... 55  
 Playgrounds ..... 109  
 Fairgrounds Building (sq. ft. .... 47,500  
 Liberty Bowl seating capacity ... 61,008  
 Zoo Acreage ..... 36  
 Senior Centers ..... 4  
 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 CBDG 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. Job classification licensed by the State. 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

