

**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:

**Finance**

Metro Alarm Fund revenues and expenditures.

**Park Services**

Zoo, Memphis Museum Inc. and Martin Luther King Park Improvements grant revenues and expenditures.

**Public Works**

Solid Waste Management revenues and expenditures.

**Office of Planning and Development**

Federal, State and Local grant revenues and expenditures.

■ charges for services

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Metro Alarm Fund	(601,371)	(525,027)	(555,673)	(523,313)

**Description**

*This fund is used to account for the enforcement of City Ordinance 4640. The purpose of this ordinance is to encourage alarm users and alarm businesses to maintain operational reliability; properly use alarm systems; and to reduce or eliminate false alarm dispatch requests. The ordinance requires alarm users to maintain valid permits for the operation of alarm systems and establishes a fee structure for such permits.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	273,609	198,482	188,404	206,056
Materials & supplies	104,429	139,959	139,959	139,959
Capital outlay	0	19,796	0	0
Transfer To Fixed Assets Capital	0	0	0	0
<b>Total Expenditures</b>	<b>378,038</b>	<b>358,237</b>	<b>328,363</b>	<b>346,015</b>
Charges for Services	(601,371)	(525,027)	(555,673)	(523,313)
Revenue Over (Under) Expense	(223,333)	(166,790)	(227,310)	(177,298)
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Maximize alarm revenue collections	To track and acquire new accounts and maintain billable accounts	Percent increase in revenue collections	14%	5%	10%
Provide employee career development through professional skills training and job-related cross training	To cross-train employees on job related responsibilities by June 2005	Number of employees cross-trained	6	7	8
	To provide skill enhancement training to employees	Number of employees attending skills training	3	4	6
Reduce False Alarm (FA) calls/Calls for Service (CFS)	To track False Alarm activity, invoke penalty fees and/or mandate FA Class	Percent reduction of False Alarm calls	17%	25%	28%
		Percent of revenues collected from penalty fees	12%	15%	18%



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
		Number of False Alarm classes conducted annually	6	8	9
To increase fee structure for commercial/alarm users	To present research and real occurrence status to the Council's and Commission for approval in amending the ordinance.	Percent increase in revenues collected due to new fee structure	Not Applicable	Not Applicable	30%

# FINANCE

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Metro Alarm Fund</i>			
ADMR METRO ALARM	1		
CLERK ACCOUNTING A	1		
CLERK GENERAL A	2		
SPEC METRO ALARM	1		
<b>Total Metro Alarm Fund</b>	<b>5</b>		
<b><u>TOTAL FINANCE</u></b>	<b><u>5</u></b>		



**Description**

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

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	0	7	0	0
Materials & supplies	104,771	94,993	0	95,000
Net Expenditures	104,771	95,000	0	95,000



**PARK SERVICES**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u><b>TOTAL PARK SERVICES</b></u>	<u><b>0</b></u>		



**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal Services	1,017,669	625,246	1,162,173	937,869
Supplies/Services	0	0	0	0
Capital Outlay	0	0	0	0
<b>Total Expenditure</b>	<b>1,017,669</b>	<b>625,246</b>	<b>1,162,173</b>	<b>937,869</b>
Expense Recoveries	(1,017,669)	(625,246)	(1,162,173)	(937,869)
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Description**

*To reimburse the City of Memphis for expenditures on behalf of the Martin Luther King Park Improvements. Funding is provided by a leasing contract with Williams Refinery (MAPCO).*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	107,597	123,480	174,695	144,563
Materials & supplies	0	24	0	0
Capital outlay	0	55,174	47,540	47,540
Transfer To Fixed Assets Capital	0	0	0	0
<b>Total Expenditures</b>	<b>107,597</b>	<b>178,678</b>	<b>222,235</b>	<b>192,103</b>
Charges for Services	(125,000)	(131,000)	(380,990)	(131,000)
<b>Net Expenditures</b>	<b>(17,403)</b>	<b>47,678</b>	<b>(158,755)</b>	<b>61,103</b>
<i>Funded Staffing Level</i>	1.00	1.83	3.00	1.50

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
To increase the maintenance level of the existing services at Martin Luther King Park.	To provide site-based personnel	Number of personnel	6	6	6
	To maintain coordination and cooperation between Park Services and Premco	Number of meetings	3	3	3

# PARK SERVICES

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>MLK Park Improvements</i>			
DRIVER TRUCK	1		
FOREMAN GROUNDS MNT	1		
<b>Total MLK Park Improvements</b>	<b>2</b>		
<b><u>TOTAL PARK SERVICES</u></b>	<b><u>2</u></b>		



**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	25,428,329	27,979,147	27,298,758	28,718,318
Materials & supplies	6,983,953	8,366,967	6,704,215	7,437,725
Capital outlay	516,600	506,617	517,525	518,775
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	13,203,682	14,023,579	14,587,080	14,510,000
Transfers out	971,871	0	1,390,748	1,671,149
Total Expenditures	47,104,435	50,876,310	50,498,326	52,855,967
Charges for Services	(48,259,016)	(48,142,464)	(48,585,000)	(51,534,394)
Net Expenditures	(1,154,581)	2,733,846	1,913,326	1,321,573
<i>Funded Staffing Level</i>	585.00	618.67	653.00	653.00



