



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
Cynthia Buchanan Director, Park Services
Dwan Gilliom Director, Public Works
Quintin Robinson Director, Human Resources
Richard Copeland Director, Planning & Development
Janet Hooks Director, Public Services & Neighborhoods
Martha Lott Director, General Services
Robert Lipscomb Director, Housing & Community Development/MHA
Johnie McKay Director, Community Enhancement
Herman Morris City Attorney, Legal
John Cameron City Engineer, Engineering
Brenton Nair Chief Information Officer

CITY COUNCIL

Myron Lowery, Chairperson (District 8-3)

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
Barbara Swearingen Ware District 7
Joe W. Brown District 8-1
Janis Fullilove District 8-2
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. Sugarmon City Court Judge Division 1
Jayne R. Chandler City Court Judge Division 3
Thomas E. Long City Court Clerk

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Memphis

Tennessee

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Memphis, Tennessee for the Annual Budget beginning July 01, 2010. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

The City of Memphis' approved budget is divided into the following sections:

Introduction

This section includes the City's Vision, Mission, and the City Values, the Mayor's comments on the budget, 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.

Summary

This section provides an overview of the FY 2012 approved budget by fund, the Budget Ordinance, and a summary of the Capital Improvement Program.

General Fund Revenues

This section contains revenue descriptions and projections for all general fund revenues.

General Fund Expenditures

This section contains the operating budget for each division of City of Memphis government. Included are each service center's missions, fiscal year 2011 performance highlights, and fiscal year 2012 measures and metrics.

Enterprise Funds

This section includes budget projections for the various enterprise funds of the City which are supported by user fees.

Internal Service Funds

This section includes the Internal Service Funds for the City which provides services to other departments of the City on a cost reimbursement basis. The Internal Service funds are shown in the budget document for information purposes and are not part of the budget ordinance.

Special Revenue Funds

This section is used to budget for specific revenues that are restricted as to their use.

Debt Service Fund

This section 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.

Strategic Planning

This section contains forecasted financial information for four years beyond the budget year. Data in this section is provided to give management insight regarding the financial impact of current decisions on future years. Data is also used to develop long range strategies that will lessen the impact of expenditure growth that exceed revenue growth for future years.

Appendix

This section contains statistical information about the City of Memphis and a glossary of terms.



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April 19, 2011

Dear Members of the 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, 2011 and ending June 30, 2012. My proposed operating budget for fiscal year 2012 includes planned spending of \$676.3 million and a Capital Improvement Program (CIP) budget of \$65 million in tax funded capital projects.

These are extraordinarily challenging times for municipal governments across the country. Memphis is no exception. In the last ten years, we have seen our population stagnate and our tax base decline significantly. The economic recession of the past several years triggered a foreclosure crisis that has decimated our inner-city communities and hampered our ability to balance our annual budget while maintaining the services and programs that many Memphians expect.

At the same time, adding more jobs to our economy and putting more Memphians to work is more essential than ever. This will only happen if we improve the quality of our public schools and strengthen our workforce.

As I said when I presented my budget last year, the business model of Memphis City Government is broken and must be fixed. Over the last year and a half, my administration has worked hard to do that. The Strategic Business Model Assessment Committee that I convened gave me a strong set of well-researched, pragmatic recommendations that were squarely focused on stabilizing our fiscal future. The sacrifices and ingenuity of my staff and Division Directors has been extremely commendable. The partnership and support we've received from the non-profit sector, philanthropic foundations, economic development organizations, and the faith community has always been utterly invaluable.

However, the hard work for us all is just beginning. In times like these, when resources are scarce and our usual way of doing business is not an option, we must be innovative, efficient, and more decisive than ever.

To that point, the single biggest factor affecting the city's operating budget will be our continued support of Memphis City Schools. Each year since 2010, the city of Memphis has given our schools more than \$40 million from general operating revenues. Bear in mind that there is no sustainable funding source for these contributions. Over the last two years, we drew from our reserve fund, restructured our debt, and made significant budget cuts and service reductions to fund our schools.

In this year's budget, we plan to make a contribution to Memphis City Schools of \$65 million, which will be achieved through a combination of debt restructuring, new strategies to increase revenue, and continued reductions in the services provided by city government. We have made budget cuts during the last three budget cycles in service of Memphis City Schools. This administration will not shrink from our commitment to public education. Providing a quality education to our children is the last, best hope we have for a prosperous future, and it is one I intend to support to the hilt.

To increase revenue, I am proposing a more effective utilization of our downtown street parking, which I believe can generate \$20 million this year. I am also willing to sell our delinquent property taxes, which could generate an additional infusion of \$20 million.

We will reduce our expenses through strategic furloughs of city employees, reducing the salaries – but not the numbers – of public safety officers, layoffs and elimination of unfilled vacancies, and substantial cutbacks in services.

My proposed budget does not include an increase on your property taxes nor does it propose a further use of our reserves, which could damage our credit rating. Similarly, I will not compromise on public safety. We ended last year with a historic reduction in violent crimes and homicides, and we intend to build on that momentum by keeping officers on the street and data-driven policing at the forefront of our techniques.

Above all, we will continue to invest in our children's education through our continued funding of Memphis City Schools as required by law. Together, we will share in the rewards as we continue to expand and improve our workforce, start and expand more local businesses, and rebuild our local economy.

None of this is to say that the year ahead will be an easier one. This budget contains deep, difficult cuts, particularly with regard to some unavoidable employee layoffs. I promise you that nothing contained in my budget proposal is done to cause unnecessary hardship or to delay the inevitable. This budget contains deliberate, strategic choices that will lay a strong foundation for our children's future. We believe that Memphis' brightest days are still ahead of us, but we can only get



there by pulling together and doing more with less right now.

In my State of the City Address earlier this year, I told you that Memphis is a city on the mend and on the move. That is truer with every passing day. Thousands of new jobs are coming into our city in the next year because of our many great assets and diligent recruitment efforts. It is imperative that we invest strategically in educating our youth, attracting and retaining talented workers, and bringing even more great jobs.

In short, we must choose to continue to make choices that will make our city safer, stronger, smarter, and more prosperous, even as they require difficult choices and great sacrifices.

These are the principles on which I have built our budget. I look forward to your continued partnership and support as we meet the future and continue to make Memphis a city of choice.

Yours in service,

A C Wharton, Jr.



Note: The Mayor's transmittal letter was written at the time that the Proposed Budget was submitted to City Council. This schedule shows the amendments made to the Proposed Budget.			
FY2012 Operating Budget	Proposed Budget	Amendments	Adopted Budget
<i>General Fund Revenues</i>			
Unallocated Revenues	\$ 631,286,709	\$ 11,826,000	\$ 643,112,709
Divisional Revenues	\$ 45,029,887	\$ 441,000	\$ 45,470,887
Total Revenues	\$ 676,316,596	\$ 12,267,000	\$ 688,583,596
<i>General Fund Expenditures</i>			
City Attorney	\$ 13,195,613	\$ (66,215)	\$ 13,129,398
City Council	\$ 1,560,967	\$ (23,252)	\$ 1,537,715
City Court Clerks	\$ 4,360,989	\$ 317,795	\$ 4,678,784
City Judges	\$ 611,336	\$ (1,850)	\$ 609,486
Community Enhancement	\$ 8,913,976	\$ (617,880)	\$ 8,296,096
Engineering	\$ 7,531,197	\$ (258,256)	\$ 7,272,941
Executive	\$ 6,664,246	\$ (1,463,804)	\$ 5,200,442
Finance	\$ 4,950,646	\$ (31,086)	\$ 4,919,560
Fire Services	\$ 153,460,100	\$ (970,523)	\$ 152,489,577
General Services	\$ 15,135,112	\$ (3,831,129)	\$ 11,303,983
Grants & Agencies	\$ 136,435,734	\$ (9,770,290)	\$ 126,665,444
Housing and Community Development	\$ 5,576,398	\$ 248,150	\$ 5,824,548
Human Resources	\$ 6,760,972	\$ 68,724	\$ 6,829,696
Information Services	\$ 17,215,383	\$ (5,921)	\$ 17,209,462
Park Services	\$ 26,528,474	\$ 201,800	\$ 26,730,274
Police Services	\$ 226,149,683	\$ 49,317	\$ 226,199,000
Public Services	\$ 23,034,252	\$ 1,290,403	\$ 24,324,655
Public Works	\$ 18,231,518	\$ (51,811)	\$ 18,179,707
Total Expenditures	\$ 676,316,596	\$ (14,915,828)	\$ 661,400,768
Contribution to Fund Balance	\$ -	\$ 27,182,828	\$ 27,182,828
FY2012 CIP Budget	Proposed Budget	Amendments	Adopted Budget



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

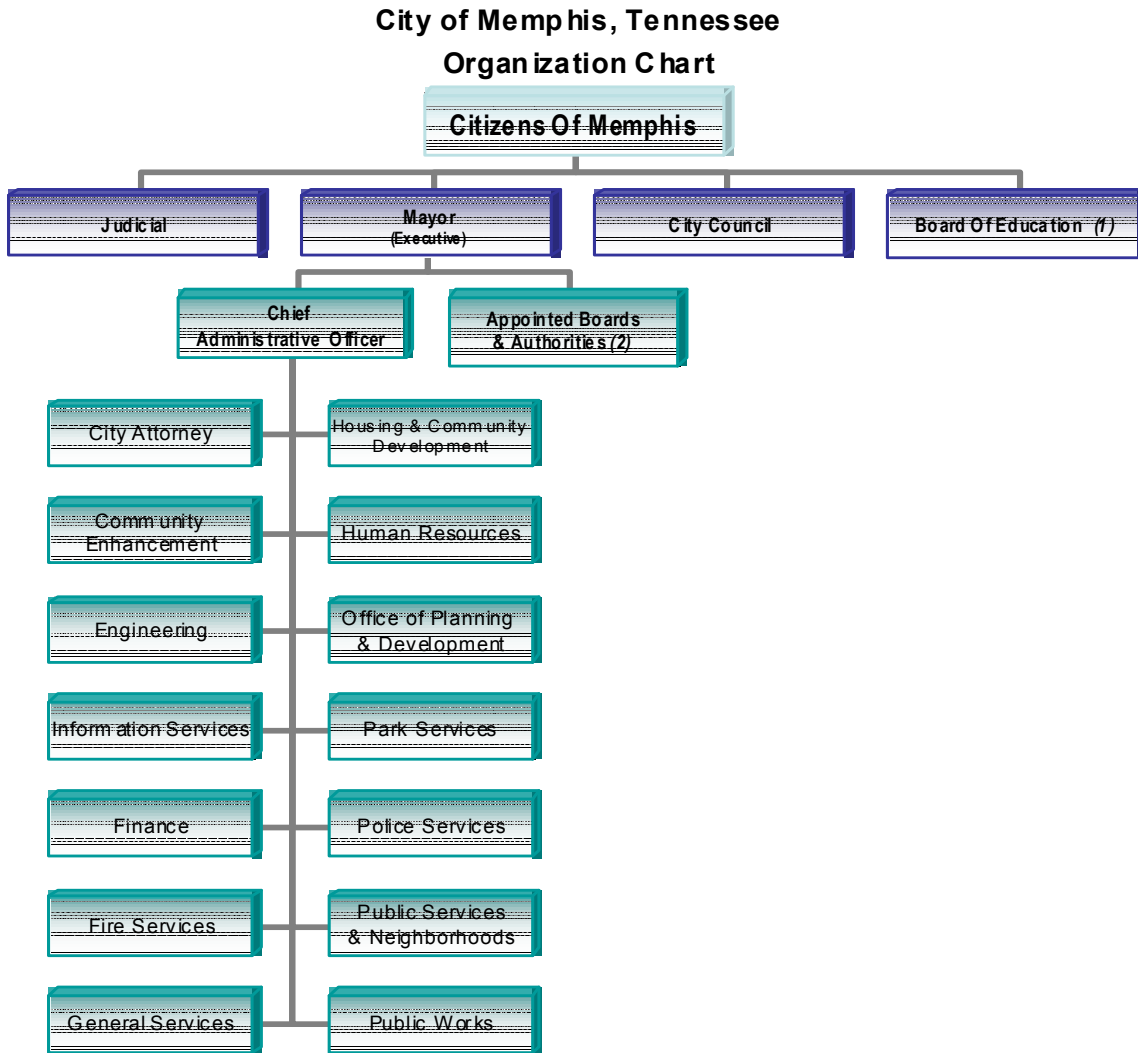
The City of Memphis was incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968. At that time, a Mayor-Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year 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 who is appointed by and serves at the pleasure of the Mayor. The Mayor may veto action of the City Council, but a simple majority vote of the City Council can override any veto.

The Chief Administrative Officer, under the direction of the Mayor, coordinates the activities of all administrative divisions of City government. He acts as liaison officer between the Mayor and all divisions, bureaus, boards, commissions and authorities. The directors of all divisions report to the Chief Administrative Officer on administrative procedures.

The major administrative divisions of the City include: Engineering; Executive; Finance; Fire Services; General Services; Housing and Community Development; Legal; Parks; 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 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.



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.

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 Capital Budget and Capital Improvement Program are recommended by the Mayor and presented to the Council for adoption. The Capital Improvement Program authorizes in detail the capital expenditures to be made or incurred in the next five fiscal years and is then adopted by the Council concurrently with the Capital Budget.

Additional authorizations 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.

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. In addition to the operating budget that is required to be adopted by July 1 each year, the City Council adopts a five-year Capital Improvement Program.

The adopted budget ordinance provides for budgetary control at program levels and said budgets cannot be exceeded without the approval of the City Council, except for the year-end clean up process authorized via the 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.

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 operating budget through forecasts prepared 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 in microfiche and electronically, in the Annual Report, and in that year's Appropriation Ordinance.

BUDGET CALENDAR**July – August**

Prior Year Goals, Objectives and Performance Measures
4th Quarter & Year End Total Actuals due
Budget Policies developed for current year forecast and next year's budget request
Divisions develop Measures and Metrics

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 1st quarter forecast and next year's budget
Memphis Poll conducted
Capital Improvement Program Training & Preparation
Current Year 1st Quarter Actuals reviewed

November

Divisions submit 1st Quarter Operating and next year's requests to Budget Office
Divisions submit CIP to Budget Office

December, January

Revenue projections updated for current year and next year
Budget meeting with divisions for 2nd Quarter forecast and next year's budget request
Review of Divisional Measures and Metrics conducted for next Budget Year
Current Year 2nd Quarter 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 3rd 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 PROCESS

The operating budget process is a continuous cycle. Each division is responsible for completing a current year forecast and next year's budget request. Once this is done and data is input into the budget system, the Budget Office generates line item forecast reports and submits them to each division. Summaries are presented to the Director of Finance, the Chief Administrative Officer, and the Mayor.

This process is performed twice during the fiscal year, once in October and in January. The need for accuracy and thoroughness in the preparation of the forecast and budget requests cannot be over-emphasized. During the administrative hearings in March, each division submits budget requests that are reviewed by the Operating Budget Committee. The Mayor uses the data obtained through that process to determine each division's spending trends and decides if any revisions are necessary to meet the City's needs.

After the hearings are completed, the Budget Office finalizes the Proposed Operating Budget Book, which the Mayor submits to the Council. Each division is scheduled to have Council Committee hearings in April and May. The Operating Budget must be approved by a majority of the full Council. Also, in April, the Budget Office completes an internal forecast for the current year only. This is used to determine the year-end spending for each service center and any projected deficits.

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 PROCESS

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. The information submitted by the divisions is used by the Budget Office to prepare an overall projection of the City's needs and resources.

Building Design and Construction reviews the scope of all requests involving construction or major renovations to City owned structures. Debt Management studies the fiscal feasibility of the projects submitted for future funding needs.

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

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

COUNCIL AGENDA CHECK-OFF SHEET

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

Routing and Handling of Transfers

A) Administrative Transfers and Appropriations

- Division Directors
- Budget Office
- Comptroller’s Office

B) Council Transfers and Appropriations

The budget resolution package (Council Agenda Check-Off Sheet, original resolution 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 CAO's Office by noon on Tuesday for Council Committee action on the following Tuesday.
- 5) Council Committee reviews monetary transfers and makes recommendations to the full Council.
- 6) The CAO'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 revenues 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.

Governmental Fund	Proprietary Funds	Fiduciary Funds
General	Enterprise	Pension Trust
Special Revenue	Internal Service	Investment Trust
Debt Service		
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 proprietary funds.

Budgets and The 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 Non-expendable 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

The City of Memphis strives to maintain a General Fund balance of 10% of expenditures as a standing fiscal policy. For FY2010 and the FY2011 forecast, the spendable fund balance is \$76.3 million and \$70.2 million, respectively.

The City will be required to use new classifications for reporting fund balances beginning with this budget. These classifications 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.

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 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, the new standards 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 reported 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 will be reported in the following classifications. As examples, the components of fund balance as projected in the FY2011 Approved Budget are described under each new category.

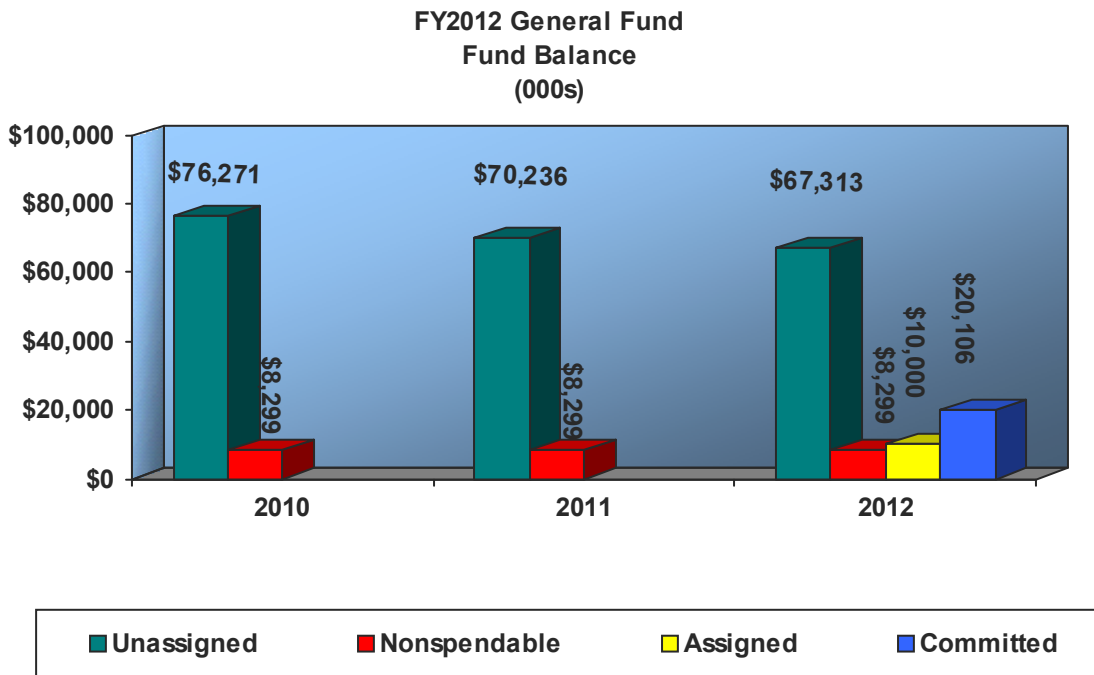
Nonspendable - amounts that cannot be spend because they are either (a) not in spendable form or (b) legally or contractually required to remain intact.

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

Goals and Objectives

The City's Mission: to provide responsive and cost effective services through the enhancement of employees, neighborhoods, youth and business development. *The Vision:* to be recognized globally as the City of Choice in which to live, learn, work and recreate. The mission and vision are the primary drivers of the organization and together they impact the City's operating and capital expenditure budgets.

To achieve the City's mission and vision, the Mayor has embraced a Strategic Business Model, framed by many of the City's business leaders, to initiate strategic actions to transform Memphis City Government. This plan was shared with the City Council, for feedback and modification. The Administration also considered input from the City's operating divisions and citizenry. Now complete, the plan articulates the mission, vision and values of the City of Memphis in coordination with the necessary transformative actions. The strategic model creates a paradigm that matches the realities of today's economic environment and the strategic priorities.

While Public safety remains the highest priority, the Mayor has defined other priorities that will promote economic development, consolidate functionally and balance fees versus taxes in the government. The priorities for FY 2012 are:

1. Jobs/Economic Development – 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.
2. Public Safety – The objective is to enhance crime prevention, provide support for at-risk and ex-offender populations, and promote community partnerships and citizen participation.
3. Customer Focus – This goal focuses on clarifying customer service standards, improving internal quality assessment, accountability and increasing and improving opportunities for citizen feedback.
4. Government Efficiency – The reformation of government processes and improvement of organizational coordination continue to be the objective of this priority.

The overall goal for the City of Memphis is to ensure that City services stimulate business success and enhance the standard of living for all Memphians.

Throughout this document operating divisions have established goals and objectives that are consistent with the Mayor's priorities. To monitor goals and objectives, operating divisions have incorporated metrics and measures as part of their budget.

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.



FINANCIAL SUMMARY

Impact of the Economy on Budget Planning

While a slight national recovery has been recognized through leading economic indicators, 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 economic challenges for the City of Memphis are similar to municipal governments across the country. This 2012 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 Memphis 2011, A Year of Recovery Report, presented later in this document.

Our budget planning incorporates a balanced approach of expense reduction and new revenue generation to meet our priorities. For the third year in a row, the City is budgeting over \$55 million for support of the Memphis City Schools. This “maintenance of effort” funding is a true cost increase as the tax rate, which generated funding, was removed in fiscal year 2009. There has been no revenue source for this expense since the 2009 school tax rate was removed. As a result the City’s support of schools has been absorbed in the budget primarily through expense reductions.

To accommodate school funding and other priorities the administration has made tough choices for the FY 2012 budget. Expenses were reduced through a 4.6% salary reduction to all employees, including public safety. This generated \$16.9 million in savings. Layoffs were also a part of our expense reductions generating \$9.0 million in savings. A reduction of hours in our community centers and libraries, as well as outsourcing three of our city operated golf courses are also strategies being used to reduce expenses. While these represent tough choices to fund the education priority, we will continue to deliver quality services to our Citizens.

With respect to revenues the 2012 budget introduces new revenue streams from the sale of delinquent property taxes (\$20 million), and a \$0.18 cents one time tax increase for city school funding. The \$20.1 million generated from this increase will be identified as committed funds in our fund balance.

Other revenue strategies include an increase in court costs, implementation of a stronger parking enforcement program, and the outsourcing of parking ticket collections. Together the other revenue strategies generate approximately \$8.1 million.

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 2012 as the national economy.

Revenue growth is moderate for sales taxes and is approximately \$9 million more than last year’s budget. As mentioned in the economic impact discussion, the FY 2012 revenue plan does include a one time \$0.18 cents property tax increase to support Memphis City Schools. Net property taxes (including the impact of foreclosures) will increase by approximately \$15.3 million. These two revenue categories, which are the city’s largest, are not expected to rebound to previous levels, but they are expected to show stabilization from the lows of the last two years.

The FY 2012 revenue plan is virtually flat when compared to the FY 2011 adopted budget. The FY 2011 adopted revenue budget included approximately \$50 million proceeds from bond refinancing to support the



FINANCIAL SUMMARY

school funding commitment. In the FY 2012 budget these proceeds are only \$20 million, a \$30 million decrease.

The FY 2012 Operating Expense Budget provides for core services delivery and our public safety initiatives. Increasing fuel cost and healthcare costs, our traditional economic cost drivers, have been efficiently absorbed in the FY 2012 budget.

Other expense increases, as noted earlier, reflect our commitment to education, and economic development. For the third year we are budgeting over \$55.0 million to “maintenance of effort” in our support of Memphis City Schools. We have paid for our expense increases through a 4.6% salary reduction to all employees, including public safety. This generated \$16.9 million in savings. Layoffs were also a part of our expense reductions generating \$9.0 million in savings. A reduction of hours in our community centers and libraries, as well as outsourcing three of our city operated golf courses are also strategies used to reduce expenses.

Although, we have exercised fiscal prudence, we expect the quality of our service delivery to remain strong. Without our education expenditure our expense budget goes from \$661.4 million to \$606.4 million. The FY 2011 budget, including education funding, was \$673.1; therefore our actions have produced a FY 2012 budget that is decreasing by \$11.7 million.

We remain committed to seeking and evaluating opportunities to restructure costs to insure the most cost effective 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 proposed for FY 2012 in the Sewer Fund increased by approximately 36.0% this growth is a result of a rate increase implemented in FY 2011 to meet federal requirements. The full impact of the rate increase is presented for FY 2012.

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. These costs are reimbursed by using divisions to the division (fund) providing the service. This year the internal services funds do not include the Printing Fund. This fund was incorporated into the General Fund for FY 2012.

The Internal Service Funds proposed budget increase is primarily due to the Healthcare Fund which is increasing by 8.4% as a result of funding included for a Medicare buy back strategy. The Fleet Fund will have only moderate increases as measures have been taken to make the Fleet Fund more efficient.

Special Revenue Fund

Special Revenue funds provide budgets for specific revenue sources that are restricted to expenditures for specific purposes. The FY 2012 proposed revenue budget is \$66.2 million which reflects a 2.1% increase



FINANCIAL SUMMARY

from the FY 2011 adopted budget.

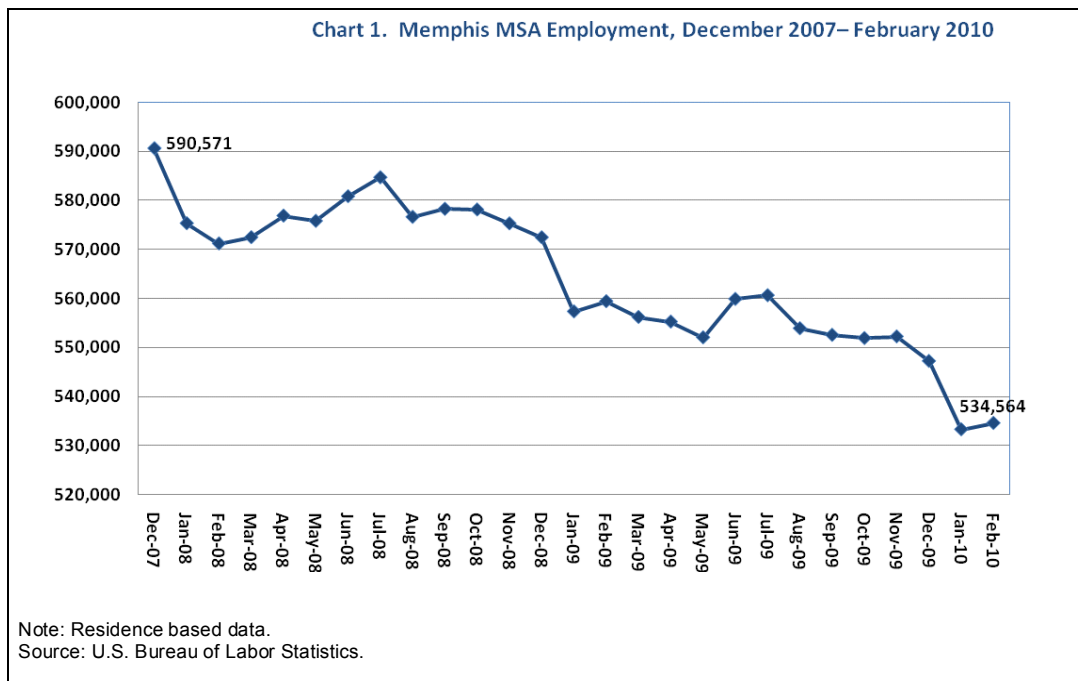
Debt Service Fund

The Debt Service Fund provides for the accumulation of resources for the payment of general long-term debt principal, interest and related costs. There is a 47.7% or \$62.3 million increase in total expense when comparing the FY 2012 proposed budget with the FY 2011 adopted budget. The primary increase in expense is due to the retirement of a refunded note. There is corresponding income for this retirement therefore there is no fund impact.

Memphis in 2010: Transportation Gains Lead the Way

Now that 2009 has closed and 2010 has started several governments are anticipating the current economic recession may be at an end. While the recession may technically be over, the local and national employment situation will make it feel as if we are still in the depths of the recession. As a lagging economic indicator, it is quite possible that unemployment could still grow even though the experts have declared the recession is over.

As shown in Chart 1, there were over 56,000 fewer people employed in the Memphis Metropolitan Statistical Area (MSA) as of February 2010 compared to when the recession officially began in December 2007. As shown in Chart 2, the number of unemployed persons in the MSA rose by over 27,000 to 65,556, while the unemployment rate rose from 5.7 percent to 10.9 percent in February 2010 (down from 11.2 in January 2010).



The data in Table 1 reveals that in terms of sheer volume, most of the job losses have been in the Professional and Business Services sector with approximately 15,700 jobs lost between December 2007 and March 2010, which coincides with the fact that the Memphis MSA is a service sector driven economy. Employment reductions in the manufacturing industry were less than half as much at 6,400, while construction related jobs decreased by 6,200. With increased outsourcing and continuing technological improvements, the manufacturing jobs lost are unlikely to return. However, the construction jobs lost may return once the current credit environment changes and lending begins to increase, but those events are still considered future events.

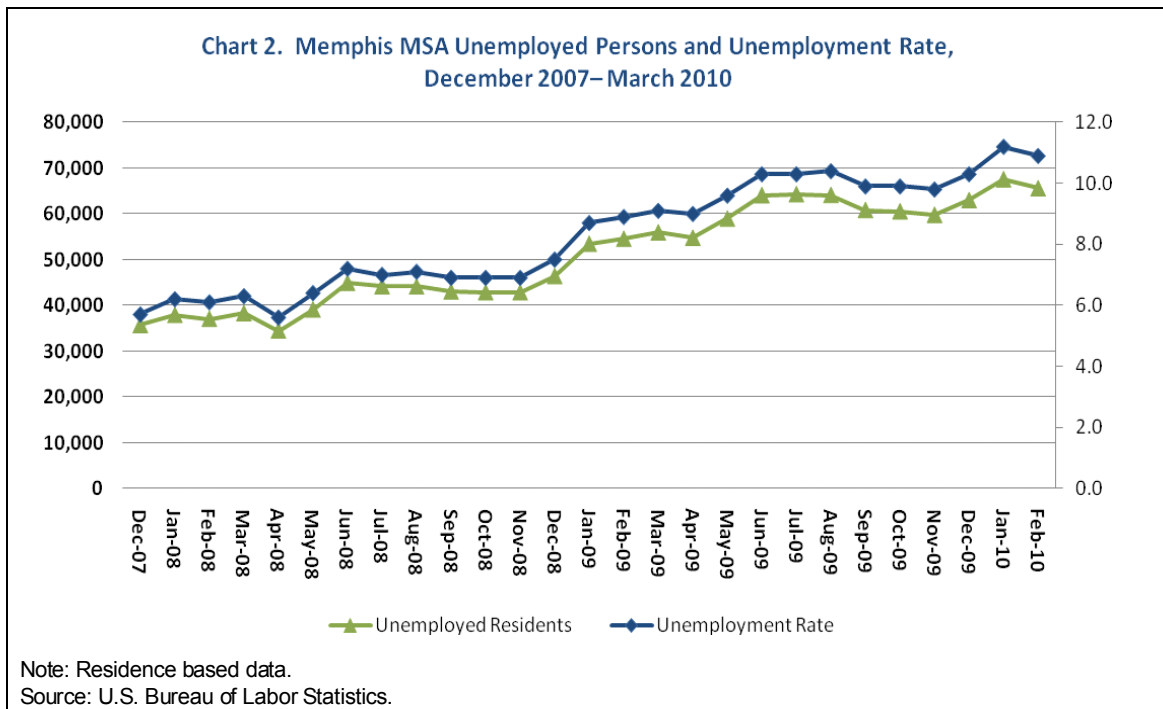


Table 1. Memphis MSA Employment by Industry, December 2007–March 2010

Sector	Dec-07 (000)	Mar-10 (000)	Change (000)	Percent Change
Total	649.2	582.6	-66.6	-10.3%
Construction	26.2	20.0	-6.2	-23.7%
Manufacturing	50.8	44.4	-6.4	-12.6%
Retail Trade	75.6	62.8	-12.8	-16.9%
Transportation and Utilities	66.5	59.8	-6.7	-10.1%
Professional and Business Services	87.5	71.8	-15.7	-17.9%
Education and Health Services	79.1	80.6	1.5	1.9%
Leisure and Hospitality	71.7	62.8	-8.9	-12.4%
Other Services	24.0	24.1	0.1	0.4%
Government	90.2	87.9	-2.3	-2.5%

Note: Establishment based data.
Source: U.S. Bureau of Labor Statistics.

To be certain, looking at the employment numbers along with unemployment rate reveals a relatively grim picture. But, there have been many recent developments that paint a very different picture for the Memphis MSAs future, particularly in transportation and distribution and maybe even in manufacturing.

So, what does the Memphis MSA economy have in-store for the future? Being a part of the southeast is a positive attribute. As, the southeast has better weather, lower tax burdens, and lower labor costs than other traditional manufacturing centers of the midwest and northeast. Additionally, as shown in Table 2, the Memphis MSA has enjoyed a per capita personal income that is substantially higher than the U.S. as a whole.

Table 2. Per Capita Personal Income, Memphis MSA, Tennessee, and the U.S., 2000–2001

Year	Memphis MSA	Tennessee	U.S.
2000	\$28,520	\$29,847	\$26,691
2001	\$29,827	\$30,582	\$27,525
2002	\$30,564	\$30,838	\$28,123
2003	\$31,259	\$31,530	\$28,992
2004	\$32,809	\$33,157	\$30,246
2005	\$34,057	\$34,690	\$31,294
2006	\$35,535	\$36,794	\$32,871
2007	\$37,147	\$38,615	\$34,156
2008	\$37,792	\$39,582	\$34,833

Source: U.S. Bureau of Economic Analysis.

Furthermore, the proximity to major population centers of the east and the mid-west is a plus for the location of companies with time-sensitive goods and fast customer service requirements. All manufactured goods ultimately must be delivered to customers in a reasonable time. The ability to reduce shipping time is critical in reducing inventory costs to producers and consumers of goods. The ability of a region to offer quick, predictable, and reliable shipping services to the major population centers of the U.S. (and the world) has the potential to attract manufacturers of high value and time sensitive products.

Shipping customers have a few basic requirements such as reasonable costs and consistent service delivery. Consistent service delivery also encompasses service that is prompt, predictable, reliable, and safe. Reliable delivery is the most crucial expectation. Predictability, reliability, and speed are three major factors in the success of local favorite FedEx. FedEx's ability to deliver with these three major factors has attracted time sensitive industries to the Memphis area such as, aircraft parts; pathology labs; cut flowers; and computer distribution. Also, FedEx is expanding its global capacity via Memphis International Airport with the arrival of Boeing's 777 freight aircraft that allows for direct, non-stop routes to China and other Asian countries, reducing the delivery time of goods and documents by eliminating refueling stops in Anchorage, Alaska.

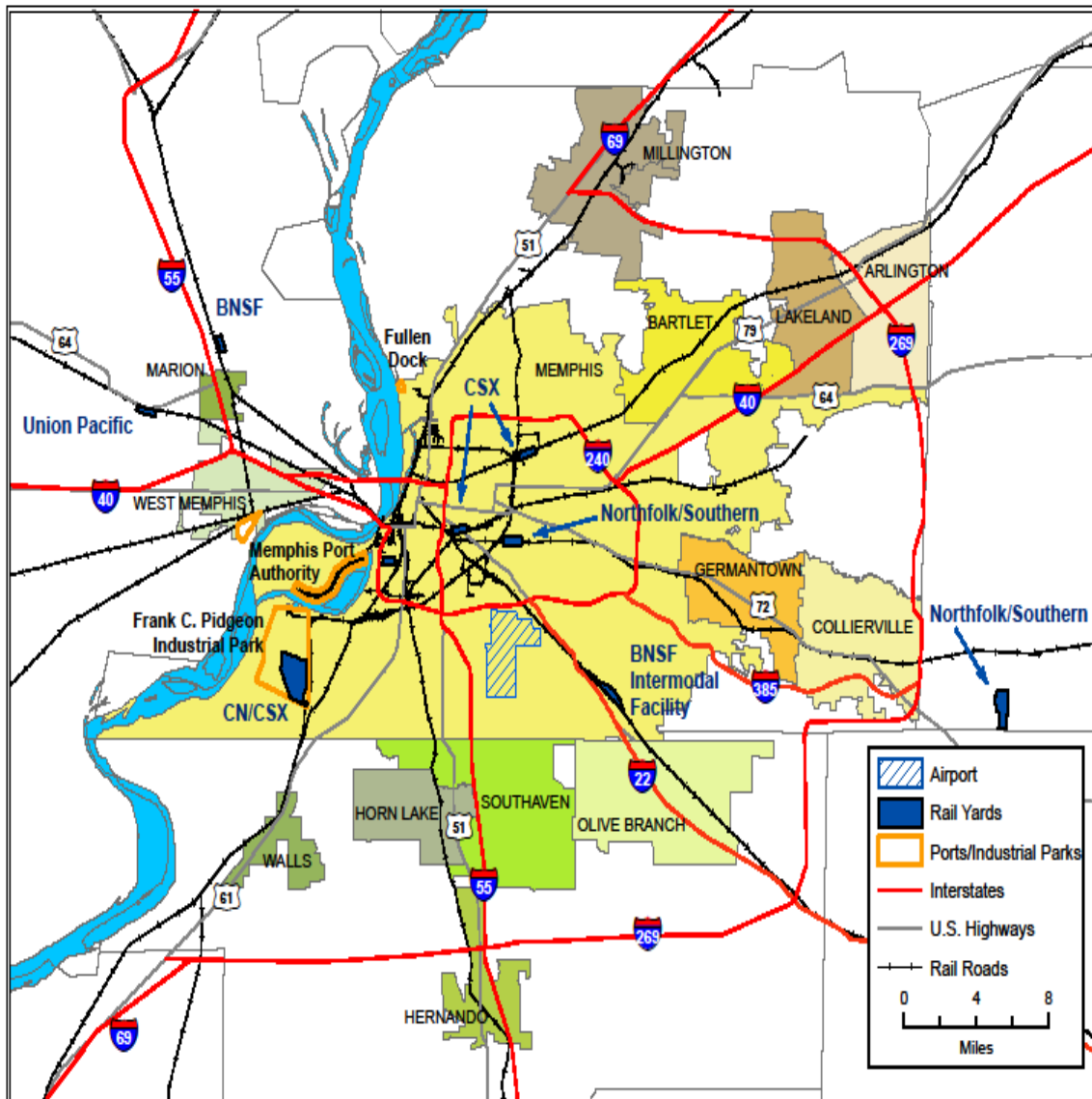
However, it is not just FedEx that makes the Mid-South an attractive place to do business. The increase in transportation infrastructure (see Map 1) in the Mid-South over the past few years (rail, highway, intermodal, and air) will help the area to grow quicker than other areas. The nearing completion of Tennessee Highway 385 along with the construction of Interstates 69 and 22 representing significant enhancements to the area's highway infrastructure and will substantially reduce travel times in and around the Memphis area.

Additionally, the completion and growth of regional intermodal facilities locally will help to offset infrastructure capacity issues in other areas of the country, thus helping to overcome transportation delays. Being host to five Class I railroads, the greater Memphis area is also home to numerous rail/intermodal facilities (see Map 1) including Canadian National at Pidgeon Park, Burlington Northern Santa Fe at Capleville (Southeast Memphis), Union Pacific in Marion Arkansas, and the planned Norfolk Southern facility in Fayette County between Piperton and Rossville.

Canadian National further enhanced its ability to provide faster, more reliable service via its Memphis facilities by bypassing Chicago with the purchase of the Elgin, Joliet, and Eastern Railroad that goes around Chicago instead of through Chicago as other Canadian National routes. In doing so, Canadian National provides nearly direct access to both the West coast port of Prince Rupert, BC, and the East coast port of Halifax, NS via Memphis.

As the world economy continues to improve, retail shipments from China and other Asian countries to the U.S. will lead the way. The continued trend of increased imports of retail goods from Asia will only pick up as the economy recovers. This increase will benefit areas with ample intermodal and distribution capacity, particularly as reduced travel time becomes more critical. With a transportation infrastructure that is second to none, Memphis is poised to take advantage of the economic recovery.

Map 1. Memphis Area Transportation Infrastructure



Prepared for the City of Memphis by the Sparks Bureau of Business and Economic Research/Center for Manpower Studies

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 2010, Memphis' assessed value of real property

- 52.97% Residential
- 34.50% Commercial
- 12.01% Industrial
- 0.08% Farm
- 0.44% 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 assessed value of the property and the tax rate. 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 \$3.19, the calculation is:

$$\begin{aligned} \text{tax} &= (\$25,000/\$100) \times \$3.19 \text{ per } \$100 \\ &= \$250 \times \$3.19 = \$797.50 \end{aligned}$$

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 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 at a point in time. Certain properties are exempt such as those owned by government, religious, charitable organizations, etc.

FINANCIAL SUMMARY

TAXING OVERVIEW

Historical property tax rates are displayed in the table below.

HISTORY OF PROPERTY TAXES

Tax Year	Fiscal Year	General Fund	Schools	Debt Service	Capital Pay Go	Total Rate
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	2.478500	0.000000	0.714100	0.0031	3.19



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 PERMITS

Licenses and Permits 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 is derived from funds that are managed by outside money managers.

TRANSFERS IN

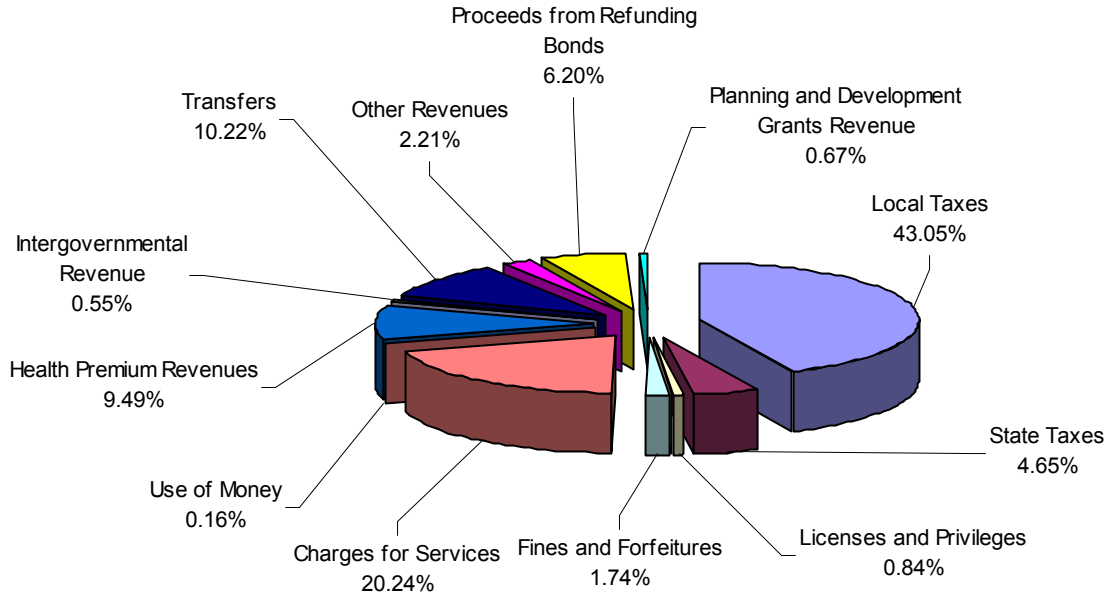
Transfers are made from various sources into the General Fund. One source is the State's Municipal Aid Fund. These funds are from gasoline and other fuel revenues that are disbursed throughout the counties and municipalities within the state of Tennessee as stated in Tennessee Code Annotated. Other sources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



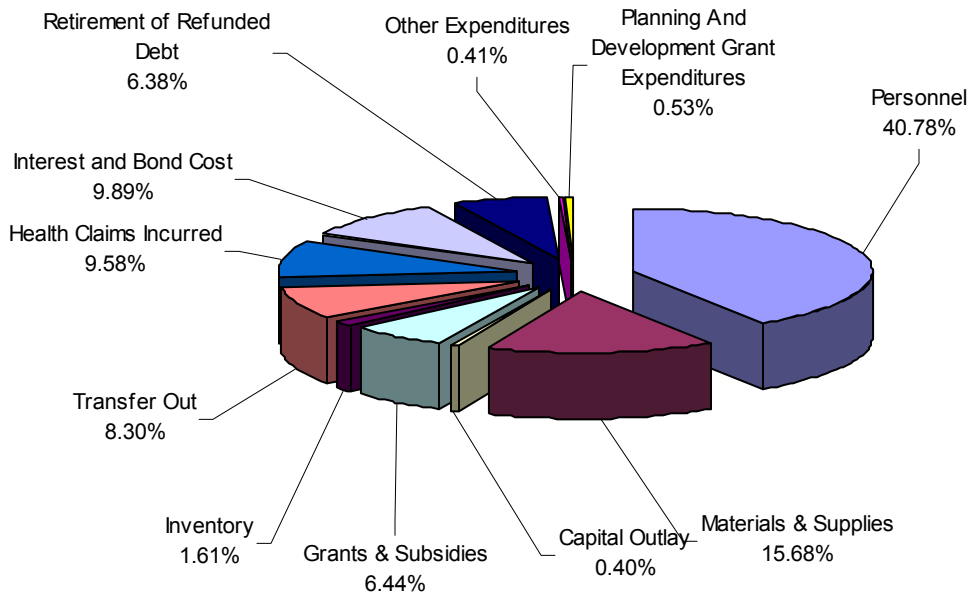
BUDGET SUMMARY ALL FUNDS

Description	FY2010 Actual	FY2011 Adopted	FY2011 Forecast	FY2012 Adopted
Revenues				
Local Taxes	505,565,885	507,797,526	506,906,525	523,925,314
State Taxes	54,713,106	52,045,528	54,882,700	56,548,505
Licenses and Privileges	11,118,673	11,734,243	10,766,821	10,221,821
Fines and Forfeitures	12,161,981	13,026,396	12,993,606	21,117,500
Charges for Services	189,194,516	222,115,072	220,463,671	246,319,847
Use of Money	1,659,256	4,435,679	1,079,512	1,938,151
Health Premium Revenues	99,454,439	119,337,252	120,104,483	115,534,103
Intergovernmental Revenue	6,835,416	5,874,439	6,657,439	6,674,624
Transfers	75,165,086	146,595,803	143,019,278	124,351,823
Other Revenues	8,557,959	12,238,635	11,403,087	26,844,651
Proceeds from Refunding Bonds	175,209,405	0	0	75,400,000
Federal and State Grants	5,811,096	6,974,911	7,508,687	8,213,911
Total Revenues	1,145,446,818	1,102,175,484	1,095,785,809	1,217,090,250
Expenditures				
Personnel	483,436,970	509,339,834	504,976,426	481,651,759
Materials & Supplies	136,298,224	168,292,025	173,667,035	185,138,848
Capital Outlay	5,454,449	6,520,122	6,190,328	4,768,770
Grants & Subsidies	76,572,859	63,601,398	67,856,424	76,083,148
Inventory	15,779,419	18,967,883	22,056,386	18,961,550
Transfer Out	48,337,173	127,007,169	122,168,059	97,992,130
Health Claims Incurred	101,111,004	108,480,259	98,833,099	113,100,000
Interest and Bond Cost	133,618,559	96,745,735	94,519,910	116,789,440
Other Expenditures	5,799,901	4,835,000	4,929,105	4,826,853
Retirement of Refunded Debt	174,017,191	0	0	75,400,000
Planning & Development Grant Exp	3,585,691	5,036,962	5,036,962	6,280,398
Total Expenditures	1,184,011,440	1,108,826,387	1,100,233,734	1,180,992,896
Contribution (Use) of Fund Balance	(38,564,622)	(6,650,903)	(4,447,925)	36,097,354

FY2012 ALL Funds Summary Revenues



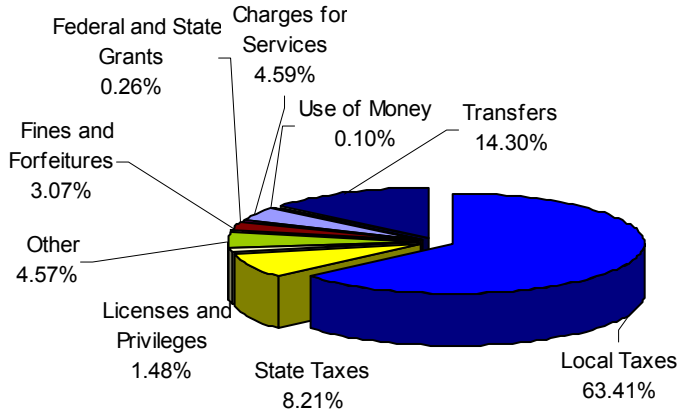
FY2012 ALL Funds Summary Expenditures



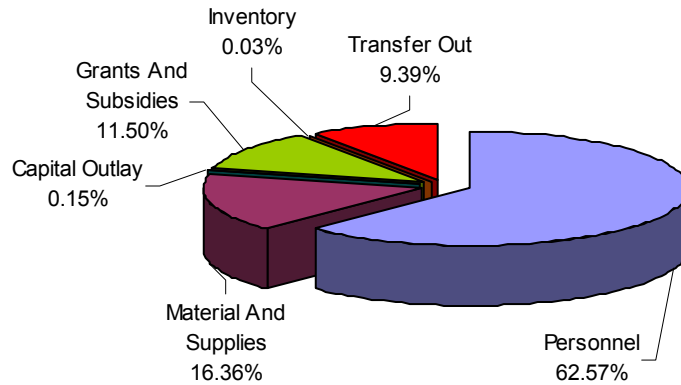
GENERAL FUND

Description	FY2010	Actual	FY2011 Adopted	FY2011 Forecast	FY2012 Adopted
Revenues					
Local Taxes	420,878,986	423,482,795	423,603,813	423,603,813	436,659,583
State Taxes	54,713,106	52,045,528	52,045,528	54,882,700	56,548,505
Licenses and Privileges	11,118,673	11,734,243	11,734,243	10,766,821	10,221,821
Fines and Forfeitures	12,161,981	13,026,396	13,026,396	12,993,606	21,117,500
Federal and State Grants	2,575,729	1,806,949	1,806,949	2,331,279	1,793,067
Charges for Services	31,815,236	29,483,170	29,483,170	32,197,599	31,636,225
Use of Money	876,828	2,035,679	2,035,679	573,151	673,151
Other/Intergov't Revenues	13,045,829	16,040,831	16,040,831	15,988,283	31,446,847
Total General Revenues	547,186,368	549,655,591	549,655,591	553,337,252	590,096,699
Transfers	58,537,514	127,766,897	127,766,897	127,486,267	98,486,897
Total Revenues/Transfers	605,723,882	677,422,488	677,422,488	680,823,519	688,583,596
Expenditures					
Personnel	416,446,928	437,927,219	437,927,219	438,043,312	413,868,243
Materials & Supplies	87,287,964	105,229,437	105,229,437	112,712,616	108,189,401
Capital Outlay	1,804,337	1,336,772	1,336,772	1,426,698	959,592
Grants & Subsidies	76,572,859	63,601,398	63,601,398	67,856,424	76,083,148
Inventory/Other Expenses	120,938	75,300	75,300	215,253	225,300
Transfer Out	45,662,173	64,996,056	64,996,056	65,765,844	62,075,084
Total Expenditures	627,895,199	673,166,182	673,166,182	686,020,147	661,400,768
Contribution (Use) of Fund Balance	(22,171,317)	4,256,306	4,256,306	(5,196,628)	27,182,828
Fund balance beginning of year	106,603,000			84,431,683	79,235,055
Fund balance end of year	84,431,683			79,235,055	106,417,883

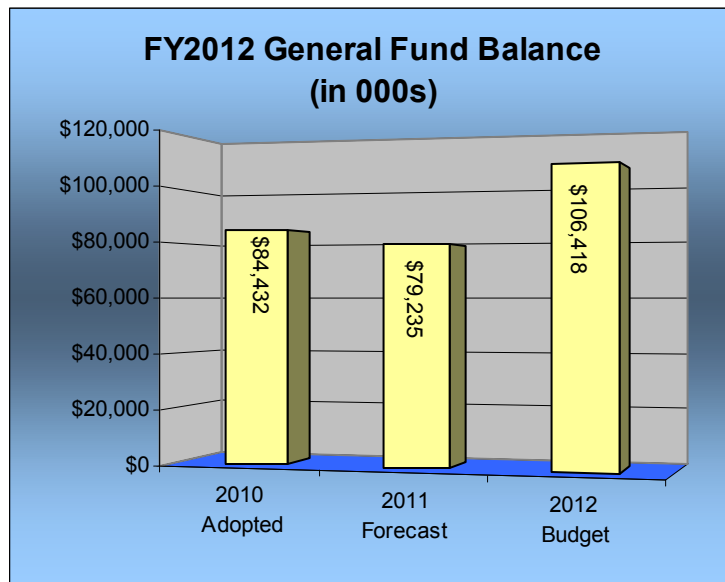
FY2012 General Fund Revenues



FY2012 General Fund Expenditures



FY2012 General Fund Balance (in 000s)

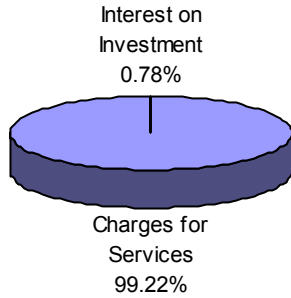


ENTERPRISE FUND

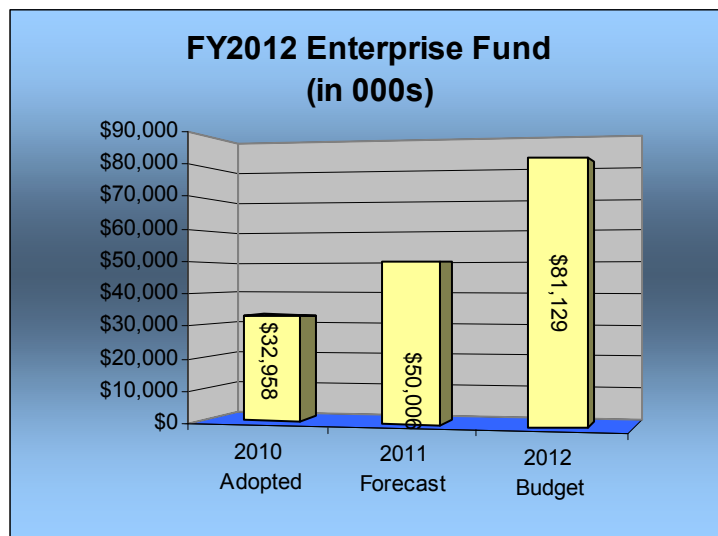
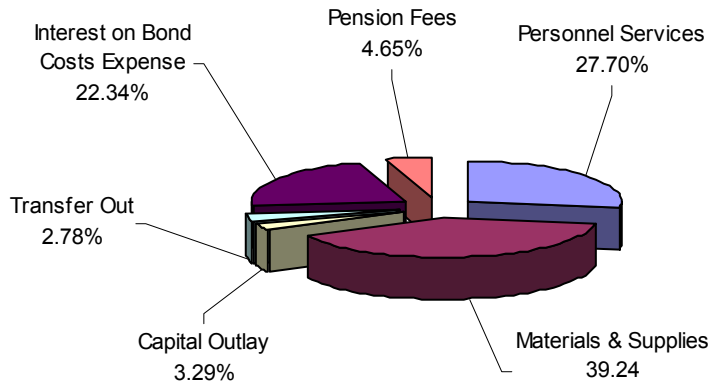
Enterprise Funds account for the acquisition, operations and maintenance of the City's facilities. These services are entirely or predominantly supported by user charges. The City periodically determines whether the revenue earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
<u>Revenues</u>				
Interest on Investments	187,074	200,000	200,000	1,000,000
Charges For Services	79,594,200	99,846,500	100,707,246	126,061,320
Transfers in General Fund	0	452,000	452,000	452,000
Total Revenue	79,781,274	100,498,500	101,359,246	127,513,320
<u>Expenditures</u>				
Personnel Services	25,844,169	27,585,512	25,403,927	26,696,905
Materials & Supplies	20,511,933	29,192,016	27,343,642	37,825,338
Capital Outlay	2,789,092	4,619,980	4,011,925	3,169,186
Transfer Out	2,675,000	2,675,000	2,675,000	2,675,000
Other Expenditures	4,439,180	4,485,000	4,486,510	4,486,510
Interest on Bond Costs	17,950,000	17,434,500	20,389,940	21,537,440
Total Expenditures	74,209,374	85,992,008	84,310,944	96,390,379
Contribution (Use) of Fund Balance	5,571,900	14,506,492	17,048,302	31,122,941
Fund balance beginning of year	27,386,000		32,957,900	50,006,202
Fund balance end of year	32,957,900		50,006,202	81,129,143