**Description**

*Provide organizational effectiveness by administrative support to all solid waste service centers.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	1,428,206	1,515,326	1,500,008	1,565,377
Materials & supplies	474,325	566,399	586,306	584,306
Capital outlay	(7,566)	(6,000)	(7,250)	(6,000)
Transfer To Fixed Assets Capital	0	0	0	0
<b>Total Expenditures</b>	<b>1,894,965</b>	<b>2,075,725</b>	<b>2,079,064</b>	<b>2,143,683</b>
Charges for Services	(47,937,696)	(47,682,464)	(48,200,000)	(51,119,394)
<b>Net Expenditures</b>	<b>(46,042,731)</b>	<b>(45,606,739)</b>	<b>(46,120,936)</b>	<b>(48,975,711)</b>
<i>Funded Staffing Level</i>	31.00	32.25	37.00	37.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	Implemented
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	To complete a study to determine the cost savings feasibility in using City crews to service all or parts of the area currently being serviced by contractors before the current Collections contract expires in June of 2009	Completion of feasibility study	Not Measured	Not Measured	Completed
	To complete the re-routing of all collection routes by end of the fiscal year in order to increase services through reassigning a percentage of crews to other service initiatives and programs	Completion of re-routing process	Not Measured	Not Measured	Completed



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
	To implement an aggressive plan which includes reorganizing personnel and responsibilities to reduce the repair completion time of all damaged carts by 15% in order to improve customer satisfaction	Average completion time percentage	Not Measured	Not Measured	5 Days
	To aggressively monitoring all personnel responsible for answering the department's phones to ensure proper coverage and professional attitudes at all times in order achieve an average response time of less than 30 seconds and an average service level of 70%	Average response time and service level	Not Measured	Not Measured	Implemented
Ensure employees' skill levels remain high in order to perform their job functions	To require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	Not Measured	Not Measured	560 hours

**Description**

*To protect and promote public health by providing solid waste collection services to the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	21,421,056	23,773,166	23,138,638	24,367,285
Materials & supplies	6,293,070	7,506,157	5,711,801	6,467,811
Capital outlay	524,166	512,617	524,775	524,775
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	6,896,537	7,320,550	7,387,080	7,510,000
Transfers out	0	0	1,390,748	1,671,149
<b>Net Expenditures</b>	<b>35,134,829</b>	<b>39,112,490</b>	<b>38,153,042</b>	<b>40,541,020</b>
<i>Funded Staffing Level</i>	508.00	534.92	559.00	560.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	Implemented
Improve overall customer service and satisfaction in residential collections, which includes weekly curbside trash, garbage and recycling pick-up service	To implement an aggressive plan to increase customer service relations by reducing the number of valid service complaints by 10% for the fiscal year by monitoring crews' activities and productivity throughout the routes to ensure that every customer has received a level of service that meets their demands and expectations	Percentage of complaint calls	8,477	8,500	7,650

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Reduce employee absenteeism	To implement an aggressive management strategy to improve the overall daily attendance by 15% attendance for the fiscal year by monitoring and regulating sick leave abuse in accordance with established policies	Yearly attendance percentage	Not Measured	Not Measured	Implemented
Ensure employees' skill levels remain high in order to perform their job functions	To require each employee to complete at least 10 hours of mandatory health and safety training by the end of the fiscal year	Number of training hours	Not Measured	Not Measured	5,370
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	To reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	Not Measured	18	15.3

**Description**

*To process/transfer and dispose of municipal waste for approximately 650,000 residents of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	1,992,152	1,971,594	2,070,326	2,135,943
Materials & supplies	60,881	111,405	180,815	160,815
Service charges	6,307,145	6,703,029	7,200,000	7,000,000
Net Expenditures	8,360,178	8,786,028	9,451,141	9,296,758
<i>Funded Staffing Level</i>	41.00	41.17	46.00	45.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
To protect public health and the environment, by providing safe, efficient, and economical disposal service of solid waste in a cost-effective manner	To reduce the number of cubic yards taken to the Class III & IV landfill by 5% for the fiscal year by aggressively monitoring property owners and contractors and holding them more accountable for the removal and disposal of debris outside the scope of City ordinances and continue to develop additional strategies	Percentage of reduction in disposal cost	Not Measured	Not Measured	146,000
Increase the utilization of the City's investment in its transfer stations and transportation vehicles	To improve efficiency by increasing the total amount of waste processed through the transfer stations versus being delivered directly to the landfill by 10% by the end of the fiscal year	Percentage of waste processed through transfer stations	Not Measured	Not Measured	175,000