FY2012 Enterprise Fund Revenue



FY2012 Enterprise Fund Expenditures

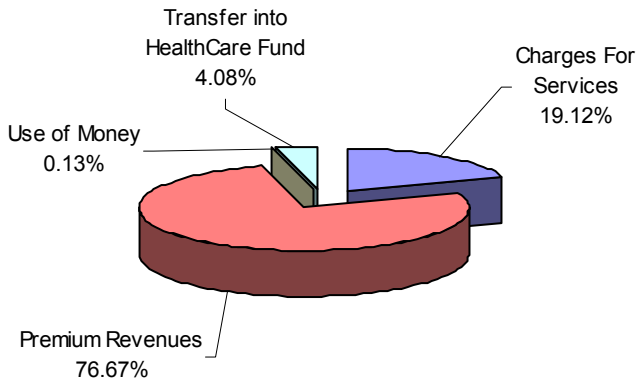


INTERNAL SERVICE FUND

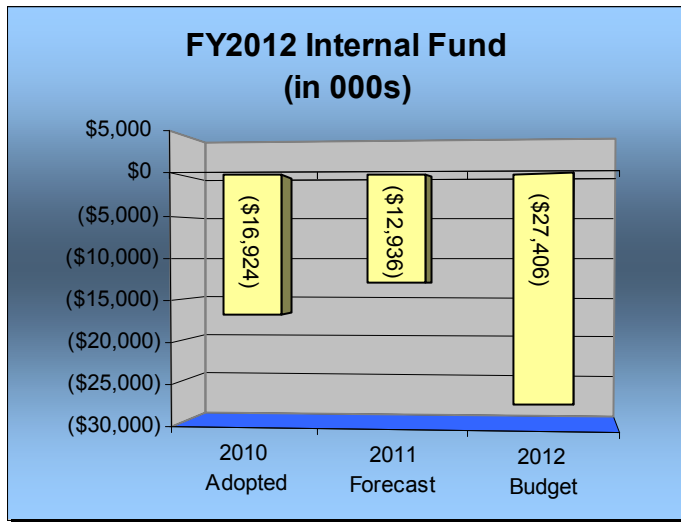
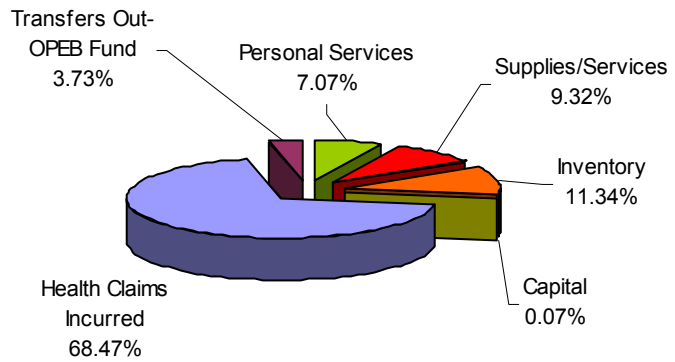
Internal Funds are used to budget for the costs of goods or services provided by one division or service center to other divisions for the City on a cost reimbursement basis.

Category	FY2010 Actual	FY2011 Adopted	FY2011 Forecast	FY2012 Adopted
<u>Revenues</u>				
Charges for services	26,686,052	33,127,369	28,475,914	28,819,300
Health Premium Revenues	99,454,439	119,337,252	120,104,483	115,534,103
Use of Money	341,774	200,000	241,361	200,000
Transfer in to HealthCare Fund	0	0	0	6,152,174
Total Revenue	126,482,265	152,664,621	148,821,758	150,705,577
<u>Expenditures</u>				
Personnel	11,757,839	13,224,892	12,505,413	11,679,511
Material & Supplies	7,092,975	10,522,966	11,209,963	15,389,779
Inventory	15,771,496	18,892,583	21,968,728	18,736,250
Capital Outlay	488,530	148,595	316,390	117,452
Health Claims Incurred	101,111,004	108,480,259	98,833,099	113,100,000
Transfer Out - OPEB Fund	0	5,642,898	0	6,152,174
Total Expenditures	136,221,844	156,912,193	144,833,593	165,175,166
Contribution (Use) of Fund Balance	(9,739,579)	(4,247,572)	3,988,165	(14,469,589)
Fund balance beginning of year	(7,185,000)		(16,924,579)	(12,936,414)
Fund balance end of year	(16,924,579)		(12,936,414)	(27,406,003)

FY2012 Internal Service Fund Revenues



FY2012 Internal Service Fund Expenditures

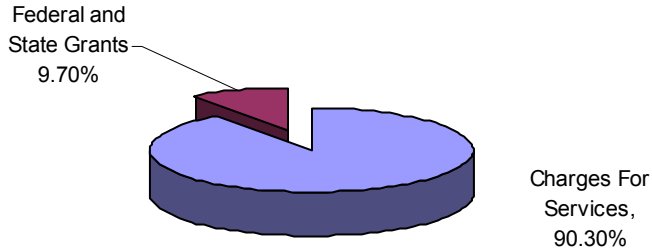


Special Revenue Fund

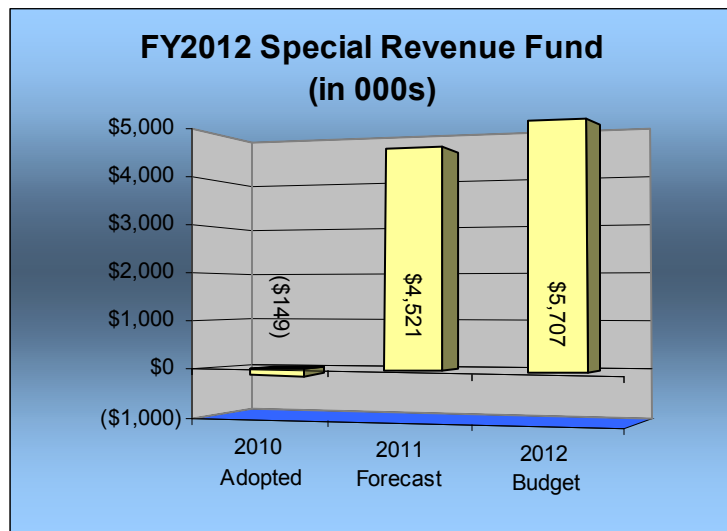
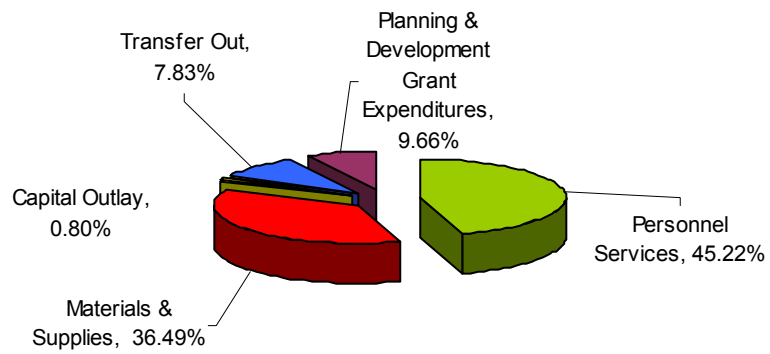
Special Revenue Funds are used to account of the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

Description	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Revenues				
Charges For Services	51,099,028	59,658,033	59,082,912	59,803,002
Transfers	0	3,112,105	0	0
Federal and State Grants	3,235,367	5,167,962	5,177,408	6,420,844
Total Revenue	54,334,395	67,938,100	64,260,320	66,223,846
Expenditures				
Personnel Services	29,388,034	30,602,211	29,023,774	29,407,100
Materials & Supplies	21,405,352	23,347,606	22,400,814	23,734,330
Capital Outlay	372,490	414,775	435,315	522,540
Transfer Out	0	2,693,215	2,693,215	5,093,215
Planning & Development Grant Exp	3,585,691	5,036,962	5,036,962	6,280,398
Total Expenditures	54,751,567	62,094,769	59,590,080	65,037,583
Contribution(Use) of Fund Balance	(417,172)	5,843,331	4,670,240	1,186,263
Fund balance beginning of year	268,172		(149,000)	4,521,240
Fund balance end of year	(149,000)		4,521,240	5,707,503

FY2012 Special Revenue Fund Revenues



FY2012 Special Revenue Fund Expenditures

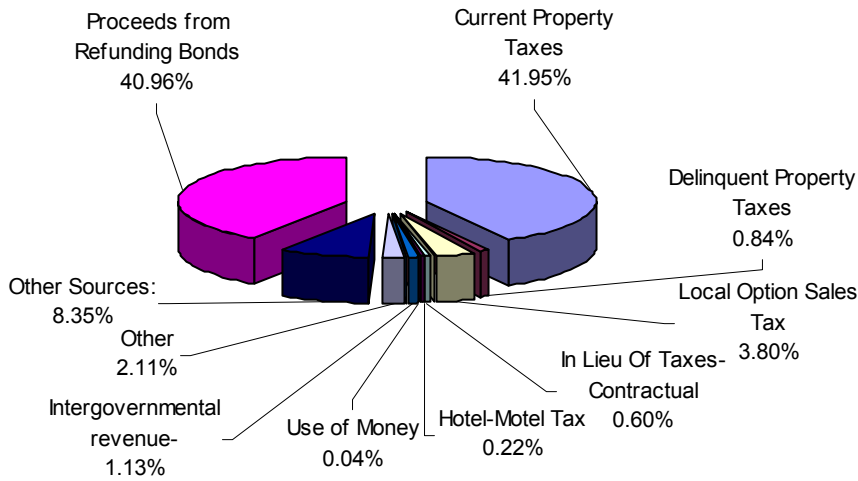


DEBT SERVICE FUND

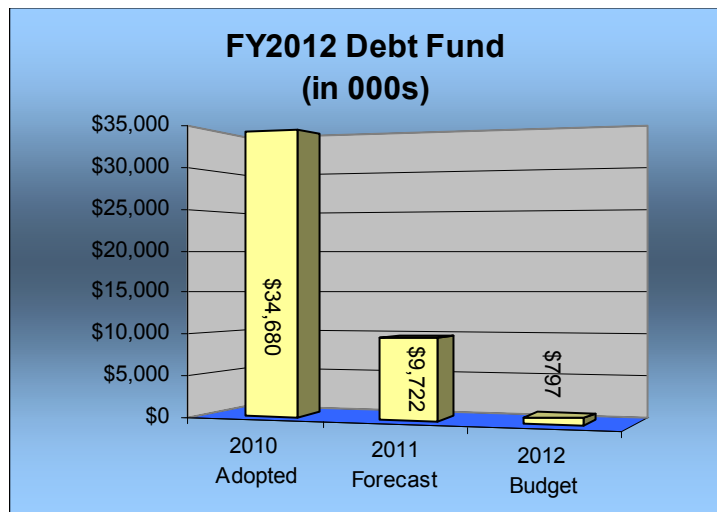
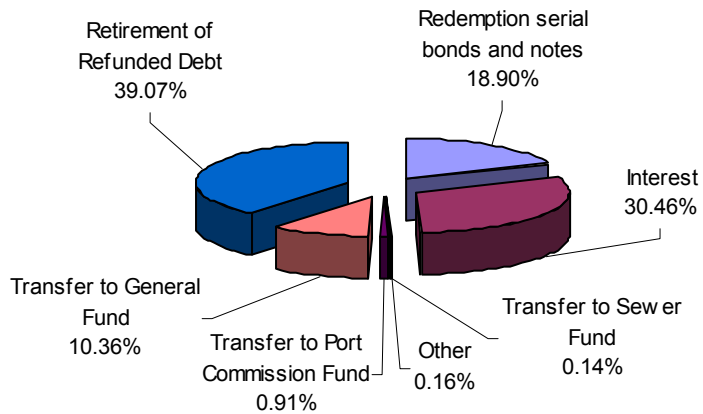
Debt Service Fund is used to account for the accumulation of resources for and the payment of general long-term debt principal, interest, and related costs.

Description	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Revenues				
Current Property Taxes	80,003,074	80,213,461	79,483,206	77,213,461
Delinquent Property Taxes	2,705,031	2,000,000	1,653,136	1,550,000
Local Option Sales Tax	0	0	0	7,000,000
In Lieu Of Taxes-Contractual	1,579,261	1,700,000	1,765,100	1,100,000
Hotel-Motel Tax	399,533	401,270	401,270	402,270
Use of Money	253,580	2,000,000	65,000	65,000
Intergovernmental revenue-				
Memphis Shelby County Airport Auth	2,074,268	2,072,243	2,072,243	2,072,428
Memphis Shelby County Port Com	273,278	0	0	0
Other/Transfer	16,627,572	15,264,801	15,081,011	19,260,752
Total Revenues	103,915,597	103,651,775	100,520,966	108,663,911
Proceeds from Refunding Bonds	175,209,405	0	0	75,400,000
Total Revenues	279,125,002	103,651,775	100,520,966	184,063,911
Expenditures				
Redemption serial bonds and notes	61,803,016	24,099,970	24,099,970	36,475,000
Interest	53,865,543	55,211,265	50,030,000	58,777,000
Other	1,247,706	350,000	315,000	315,000
Operating transfer Out (Sewer Fund)	0	0	0	272,000
Operating transfer Out (Port Comm Fund)	0	0	0	1,750,000
Operating transfer Out (General Fund)	0	51,000,000	51,034,000	20,000,000
Retirement of Refunded Debt	174,017,191	0	0	0
Retirement of Refunded Note	0	0	0	75,400,000
Total Expenditures	290,933,456	130,661,235	125,478,970	192,989,000
 Contribution(Use) of Fund Balance	 (11,808,454)	 (27,009,460)	 (24,958,004)	 (8,925,089)
 Fund balance beginning of year	 46,488,838		 34,680,384	 9,722,380
 Fund balance end of year	 34,680,384		 9,722,380	 797,291

FY2012 Debt Service Fund Revenues



FY2012 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, 2011 THROUGH JUNE 30, 2012, 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, 2011 THROUGH JUNE 30, 2012, 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	278,106,000
Ad Valorem Tax Prior	780,000
Rec In Lieu Of Taxes - Cont	5,220,500
Prop Taxes Int & Penalty	1,200,000
Bankruptcy Interest & Penalty	170,000
Special Assessment - Prior	130,000
Local Sales Tax	99,000,000
Alcoholic Bev Insp Fee	4,100,000
Beer Sales Tax	15,100,000
Gross Receipts Bus. Tax	12,000,000
Interest Penalties & Commissions	230,000
Business Tax Fees	900,000
Mixed Drink Tax	2,600,000
Bank Excise Tax	792,987
State Appointment TVA	7,800,000
Cable TV Franchise Fees	4,400,000
Miscellaneous Franchise Tax	650,000
Warrants and Levies	200
Miscellaneous Tax Recoveries	2,300,000
MLGW/Williams Pipeline	315,870
TOTAL LOCAL TAXES	435,795,557

STATE TAXES (LOCAL SHARE)	
State Income Tax	6,000,000
State Sales Tax	46,863,401
Telecommunication Sales Tax	50,000
State Shared Beer Tax	340,000
Alcoholic Beverage Tax	270,504
Spec Petroleum Product Tax	1,479,600
<i>TOTAL STATE TAXES (LOCAL SHARE)</i>	<u>55,003,505</u>
LICENSES & PRIVILEGES	
Liquor By The Oz License	250,000
Taxi Drivers Licenses	28,200
Gaming Pub Amusement Fees	13,000
Wrecker Permit Fee	9,088
Miscellaneous Permits	70,000
Beer Applications	65,000
Auto-Veh Reg/Inspect Fee	9,200,000
Beer Permits	140,000
<i>TOTAL LICENSES & PRIVILEGES</i>	<u>9,775,288</u>
FINES AND FORFEITURES	
Court Fines	8,900,000
Court Costs	9,140,000
Fines & Forfeitures	100,000
Beer Applications (Fines)	100,000
Arrest Fees	260,000
<i>TOTAL FINES & FORFEITURES</i>	<u>18,500,000</u>
CHARGES FOR SERVICES	
Tax Sales-Attorneys Fee	700,000
MLG & W Rents	2,400
Parking Lots	315,000
<i>TOTAL CHARGES FOR SERVICES</i>	<u>1,017,400</u>
USE OF MONEY	
Interest on Investments	300,000
Net Income/Investors	300,000
State Litigation - Tax Commission	73,151
<i>TOTAL USE OF MONEY</i>	<u>673,151</u>
OTHER REVENUES	23,860,911

TRANSFERS	
In Lieu of Tax-MLG&W	54,470,000
In Lieu of Tax-Sewer Fund	3,874,897
Transfer in Debt Service Fund	20,000,000
Transfer In Mun St Aid Fund	16,811,000
Transfer In Sewer Fund	1,300,000
Transfer In Solid Waste	2,031,000
TOTAL TRANSFERS	98,486,897

TOTAL GENERAL REVENUES/ TRANSFERS IN 643,112,709

**GENERAL FUND
DEPARTMENTAL REVENUES**

EXECUTIVE	
Federal Grants	150,000
Local Shared Revenue	303,593
TOTAL EXECUTIVE	453,593

FINANCE	
Rezoning Ordinance Publication Changes	10,000
TOTAL FINANCE	10,000

FIRE	
Anti-Neglect Enforcement Program	200,000
Ambulance Service	18,500,000
Fire-Misc Collections	22,000
International Airport	3,802,196
TOTAL FIRE	22,524,196

POLICE	
Fines & Forfeitures	40,000
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	850,000
Sale of Reports	259,060
Officers in the School	1,067,000
Misc Revenue	44,000
Federal Grants	200,000
TOTAL POLICE	4,641,694

PARKS

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	135,000
Concessions	414,200
Golf Car Fees	1,126,000
Pro Shop Sales	107,500
Green Fees	1,850,400
Softball	119,850
Basketball	54,300
Ball Permit	28,750
Class Fees	92,200
Rental Fees	220,135
Day Camp Fees	214,050
After School Camp	7,500
Outside Revenue	1,579,758
St TN Highway Maint Grant	111,372
Local Shared Revenue	332,500
Misc Revenue-Cash Overage/Shortage	27,015
TOTAL PARKS	6,792,130

PUBLIC WORKS

St TN Highway Maint Grant	486,695
TOTAL PUBLIC WORKS	486,695

HUMAN RESOURCES

Gym Fees	15,000
TOTAL HUMAN RESOURCES	15,000

PUBLIC SERVICES

Dog License	274,965
County Dog License Fee	83,568
Library Fines & Fees	700,000
Weights/Measures Fees	540,000
Fleet/Mobile Fees	170,723
Shelter Fees	181,239
Animal Vaccination	18,234
Local Shared Revenue	654,709

CITY OF MEMPHIS

OPERATING BUDGET ORDINANCE

City of Bartlett	1,034,000
Misc Income	50,000
Grant Revenue - Library	16,000
<i>TOTAL PUBLIC SERVICES</i>	<u>3,723,438</u>
GENERAL SERVICES	
Fiber Optic Franchise Tax	466,026
Rent of Land	43,669
Easements and Encroachments	80,383
<i>TOTAL GENERAL SERVICES</i>	<u>590,078</u>
COMMUNITY ENHANCEMENT	
Special Assessment Tax	398,000
St TN Interstate Grant	750,000
<i>TOTAL COMMUNITY ENHANCEMENT</i>	<u>1,148,000</u>
ENGINEERING	
Sidewalk Permits	88,000
Subdivision Plan Insp Fees	385,000
Street Cut Inspection Fee	250,000
Traffic Signals	66,000
Signs-Loading Zones	12,800
Arc Lights	4,000
MLG&W Rent	400
St TN Highway Maint Grant	95,000
Sale of Report	14,363
<i>TOTAL ENGINEERING</i>	<u>915,563</u>
INFORMATION SYSTEMS	800,000
CITY COURT CLERK	
Court Fees	1,824,000
<i>TOTAL CITY COURT CLERK</i>	<u>1,824,000</u>
PLANNING AND DEVELOPMENT	
Landmarks Commission Misc. Revenue	1,546,500
<i>TOTAL PLANNING AND DEVELOPMENT</i>	<u>1,546,500</u>
TOTAL DEPARTMENTAL REVENUES	<u>45,470,887</u>
TOTAL REVENUES GENERAL FUND	<u><u>688,583,596</u></u>



**GENERAL FUND
EXPENDITURE BUDGET**

EXECUTIVE

Mayor's Office	1,126,281
Chief Administrative Office	328,095
Auditing	967,584
Mayor's Citizen Service Center	334,361
Youth Services/Community Affairs	1,806,202
Emergency Operations Center	637,919
<i>TOTAL EXECUTIVE</i>	5,200,442

FINANCE

Administration	375,830
Financial Management	1,625,929
Purchasing	686,086
Budget	461,503
Debt & Investment Management	176,381
City Treasurer	1,404,478
Financial & Strategic Planning Office	189,353
<i>TOTAL FINANCE</i>	4,919,560

FIRE

Administration	2,032,490
Apparatus Maintenance\Hydrant Repair	7,038,994
Logistical Services	1,805,430
Training	2,677,378
Communications	4,734,573
Fire Prevention/Public Education	5,175,334
Firefighting	92,431,054
EMS	32,921,061
Airport	3,673,263
<i>TOTAL FIRE</i>	152,489,577

POLICE

Executive Administration	31,298,447
Support Services	27,394,657
Precincts	115,081,010
Investigative Services	28,594,102
Special Operations	23,830,784
<i>TOTAL POLICE</i>	226,199,000



PARKS	
Administration	576,788
Planning & Development	138,911
Park Operations	5,378,209
Park Facilities	3,148,425
Zoo	1,790,873
Brooks Museum	614,460
Memphis Botanic Gardens	521,058
Fairgrounds/Stadium	1,882,308
Recreation	8,344,625
Golf	4,334,617
<i>TOTAL PARKS</i>	<u>26,730,274</u>
PUBLIC WORKS	
Administration	806,639
Street Maintenance	5,178,068
Street Lighting	12,195,000
<i>TOTAL PUBLIC WORKS</i>	<u>18,179,707</u>
HUMAN RESOURCES	
Administration/EAP	859,685
Health, Wellness & Benefits	584,075
Recruitment & Selection	3,780,098
Compensation/Records Administration	773,929
Labor Relations/EEO	317,855
Academy of Learning & Development	514,054
<i>TOTAL HUMAN RESOURCES</i>	<u>6,829,696</u>
PUBLIC SERVICES & NEIGHBORHOODS	
Administration	545,234
Special Services	1,873,643
Animal Shelter	2,951,001
Vehicle Inspection	2,491,887
Memphis/Shelby County Music Commission	210,495
Memphis Public Libraries	16,252,395
<i>TOTAL PUBLIC SERVICES & NEIGHBORHOODS</i>	<u>24,324,655</u>
GENERAL SERVICES	
Administration	576,223
Property Maintenance	6,291,790
Real Estate	358,549
Operation Of City Hall	2,139,386

CITY OF MEMPHIS

OPERATING BUDGET ORDINANCE

Printing/Mail Services	1,938,035
<i>TOTAL GENERAL SERVICES</i>	<u>11,303,983</u>
HOUSING & COMMUNITY DEVELOPMENT	
Housing	310,940
Economic Development	4,272,596
Community Initiatives	934,062
Business Development Center	306,950
<i>TOTAL HOUSING & COMMUNITY DEVELOPMENT</i>	<u>5,824,548</u>
COMMUNITY ENHANCEMENT	
Administration	567,583
Community Enhancement	7,728,513
<i>TOTAL COMMUNITY ENHANCEMENT</i>	<u>8,296,096</u>
CITY ATTORNEY	13,129,398
ENGINEERING	
Engineering Design & Administration	2,270,061
Signs And Markings	2,446,879
Traffic Signal Maintenance	2,556,001
<i>TOTAL ENGINEERING</i>	<u>7,272,941</u>
INFORMATION SYSTEMS	17,209,462
CITY COUNCIL	1,537,715
CITY COURT JUDGES	609,486
CITY COURT CLERK	3,313,718
RED LIGHT CAMERA	1,365,066
	<u>4,678,784</u>
GRANTS & AGENCIES	
Black Business Association	200,000
Chamber Foundation	1,350,000
Coliseum	150,000
Convention Center	1,000,000
Delta Commission on Aging	143,906
Economic Development	3,000,000
Elections	1,075,000
Facility Management Program Expense	1,545,000



Family Safety Center	100,000
Launch Memphis	25,000
MATA	16,930,000
Memphis Film & Tape	150,000
MLGW Citizen Assistant	1,000,000
Pensioners Insurance	28,451,500
Planning & Development	2,000,000
Pyramid	500,000
Rightsizing Budget Cost	1,300,000
Riverfront Development	2,373,859
Shelby County	6,646,149
Shelby County Assessor	414,129
Transfer Out - Board of Education	55,237,285
Transfer Out- CRA Program	2,102,988
Transfer Out- Storm Water Fund	232,820
Transfer Out- Misc Grants Fund	33,200
Transfer Out- Unemployment Funds	400,000
Administrative Expenses	174,608
Urban Art	130,000
<i>TOTAL GRANTS & AGENCIES</i>	<u>126,665,444</u>
TOTAL EXPENDITURES / TRANSFERS GENERAL FUND	661,400,768
CONTRIBUTION TO FUND BALANCE	<u>27,182,828</u>
	<u>688,583,596</u>

2. SPECIAL REVENUE FUNDS

A. HOTEL/MOTEL TAX FUND

HOTEL/MOTEL TAX FUND
REVENUE BUDGET

Hotel/Motel Tax	3,400,000
Transfer from New Memphis Arena Fund	965,000
<i>TOTAL REVENUES</i>	<u>4,365,000</u>

EXPENDITURE BUDGET

Convention/Visitor's Bureau	2,213,571
Transfer to New Memphis Arena Fund	965,000

Transfer To Debt Service Fund	1,186,429
<i>TOTAL EXPENDITURES</i>	<u>4,365,000</u>

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	12,671,000
<i>TOTAL REVENUES</i>	<u>18,579,300</u>

EXPENDITURE BUDGET

Operating Transfer Out To General Fund	16,811,000
Operating Transfer Out To Debt Service Fund	1,768,300
<i>TOTAL EXPENDITURES</i>	<u>18,579,300</u>

C. NEW MEMPHIS ARENA FUND

NEW MEMPHIS ARENA FUND
REVENUE BUDGET

Local Taxes	965,000
State Shared Revenues	12,000,000
Transfer From Hotel Motel Fund	965,000
Transfer From MLGW	2,500,000
<i>TOTAL REVENUES</i>	<u>16,430,000</u>

EXPENDITURE BUDGET

Sports Authority	2,500,000
Shelby County	12,000,000
Transfer To Hotel Motel Fund	965,000
Contribution to Fund Balance	965,000
<i>TOTAL EXPENDITURES</i>	<u>16,430,000</u>

D. METRO ALARM FUND

METRO ALARM FUND
REVENUE BUDGET

Alarm Revenue	402,355
<i>TOTAL REVENUE</i>	<u>402,355</u>

EXPENDITURE BUDGET

Alarm Operating Expenses	402,355
<i>TOTAL EXPENDITURES</i>	<u>402,355</u>

E. ZOO GRANT

ZOO GRANT
REVENUE BUDGET

Contribution from Fund Balance	95,000
<i>TOTAL REVENUE</i>	<u>95,000</u>

EXPENDITURE BUDGET

Zoo Grant Expenses	95,000
<i>TOTAL EXPENDITURES</i>	<u>95,000</u>

F. MLK PARK IMPROVEMENTS

MLK PARK IMPROVEMENTS
REVENUE BUDGET

MLK Park Improvements Revenue	140,446
Contributed from Fund Balance	124,340
<i>TOTAL REVENUE</i>	<u>264,786</u>

EXPENDITURE BUDGET

MLK Park Improvements Expenses	264,786
<i>TOTAL EXPENDITURES</i>	<u>264,786</u>

G. SOLID WASTE MANAGEMENT FUND

SOLID WASTE MANAGEMENT FUND
REVENUE BUDGET

Solid Waste Disposal Fee	58,532,262
Sanitation Inspection Fee	620,140
Waste Reduction Grant	73,000
Recycling Proceeds	100,000
<i>TOTAL REVENUES</i>	<u>59,325,402</u>

EXPENDITURE BUDGET

Solid Waste Management Expenses	57,995,044
Contribution To Fund Balance	1,330,358
<i>TOTAL EXPENDITURES</i>	<u>59,325,402</u>

H. PLANNING & DEVELOPMENT

PLANNING & DEVELOPMENT
REVENUE BUDGET

Depot Redevelopment Agency	78,328
Industrial Dev Board	600,000
Neighborhood Planning/CRA	521,734
CRA/Projects	5,046,867
Tree Bank	33,469
<i>TOTAL REVENUE</i>	<u>6,280,398</u>

EXPENDITURE BUDGET

Depot Redevelopment Agency	78,328
Industrial Dev Board	600,000
Neighborhood Planning/CRA	521,734
CRA/Projects	5,046,867
Tree Bank	33,469
<i>TOTAL EXPENDITURE</i>	<u>6,280,398</u>

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	77,213,461
Delinquent Property Tax	1,550,000
Local Option Sales Tax	7,000,000
In Lieu of Taxes- Contractual	1,100,000
Hotel-Motel Tax	402,270
Use of Money	65,000
Intergovernmental Rev.	4,658,428
Other Revenues	1,302,921
Municipal State Aid Fund	1,768,300
Transfer in General Fund	4,042,448
Solid Waste Management Fund	4,062,215
Transfer in Storm Water Management Fund	4,412,440
Hotel/Motel Fund	1,186,430
Proceeds From Refunding Bonds	75,400,000
Contribution From Fund Balance	8,825,221
TOTAL REVENUES / TRANSFERS IN	192,989,134

EXPENDITURE BUDGET

Redemption of serial bonds and notes	36,475,078
Interest	58,777,056
Other	315,000
Transfer to Sewer Fund	272,000
Transfer to Port Commission Fund	1,750,000
Transfer to General Fund	20,000,000
Retirement of Refunded Note	75,400,000
TOTAL EXPENDITURES / TRANSFERS OUT	192,989,134

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	100,918,000
Sewer Connection Fees	300,000
Sewer Special Connections	100,000
Rents	32,000
Other Revenues	150,000
Subdivision Development Fees	500,000
Interest on Investments	1,000,000
<i>TOTAL REVENUES</i>	103,000,000

EXPENDITURE BUDGET

Environmental Inspection & Preventive Maintenance	5,752,657
T E Maxson Treatment Plant	14,761,631
Maynard Stiles Treatment Plant	14,987,636
Lift Stations	1,233,799
Environmental Administration	4,082,165
Environmental Maintenance	10,158,059
Sanitary Sewer Design	916,417
Dividend To General Fund	1,300,000
Cost Allocation- General Fund	1,075,000
Materials & Supplies	110,000
Pension Fees	1,000
Bond Sale	150,000
In Lieu of Tax	4,000,000
Payment of Debt Service	16,834,000
State Loan & Principal & Interest	141,000
Increase (Decrease) in Net Assets	27,496,636
<i>TOTAL EXPENDITURES</i>	103,000,000

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

STORM WATER FUND
REVENUE BUDGET

Storm Water Fees	24,275,500
Open Transfer In - General Fund	232,820
Fines & Forfeitures	5,000
TOTAL REVENUES	<u>24,513,320</u>

EXPENDITURE BUDGET

PW/Drain Maintenance	6,693,386
PW/ Heavy Equipment Services	2,576,976
PW/ Flood Control	1,368,695
PW/Storm Water	1,261,178
CE/ Street Sweeping	2,416,749
ENG/ Drainage Design	273,008
Cost Allocation- General Fund	300,000
MLGW Billing	485,510
Materials & Supplies	50,000
Depreciation	1,049,073
Transfer Out - Debt Service	4,412,440
Increase (Decrease) in Net Assets	3,626,305
TOTAL EXPENDITURES	<u>24,513,320</u>

5. INTERNAL SERVICE FUND

HEALTHCARE
REVENUE BUDGET

Employer Contributions	56,249,641
Employee Contributions	18,197,526
Other (Medicare Part D/Interest)	130,000
Increase/(Decreases) in Net Assets	10,183,778
TOTAL REVENUES	<u>84,760,945</u>

EXPENDITURE BUDGET

Personnel	447,506
Materials & Supplies	4,643,015
Claims Incurred	73,515,000
Transfer Out	6,152,174
Other	3,250
TOTAL EXPENDITURES	84,760,945

6. FIDUCIARY FUND

OTHER POST EMPLOYMENT BENEFITS (OPEB)
ADDITIONS

Employer	30,288,268
Members	9,798,668
Medicare Part D	1,000,000
Transfer In	6,152,174
Interest on Investments	70,000
TOTAL ADDITIONS	47,309,110

DEDUCTIONS

Benefits	39,585,000
Administrative Expenses	2,722,360
Medicare Buy-backs	5,000,000
Other	1,750
TOTAL DEDUCTIONS	47,309,110

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, 2011, through June 30, 2012, 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, 2011, through June 30, 2012, 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 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 7. 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, 2011 through June 30, 2012, 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 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. Any transfer of appropriations between Programs shall be made only upon the authorization by ordinance or resolution of the Council.

SECTION 8. 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 2012 budget.

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

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

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

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

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

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

SECTION 15. BE IT FURTHER ORDAINED that the administration is directed to study the feasibility and legality of levying an occupational privilege tax and submit its findings to the Memphis City Council by January 2012.

SECTION 16. BE IT FURTHER ORDAINED that the administration is directed to study the feasibility of revising its parking fees and structure of service delivery by January 2012.

SECTION 17. BE IT FURTHER ORDAINED that the administration shall evaluate the consolidation of Parks, Community Enhancement and Public Services Divisions by November 2011.

SECTION 18. BE IT FURTHER ORDAINED that the administration will evaluate the pension plan in order to address unfunded pension and OPEB liabilities. (See Attached Resolution, Page 3, Section 1)

SECTION 19. BE IT FURTHER ORDAINED that the organization structure will change whereby the Executive Division will transfer two (2) legal levels (OYS and Human Services & Community Affairs) to the Public Services Division. Whereas, the reporting structure changes will be budget neutral.

SECTION 20. 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, one-twelfth (1/12) of 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.

Myron Lowery, Chairperson

Attest: Patrice Thomas, Comptroller

THE FOREGOING ORDINANCE
 # 5318 PASSED
 1st Reading 5-3-11
 2nd Reading 5-17-11
 3rd Reading 6-21-11
 Approved Bill Morrison
 Chairman of Council
 Date Signed: 7-5-11
 Approved: [Signature]
 Mayor, City of Memphis
 Date Signed: 07-07-2011

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 recited and approved by the Mayor.

Valerie C. Grapes
 Comptroller

FINANCIAL SUMMARY**AUTHORIZED COMPLEMENT**

	FY 2010 Adopted	FY 2011 Adopted	FY 2012 Adopted
GENERAL FUND			
Executive	54	53	45
Finance	92	90	81
Fire Services	1876	1874	1862
Police Services	2755	3016	3028
Park Services	262	261	237
Public Works	162	140	128
Human Resources	52	54	46
Public Services	419	375	377
General Services	166	157	125
HCD	5	5	5
Community Enhancement	128	130	112
City Attorney	68	68	65
City Engineering	152	146	124
Information Services	39	39	17
City Council	26	26	25
City Court Judges	5	5	5
City Court Clerk	66	66	65
GENERAL FUND TOTAL	6327	6505	6347



FINANCIAL SUMMARY

AUTHORIZED COMPLEMENT

	FY 2010 Adopted	FY 2011 Adopted	FY 2012 Adopted
SPECIAL REVENUE FUND			
Metro Alarm Fund	5	5	6
Solid Waste Management Fund	653	610	604
SPECIAL REVENUE FUND TOTAL	<u>658</u>	<u>615</u>	<u>610</u>
ENTERPRISE FUNDS			
Sewer Treatment & Collection - Operating Fur	290	290	289
Storm Water Fund	147	147	146
ENTERPRISE FUNDS TOTAL	<u>437</u>	<u>437</u>	<u>435</u>
INTERNAL SERVICE FUNDS			
Health Insurance Fund	12	12	12
Printing & Mail Fund	13	13	0
Fleet Management Fund	181	180	158
INTERNAL SERVICE FUNDS TOTAL	<u>206</u>	<u>205</u>	<u>170</u>
TOTAL AUTHORIZED COMPLEMENT	<u>7628</u>	<u>7762</u>	<u>7562</u>



Capital Improvement Budget Process

The Fiscal Years 2012-2016 **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 and to provide updated cost estimates and available revenue sources.

The purpose of the CIP is to fund capital projects and capital acquisitions that will provide 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 budget that funds major construction projects, acquisition of property, capital equipment purchases and ongoing capital programs for the City. For program purposes, the City defines a capital improvement as a major improvement or acquisition over \$50,000 that will last 10 years. Capital Acquisitions between \$5,000 and \$50,000 generally have a useful life of 5 years.

Preparing the Capital Improvement Budget 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. In addition, 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 composed of various Division representatives of the City's operations. Construction project costs are developed through an internal planning process. Estimates of costs for each capital project include planning and design, land acquisition, site improvements, construction and other costs needed to make new facilities operational. As a general rule, architectural/engineering (A/E) costs are 12% of the construction cost of a building project. Large construction projects over \$1,000,000 are generally designed one year and constructed the next year. A/E costs for street and bridge projects can vary according to the type of 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.

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 Mayor and City Council. Projects with the highest priority receive the available funding.

The Mayor then submits the proposed CIP plan to the City Council in April for adoption. Adoption by the City Council allocates funds for the first year of the program with specific language on how to appropriate and spend capital funds contained in the CIP resolution. Projects allocated in the previous years' Capital Budget, 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 has \$180,741,535 in total allocations for FY 2012. General Obligation Bonds are \$105,273,471 or 58.25% of the total revenue for the FY 2012.

Federal Grants/State Grants

Federal and State grants represent \$23,320,021 or 12.9% of the revenue in the FY 2012 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 \$33,000,000 or 18.26% of the revenue in the FY 2012 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 funding plan strategy has been modified to better link approved capital projects to available debt capacity. For FY2012, the City's objective is to issue debt at a level in which 50% of the principal is paid over a 10 year period. This new strategy has reduced G.O. bond funding available for capital projects by approximately \$20.0 million compared to prior years.

Project spending priorities are 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:

- **Executive Division** - Electrolux project - a \$20 million economic development project that will bring over 1,000 jobs to the city.
- **Fire Division** - Funds for two "Quintuple Combination Pumpers" or quints. These apparatus will serve a dual purpose of engine and ladder truck and will lower fire's operating cost
- **Police Division** - Budget includes funds for 117 police cars.
- **Public Works Division** - Budget includes funds to pave more than 400 lane miles of streets each year. ADA ramp improvements, and several road projects also highlight the FY 2012 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 sanitary sewers, and improvements to the treatment plants.

- **General Services Division** - Budget includes major ADA improvements, funding for minor improvements to various City buildings and miscellaneous equipment replacement. This budget also reflects the strategy to concentrate City-wide vehicle purchasing in this division to achieve economic scale.
- **Housing and Community Development Division** - Budget includes continued funding for Hope VI and the redevelopment of Dixie Homes.
- **Engineering Division** - Budget includes funding for replacement of traffic signals, and intelligent transportation improvements.
- **Information System Division** - Budget includes projects for a major upgrade to the City's Oracle Computer System and Treasury System.
- **Memphis Area Transit Authority** - Budget is heavily leveraged by Federal and State funding. Preventive maintenance is funded partially by G.O. Bonds.

Operating Budget Impact

Pursuant to the Budget highlights noted above the following Capital purchases have a operating expense impact.

- **Fire Division** - The purchase of this division's moving stock is coordinated by the General Services (GS) Division. Within the GS capital acquisition purchases are two "Quintuple Combination Pumpers" commonly called Quints. Because Quints have multiple functions, they will reduce the equipment needed to respond to a fire or emergency medical calls. Operating Quints will save personnel cost and fuel cost. It is estimated that a gradual strategy, implemented throughout FY2012, to place Quints in service will save over \$1.0 million in the first year. This savings has been incorporated into the operating budget.
- **Police Division** - This division's moving stock is also purchased by the General Services Division. Within the capital acquisition cost are 117 marked police vehicles. Although there are efficiencies, with newer vehicles, in gas mileage, and service requirements their operating cost is budget neutral. Police does however pay the debt service on the vehicles to the debt fund. Their payment to the debt fund is increased by \$300,000. IN FY2012 this increase is in the general fund expenditures budget of Police.
- **Information Services** is scheduled to implement an upgrade to the City's treasury system, and an upgrade to a new release of the City's Oracle system. These enhancements will impact operating cost for maintenance agreements by \$110,000 and \$150,000 respectively. The increased maintenance costs are reflected in the Information Services operating budget.

No other division's capital equipment purchases have a operating impact. The implementation cost of their programs are within their existing budget. Any new capital purchases will be used to execute their core business functions.

FINANCIAL SUMMARY

CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Description	Reprogrammed Dollars	FY2012	Total
COMMUNITY ENHANCEMENT					
	CE01068	Anti Blight	-	2,000,000	2,000,000
	CE01069	Equipment Maint Repairs	-	318,000	318,000
Total for Community Enhancement			-	2,318,000	2,318,000
CITY ENGINEERING					
	EN01003	Urban Art	-	300,000	300,000
	EN01036	STP Pedestrian Routes	-	125,000	125,000
	EN01035	STP Bike Routes	-	125,000	125,000
	EN01004	Traffic Signals (UE) at some levels	-	500,000	500,000
Total for City Engineering			-	1,050,000	1,050,000
EXECUTIVE					
	GA07001	ElectroLux	-	20,000,000	20,000,000
	GA01002	Beale Street Landing	-	9,745,000	9,745,000
	GA01015	Overton Square Redevelopment	-	4,000,000	4,000,000
Total for Executive			-	33,745,000	33,745,000
FIRE SERVICES					
	FS04001	Turnouts (UE)	-	769,598	769,598
	FS02011	Fire Station 43 Replacement	-	500,000	500,000
Total for Fire Services			-	1,269,598	1,269,598
GENERAL SERVICES					
	GS01007	Citywide Major Maint. (UE)	-	1,000,000	1,000,000
	GS0212A	Capital Acquisitions - Police Services	-	2,926,500	2,926,500
	GS0212B	Capital Acquisitions - Fire Services	-	1,890,000	1,890,000
	GS0212C	Capital Acquisitions - City Engineering	-	497,500	497,500
	GS0212D	Capital Acquisitions - Park Services	-	350,000	350,000
	GS0212E	Capital Acquisitions - Community Enhancement	-	332,000	332,000
	GS0212F	Capital Acquisitions - Public Works	-	282,500	282,500
	GS0212G	Capital Acquisitions - General Services	-	219,285	219,285
	GS0212H	Capital Acquisitions - Public Services	-	112,500	112,500
Total for General Services			-	7,610,285	7,610,285



FINANCIAL SUMMARY

CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Description	Reprogrammed Dollars	FY2012	Total
HOUSING AND COMMUNITY DEVELOPMENT					
	CD01083	Cleaborn Homes/Triangle Noir	-	1,500,000	1,500,000
	CD01033	Dixie Homes Revitalization	-	1,400,000	1,400,000
	CD01084	Shelby Voc. Res. Srvs (SVRS)	-	500,000	500,000
Total for Housing and Community Development			-	3,400,000	3,400,000
INFORMATION SERVICES					
	IS01007	Replace Obsolete Equipment	-	500,000	500,000
	IS01053	Treasury System Upgrade	-	2,859,588	2,859,588
	IS01061	Oracle Release 12	-	1,500,000	1,500,000
	IS01072	Radio Banding/FCC Mandate	-	400,000	400,000
	IS01070	Website / Internet Upgrade	340,000	-	340,000
Total for Information Services			340,000	5,259,588	5,599,588
MATA					
	GA03018	Preventative Maintenance	-	5,250,000	5,250,000
Total for MATA			-	5,250,000	5,250,000
PARK SERVICES					
	PK09002	Zoo Major Maintenance	-	250,000	250,000
	PK08026	Brooks Museum Security System	-	300,000	300,000
	PK07092	City Park Rehab and Maint	-	382,000	382,000
	PK07091	Holmes and Tchulahoma Park	-	180,000	180,000
	PK01026	Gaston Comm. Center Rehab	350,000	-	350,000
	PK07089	Charjean Park Improvements	750,000	-	750,000
	PK08027	Mallory - Neely House	268,000	-	268,000
Total for Park Services			1,368,000	1,112,000	2,480,000
POLICE SERVICES					
	PD04013	Crump Station	-	1,000,000	1,000,000
Total for Police Services			-	1,000,000	1,000,000



FINANCIAL SUMMARY

CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Description	Reprogrammed Dollars	FY2012	Total
PUBLIC WORKS					
	PW04007	ADA Curb Ramps	-	1,200,000	1,200,000
	PW01179	Holmes/Malone/Lamar	-	200,000	200,000
	PW01040	Resurfacing	-	6,500,000	6,500,000
	PW01093	Street Lighting	-	700,000	700,000
	PW01179	Holmes Road East Malone - Lamar	-	1,600,000	1,600,000
	PW01199	STP Repaving	4,674,323	-	4,674,323
Total for Public Works			4,674,323	10,200,000	14,874,323
SEWER WATER					
	SW02001	Rehab Existing Sewers	14,980,278	14,000,000	28,980,278
	SW05001	Sewer Assessment and Rehab	-	5,000,000	5,000,000
	SW03001	Service To Unsewered Areas	4,036,281	1,000,000	5,036,281
	SW01001	Misc Subdivision Outfalls	15,451,940	2,500,000	17,951,940
	SW02006	Sludge Disp/Earth Complex	5,850,266	500,000	6,350,266
	SW04004	Wolf River Interceptor	23,579,569	4,000,000	27,579,569
	SW02033	South Plant Expansion	15,428,895	4,000,000	19,428,895
	SW04009	Stiles Plant Modification	-	1,000,000	1,000,000
	SW02011	Covered Anaerobic Lagoon	10,935,830	1,000,000	11,935,830
	SW03010	Marys Creek Interceptor	8,414,900	-	8,414,900
	SW04007	Environmental Maint Relocation	8,000,000	-	8,000,000
	SW04008	Loosahatchie Interceptor	4,726,043	-	4,726,043
Total for Sewer Water			111,404,002	33,000,000	144,404,002
STORM WATER					
	St03006	Drainage -ST	46,638,869	18,350,000	64,988,869
	ST03098	Major Drainage Rehab/Replace	17,439,820	9,500,000	26,939,820
	ST04041	Environmental Permitting - ST	1,463,487	200,000	1,663,487
	ST03083	Bridge Repair Storm Water	10,468,361	350,000	10,818,361
	ST03059	Flood Control -ST	7,000,000	1,000,000	8,000,000
	ST04038	Stormwater Pollution - ST	11,000,000	500,000	11,500,000
	ST04010	Curb and Gutter -ST	4,027,720	1,500,000	5,527,720
	ST03111	Airways over Nonconnah	10,647,800	-	10,647,800
	ST01089	Bartlett Rd / Fletcher - ST	4,668,960	-	4,668,960
	ST03021	Gayoso Bayou Culvert - ST	665,000	135,000	800,000
	ST03084	Watkins Storm Water	1,000,000	-	1,000,000
	ST03008	Subdivision Frainage - ST	1,000,000	-	1,000,000
	ST05006	Capital Acquisition	-	1,524,000	1,524,000
Total for Storm Water			116,020,017	33,059,000	149,079,017
TOTAL CAPITAL IMPROVEMENT PROGRAM			233,806,342	138,273,471	372,079,813



■ operating budget

Sources of Revenue	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Local Taxes	419,713,206	422,636,835	422,636,905	435,795,557
State Taxes	53,548,106	52,045,528	53,337,700	55,003,505
Licenses and Permits	10,679,841	11,287,710	10,320,288	9,775,288
Fines and Forfeitures	10,245,722	10,245,000	10,356,000	18,500,000
Charges for Services	1,087,254	917,400	702,495	1,017,400
Use of Money and Property	870,873	2,035,679	573,151	673,151
Federal Grants	339,748	0	94,735	0
Other Revenues	4,433,260	7,880,881	8,050,881	23,860,911
Transfers In	58,537,514	127,766,897	127,486,267	98,486,897
Total Revenues\Transfers	559,455,524	634,815,930	633,558,422	643,112,709

■ issues & trends

The Operating Budget Revenue for FY 2012 totals \$643,112,709. This represents a revenue increase of \$8.2M or 1.3% from the FY 2011 Adopted Budget.

Our largest revenue source, local taxes are projected to increase \$13.2M or 3.1% from the FY 2011 Adopted Budget. State taxes, our second largest revenue source, are projected to increase by \$2.9M or 5.7% from the FY 2011 Adopted Budget.

Other sources of revenue that contribute to the operating budget are Transfers In. They are projected to decrease by \$29.2M from FY 2011 Adopted Budget. This is primarily due to bond refinancing transfer which decreased from a high of \$50.0 million in FY 2011 to \$20.0 million in FY 2012.

GENERAL FUND

GENERAL FUND REVENUES

Sources of Revenue	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Local Taxes				
Beer Sales Tax	15,057,236	14,673,000	15,000,000	15,100,000
MLGW/Williams Pipeline	315,874	315,000	315,870	315,870
Bankruptcy Interest & Penalty	183,614	151,500	165,000	170,000
Ad Valorem Tax Prior	8,318,981	7,800,000	6,000,000	780,000
Alcoholic Beverage Inspection Fee	4,195,154	4,000,000	4,100,000	4,100,000
Warrants and Levies	516	1,000	200	200
Cable TV Franchise Fees	4,383,458	4,545,000	4,300,000	4,400,000
Misc Franchise Tax	679,281	500,000	600,000	650,000
Misc Tax Recoveries	2,334,718	2,000,000	2,200,000	2,300,000
Business Tax Fees	544,303	0	900,000	900,000
Bank Excise Tax	612,096	792,987	792,987	792,987
PILOT's	5,067,208	5,220,511	5,220,511	5,220,500
Local Sales Tax	94,461,602	95,000,000	101,100,000	99,000,000
Gross Rec Business Tax	9,292,899	8,287,500	12,000,000	12,000,000
Interest, Penalties & Commission	234,201	222,337	222,337	230,000
Ad Valorem Tax - Current	256,601,645	262,743,000	253,100,000	278,106,000
Property Taxes Interest & Penalty	6,891,891	6,161,000	6,200,000	1,200,000
State Appointment TVA	7,778,558	7,700,000	7,800,000	7,800,000
Special Assessment Tax	184,546	100,000	120,000	130,000
Mixed Drink Tax	2,575,425	2,424,000	2,500,000	2,600,000
Total Local Taxes	419,713,206	422,636,835	422,636,905	435,795,557
State Taxes				
State Shared Beer Tax	341,539	345,000	345,000	340,000
Spec Petroleum Product Tax	1,479,820	1,473,528	1,479,600	1,479,600
Telecommunication Sales Tax	59,813	61,800	61,800	50,000
State Income Tax	7,304,745	8,900,000	6,000,000	6,000,000
Alcoholic Beverage Tax	280,149	265,200	265,200	270,504
State Sales Tax	44,082,040	41,000,000	45,186,100	46,863,401
Total State Taxes	53,548,106	52,045,528	53,337,700	55,003,505
Licenses and Permits				
Beer Permit Privilege Tax	140,001	140,000	140,000	140,000
Wrecker Permit Fee	11,680	9,088	9,088	9,088
Gaminy Pub Amus Perm Fee	10,230	13,000	13,000	13,000
Beer Application	72,480	57,000	60,000	65,000
Taxi Drivers License	28,088	28,217	28,200	28,200
Liquor By Ounce License	251,429	270,405	200,000	250,000
Misc Permits	73,288	70,000	70,000	70,000



GENERAL FUND

GENERAL FUND REVENUES

Sources of Revenue	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Auto Registration Fee	10,092,645	10,700,000	9,800,000	9,200,000
Total Licenses and Permits	10,679,841	11,287,710	10,320,288	9,775,288
Fines and Forfeitures				
Fines & Forfeitures	88,247	139,000	100,000	100,000
Arrest Fees	280,360	256,000	256,000	260,000
Court Fees	5,550,848	5,700,000	5,600,000	8,900,000
Court Costs	4,203,687	4,000,000	4,300,000	9,140,000
Beer Board Fines	122,580	150,000	100,000	100,000
Total Fines and Forfeitures	10,245,722	10,245,000	10,356,000	18,500,000
Charges for Services				
Parking Meters	(80)	0	95	0
MLG&W Rent	2,000	2,400	2,400	2,400
Parking Lots	315,000	315,000	0	315,000
Tax Sales Attorney Fees	770,334	600,000	700,000	700,000
Total Charges for Services	1,087,254	917,400	702,495	1,017,400
Use of Money and Property				
Net Income/Investors	441,992	2,528	200,000	300,000
Interest on Investments	232,171	1,960,000	300,000	300,000
State Litigation Tax Commission	196,710	73,151	73,151	73,151
Total Use of Money and Property	870,873	2,035,679	573,151	673,151
Federal Grants				
Federal Grants - Others	339,748	0	94,735	0
Total Federal Grants	339,748	0	94,735	0
Other Revenues				
Commercial Revitalization Fee	60,121	50,000	50,000	50,000
Bad Check Penalties	(962)	0	0	0
Sale Of Capital Assets	442,061	25,000	25,000	25,000
Recovery Of Prior Year Expense	584,023	155,000	200,000	155,000
Unclaimed Property	56,501	0	0	0
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000
Cash Overage/Shortage	4,602	0	0	0
City Property Damage Reim	107,885	200,000	125,000	100,000
Miscellaneous Revenue	0	4,538,970	4,538,970	20,619,000
Local Other Revenue	946	0	0	0
Miscellaneous Income	322,582	36,911	36,911	36,911
Miscellaneous Auctions	1,778,079	1,800,000	2,000,000	1,800,000



GENERAL FUND

GENERAL FUND REVENUES

Sources of Revenue	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Class Action Litigation Revenue	2,422	0	0	0
Total Other Revenues	4,433,260	7,880,881	8,050,881	23,860,911
Transfers In				
In Lieu Of Taxes-MLGW	52,698,427	53,750,000	53,469,370	54,470,000
Tfr In - State Street Aid	0	16,811,000	16,811,000	16,811,000
In Lieu Of Taxes-Sewer	4,539,087	3,874,897	3,874,897	3,874,897
Tfr In - Solid Waste Fund	0	1,031,000	1,031,000	2,031,000
Tfr In - Sewer Operating/CIP	1,300,000	1,300,000	1,300,000	1,300,000
Tfr In - Debt Service Fund	0	51,000,000	51,000,000	20,000,000
Total Transfers In	58,537,514	127,766,897	127,486,267	98,486,897
Total Revenues\Transfers	559,455,524	634,815,930	633,558,422	643,112,709



Revenue Forecasting Methodology

The University of Memphis forecasters independently prepare quarterly reports of major 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 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 auto regressive, 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.