**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Ensure employees' skill levels remain high in order to perform their job functions	To require each employee to complete at least 10 hours of mandatory health and safety training by the end of the fiscal year	Number of training hours	Not Measured	Not Measured	440 hours
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	To reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	Not Measured	2	1.7

**Description**

*To provide the citizens of Memphis the opportunity to participate in a convenient and effective yard waste diversion and curb side recycling program conserving landfill capacity and natural resources.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	586,915	719,061	589,786	649,713
Materials & supplies	155,677	183,006	225,293	224,793
Transfers out	971,871	0	0	0
Total Expenditures	1,714,463	902,067	815,079	874,506
Charges for Services	(321,320)	(460,000)	(385,000)	(415,000)
Net Expenditures	1,393,143	442,067	430,079	459,506
<i>Funded Staffing Level</i>	5.00	10.33	11.00	11.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
To protect the environment and conserve natural resources by providing technical assistance on the elimination, reduction, reuse and recycling of wastes and pollutants through diverting the highest possible amount of materials from the landfills	To develop a comprehensive strategy/ plan to increase participation in residential recycling in order to increase the annual volume by 10,000 tons	Number of tons	8,088	8,800	10,000

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
	To increase education relating to recycling by planning and participating in 50% more activities such community and education events that provide an opportunity to increase awareness regarding the importance of recycling	Number of events	30	50	75
	To conduct the research needed to determine the feasibility and cost associated with adding one additional Recycling drop-off center in the City to increase the recycling volume	Number of drop-off centers	Not Measured	Not Measured	Completed
Ensure that each employees' skill levels remain high	To require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	Not Measured	Not Measured	160

**PUBLIC WORKS**

**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Solid Waste Administration</u>		SUPER TRANSFER STATION	3
ADMR SOLID WASTE OPER	1	TECH DISPOSAL	2
ANALYST PROGRAMMER	1	TECH TRANSFER STATION	2
CLERK ACCOUNTING B	1	<b>Total Solid Waste Disposal</b>	<b>45</b>
CLERK GENERAL B	6	<u>Solid Waste Recycling</u>	
COORD FLEET MAINT	1	ADMR RECYCLING	1
CREWPERSON	2	COORD RECYCLING	1
FOREMAN SOLID WASTE	2	CREWPERSON	2
INSP RNT	1	DRIVER TRACTOR TRAILER	1
INSP SERVICE FEE	3	MECH HEAVY EQUIP	3
INSP SERVICE FEE SENIOR	1	MGR COMPOST	1
MECH MNT	12	REP RECYCLING	1
MGR SOLID WASTE FEES	1	SECRETARY C	1
MGR SUPPORT SVCS SWM	1	<b>Total Solid Waste Recycling</b>	<b>11</b>
SECRETARY A	1	<b><u>TOTAL PUBLIC WORKS</u>    <u>653</u></b>	
SECRETARY C	1		
SPEC HEALTH SAFETY	1		
SUPER CART CENTRAL	1		
<b>Total Solid Waste Administration</b>	<b>37</b>		
<u>Solid Waste Collections</u>			
ADMR SOLID WASTE SECTOR	2		
CLERK GENERAL A	1		
CLERK GENERAL B	10		
CREWCHIEF	161		
CREWPERSON	274		
DISPATCHER	1		
DRIVER TRUCK	61		
MGR SANITATION AREA	5		
OPER HEAVY EQUIP LD	6		
OPER SPEC EQUIP II	13		
SUPER CLERICAL OPER	2		
SUPER ZONE SANITATION	24		
<b>Total Solid Waste Collections</b>	<b>560</b>		
<u>Solid Waste Disposal</u>			
CREWPERSON	7		
DRIVER TRACTOR TRAILER	21		
DRIVER TRUCK	8		
OPER HEAVY EQUIP	1		
SUPER DISPOSAL SP WASTE	1		



**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
<b>Grant Expenditures</b>				
Depot Redevelopment Agency	204,227	216,308	216,308	216,308
Industrial Development Board	473,655	400,000	400,000	600,000
Neighborhood Planning/CRA	201,612	475,782	475,782	475,782
CRA/Projects	3,904,152	2,980,152	2,980,152	3,560,849
Tree Bank	0	5,000	5,000	5,000
<b>Total Expenditures</b>	<b>4,783,646</b>	<b>4,077,242</b>	<b>4,077,242</b>	<b>4,857,939</b>
<b>Grant Revenues</b>				
Depot Redevelopment Agency	(204,227)	(216,308)	(216,308)	(216,308)
Industrial Development Board	(473,655)	(400,000)	(400,000)	(600,000)
Neighborhood Planning/CRA	(201,612)	(475,782)	(475,782)	(475,782)
CRA Projects	(3,904,152)	(2,980,152)	(2,980,152)	(3,560,849)
Tree Bank	0	(5,000)	(5,000)	(5,000)
<b>Total Revenues</b>	<b>(4,783,646)</b>	<b>(4,077,242)</b>	<b>(4,077,242)</b>	<b>(4,857,939)</b>