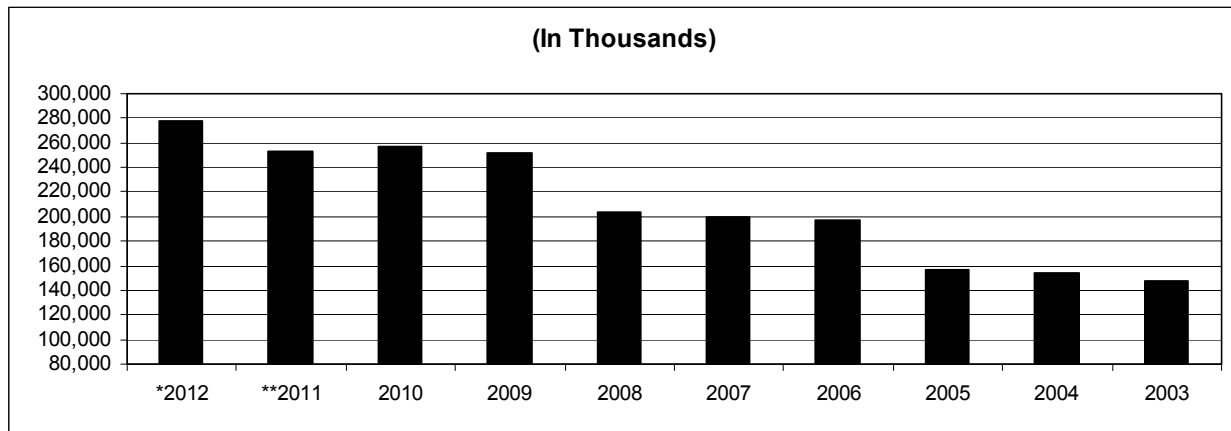
For some of the revenue sources, national and regional economic indicators are useful to add to short and long term forecast accuracy. These statistical models are combinations of auto regressive, integrated, moving average (ARIMA) modeling and regression analysis. Although some series are estimated 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
2012	278,106	9.87%	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	4.47%
2008	203,937	2.19%	2003	147,626	-1.17%



* FY 2012 Adopted
 ** FY 2011 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:

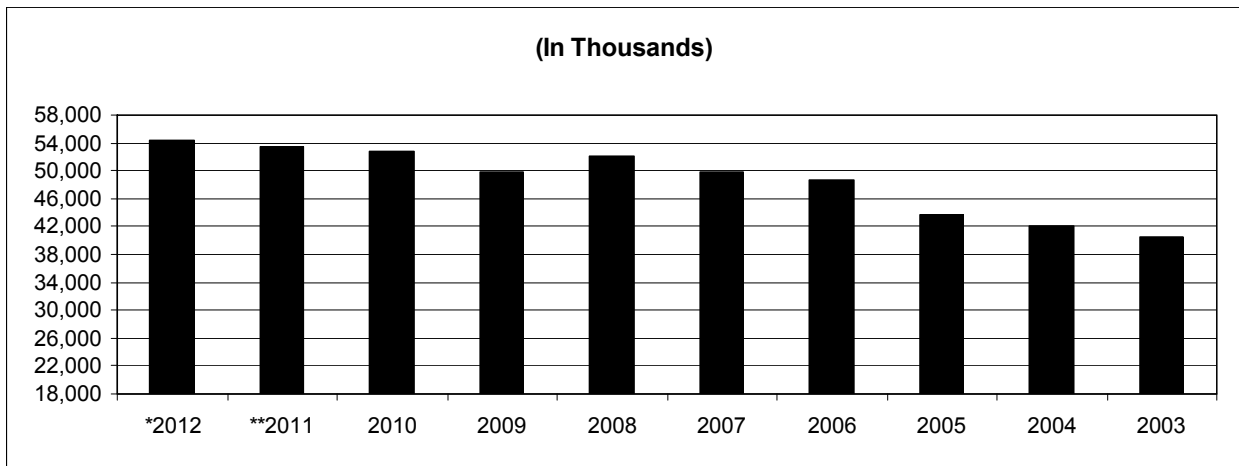
- Residential and Farm Real Property = 25% of Appraised Value
- Personal Property = 30% of Appraised Value
- Commercial and Industrial Real Property = 40% of Appraised Value
- Public Utilities and Railroads = 55% of Appraised Value Assessed by Tennessee Regulatory Authority.

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
2012	54,470	1.87%	2007	49,759	2.36%
2011	53,469	1.46%	2006	48,610	11.49%
2010	52,698	5.95%	2005	43,599	3.84%
2009	49,737	-4.42%	2004	41,987	3.93%
2008	52,036	4.58%	2003	40,399	3.56%



* FY 2012 Adopted

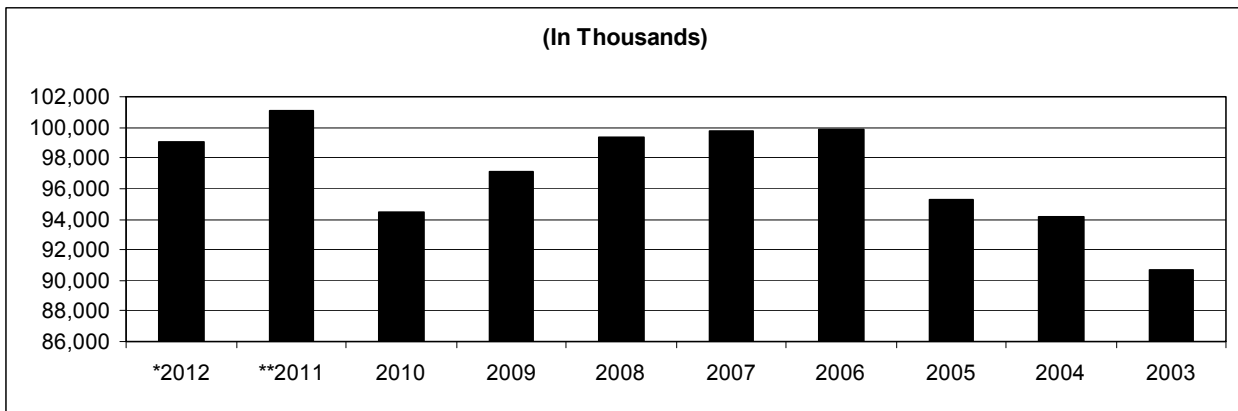
** FY 2011 Forecast

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
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	1.21%
2009	97,065	-2.32%	2004	94,123	3.81%
2008	99,371	-0.36%	2003	90,672	-0.62%



* FY 2012 Adopted

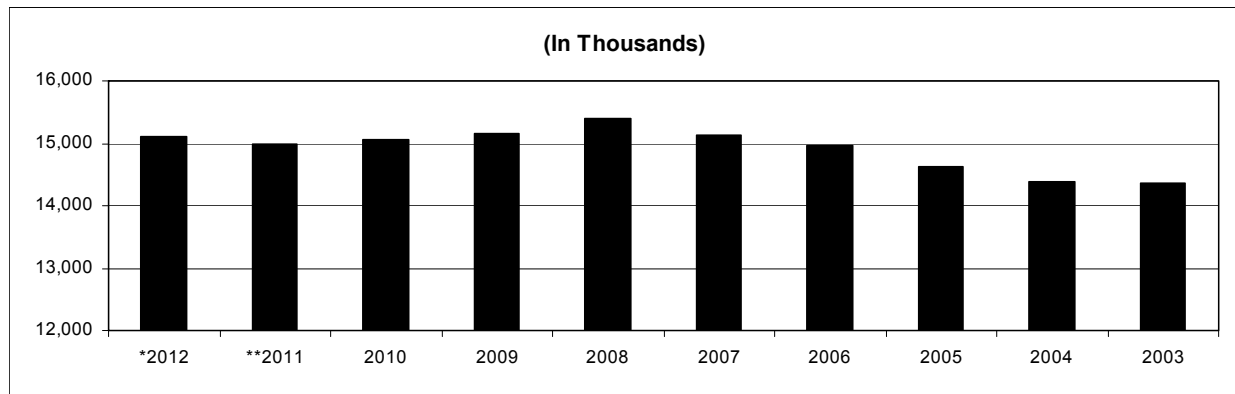
** FY 2011 Forecast

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
2012	15,100	0.67%	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	0.10%
2008	15,392	1.77%	2003	14,367	-1.49%



* FY 2012 Adopted

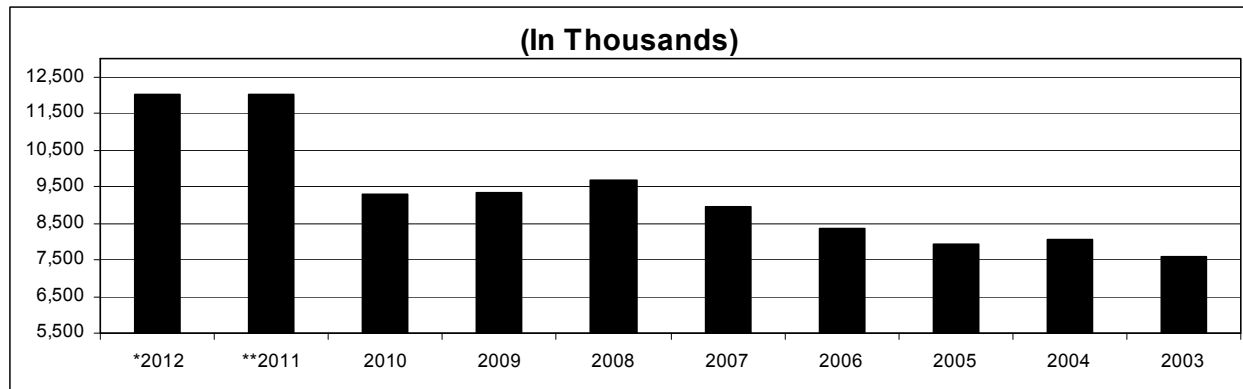
** FY 2011 Forecast

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. 57-6-103.

Major Influences: Wholesalers Price and Consumption Rates

Gross Receipts Business Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2012	12,000	0.00%	2007	8,935	6.98%
2011	12,000	29.14%	2006	8,352	5.15%
2010	9,292	-0.57%	2005	7,943	-1.49%
2009	9,346	-3.57%	2004	8,063	6.34%
2008	9,692	8.47%	2003	7,582	-2.02%



* FY 2012 Adopted
 ** FY 2011 Forecast

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

\$15 minimum annual license fee

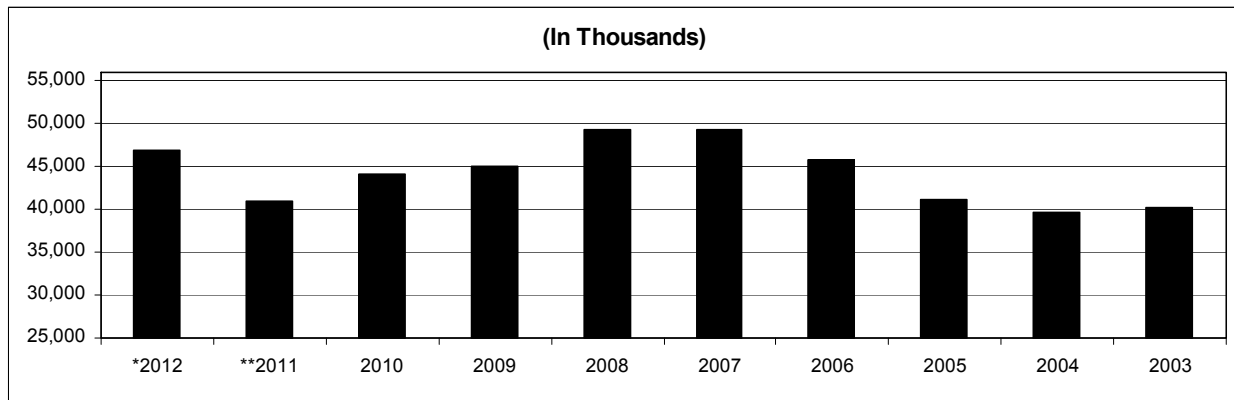
Tax on gross receipts(wholesale and retail) of the covered business activities.

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, Consumer Price Index and Gross Receipts

State Sales Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2012	46,863	14.30%	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	-1.44%
2008	49,381	0.28%	2003	40,216	2.74%



* FY 2012 Adopted

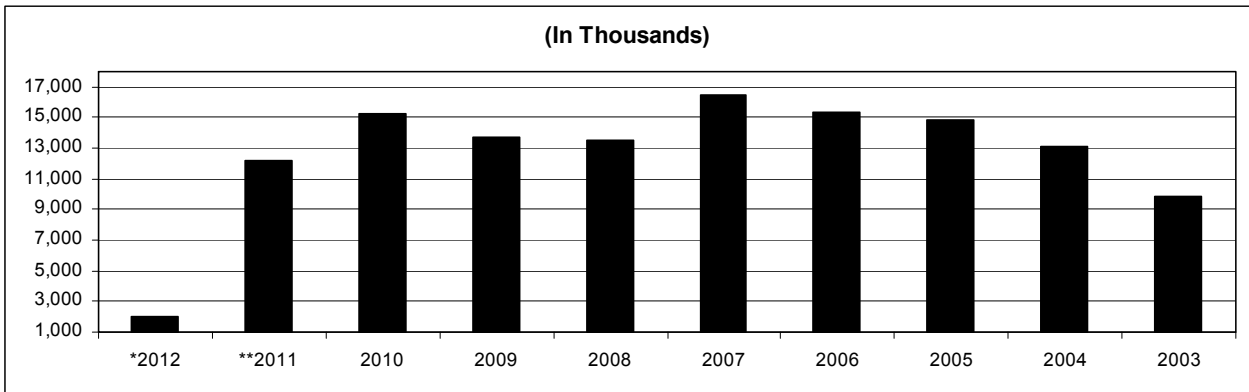
** FY 2011 Forecast

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
2012	1,980	-83.77%	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	32.18%
2008	13,493	-17.96%	2003	9,887	3.89%



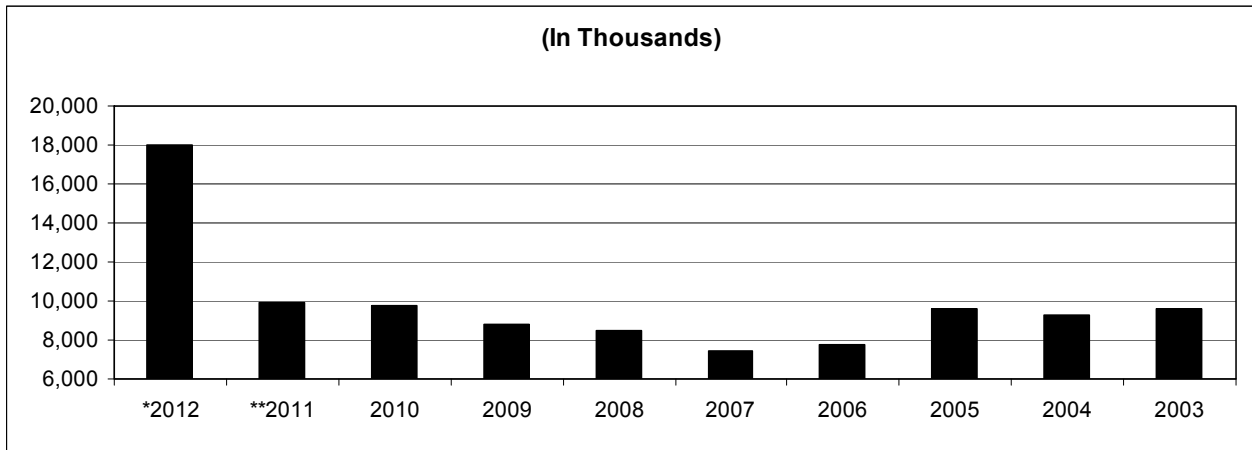
- * FY 2012 Adopted
- ** FY 2011 Forecast

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. Delinquent property tax revenue for FY2012 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
2012	18,040	82.22%	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	-2.65%
2008	8,517	14.85%	2003	9,569	-1.40%



* FY 2012 Adopted

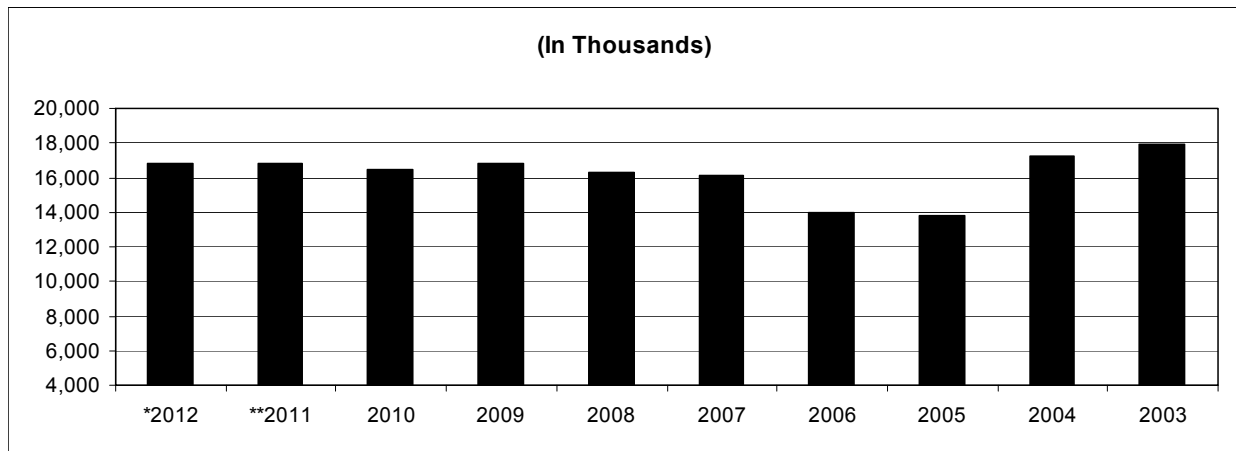
** FY 2011 Forecast

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
2012	16,811	0.00%	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	-3.89%
2008	16,270	0.66%	2003	17,966	11.79%



* FY 2012 Adopted

** FY 2011 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 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	416,446,928	437,927,219	438,043,312	413,868,243
Materials & Supplies	87,287,964	105,229,437	112,712,616	108,189,401
Capital Outlay	1,804,337	1,336,772	1,426,698	959,592
Grants & subsidies	76,572,859	63,601,398	67,856,424	76,083,148
Inventory	7,923	75,300	12,211	225,300
Transfers out	45,662,173	4,996,056	65,765,844	6,812,456
Transfers to other governments	0	60,000,000	0	55,237,285
Other	113,015	0	102,947	25,343
Total Expenditures	627,895,199	673,166,182	685,920,052	661,400,768
Authorized Complement				6,347

■ operating budget

Description	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
<u>Expenditures</u>				
City Attorney	14,505,981	13,981,077	14,704,643	13,129,398
City Council	1,514,943	1,603,745	1,622,436	1,537,715
City Court Clerk	4,041,627	5,044,316	4,967,351	4,678,784
City Court Judges	576,309	617,200	643,755	609,486
City Engineering	5,326,743	8,612,806	9,088,187	7,272,941
Community Enhancement	7,279,755	8,910,374	9,210,565	8,296,096
Executive	6,545,301	7,444,602	8,565,064	5,200,442
Finance	5,018,408	5,783,876	5,627,754	4,919,560
Fire Services	157,379,444	159,942,967	161,757,184	152,489,577
General Services	11,729,747	12,639,402	13,030,035	11,303,983
Grants & Agencies	109,639,124	118,589,012	123,172,834	126,665,444
HCD	5,093,234	4,761,631	4,779,908	5,824,548
Human Resources	7,768,714	7,426,432	7,636,874	6,829,696
Information Services	18,849,586	19,474,712	19,422,811	17,209,462
Park Services	29,686,974	28,071,375	29,046,818	26,730,274
Police Services	214,642,791	228,535,273	229,089,306	226,199,000
Public Services	21,820,395	23,800,301	24,634,765	24,324,655
Public Works	6,458,123	17,927,081	18,919,762	18,179,707
Total Expenditures	627,895,199	673,166,273	685,920,052	661,400,768

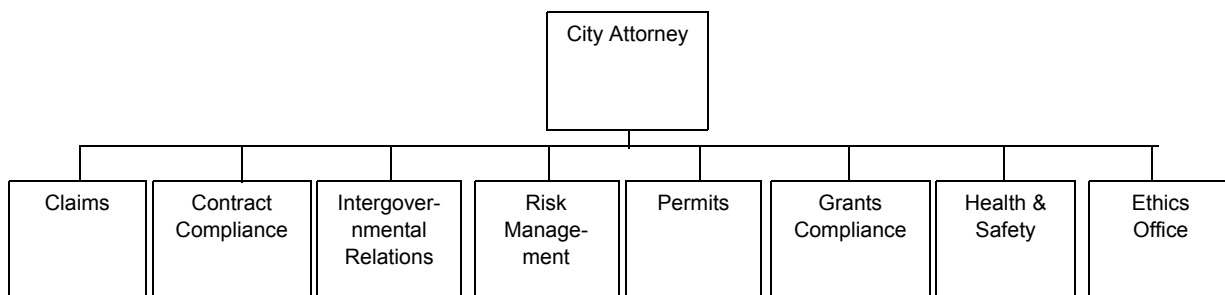
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,689,027	5,136,655	5,286,290	4,837,159
Materials & Supplies	9,816,954	8,844,422	9,418,353	8,292,239
Total Expenditures	14,505,981	13,981,077	14,704,643	13,129,398
Program Revenue	(432,889)	0	(50,000)	0
Net Expenditures	14,073,092	13,981,077	14,654,643	13,129,398
<i>Funded Staffing Level</i>	68.00	68.00	68.00	65.00
Authorized Complement				65

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 State and Federal Courts and before the Civil Service Commission. It provides oversight of 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 regarding ordinances, resolutions, agreements, contracts and other legal documents. The Claims Office investigates, processes and resolves third-party claims filed against the City of Memphis and

tracks and monitors lawsuits filed against the City in cases in which the City is an additional insured. The Office of Health and Safety represents the City in defending on-the-job injury claims. The Risk Management Department's function is to preserve and protect City property and personnel. The Office of Contract Compliance provides information and assistance to Minority & Women Business Enterprises (M/WBE) to increase their ability to compete for City contracts, monitors M/WBE goals, facilitates the Diversity Developer Incubator which stimulates M/WBE participation in real estate development. The Intergovernmental Relations Office serves as a liaison between the City Administration, Federal and State lobbyists and legislators as well as Federal and State administrations. 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 including earmark dollars and stimulus funding, while also identifying grant opportunities and providing assistance to all city divisions with the processing of grant applications. The Permits Department bills, collects and promptly issues permits as mandated by controlling ordinances and monitors permit holder compliance with city ordinances and state law. The Permits Office also serves as the administrative office for the Alcohol 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 within 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 provides compliance for several existing permit classifications which have shown growth in the number of applications processed annually while also managing the tire reclamation program in its first years.

FY2011 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 spending for legal services in routine litigation

New lawsuits filed against the City Annually	302
New claims filed against the City Annually	1,364
New Claims closed by the City Annually	1,253
Number Lawsuits closed annually City Court	773

New Lawsuits filed/City Court	310,293
Dollars collected City Court	\$8,178,890
Dollars uncollected City Court	\$8,901,603
New of OJI claims	1,266
New drug tests conducted annually	4,337
Subrogation Recovery Annually	\$262,115
Opinions Annually	39
Contracts Reviewed Annually	1,822
Open Records requests processed Annually	492
Compliance Reviews Annually	28
Grants Awarded Annually	75
Grants Processed	90
Permits Requested/Issued	5,087
Dollars collected for Permits Issued	\$690,686

FY 2011 Performance Highlights

- Acquired Legal Files as the new Litigation Tracking System and transferred all data which allows for better comprehensive data analysis, case tracking, claims processing, financial analysis and reporting.
- Developed and implemented a conservation manual for facility managers to assist in reducing the City's loss exposure.
- Maintained the average time for opinion request/ ordinance drafting to 7-10 days.
- Reduced the amount of time to investigate and resolve claims to 25 days.
- Acquired a new bill payment system to expedite the processing of law firm bills
- Increased the number of MWBEs certified to do business with the City of Memphis
- Completed the second season of the Diversity Developer Incubator to increase the number of M/WBE participating in real estate development awarded a total of 7 properties for development of projects with an approximate developed value of \$23,309,705 to be placed back on the tax rolls.
- Completed the Disparity Study and implementation plan for MWBE program.
- Managed the City's Renewal Community designation including development of the Tax Incentive Utilization Plan and allocation of \$12 million in Commercial Revitalization Deductions for economic development efforts.
- Developed mechanism to monitor and track the status of permit holders and the violations of ordinances.
- Developed mechanism to reduce costs for customers for permits and identification cards.
- Secured \$2.054 million in federal funds for Fiscal Year
- Operation Safe Community - Alexander, Cohen
 - U.S. Highway 51/Elvis Presley Boulevard Improvements - Cohen
 - University Place Revitalization - Cohen
 - Wolf River Harbor Dredging - Cohen, President
- Secured state legislative passage of TCA 55-16-112 Written authorization required for towing or storage of motor vehicle, continued expansion of State Funding through BEP 2.0, working with Tennessee Municipal League Increased Recording Fees for Business Licenses and the state collection of business taxes.
- Office of Intergovernmental Relations successfully worked to amend the fuel blending legislation that would have negatively impacted Valero and could have resulted in the loss of jobs in the Memphis
- Restructured the OJI program to utilize new TPA
- Implemented an OJI and Pension appeal process in accordance with the Uniform Administrative Procedures Act and resolved 100% backlog of claims.
- Office of Grants Compliance received above satisfactory or satisfactory compliance rating for 100% scheduled site visits by grantor agencies.
- Office of Grants Compliance conducted training sessions with various grants division liaisons regarding reporting requirements under the American Reinvestment Recovery Act (ARRA).
- Office of Grants Compliance joined alliances with the City of Choice/Memphis Fast Forward ARRA-Compliance subcommittee to assist with the monitoring of all stimulus funds received by recipients throughout Shelby County.
- Assisted in setting up the Ethics Board and the selection and hiring of Chief Ethics Counsel

FY2012 Strategic Goals

- Average of 28-day resolution on under claims
- Average of 30-day response time to all Title VI matters
- Average of 14 day compensability of all OJI Claims
- Increase subrogation recoveries by 10%
- Reduce the City's liability claim settlements by 10% (on average)
- Minimize the number and severity of on-the-job injuries
- Increase the amount of City of Memphis dollars being spent with M/WBE's
- Increase the number of M/WBEs certified to do business with the City of Memphis
- 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 Health & Safety
- 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 payments 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

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
240100	Improving response time to Divisions to no more than 3 days by 06-30-2012.	3	Response time to divisions within 3 days	85%
	Increasing positive feedback from Divisions by 4 points on survey by 06-30-2012.	3	Positive feedback increase of 4 points on survey.	85%
	Develop website detailing various legal matters by 06-30-2012	3,4	Legal website operational	95%
	Meeting with Directors at least once per year to survey needs and performance by 04-30-2012	4	Directors' Meeting	100%
	Provide quality legal service in timely/quality manner by reviewing contracts within 24 hours by 06-30-2012.	3	Contracts reviewed within 24 hours	85%
	Issuing Opinions within 5 days by 06-30-2012	4	Opinions issued	80%
	Establish, index and maintain a computerized pleadings bank by 12-31-2012	4	Computerized pleadings banked	5%
	Provide comprehensive oversight and legal counsel for all litigation matters, expenses and activities by monitoring legal expenses via billing practices while reducing the spending to outside counsel and monitoring/ managing annual budget within 97% of the amount allocated by 06-30-2012.	4	Successful litigated matters within managing scope of allocated funds	92%
	Increase community involvement in the development of the City through increasing MWBE participation by 10% over prior year by 06-30-2012	3	MWBE participation increase	85%
	Getting legislation passed that helps the City increase revenues 10% over prior year by 06-30-2012	4	Revenue Increase	70%
	Eliminating threats and reduce risk exposure costs by 10% over prior year by 06-30-2012	4	Risk exposure cost reduction	85%
	Reduce costs to delinquent taxpayer and city by 10% from prior year by 06-30-2012	4	Cost reduction of 10% to taxpayer for delinquent payments	80%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Misc Permits	50	0	0	0
Beer Application	630	0	0	0
Property Insurance Recoveries	(401,875)	0	(50,000)	0
Drug Testing & Retest Fees	(325)	0	0	0
Miscellaneous Income	(31,369)	0	0	0
Total Charges for Services	(432,889)	0	(50,000)	0

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,689,027	5,136,655	5,286,290	4,837,159
Materials & Supplies	9,816,954	8,844,422	9,418,353	8,292,239
Total Expenditures	14,505,981	13,981,077	14,704,643	13,129,398
Program Revenue	(432,889)	0	(50,000)	0
Net Expenditures	14,073,092	13,981,077	14,654,643	13,129,398
<i>Funded Staffing Level</i>			68.00	65.00
Authorized Complement				65

Legal level consolidation of City Attorney's Office, Claims, Contract Compliance, Intergovernmental Relations, Risk Management, Telecom Franchise, Collections, Permits, Grants Compliance, Health & Safety and Ethics Office.

CITY ATTORNEY

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>City Attorney's Office</u>		ANALYST RISK MGMT	1
ADMR CONTRACT	1	SUPER RISK MGMT	1
ADMR LEGAL SR	1	Total Risk Management	3
ANALYST CLAIMS	1		
ASST ADMINISTRATIVE	1	<u>Permits</u>	
ATTORNEY ASST CITY A	3	ADMR PERMITS LICENSES	1
ATTORNEY ASST CITY AA	2	ANALYST PERMITS LICENSES LD	1
ATTORNEY ASST COMPLIANCE AA	1	CLERK GENERAL APP A	3
ATTORNEY ASST HCD AA	1	Total Permits	5
ATTORNEY CITY	1		
ATTORNEY CITY ASST SR	8	<u>Grants Compliance</u>	
ATTORNEY CITY DEPUTY	1	COORD GRANTS	2
ATTORNEY COLLECTIONS	1	COORD GRANTS STIM DURATIONAL	2
ATTORNEY PROSECUTOR AA	3	MGR GRANTS	1
ATTORNEY PROSECUTOR CHIEF	1	SUPER GRANT COMPLIANCE	1
ATTORNEY STAFF	3	Total Grants Compliance	6
ATTORNEY STAFF SR	1		
COORD LEGAL ADMIN	1	<u>Health & Safety</u>	
PARALEGAL	3	ADMR HEALTH SAFETY	1
SECRETARY A	2	COORD DRUG/TESTING	1
Total City Attorney's Office	36	COORD SAFETY	1
		MGR HEALTH SAFETY CASE	1
		Total Health & Safety	4
<u>Claims</u>			
AGENT CLAIMS	1	<u>Ethics Office</u>	
ANALYST CLAIMS	3	OFFICER CHIEF ETHICS	1
INVESTIGATOR LEGAL	1	Total Ethics Office	1
SECRETARY A	1		
Total Claims	6	<u>TOTAL CITY ATTORNEY</u>	<u>65</u>
<u>Contract Compliance</u>			
ANALYST CONTRACT COMPLIANCE	2		
OFFICER CONTRACT COMPLIANCE	1		
Total Contract Compliance	3		
<u>Intergovernmental Relations</u>			
ADMR GOVERNMENTAL REL	1		
Total Intergovernmental Relations	1		
<u>Risk Management</u>			
ANALYST LOSS CONTROL	1		





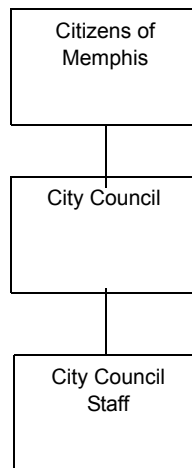
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,309,127	1,306,295	1,280,544	1,274,494
Materials & Supplies	205,816	297,450	341,892	263,221
Total Expenditures	1,514,943	1,603,745	1,622,436	1,537,715
Program Revenue	(60)	0	0	0
Net Expenditures	1,514,883	1,603,745	1,622,436	1,537,715
<i>Funded Staffing Level</i>	26.00	25.00	25.00	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 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
810100	To adopt a balanced budget by the 3rd Tuesday in June	4	Budget Adopted	100%
	To encourage citizen involvement in policy formulation and decision-making by holding town hall meetings in various areas throughout the city.	4	Number of town hall meetings held	100%
	To encourage citizen involvement in policy formulation and decision-making by holding town hall meetings in various areas throughout the city.	4	Number of community meetings attended by Council members	100%
	To encourage citizen involvement in policy formulation and decision-making by holding town hall meetings in various areas throughout the city.	4	Number of public service television shows produced.	100%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Miscellaneous Income	(60)	0	0	0
Total Charges for Services	(60)	0	0	0

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,309,127	1,306,295	1,280,544	1,274,494
Materials & Supplies	205,816	297,450	341,892	263,221
Total Expenditures	1,514,943	1,603,745	1,622,436	1,537,715
Program Revenue	(60)	0	0	0
Net Expenditures	1,514,883	1,603,745	1,622,436	1,537,715
<i>Funded Staffing Level</i>			25.00	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	3		
ASST ADMINISTRATIVE	6		
ATTORNEY STAFF	1		
COUNCIL CHAIR	1		
COUNCIL MEMBER	12		
	Total City Council		25
	<u>TOTAL CITY COUNCIL</u>		<u>25</u>



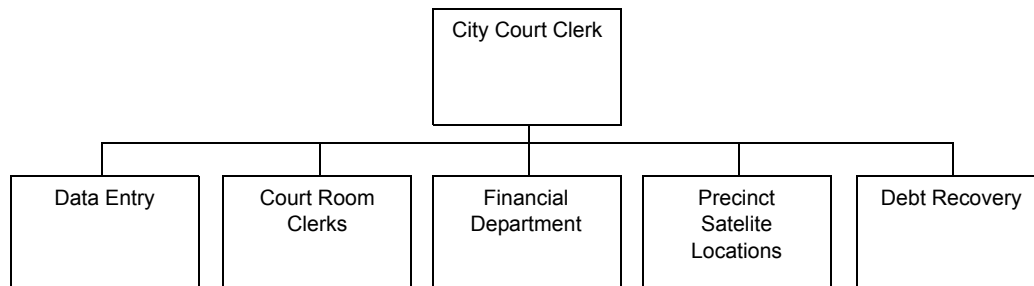
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	2,933,046	3,141,974	3,109,546	3,071,445
Materials & Supplies	1,093,022	1,892,878	1,848,805	1,599,839
Capital Outlay	15,559	9,464	9,000	7,500
Total Expenditures	4,041,627	5,044,316	4,967,351	4,678,784
Program Revenue	(1,077,496)	(1,824,000)	(1,822,555)	(1,824,000)
Net Expenditures	2,964,131	3,220,316	3,144,796	2,854,784
<i>Funded Staffing Level</i>	66.00	60.00	59.67	59.00
Authorized Complement				65

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 fees and fines 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.

FY2011 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

Fines collected	\$9.7 million
Tickets issued	306,000
Average entry rate per day	95%
Number of hand-held computers	50
Drive While You Pay inquiries	22,000
Drive While You Pay contracts	2,000

FY 2011 Performance Highlights

- Trained the management staff and employees on the importance of good customer service
- Increased collections by towing individuals who owe for 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.

FY2012 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 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
870100	To reduce data entry errors by 10% and provide accurate information on parking tickets by implementing handheld computer use by Police by 06-30-2012	4	Data Entry Errors	85%
	Increase by 10% the number of citizens with outstanding fines and fees educated on how to reinstate their driver's license by participation in installment payment plans by 06-30-2012	3	Reinstated licenses	85%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Court Fees	769	0	0	0
Fines & Forfeitures	(1,097,850)	(1,824,000)	(1,824,000)	(1,824,000)
Sale Of Reports	(2,868)	0	(650)	0
Credit Card Fees	22,453	0	2,095	0
Total Charges for Services	(1,077,496)	(1,824,000)	(1,822,555)	(1,824,000)

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	2,927,328	3,031,181	3,017,741	2,996,979
Materials & Supplies	191,400	311,678	175,756	309,239
Capital Outlay	15,559	9,464	9,000	7,500
Total Expenditures	3,134,287	3,352,323	3,202,497	3,313,718
Program Revenue	21,219	0	1,445	0
Net Expenditures	3,155,506	3,352,323	3,203,942	3,313,718
<i>Funded Staffing Level</i>			57.33	57.00
Authorized Complement				62

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	5,718	110,793	91,805	74,466
Materials & Supplies	901,622	1,581,200	1,673,049	1,290,600
Total Expenditures	907,340	1,691,993	1,764,854	1,365,066
Program Revenue	(1,098,715)	(1,824,000)	(1,824,000)	(1,824,000)
Net Expenditures	(191,375)	(132,007)	(59,146)	(458,934)
<i>Funded Staffing Level</i>			2.33	2.00
Authorized Complement				3

CITY COURT CLERK

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>City Court Clerk & TVB</i>			
ASST ADMINISTRATIVE	1		
CLERK COURT REC	3		
CLERK COURT REC SR	50		
COURT CLERK CHIEF DEPUTY	1		
COURT CLERK CITY	1		
DEPUTY TVB CHIEF	1		
MGR INFO TECH TVB	1		
SUPER TVB	4		
Total City Court Clerk & TVB	62		
<i>Red Light Camera</i>			
CLERK COURT REC	1		
CLERK COURT REC SR	2		
Total Red Light Camera	3		
<u>TOTAL CITY COURT CLERK</u>	<u>65</u>		





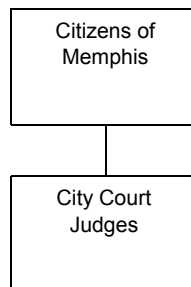
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	501,120	570,084	578,179	559,166
Materials & Supplies	75,189	47,116	65,576	50,320
Net Expenditures	576,309	617,200	643,755	609,486
<i>Funded Staffing Level</i>	5.00	5.00	5.00	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 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
840100	To dispose of all court cases presented on the docket.	4	Number of cases handled	100%
	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 06-30-2012.	4	C.L.E. credits per judge	100%



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	501,120	570,084	578,179	559,166
Materials & Supplies	75,189	47,116	65,576	50,320
Net Expenditures	576,309	617,200	643,755	609,486
<i>Funded Staffing Level</i>			5.00	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		
Total City Court Judges	5		
<u>TOTAL CITY COURT JUDGES</u>	<u>5</u>		



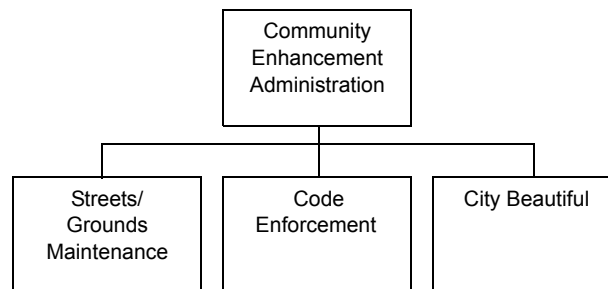
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	5,758,372	6,462,323	6,646,489	5,616,897
Materials & Supplies	1,395,055	2,405,150	2,508,193	2,403,199
Capital Outlay	126,328	42,901	55,883	276,000
Total Expenditures	7,279,755	8,910,374	9,210,565	8,296,096
Program Revenue	(1,218,410)	(1,148,000)	(1,148,000)	(1,148,000)
Net Expenditures	6,061,345	7,762,374	8,062,565	7,148,096
<i>Funded Staffing Level</i>	130.00	130.00	119.67	106.00
Authorized Complement				112

Mission

To provide a higher quality of life for Memphis residents by systematically and strategically alleviating blight and educating and engaging communities in partnerships that result in a cleaner safer Memphis.

Structure



Services

The Division of Community Enhancement works to promote a clean, secure City of Memphis. The Division is made up of three service areas. Grounds Maintenance/Street Sweeping helps Memphis retain the image of a beautiful, clean city through our efforts to control weeds on City rights-of-way, interstates, vacant lots, lots with vacant houses and to make downtown a greener and cleaner place. City Beautiful provides leadership in educating and engaging Memphians toward beautification and environmental improvement to establish an environmentally responsible city one that is clean, litter free and attractive. Code Enforcement works to eliminate slum and blight conditions throughout the City by vigorously enforcing housing code violations while

maintaining safety, health and environmental standards for the community and the Citizens of Memphis.

Issues & Trends

The Division of Community Enhancement continues to focus on improving the quality of life for its citizens through a constant effort to beautify the city and eradicate blight. The Division continues to combat community cleanliness with street sweeping, litter removal and weed control. Partnership with community organizations and other government agencies focus efforts on neighborhood improvements.

FY2011 Budget Highlights

- City Beautiful returned \$14.05 worth of benefits to the community for every \$1.00 of local government support provided

Weeds notices sent	4,000
Vacant lots mowed	7,891
Tires removed from vacant lots	15,000+
Cubic yards of debris removed from streets	29,311
Miles of streets swept	36,722
City Beautiful volunteer hours	96,933
Community cleanups conducted	385
Community beautification/graffiti projects	145
Conduct/investigate all housing and vehicle complaints	90,071
Number of demolished units	1,011

FY 2011 Performance Highlights

- Achieved a Litter Index Rating of 1.9%
- Sent 353 "Oops" letters to littering motorists reported on City Beautiful 52-CLEAN Litter Hotline
- Successfully enforced compliance of the City of Memphis Anti-Neglect Ordinance/Housing Code
- Utilized available computer technology to enhance Code Enforcement's ability to inspect homes efficiently, precisely and cost effectively
- Developed tactics to follow up on violations in the time allotted by Housing Code, without taking legal action
- 35,417 Memphians participated in clean ups, beautification and graffiti removal projects sponsored by City Beautiful.



FY2012 Strategic Goals

- Conduct public awareness campaign and events that will inspire concern and active participation by citizens of Memphis for a cleaner city
- Change the appearance of communities by demolishing dilapidated housing units, towing abandoned vehicles and enforcing the housing codes within the time allotted by the City ordinance
- Educate citizens about their roles in maintaining and enhancing their communities
- Keep weeds and grass on City rights-of-way and other vacant property at a safe height according to City Code
- Maintain clean streets throughout City limits

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
220200	Keeps weeds and grass on City right-of-ways and other private vacant property at a safe height (within 12" according to code) by mowing each right of way at least 4 time per growing season by 06-30-2012	3	Grass maintained at height within 12"	100%
	Keep bridges and underpasses hot spots litter free by removing debris by 06-30-2012	3	Litter free bridges and underpasses	100%
220200	Engage citizens in activities relating to litter prevention, beautification and proper solid waste handling practices by conducting 150 community clean up, beautification events by 06-30-2012	3	Community clean ups, beautification and recycling activities/ events	100%
	Change citizen attitudes and behaviors for a clean city through education by presenting at least 40 presentations/workshops/meetings by 06-30-2012	3	Community presentations/ workshops/meetings	100%
	Form at least 75 partnerships to achieve a sustainable, environmentally responsible city by 06-30-2012	3	Partnerships	100%
	Provide a cost/benefit ratio of \$2 or more to our communities for every dollar of government funds received by 06-30-2012	3	Dollar value of program/ project benefits fo twice amount invested	100%
	Maintain a Community Appearance Index rating of 25% or less for the Memphis area by 06-30-2012	3	Community Appearance Index	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 06/30/12.	3	Complaints investigated within 72 hours	100%
	To increase usage of the Environmental Court system by 10% when 100% compliance is not reached through Housing Code Enforcement by 06-30-2012	3	Environment Court Usage	95%
	Increase by 10% the number of towed abandoned vehicles and demolishing of dilapidated housing units by 06-30-2012	3	Number of demolished units and abandoned vehicles	100%
	Establish open community channels with community organizations and to disseminate information and receive input concerning ongoing projects in their areas by holding at least 10 meeting with neighborhood organizations by 06-30-2012	3	Meetings with neighborhood organizations	100%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Special Assessment Tax	(600,060)	(398,000)	(398,000)	(398,000)
St TN Interstate	(618,350)	(750,000)	(750,000)	(750,000)
Total Charges for Services	(1,218,410)	(1,148,000)	(1,148,000)	(1,148,000)

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	359,180	379,385	402,850	412,889
Materials & Supplies	59,793	121,431	129,442	154,694
Net Expenditures	418,973	500,816	532,292	567,583
<i>Funded Staffing Level</i>			4.50	5.00
Authorized Complement				5

Legal level consolidation of *Administration and Compliance*.

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	5,399,192	6,082,938	6,243,639	5,204,008
Materials & Supplies	1,335,262	2,283,719	2,378,751	2,248,505
Capital Outlay	126,328	42,901	55,883	276,000
Total Expenditures	6,860,782	8,409,558	8,678,273	7,728,513
Program Revenue	(1,218,410)	(1,148,000)	(1,148,000)	(1,148,000)
Net Expenditures	5,642,372	7,261,558	7,530,273	6,580,513
<i>Funded Staffing Level</i>			115.17	101.00
Authorized Complement				107

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

COMMUNITY ENHANCEMENT

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Systematic Code Enforcement</u>	
ASST ADMINISTRATIVE	1	COORD CONDEMNATION INSPECT	1
COORD ADMIN BUDGET	1	COORD COURT HOUSING INSP	1
DIRECTOR COMMUNITY ENHANCEMENT	1	COORD HEARING	1
DIRECTOR COMMUNITY ENHANCEMENT DEPUTY	1	INSP CODE ENFORCEMENT	44
SUPER OFFICE CD	1	INSP CODE ENFORCEMENT SR	6
		MGR ZONE HOUSING IMPROVE	3
Total Administration	5	OPER DATA ENTRY A	4
		SPEC CONDEMNATION	1
<u>Grounds Maintenance</u>		SUPER DATA TRANSCRIBER	1
CLERK GENERAL B	1	Total Systematic Code Enforcement	62
CREWPERSON	22		
CREWPERSON SEMISKILLED	2	<u>TOTAL COMMUNITY ENHANCEMENT</u>	<u>112</u>
DRIVER TRUCK	2		
FOREMAN GEN GROUNDS MNT	1		
FOREMAN GROUNDS MNT	5		
INSP WEED	2		
MGR GROUNDS MNT	1		
OPER HEAVY EQUIP	1		
SUPER BUSINESS AFFAIRS	1		
SUPER HORTICULTURE	1		
SUPER ZONE HEAVY EQUIP	1		
SUPER ZONE SWEEPER OPER	1		
Total Grounds Maintenance	41		
<u>City Beautiful</u>			
COORD EDUCATION	1		
COORD PROGRAM CB	1		
MGR CITY BEAUTIFUL	1		
SPEC TECH SUPPORT CB	1		
Total City Beautiful	4		



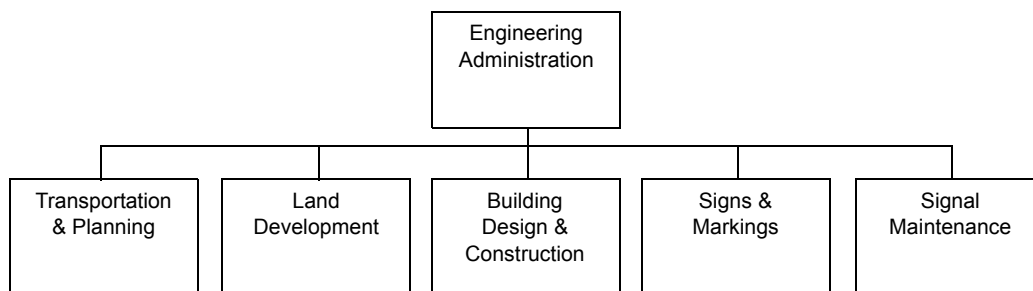
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	7,296,180	6,840,185	6,756,485	5,484,050
Materials & Supplies	(1,969,437)	1,765,121	2,324,202	1,757,691
Capital Outlay	0	7,500	7,500	31,200
Total Expenditures	5,326,743	8,612,806	9,088,187	7,272,941
Program Revenue	(1,318,486)	(1,495,563)	(1,514,504)	(915,563)
Net Expenditures	4,008,257	7,117,243	7,573,683	6,357,378
<i>Funded Staffing Level</i>	146.00	144.00	138.17	124.00
Authorized Complement				124

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 most the City's capital projects. Engineering staff reviews all private development proposals to ensure the required public improvements are included and meet City standards.

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.

FY2011 Budget Highlights

- Decreased authorized compliment by 1/3 since FY2008
- Reduced divisions gross expenditures by 20% since FY2008
- Tight internal controls reduced our material and supply expenditures in FY08 by 14.4%

Square miles within City boundaries	346.6
Miles of roads within City boundaries	4,150
Street name and traffic control signs	300,000
Number of City Streets	6,750
Intersections	20,000
Miles of road re-striped	1,000
City Traffic Signals/Flashers	830
City Traffic School Flashers	140
County Traffic Signals/Flashers	229
County Traffic School Flashers	104

FY 2011 Performance Highlights

- Managing millions in Federal grants through stimulus (ARRA) and STP grants for road resurfacing, traffic signal improvements, roadway safety improvements and bicycle & pedestrian facilities
- Traffic signal malfunctions are being repaired within 12 hours of notification
- Repaired 100% of all stop and yield signs within 24 hours of notification
- Coordinated with the Tennessee Department of Transportation (TDOT) on starting construction of I-240 improvements
- Completed several studies and designs to address flooding problems throughout the City
- Completed construction of several regional detention facilities
- Initiated studies and designs on numerous roadway projects
- Started expansion of on-street bicycle facilities
- Completed construction of first segment of Wolf River Greenway
- Started construction on Crump Station for Police Services
- Coordinated demolition of Marina Cove Apartments

FY2012 Strategic Goals

- Improve the CIP planning, budgeting and design process to ensure public facilities are constructed within original budget estimates
- Pursue grant funds to leverage City CIP funds.
- Adopt new policies to address flooding problems throughout the City
- Develop Intelligent Transportation System (ITS) strategies to monitor and control existing street network
- Modernize the City- own street parking infrastructure

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
250100	Execute 90% of construction contracts within 120 days by 06-30-2012	3	Construction contracts executed days	90%
250200	To re-stripe 1000 street miles of city streets by 06-30-2012	2,3	Street miles re-striped	100%



■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Subdivision Plan Inspection Fee	(95,920)	(385,000)	(385,000)	(385,000)
Street Cut Inspection Fee	(236,982)	(250,000)	(250,000)	(250,000)
Traffic Signals	(256,851)	(66,000)	(84,941)	(66,000)
Parking Meters	(462,960)	(580,000)	(580,000)	0
Signs-Loading Zones	(21,659)	(12,800)	(12,800)	(12,800)
Arc Lights	(1,015)	(4,000)	(4,000)	(4,000)
Sale Of Reports	(11,354)	(14,363)	(14,363)	(14,363)
MLG&W Rent	(200)	(400)	(400)	(400)
St TN Highway Maint Grant	(155,064)	(95,000)	(95,000)	(95,000)
Sidewalk Permit Fees	(76,381)	(88,000)	(88,000)	(88,000)
Court Reimbursement	(100)	0	0	0
Total Charges for Services	(1,318,486)	(1,495,563)	(1,514,504)	(915,563)

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	3,525,579	2,911,043	2,940,517	1,812,386
Materials & Supplies	(132,855)	439,679	586,675	433,975
Capital Outlay	0	0	0	23,700
Total Expenditures	3,392,724	3,350,722	3,527,192	2,270,061
Program Revenue	(1,163,422)	(1,400,563)	(1,419,504)	(820,563)
Net Expenditures	2,229,302	1,950,159	2,107,688	1,449,498
<i>Funded Staffing Level</i>	86.00	86.00	86.00	65.00
Authorized Complement				65

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,859,398	1,967,152	1,831,475	1,784,550
Materials & Supplies	(907,100)	661,105	1,052,598	662,329
Total Expenditures	952,298	2,628,257	2,884,073	2,446,879
Program Revenue	(155,064)	(95,000)	(95,000)	(95,000)
Net Expenditures	797,234	2,533,257	2,789,073	2,351,879
<i>Funded Staffing Level</i>			30.00	30.00
Authorized Complement				30

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,911,203	1,961,990	1,984,493	1,887,114
Materials & Supplies	(929,482)	664,337	684,929	661,387
Capital Outlay	0	7,500	7,500	7,500
Net Expenditures	981,721	2,633,827	2,676,922	2,556,001
<i>Funded Staffing Level</i>			29.00	29.00
Authorized Complement				29

CITY ENGINEERING

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Civil Design & Administration</u>		TECH ENGINEERING AA	2
ADMR LAND DEVELOP BUDGET	1	TECH PARKING ENFORCEMENT	3
ADMR TRANS PLAN DESIGN	1	Total Traffic Engineering	19
ASST ADMINISTRATIVE	1	<u>Building Design & Construction</u>	
CLERK ACCOUNTING A	1	CLERK GENERAL A	1
CLERK GENERAL A	1	MGR ENG PROJECT	4
COORD ADMIN SUPPORT	1	SUPER OFFICE ENG	1
COORD LAND DEV	1	Total Building Design & Construction	6
COORD PLANS REVIEW PROJECT	1	<u>Signs & Markings</u>	
DIRECTOR ENGINEERING DEPUTY	1	COUNTER TRAFFIC	3
CHIEF SURVEYOR PARTY	1	MGR STREET SIGNS MARK	1
ENGINEER CITY CIVIL DESIGN	1	PAINTER	17
ENGINEER CITY	1	PAINTER APP	2
ENGINEER DESIGN SENIOR	3	PAINTER LO	2
SECRETARY B	1	SPEC FLAGMAN OFFICER	5
SPEC DOCUMENT	1	Total Signs & Markings	30
TECH ENGINEERING AA	1	<u>Signal Maintenance</u>	
Total Civil Design & Administration	18	AIDE SIGNAL	9
<u>Mapping & Property</u>		CLERK GENERAL A	1
SUPER MAPPING	1	DISPATCHER	1
TECH ENGINEERING AA	2	MGR SIGNAL MNT CONST	1
Total Mapping & Property	3	SPEC PROCUREMENT	1
<u>Construction Inspections</u>		TECH SIGNAL	16
INSP ZONE CONSTRUCTION	14	Total Signal Maintenance	29
MGR CONSTRUCTION INSP	1	<u>TOTAL CITY ENGINEERING</u>	
SUPER CONSTRUCTION INSP	4		<u>124</u>
Total Construction Inspections	19		
<u>Traffic Engineering</u>			
CLERK GENERAL A	1		
COLLECTOR METER	2		
COORD ADA RAMP PROGRAM	1		
COORD BIKEWAY PEDESTRIAN	1		
ENG DESIGNER AA	2		
ENGINEER CITY TRAFFIC	1		
ENGINEER DESIGN	1		
ENGINEER TRAFFIC	2		
REPAIRER PARKING METER	1		
SECRETARY B	1		
SUPER PARKING METER REP	1		





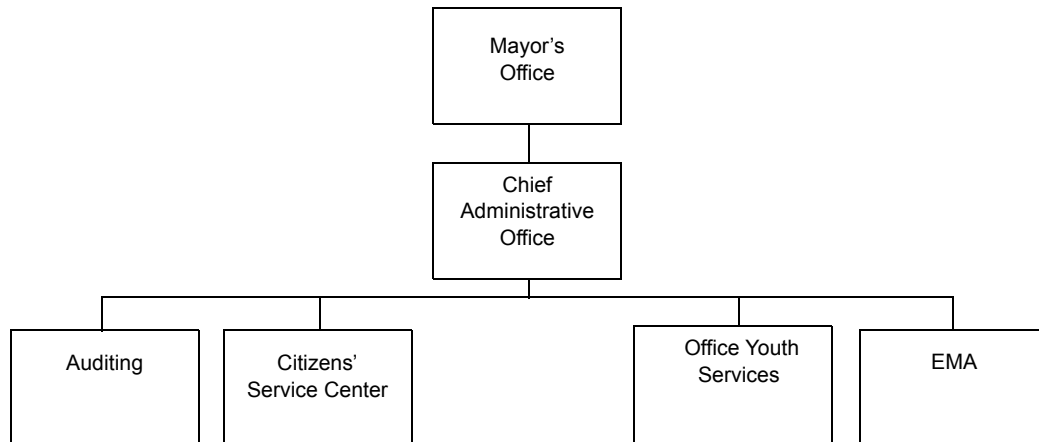
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	3,744,013	3,276,374	3,206,009	2,687,797
Materials & Supplies	1,488,241	1,454,972	2,269,900	1,433,808
Capital Outlay	74,581	53,837	53,837	28,837
Grants & subsidies	1,238,466	2,659,419	3,035,318	1,050,000
Total Expenditures	6,545,301	7,444,602	8,565,064	5,200,442
Program Revenue	(507,738)	(538,204)	(538,204)	(453,593)
Net Expenditures	6,037,563	6,906,398	8,026,860	4,746,849
<i>Funded Staffing Level</i>	54.00	48.00	43.25	42.00
Authorized Complement				45

Mission

The mission of the City of Memphis Government, through its employees, is to ensure responsive and cost-effective services for our citizens, which optimize every individual's opportunity for an enhanced quality of life and the pursuit of success as a valued member of our diverse communities.

Structure



Services

The Executive Division is made up of six service areas. The Mayor's Office ensures that the City Charter and Ordinances are observed, promotes economic and industrial development, and

addresses citizens' issues of concern related to City government. The Chief Administrative Office (CAO) directs the operations of City divisions following the policies of the Mayor, protects and maintains City assets, plans and coordinates functions necessary to achieve the City's stated goals and objectives. The Auditing Service Center provides analyses, appraisals, valuations, counsel, information, and recommendations concerning activities being reviewed. The Mayor's Citizen Service Center provides citizens with the most effective and efficient information relating to City government and their concerns. The Office of Youth Services addresses issues challenging youth in the community by implementing special initiatives and focuses on building the capacity of neighborhood and community groups in partnership with City government. EMA assists local, state, and federal agencies with response to emergency/disaster operations.

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.

FY2011 Budget Highlights

- Earned the GFOA Distinguished Budget Presentation Award for 13th consecutive year
- Maintained AA bond rating
- Maintained General Fund reserves of 10% of expenditures
- Achieved a current property tax collection rate of 94%

Population	646,889
Square Miles Served	346.6
Employment Rate (2009 est.)	90%
Per Capita Income (2010 Census)	\$22,437
Average Household Income (2009 est.)	\$53,511

FY2011 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 consecutive year.
- Managed the City's Renewal Community designation including development of the Tax Incentive Utilization Plan and allocation of \$12 million in Commercial Revitalization Deductions for economic development efforts.
- Office of Grants Compliance received above satisfactory or satisfactory compliance rating for 100% scheduled site visits by grantor agencies.
- Trained the management staff and employees on the importance of good customer service.
- Collected 75% of fines owed to the City of Memphis.
- Achieved a Litter Index Rating of 1.9%.
- 35,417 Memphians participated in clean ups, beautification and graffiti removal projects sponsored by City Beautiful.
- Manag millions in Federal grants through stimulus (ARRA) and STP grants for road resurfacing, traffic signal improvement, roadway safety improvements and bicycle & pedestrian facilities.
- Completed construction of first segment of Wolf River Greenway.
- Installed over 20,000 smoke detectors through a focus on community based residential home surveys.
- 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 City Hall Security Upgrade
 - Camera Surveillance
 - Intrusion Alarms
 - Access Control System
- 96% of GS employees attended Safety and Hazard Recognition training classes conducted July 13, 15 and 16, 2010.
- Provided down payment assistance to over 16 low-to-moderate income families buying homes within the City limits.
- Business Development Center conducted 307 workshops.

- Successfully coordinated the Division's 2010 United Way campaign with a 5% increase.
- Administered first year of expanded citywide employee performance review program to include bargaining unit employees. Established program policies and conducted 50 training sessions to train approximately 500 users on the performance review on-line software.
- Designed and implemented technology solutions for several government transparency initiatives such as, "contracts on the web", and real time camera access at Memphis Animal Shelter.
- Designed and implemented Mobile GIS Enabling In-the-Field Infrastructure Data Management for Public Works Storm Water
- The Pink Palace Museum was accredited by the American Association of Museums, a distinction held by less than 10% of the museums in America.
- Parks Recreation facilitated over 900 youth and adult swim lessons through collaboration with Make A Splash Mid-South and USA Swim Association.
- As of January 1, 2011, the city has seen property crime decrease by 26.2% since 2006. Violent crime has shown a decrease of 23.6% (including a 40% drop in Homicides). Since the implementations of Blue Crush in 2006, all Part 1 crimes have decreased 26.5% - that is over 18,000 fewer offences.
- The Cyber Watch program is a model in community policing by directly connecting investigators and citizens via the internet.
- Opening of the Appling Road Motor Vehicle Inspection Station.
- 7.3% increase in adoptions of animals from the Memphis Animal Shelter.
- Continued "Bins on Wheels" program which enhances recycling capabilities for physically restricted citizens by offering wheel kits for curbside recycling bins.



FY 2012 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

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
100600	Respond to every caller that contacts the MCSC with a complaint, concern or comment regarding services offered by the City of Memphis and various other government entities within 10 days of call by 6-30-2012	3,4	Phone calls and on-line service requests response time report	85-95%
100800	To increase the capacity to serve disadvantaged citizens of Memphis by 20% through donations, in-kind gifts and volunteerism by 6-30-2012	3	City of Memphis employees participating in City sanctioned campaigns and initiatives (i.e. Operation Feed Campaign, Salvation Army Angel Tree, Annual Thanksgiving Dinner for the Homeless and Hungry).	100%
	To increase the capacity to serve the citizens of Memphis through a 25% increase in contributions and corporate sponsorships by 6-30-2012.	3	Increase in the percentage of corporate sponsors and contributors for Community Affairs programming by 25% by 6-30-2012	100%
	Enhance the ability of citizens to seek resolutions and be the catalyzing forces in determining the future of their neighborhoods through workshops, training and technical assistance by increasing by 10% the number of neighborhood associations participating in or forming neighborhood networks and/or collaboratives by 6-30-2012.	1, 2	Neighborhood Association Networks and/or Collaborations	100%
	Increase the capacity of citizens to provide effective leadership in Memphis' communities by 25% by 6-30-2012.	2	Number of participants	100%
	To provide a meaningful year-round enrichment program that will focus on education, health, civic/social responsibility, and employability for youths in the 10th-12th Grade for 560 students by 6-30-2012.	1,2,3	Youths served	100%

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	943,539	820,254	883,436	887,561
Materials & Supplies	273,197	267,093	303,266	238,720
Capital Outlay	3,957	0	0	0
Total Expenditures	1,220,693	1,087,347	1,186,702	1,126,281
Program Revenue	(1,525)	0	0	0
Net Expenditures	1,219,168	1,087,347	1,186,702	1,126,281
<i>Funded Staffing Level</i>			9.58	10.00
Authorized Complement				10

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	523,731	496,153	597,333	280,227
Materials & Supplies	110,228	46,436	71,844	47,868
Net Expenditures	633,959	542,589	669,177	328,095
<i>Funded Staffing Level</i>			6.67	5.00
Authorized Complement				7

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	648,424	648,577	656,608	634,398
Materials & Supplies	310,729	339,038	635,109	333,186
Net Expenditures	959,153	987,615	1,291,717	967,584
<i>Funded Staffing Level</i>			9.00	9.00
Authorized Complement				9

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	311,530	323,582	331,859	316,739
Materials & Supplies	19,807	33,822	43,929	17,622
Net Expenditures	331,337	357,404	375,788	334,361
<i>Funded Staffing Level</i>			7.00	7.00
Authorized Complement				7

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	859,004	507,221	291,857	162,889
Materials & Supplies	526,921	542,529	981,128	593,313
Grants & subsidies	1,238,466	2,659,419	3,035,318	1,050,000
Total Expenditures	2,624,391	3,709,169	4,308,303	1,806,202
Program Revenue	(3,022)	0	0	0
Net Expenditures	2,621,369	3,709,169	4,308,303	1,806,202
<i>Funded Staffing Level</i>			1.00	1.00
Authorized Complement				1

Legal level consolidation of *Youth Services* and *Memphis Youth Achieve*.

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	457,785	480,587	444,916	405,983
Materials & Supplies	247,359	226,054	234,624	203,099
Capital Outlay	70,624	53,837	53,837	28,837
Total Expenditures	775,768	760,478	733,377	637,919
Program Revenue	(503,191)	(538,204)	(538,204)	(453,593)
Net Expenditures	272,577	222,274	195,173	184,326
<i>Funded Staffing Level</i>			10.00	10.00
Authorized Complement				11

EXECUTIVE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Mayor's Office</u>		<u>Emergency Operations Center</u>	
ASST ADMINISTRATIVE	2	EMA DIRECTOR	1
CHIEF STAFF SPEC ASST/COMM	1	OFFICER EMA OPERATIONS	7
COORD CITY HALL SECURITY	1	OFFICER PLANNING	1
MAYOR	1	OFFICER TRAINING & EDUCATION	1
SECRETARY A	1	SECRETARY EMA	<u>1</u>
SPEC CITY BRAND MARKETING	1	Total Emergency Operations Center	11
SPEC COMMUNICATIONS MAYOR	1		
SPECIAL ASST MAYOR YOUTH COM- MUNITY	1		
SPECIAL ASST RESEARCH INNOV	1		
Total Mayor's Office	<u>10</u>	<u>TOTAL EXECUTIVE</u>	<u>45</u>
<u>Chief Administrative Office</u>			
ASST ADMINISTRATIVE	1		
COORD COMPLIANCE STIM DURA- TIONAL	1		
COORD FINANCIAL PLANNING	1		
COORD RESEARCH EXEC	1		
OFFICER CHIEF ADMIN	1		
OFFICER CHIEF ADMIN DEPUTY	1		
SECRETARY A	1		
Total Chief Administrative Office	<u>7</u>		
<u>Auditing</u>			
AUDITOR CITY	1		
AUDITOR CITY ASST	1		
AUDITOR INFORMATION TECH	1		
AUDITOR INTERNAL	3		
AUDITOR INTERNAL LD	2		
SECRETARY A	1		
Total Auditing	<u>9</u>		
<u>Mayor's Citizen Service Center</u>			
SPEC CITIZEN INFORM	6		
SUPER CITIZEN SVC CTR	1		
Total Mayor's Citizen Service Center	<u>7</u>		
<u>Youth Services</u>			
MGR YOUTH SVCS	1		
Total Youth Services	<u>1</u>		



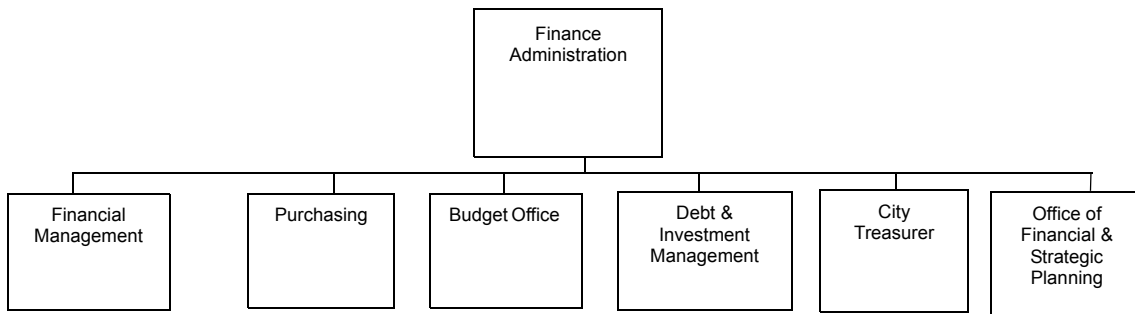
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,183,592	4,717,302	4,338,785	3,863,526
Materials & Supplies	834,602	1,065,074	1,286,569	1,056,034
Capital Outlay	214	1,500	2,400	0
Total Expenditures	5,018,408	5,783,876	5,627,754	4,919,560
Program Revenue	(48,007)	(10,000)	(10,100)	(10,000)
Net Expenditures	4,970,401	5,773,876	5,617,654	4,909,560
<i>Funded Staffing Level</i>	88.00	84.00	80.33	76.00
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; and issuance of City permits.

Issues & Trends

The Division of Finance will continue strategic bond refunding and continually evaluate strategies to minimize the City's debt service costs. The Division will continue the performance management initiative by linking resources to strategic priorities and outcomes, helping to make the City more effective, efficient, and responsive. The Division has implemented integrated Oracle Financials, Human Management Resource System (HRMS) and Payroll systems, including centralized accounts receivables and grants management. The Division will increase 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.

FY2011 Budget Highlights

- Improved the City's debt capacity and flexibility through debt funding programs
- 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
- Continued enhancement programs to leverage the utilization and development of an integrated Financial and Human Resources System

A/P payments processed	48,747
Payroll payments processed	220,120
Pension payroll checks processed	104,399
Purchasing requisitions processed	1,317
Total Debt managed	\$1.2 billion
Total Cash/Investments managed (as of 06/30/09)	\$102 million
Pension Investment portfolio (as of 06/30/09)	\$1.7 billion
Number of tax notices sent out	308,287
Tax payments processed	303,802
Number of alarm permits issued	7,889
Number of false alarm/no permit notices sent	28,000

FY 2011 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 consecutive year
- Maintained AA bond rating
- Maintained General Fund reserves of 10% of expenditures
- Achieved a current tax collection rate of 94%



FY2012 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
- Implement priority-based budgeting to strategically allocate resources to achieve better outcomes
- Improve the City's credit rating

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
110100	To maintain an annual reserve of fund balance of 10% or more to meet unexpected temporary funding needs by June 30, 2012	4	General expenditure budget as adopted	100%
	To respond to requests from City Council and the media within 48 and 72 hours, respectively	3	Percent of responses to requests	100%
	To maintain an annual bond rating on outstanding debt of AA or higher by June 30, 2012	4	Ratings from Bond Rating Agencies	100%
110200	To finalize the recording of monthly accounting transactions within ten calendar days after the end of the month (excluding June 30th) to ensure on-line access of current financial reports by divisions	4	Monthly Accounting Reports availability dates.	95%
110300	To complete the Purchase Order process within 30 days. The goal for 2014 is 95%.	4	Completed Purchase Orders	85%
	To complete the Legal Notice requisition process within 45 days. The goal for 2014 is 95%.	4	Completed Legal Notices	85%
	To complete a Construction requisition within 120 days. The goal for 2014 is 95%.	4	Completed construction requisitions	85%
110400	Complete 100% Zero Based Budgeting (ZBB) process for all of the City's General Fund Budget of approximately \$650 million by June 30, 2012.	4	Budgets prepared using ZBB methodology	25%
110500	Maximize the average return rate on investments for the city's operating cash portfolio to exceed return rate of the 3 Month Treasury Bill for each month by June 30, 2013.	4	Portfolio Monthly Rate of Return	100%
110600	To respond to all inquiries from both internal and external bodies within one business day of receipt by June 30, 2013.	3	Inquiries responded	98%
110700	Analyze and review existing contracts with City of Memphis Authorities (Sports, Building and Parking) within 3 years for potential savings by April 30, 2013.	1	Report of review of the Authorities' agreement	100%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Rezoning Ordinance Publication Fees	(8,175)	(10,000)	(10,000)	(10,000)
Credit Card Fees	(25,266)	0	0	0
Miscellaneous Income	(14,816)	0	0	0
Cash Overage/Shortage	250	0	(100)	0
Total Charges for Services	(48,007)	(10,000)	(10,100)	(10,000)

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	427,018	410,535	387,299	252,221
Materials & Supplies	46,759	113,748	136,591	123,609
Capital Outlay	0	1,500	2,400	0
Total Expenditures	473,777	525,783	526,290	375,830
Program Revenue	(22)	0	0	0
Net Expenditures	473,755	525,783	526,290	375,830
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,459,053	1,550,572	1,469,887	1,459,731
Materials & Supplies	272,871	296,109	325,357	166,198
Capital Outlay	214	0	0	0
Total Expenditures	1,732,138	1,846,681	1,795,244	1,625,929
Program Revenue	(8,160)	(10,000)	(10,000)	(10,000)
Net Expenditures	1,723,978	1,836,681	1,785,244	1,615,929
<i>Funded Staffing Level</i>	33.00	31.00	30.00	30.00
Authorized Complement				30

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	587,423	662,782	634,524	582,626
Materials & Supplies	38,489	78,672	121,660	103,460
Total Expenditures	625,912	741,454	756,184	686,086
Program Revenue	(14,559)	0	(100)	0
Net Expenditures	611,353	741,454	756,084	686,086
<i>Funded Staffing Level</i>			10.83	11.00
Authorized Complement				12

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	637,225	592,141	569,257	401,653
Materials & Supplies	163,013	120,050	107,328	59,850
Net Expenditures	800,238	712,191	676,585	461,503
<i>Funded Staffing Level</i>			8.50	6.00
Authorized Complement				8

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	139,669	155,846	179,676	161,737
Materials & Supplies	8,478	20,081	21,321	14,644
Net Expenditures	148,147	175,927	200,997	176,381
<i>Funded Staffing Level</i>			4.00	4.00
Authorized Complement				4

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	933,204	964,706	965,133	914,805
Materials & Supplies	304,992	310,688	481,312	489,673
Total Expenditures	1,238,196	1,275,394	1,446,445	1,404,478
Program Revenue	(25,266)	0	0	0
Revenue Over (Under) Expense	1,212,930	1,275,394	1,446,445	1,404,478
<i>Funded Staffing Level</i>	23.00	21.00	20.00	19.00
Authorized Complement				20

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	0	380,720	133,009	90,753
Materials & Supplies	0	125,726	93,000	98,600
Net Expenditures	0	506,446	226,009	189,353
<i>Funded Staffing Level</i>			2.00	1.00
Authorized Complement				2



FINANCE

AUTHORIZED COMPLEMENT

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



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
TREASURER	1		
TREASURER ASST	1		
Total City Treasurer	<u>20</u>		
<i>Office of Financial & Strategic Planning</i>			
COORD REVENUE	1		
MGR PLNG STRATEGIC INT	1		
Total Office of Financial & Strategic Planning	<u>2</u>		
<u>TOTAL FINANCE</u>	<u>81</u>		



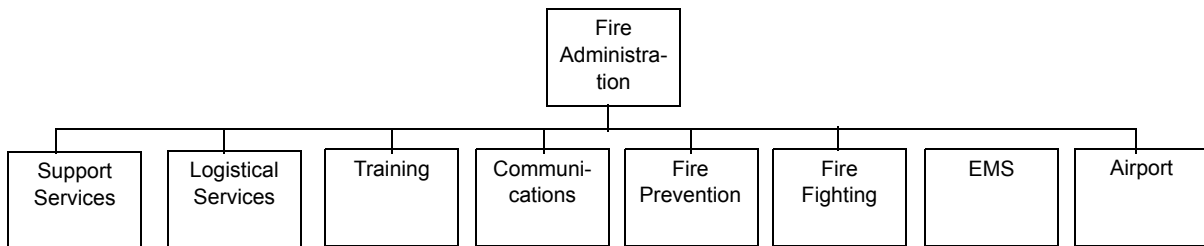
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	141,383,534	144,446,795	144,183,193	136,760,986
Materials & Supplies	14,936,638	14,454,872	16,456,183	14,929,916
Capital Outlay	743,272	764,200	840,708	483,000
Transfers out	316,000	277,100	277,100	315,675
Total Expenditures	157,379,444	159,942,967	161,757,184	152,489,577
Program Revenue	(22,497,090)	(20,313,196)	(23,512,359)	(22,524,196)
Net Expenditures	134,882,354	139,629,771	138,244,825	129,965,381
Funded Staffing Level	1,874.00	1,874.00	1,864.00	1,862.00
Authorized Complement				1,862

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 times.



Issues & Trends

The City of Memphis Division of Fire Services is one of the largest and finest in the country. 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. Due to changing demographics in Memphis, the Fire Division is aggressively recruiting residents of this city to reflect the diverse communities that we serve.

This Administration values training and continued education. Through enhanced Professional Development curriculums, all personnel will be provided modernized training tools needed in effective decision making and responsible management solutions. The Chester Anderson Training Campus is being used to prepare the division for future challenges and is also utilized to instruct other local departments and civilians on how to react to various emergencies. We will continue to lead regional training efforts, 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.



FY2011 Budget Highlights

- Maintained grant solicitation activities to support Urban Search and Rescue
- Submitted FEMA grant requests for FIRE Act and HomeLand Security
- Purchasing (2) Quint Trucks. Replacing (2) Engines and (7) Ambulances
- Increase ambulance fee collections
- Purchasing 15 CPR Devices
- Opened Fire Station 57 at 4930 Pleasant Hill near Shelby Drive in Southeast Memphis
- Replaced Fire Station 22 at 2960 Lamar Avenue
- Purchased 10 New Thermal Imaging Cameras.
- Continued 20% yearly replacement cycle for existing Personal Protective Equipment (PPE/Bunker Gear) approximately 275 sets per year
- Replaced 20% of the hose line inventory as part of a 5-year replacement cycle for all hose

Number of Fire Stations	57
Number of Engine Companies	56
Air Rescue Firefighting Companies	3
Number of Truck Companies	27
Emergency Medical Units	33
Paramedic Fire Companies (ALS)	35

Heavy Rescue Trucks	3
Commissioned Firefighters	1,715
Battalion Chief Officers	48
Division Chief Officers	9
Total Personnel	1,874
Total Emergency Medical Responses	98,594
Total Fire Responses	23,892



FY 2011 Performance Highlights

- Installed over 20,000 smoke detectors through a focus on community based residential home surveys
- Memphis Fire Department Paramedic Training Program graduated 37 new paramedics
- Hired and trained 55 Fire Recruits and 17 Paramedics
- Hired 8 Fire Alarm Operators (Dispatchers)
- 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 upgrade of the evidence room at 2601 Lamar Avenue
- Completed inspections of all schools in the City

FY2012 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 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
130100	Implement strategic plan within two years	4	Strategic plan implemented	50%
	Investigate each complaint in a timely manner with the highest regard for citizens	3	Investigations completed in a time frame of 14-21 days	100%
130500	Install and implement 75% of Computer Aided Dispatch (CAD) equipment and software needed for the City within two years (by 6-30-2014)	2	CAD equipment and software installed and implemented	50%
	Answer 606,780 911 calls within ten (10) seconds 90% of the time during peak hours of the day (based on National Standard)	2	911 calls answered within ten (10) seconds	100%
130600	Enforce the anti-neglect ordinance through 2300 inspections and mitigation of unsafe conditions by 6-30-2012	2	Inspections made annually	100%
130700	Maintain 5 minutes to respond to 90% of all runs (23,307 = 2009)	2	Calls responded to	100%
	Identify and blitz 22 high-risk areas related to fire and property loss as identified by Fire Services by 6-30-2012	2	Areas identified and blitzed annually	100%
130800	Ensure acceptable response time standards of eight (8) minutes or less for the ambulance that meet National Fire Protection Association 1710 standards (95,000)	2	Ambulance Response Time Reports for all Advance Life Support calls	90%
131000	Maintain 3 minutes to respond to 90% or 200 of all runs	2	Call Response Report	100%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Anti-Neglect Enforcement Program	(175,949)	(240,000)	(179,129)	(200,000)
Ambulance Service	(18,097,161)	(16,220,000)	(19,498,885)	(18,500,000)
Federal Grants - Others	(13,329)	0	0	0
State Grants	(325,393)	0	0	0
Local Shared Revenue	(8)	(20,000)	0	0
International Airport	(3,802,197)	(3,802,196)	(3,802,196)	(3,802,196)
Fire - Misc Collections	(83,053)	(31,000)	(32,149)	(22,000)
Total Charges for Services	(22,497,090)	(20,313,196)	(23,512,359)	(22,524,196)

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,543,077	1,543,170	1,771,176	1,567,438
Materials & Supplies	167,057	232,610	269,601	437,052
Capital Outlay	29,595	0	0	28,000
Net Expenditures	1,739,729	1,775,780	2,040,777	2,032,490
<i>Funded Staffing Level</i>	26.00	26.00	26.00	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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,206,923	1,195,536	1,220,367	1,183,222
Materials & Supplies	6,004,378	5,144,050	6,286,861	5,613,272
Capital Outlay	262,228	346,700	417,983	242,500
Total Expenditures	7,473,529	6,686,286	7,925,211	7,038,994
Program Revenue	(30,358)	0	(4,151)	0
Net Expenditures	7,443,171	6,686,286	7,921,060	7,038,994
<i>Funded Staffing Level</i>	16.00	16.00	16.00	16.00
Authorized Complement				16

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	815,453	855,591	777,954	807,490
Materials & Supplies	742,627	882,500	769,736	860,440
Capital Outlay	220,398	285,000	283,543	137,500
Net Expenditures	1,778,478	2,023,091	1,831,233	1,805,430
<i>Funded Staffing Level</i>	18.00	18.00	16.67	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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	2,341,421	2,377,945	2,344,878	2,279,883
Materials & Supplies	465,141	470,237	445,583	397,495
Capital Outlay	29,591	7,500	9,055	0
Total Expenditures	2,836,153	2,855,682	2,799,516	2,677,378
Program Revenue	(7,077)	0	(2,801)	0
Net Expenditures	2,829,076	2,855,682	2,796,715	2,677,378
<i>Funded Staffing Level</i>	26.00	26.00	26.00	26.00
Authorized Complement				26

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,329,394	4,560,983	4,429,766	4,340,473
Materials & Supplies	495,867	708,500	725,806	319,100
Capital Outlay	176,610	75,000	80,127	75,000
Total Expenditures	5,001,871	5,344,483	5,235,699	4,734,573
Program Revenue	0	0	(267)	0
Net Expenditures	5,001,871	5,344,483	5,235,432	4,734,573
<i>Funded Staffing Level</i>	66.00	66.00	64.08	64.00
Authorized Complement				64

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,829,186	4,972,629	5,029,445	4,941,944
Materials & Supplies	235,745	299,772	232,929	233,390
Capital Outlay	24,850	0	0	0
Total Expenditures	5,089,781	5,272,401	5,262,374	5,175,334
Program Revenue	(193,100)	(255,000)	(185,119)	(206,000)
Net Expenditures	4,896,681	5,017,401	5,077,255	4,969,334
<i>Funded Staffing Level</i>	65.00	67.00	64.00	63.00
Authorized Complement				66

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	100,746,594	103,135,312	100,188,747	89,515,948
Materials & Supplies	2,452,471	2,484,029	2,649,947	2,599,431
Capital Outlay	0	50,000	50,000	0
Transfers out	316,000	277,100	277,100	315,675
Total Expenditures	103,515,065	105,946,441	103,165,794	92,431,054
Program Revenue	(36,126)	(36,000)	(15,833)	(16,000)
Net Expenditures	103,478,939	105,910,441	103,149,961	92,415,054
<i>Funded Staffing Level</i>	1,305.00	1,312.00	1,285.00	1,280.00
Authorized Complement				1,280

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	22,701,460	23,010,641	25,625,872	28,653,176
Materials & Supplies	4,283,586	4,011,323	4,853,797	4,267,885
Total Expenditures	26,985,046	27,021,964	30,479,669	32,921,061
Program Revenue	(18,428,232)	(16,220,000)	(19,501,992)	(18,500,000)
Net Expenditures	8,556,814	10,801,964	10,977,677	14,421,061
<i>Funded Staffing Level</i>			332.00	333.00
Authorized Complement				333

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	2,870,026	2,794,988	2,794,988	3,471,412
Materials & Supplies	89,766	221,851	221,923	201,851
Total Expenditures	2,959,792	3,016,839	3,016,911	3,673,263
Program Revenue	(3,802,197)	(3,802,196)	(3,802,196)	(3,802,196)
Net Expenditures	(842,405)	(785,357)	(785,285)	(128,933)
<i>Funded Staffing Level</i>			33.00	37.00
Authorized Complement				37

FIRE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Training</u>	
ACCOUNTANT ASSOCIATE A	2	ANALYST DATA	1
ADMR FIRE SVCS	1	CHIEF BATTALION FIRE	2
ANALYST PERSONNEL FIRE	1	CHIEF DIVISION	2
ANALYST PERSONNEL FIRE SR	1	CHIEF SPEC OPER DEPUTY	1
ASST ADMINISTRATIVE	1	LIEUTENANT FIRE	18
CHIEF FIRE DEPUTY	1	SECRETARY B	1
CHIEF LOGISTICAL SVCS DEPUTY	1	SPEC AUDIO VISUAL PROD	1
CLERK GENERAL A	1	Total Training	26
CLERK GENERAL B	1	<u>Communications</u>	
COORD ADMIN SUPPORT	1	COMMANDER WATCH	5
COORD GRANTS CONTRACTS RESEARCH	1	COORD INFO SYS CAD	1
DIRECTOR FIRE SVCS	1	MGR COMMUNICATIONS FIRE	1
DIRECTOR FIRE DEPUTY	1	OPER FIRE ALARM I	8
LIEUTENANT FIRE	2	OPER FIRE ALARM II	7
MGR ENG PROJECT	1	OPER FIRE ALARM III	28
SECRETARY A	2	OPER FIRE ALARM SR	9
SPEC FIRE PAYROLL	3	PARAMEDIC QUALITY ASSURANCE	2
Total Administration	22	SECRETARY C	1
<u>Support Services</u>		SPEC COMM DATA	2
CHIEF BATTALION FIRE	1	Total Communications	64
COORD OSHA FIRE	2	<u>Fire Prevention</u>	
ELECT MNT FIRE	2	ASST FIRE PREVENTION	3
MECH AIRMASK MAINT	3	CHIEF FIRE INVESTIGATOR	1
MGR APPR MASK	1	CLERK ACCOUNTING B	1
REPAIRER FIRE HYDRT	5	CLERK GENERAL B	1
REPAIRER FIRE HYDRT LO	1	INSP FIELD ANTINEGLECT	5
SUPER APPARATUS MAINT	1	INSP FIRE	28
Total Support Services	16	INVESTIGATOR FIRE	10
<u>Logistical Services</u>		MARSHAL FIRE	1
ACCOUNTANT ASSOCIATE B	1	MARSHAL FIRE ASST	2
CLERK INVENT CONTROL SR	1	MGR FIRE PREVENTION	4
CREWPERSON	7	MGR INVEST SVCS	1
MGR LOGISTICAL SVCS	1	SECRETARY B	1
SPEC MATERIAL FIRE	7	SECRETARY C	2
SUPER BUILDING GRDS MNT	1	SPEC FIRE EDUCATION	3
Total Logistical Services	18	SPEC FIRE PROTECTION	1



FIRE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
SPEC INVESTIGATIVE PROC B	1		
SUPER ANTINEGLECT	1		
Total Fire Prevention	66		
<u>Fire Fighting</u>			
CHIEF BATTALION FIRE	42		
CHIEF DIVISION	7		
DRIVER FIRE	273		
LIEUTENANT FIRE	258		
PRIVATE FIRE II	679		
RECRUIT FIRE	21		
Total Fire Fighting	1280		
<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	283		
PARAMEDIC FIREFIGHTER PROB	12		
SECRETARY B	2		
Total Emergency Medical Services	333		
<u>Airport</u>			
CHIEF AIR RESCUE	4		
DRIVER FIRE	9		
LIEUTENANT FIRE	6		
PARAMEDIC FIREFIGHTER	6		
PRIVATE FIRE II	12		
Total Airport	37		
<u>TOTAL FIRE SERVICES</u>	<u>1862</u>		



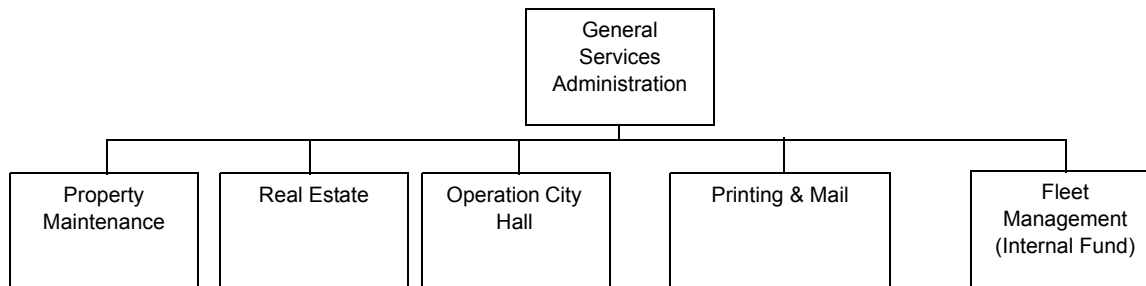
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	7,319,431	7,931,133	7,928,067	6,176,464
Materials & Supplies	4,409,991	4,708,269	5,101,946	4,952,176
Capital Outlay	325	0	0	25,343
Inventory	0	0	22	150,000
Total Expenditures	11,729,747	12,639,402	13,030,035	11,303,983
Program Revenue	(2,613,628)	(2,701,602)	(2,718,212)	(590,078)
Net Expenditures	9,116,119	9,937,800	10,311,823	10,713,905
<i>Funded Staffing Level</i>	157.00	157.00	157.00	125.00
Authorized Complement				125

Mission

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

Structure



Services

The Division of General Services works in a number of ways to support all other divisions. General Services ensures that the 250+ publicly owned facilities that consist of more than 12 million square feet of space function properly. The scope of building maintenance includes City Hall, Community Centers, Libraries, Fire Stations, Police Stations, Ball Lighting, Memphis Zoo, Liberty Bowl Stadium, and other facilities. Fleet Management writes specifications for vehicle and equipment purchases; tows, fuels, and provides maintenance for the City's vehicle fleet; and decommissions vehicles for auction. Real Estate negotiates the sale and acquisition of real

property and maintains leases, easements and rights-of-way. Printing and Mail provides services all City divisions, including administration of the City-wide copier contract.

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.

FY2011 Budget Highlights

- Collected in excess of \$700,000 in leases and encroachments for General Fund
- City Impound Lot collected \$2,278,462 in sale proceeds of vehicles and salvage for General Fund
- Fleet Management acquired 243 vehicles with a combined expenditure of \$10,649,230 for all city divisions
- Completed water restoration project at the Sign Shop after the May 2010 Flood. Recuperated \$259,650 of funds from FEMA for General Fund
- Replaced eight (8) heating units and ventilating fans at the Liberty Bowl Stadium concessions on a Capital Improvement Projects at a cost of \$182,265. A cost savings of \$319,734
- Installed two (2) new 100kw Caterpillar Generators at Fire Station #13 and MPD OCU to provide power in the event of supply utility failure. A cost savings of \$13,957
- Scheduled to install two (2) Modular Buildings purchased for Public Works Bellevue and Scott Street Sanitation Stations CIP Project by June 30, 2011. A cost savings of \$500,000

Facility Inspections scores averages	86%
Property Maintenance work orders processed	12,842
HVAC Units serviced for preventive maintenance	1,064
Active Leases	104
City Hall work orders processed	1,500
City Hall floors cleaned and refurbished	90,000 sq. ft.
City Hall carpet cleaning	90,000 sq. ft.
City Hall office renovations	6,000 sq. ft.
Impounded vehicles processed	13,185
Impounded vehicles sold	3,758

GENERAL SERVICES

DIVISION SUMMARY

Print Shop jobs	1,557
Mail pieces processed	768,877
Mail delivery miles	75,020



FY2011 Performance Highlights

- Completed four (4) roof replacements and office facility renovations at the Engineering Sign Shop, Cunningham Community Center, Bellevue Sanitation and Fire Station #31
- Complete 9 major American Disabilities Act renovations; 5 additional facilities currently in progress
- Reviewed and inspected new construction plans and facility projects overseen by Building Design & Construction
- Replaced eleven (11) of the twenty-one (21) vandalized HVAC units between July 1, 2010 and March 8, 2011 and design metal cages to enclose HVAC units for added protection
- Completed work orders for 266 facilities @ an average of 4 units per facility between July 2, 2010 and March 8, 2011
- Coordinated security and maintenance for the Pyramid
- Added video creation to the list of services offered in the Printing department.
- Completed City Hall Security Upgrade
 - Camera Surveillance
 - Intrusion Alarms
 - Access Control System
- Executive Summary for City Hall Power/Emergency Back Up completed by SSR Ellers
- Thirty (30) Facility inspections were conducted for safety compliance from October 2009 to May 2010.
- 96% of GS employees attended Safety and Hazard Recognition training classes conducted July 13, 15 and 16, 2010.
- 95% of Property Maintenance employees attended Defensive Driving and Office Safety training classes conducted December 2010 and January 2011.
- A Safety Policy Manual was completed and issued to employees
- An Internal Controls Manual was completed and issued to employees
- Completed 9 major ADA renovations; 5 additional facilities currently in progress
- Increased work order repairs by 33%
- Printing department developed website for job submissions enabling customers to track expenses and expedite the delivery of services.

FY2012 Strategic Goals

- Provide city-wide repairs and maintenance to city owned facilities.
- Develop annual preventative maintenance plans for roofing, painting, heating and air conditioning and plumbing
- Implement an annual fleet preventative maintenance schedule for each type of fleet vehicle to increase fleet life expectancy.
- Upgrade the Fleet Management M5 software to monitor inventory, repair cost and life expectancy of city capital acquisitions
- Increase the sale of city surplus property and tax sale parcels upon expiration of the redemption period.
- Develop a database inventory of City-owned facilities

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
200200	Provide city-wide repairs and maintenance to city owned facilities by increasing the % of work done in-house by 50% before 06-30-2012.	4	Compare the number of jobs performed in-house in FY 2011 to FY 2012 and the number of FY 2011 outsourced jobs to FY 2012.	50%
200300	Increase the sale of City surplus and tax sale parcels upon expiration of the redemption period by 5% as 6-30-2012	4	Compare the number of sales from FY 2011 to FY 2012.	50%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Fiber Optic Franchise Fees	(565,720)	(447,960)	(466,026)	(466,026)
Wrecker & Storage Charges	(874,348)	(1,028,920)	(1,028,920)	0
Rent Of Land	(70,858)	(39,168)	(43,669)	(43,669)
Tow Fees	(1,012,046)	(1,099,214)	(1,099,214)	0
Miscellaneous Income	(8)	0	0	0
Cash Overage/Shortage	670	0	0	0
Easements & Encroachments	(91,057)	(86,340)	(80,383)	(80,383)
Miscellaneous Revenue	(261)	0	0	0
Total Charges for Services	(2,613,628)	(2,701,602)	(2,718,212)	(590,078)

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	701,321	669,843	528,128	516,988
Materials & Supplies	19,144	16,500	16,522	59,235
Net Expenditures	720,465	686,343	544,650	576,223
<i>Funded Staffing Level</i>			7.00	7.00
Authorized Complement				7

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	3,934,133	4,334,483	4,389,088	3,931,224
Materials & Supplies	1,787,859	2,224,691	2,550,368	2,360,566
Capital Outlay	325	0	0	0
Net Expenditures	5,722,317	6,559,174	6,939,456	6,291,790
<i>Funded Staffing Level</i>			86.00	86.00
Authorized Complement				86

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	323,094	297,558	334,591	283,292
Materials & Supplies	46,256	59,757	71,757	75,257
Total Expenditures	369,350	357,315	406,348	358,549
Program Revenue	(727,643)	(573,468)	(590,078)	(590,078)
Net Expenditures	(358,293)	(216,153)	(183,730)	(231,529)
<i>Funded Staffing Level</i>	6.00	6.00	5.00	5.00
Authorized Complement				5

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	838,249	1,006,730	963,952	985,710
Materials & Supplies	1,119,188	1,081,479	1,117,005	1,153,676
Net Expenditures	1,957,437	2,088,209	2,080,957	2,139,386
<i>Funded Staffing Level</i>			14.00	16.00
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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	0	0	0	459,250
Materials & Supplies	0	0	0	1,303,442
Inventory	0	0	0	150,000
Net Expenditures	0	0	0	1,938,035
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,522,634	1,622,519	1,712,308	0
Materials & Supplies	1,437,544	1,325,842	1,346,294	0
Inventory	0	0	22	0
Total Expenditures	2,960,178	2,948,361	3,058,624	0
Program Revenue	(1,885,985)	(2,128,134)	(2,128,134)	0
Net Expenditures	1,074,193	820,227	930,490	0
<i>Funded Staffing Level</i>			33.00	0.00

The Impound Lot was moved to the Police Services Division for FY2012 budget.

GENERAL SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Real Estate</u>	
ASST ADMINISTRATIVE	1	ADMR REAL ESTATE	1
COORD ADMIN BUDGET	1	AGENT RIGHT OF WAY	1
COORD COMPLIANCE QUALITY	1	AGENT RIGHT OF WAY SR	1
COORD HR GEN SVCS	1	SUPER REAL ESTATE	1
DIRECTOR GENERAL SVCS	1	TECH REAL ESTATE	1
DIRECTOR GENERAL SVCS DEPUTY	1		
SPEC CUST SVC ADMIN	1	Total Real Estate	5
Total Administration	7	<u>Operation City Hall</u>	
<u>Property Maintenance</u>		CREWPERSON	1
ADMR PROPERTY MAINT	1	HELPER BUILDING MNT	1
ASST ADA II DURATIONAL CRAFT	5	MECH BUILDING MNT CH	3
ASST CRAFTS	1	MGR BLDG MNT CITY HALL	1
CARPENTER ADA II DURATIONAL	5	OPER 1ST CL STEAM REF	5
CARPENTER MNT	9	SUPER BLDG MNT CITY HALL	1
CREWPERSON SEMISKILLED	1	TECH ACCOUNTS PAYABLE	1
ELECT ADA II DURATIONAL MNT	1	WATCHMAN	3
ELECT MNT	9	Total Operation City Hall	16
FINISHER ADA II DURATIONAL CON- CRETE	1	<u>Printing and Mail Service</u>	
FINISHER CONCRETE	1	CLERK MAIL DISTRIBUTION BINDERY	2
FOREMAN GEN PROPERTY MNT	3	CLERK MAIL DISTRIBUTION LO	1
GROUNDSMAN	1	MGR PRINTING MAIL	1
MASON ADA II DURATIONAL BRICK	2	PRINTER	2
MECH AUTO CAD MNT	1	PRINTER SR	1
MECH BUILDING MNT	6	SPEC PRINTING MATERIAL	1
MGR PROPERTY SUPPORT SERVICES	1	SUPER BUSINESS AFFAIRS PRINT	1
OPER HEAVY EQUIP	1	SUPER PRINTING	1
OPER HEAVY EQUIP LD	1	TECH GRAPHIC ART	1
PAINTER	3	Total Property Maintenance	11
PAINTER LD	1		
PLUMBER ADA II DURATIONAL	3	<u>TOTAL GENERAL SERVICES</u>	<u>125</u>
PLUMBER MNT	11		
ROOFER	2		
ROOFER ADA II DURATIONAL	1		
SUPER BUSINESS AFFAIRS	1		
SUPER CRAFT PROP MAINT	4		
TECH AC REF SVC	10		
Total Property Maintenance	86		



GRANTS & AGENCIES

SUMMARY

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
<u>Grant Agencies</u>				
Black Business Association	150,000	150,000	150,000	200,000
Chamber Foundation	1,350,000	1,350,000	1,350,000	1,350,000
Economic Development	0	0	0	3,000,000
Expense Recovery - M & S	(3,984,046)	0	0	0
Facility Management Program Expense	1,165,000	0	1,545,000	1,545,000
Family Safety Center	100,000	100,000	100,000	100,000
Launch Memphis	0	0	0	25,000
MLGW Citizen's Assistance - Grants	1,760,221	1,000,000	1,528,478	1,000,000
Tfr Out - BOE Tax Fund	40,000,000	60,000,000	60,000,000	55,237,285
Tfr Out - CRA Program	2,357,817	1,300,000	2,102,988	2,102,988
Tfr Out - Unemployment Fund	0	0	0	400,000
Rightsizing Budget Cost	0	0	0	1,300,000
WIN Operational	1,378,279	0	4,263	0
Total Grant Agencies	44,277,271	63,900,000	66,780,729	66,260,273



GRANTS & AGENCIES

SUMMARY

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
<u>Government/Shared Agencies</u>				
Coliseum	186,700	200,000	200,000	150,000
Convention Center	178,092	1,000,000	1,053,500	1,000,000
Death Benefits	674,141	600,000	600,000	0
Delta Commission on Aging	143,906	143,906	143,906	143,906
Elections	713,025	75,000	75,000	1,075,000
Health Services	5,000,000	0	0	0
Landmarks Commision	200,455	236,134	174,049	207,808
Memphis Area Transit Authority	17,930,000	16,930,000	16,930,000	16,930,000
Memphis Film & Tape Commission	150,000	150,000	150,000	150,000
Tfr Out - Storm Water Fund	452,000	452,000	452,000	232,820
Pensioners Insurance	25,993,067	21,998,408	28,451,500	28,451,500
Planning & Development	2,328,567	2,050,000	2,000,000	2,000,000
Pyramid	397,474	0	275,000	500,000
Riverfront Development	2,213,920	2,637,621	2,637,624	2,373,859
Shelby County	8,678,306	7,681,705	2,715,288	6,646,149
Shelby County Assessor	0	404,238	404,238	414,129
Urban Art	122,200	130,000	130,000	130,000
<i>Total Government/Shared Agencies</i>	65,361,853	54,689,012	56,392,105	60,405,171
<i>Total City Expenditures</i>	109,639,124	118,589,012	123,172,834	126,665,444
<i>Total Revenue</i>	(4,725)	0	(1,546,900)	(1,546,500)
<i>Net City Expenditures</i>	109,634,399	118,589,012	121,625,934	125,118,944



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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
City Funding	17,930,000	16,930,000	16,930,000	16,930,000

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personal Services	1,665,702	1,572,228	1,287,671	1,564,239
Supplies/Services	314,289	682,114	294,367	579,534
Grant Match	0	0	0	0
Fees/Permits	(166,230)	(195,000)	(111,180)	(150,000)
Outside Sales	(4,152)	(1,000)	(338)	(1,000)
Gross Operating	1,809,609	2,058,342	1,470,520	1,992,773
Operating Transfer	0	0	0	0
Other P&D Expenses	2,281,921	941,658	2,929,480	2,007,227
Net Operating	4,091,530	3,000,000	4,400,000	4,000,000
City Share (50%)	1,884,625	1,500,000	2,200,000	2,000,000
Special Projects	50,000	50,000	50,000	50,000
Net City Expenditures	1,934,625	1,550,000	2,250,000	2,050,000

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	153,028	173,006	170,373	164,608
Materials & Supplies	15,427	29,928	3,676	10,000
Operating Transfers out	32,000	33,200	0	33,200
Gross Expenditures	200,455	236,134	174,049	207,808
Total Revenue	(4,725)	0	0	(1,500)
Net City Expenditures	195,730	236,134	174,049	206,308
<i>Funded Staffing Level</i>	4.00	3.00	3.00	3.00
Authorized Complement				3

Goals, objectives and performance measures are included under Planning & Development.



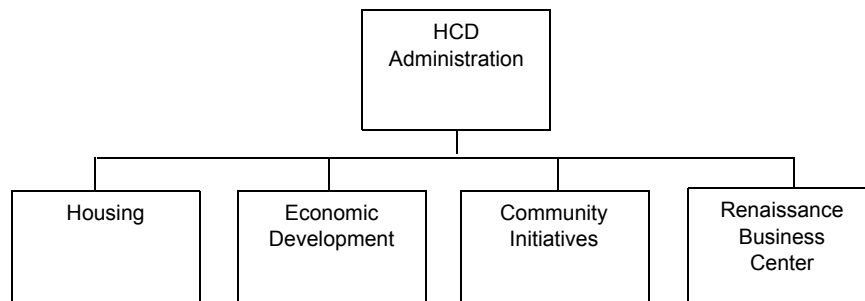
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	267,814	274,759	280,570	267,269
Materials & Supplies	103,857	145,771	122,029	148,400
Grants & subsidies	4,721,563	4,341,101	4,377,309	5,408,879
Total Expenditures	5,093,234	4,761,631	4,779,908	5,824,548
Program Revenue	(54,000)	0	0	0
Net Expenditures	5,039,234	4,761,631	4,779,908	5,824,548
<i>Funded Staffing Level</i>	5.00	5.00	5.00	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.



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.



FY2011 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

Clients served by Renaissance Business Development Center	3,800
Business development workshops/seminars	225
Completion certificates for contractors license	40
Number of Community Initiative grant requests	45
Number of families awarded down-payment assistance	19



FY 2011 Performance Highlights

- Provided down payment assistance to over 16 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 3 teachers who purchased homes within economically distressed neighborhoods through the Down Payment Assistance Program
- Assisted 5 families in moving out of public housing developments under the Section 8 Homeownership Assistance Program (SHAPE)
- Provided financial assistance to 26 home buyers purchase new homes in the HOPE VI/Uptown Revitalization Community
- Business Development Center assisted 3,933 clients
- Business Development Center conducted 307 workshops

FY2012 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
- 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

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
210200	To work with the mortgage lending industry to increase the level of private participation by 25% among major lending institutions and mortgage companies by 06-30-2012.	4	Level of lenders participation	100%
210500	Create a program that provide employment opportunities for Memphis residents through sustainable business enterprises by increasing the number of non-traditional loans made by 2% and technical assistance program and service provided by 1% by 6-30-2012	1	A. Number of non-traditional loans B. Technical assistance programs and services	100%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Miscellaneous Income	(54,000)	0	0	0
Total Charges for Services	(54,000)	0	0	0

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	90,973	91,311	92,070	88,781
Materials & Supplies	(6,365)	15,478	15,909	14,707
Grants & subsidies	243,310	207,449	205,139	207,452
Total Expenditures	327,918	314,238	313,118	310,940
Program Revenue	(54,000)	0	0	0
Net Expenditures	273,918	314,238	313,118	310,940
<i>Funded Staffing Level</i>			2.00	2.00
Authorized Complement				2

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Materials & Supplies	243	0	0	0
Grants & subsidies	3,166,179	3,362,002	3,369,145	4,272,596
Net Expenditures	3,166,422	3,362,002	3,369,145	4,272,596
<i>Funded Staffing Level</i>			0.00	0.00



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	8	0	0	0
Materials & Supplies	630	15,455	15,455	15,231
Grants & subsidies	1,303,283	761,650	794,849	918,831
Net Expenditures	1,303,921	777,105	810,304	934,062
<i>Funded Staffing Level</i>			0.00	0.00

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	176,833	183,448	188,500	178,488
Materials & Supplies	109,349	114,838	90,665	118,462
Grants & subsidies	8,791	10,000	8,176	10,000
Net Expenditures	294,973	308,286	287,341	306,950
<i>Funded Staffing Level</i>			3.00	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		
Total Housing	<u>2</u>		
<i>Renaissance Development Center</i>			
COORD BUSINESS DEV	2		
MGR ECONOMIC DEV	1		
Total Renaissance Development Center	<u>3</u>		
<u>TOTAL HCD</u>	<u>5</u>		



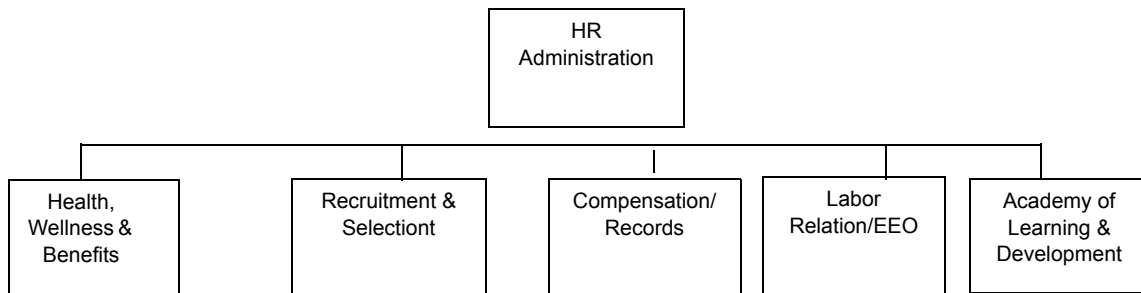
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,376,047	4,091,809	4,327,048	3,525,288
Materials & Supplies	3,392,667	3,334,623	3,309,826	3,304,408
Total Expenditures	7,768,714	7,426,432	7,636,874	6,829,696
Program Revenue	(17,984)	(15,000)	(15,000)	(15,000)
Net Expenditures	7,750,730	7,411,432	7,621,874	6,814,696
<i>Funded Staffing Level</i>	54.00	53.00	43.75	43.00
Authorized Complement				46

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 of the service centers that address employee relations and employment functions. The Division manages the Employee Assistance Program, employee training, labor relations, employee recruiting, 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 costs 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 costs. Similarly, the importance of conveying the value of these benefits to City employees and retirees and how to use them has increased.



FY2011 Budget Highlights

- Effectively managed Fiscal Year 2010 Budget resulting in a surplus
- Transitioned the Police Entry Hiring Process back to the Police Division
- Launched RFP for Healthcare Services

Number of positions posted	243
Number of applications received	23,044
Number of job offers extended	155
Number of background checks extended	1,655
Number of temporary employees processed	1,224
Number of training classes offered	234
Number of training hours conducted	9,225
Number of health insurance claims processed	338,267
Number of prescription claims processed	364,622
Number of tests administered	20,731
Number of tuition forms processed	512

FY 2011 Performance Highlights

- Successfully coordinated the Division's 2010 United Way campaign with a 5% increase
- Implemented a new Competency-Based Interviewing and Certification Process
- Implemented a new Certification and Interview Selection Process
- Successfully Transitioned City of Memphis Full Pre-Employment Medicals to Pre-Employment Drug Screens only for General Employees for Cost Savings Purposes
- Modification of Temporary Hiring Process to include the elimination of the year-end Separation Rehire Process
- Completed over 250 Compensation projects including conducting approximately 82 salary equity reviews, 73 job descriptions, over 55 job evaluations, and responding to 18 salary surveys.
- Received, tracked, verified, analyzed, recommended approval/disapproval, and processed into the HRMS system approximately 14,000 personnel transactions from every City Division, including new hires, promotions, transfers, separations, incentive pay, paid leave corrections, etc.
- Created official employment file for approximately 750 new regular and temporary hires, maintained files on 8,000 to 9,000 overall City employees, and responded to open records and subpoena requests for all employee data.
- Produced approximately 1,100 new and replacement employee ID badges and enrolled City Hall employees in biometric security access system.
- Administered first year of expanded citywide employee performance review program to include bargaining unit employees. Established program policies and conducted 50 training sessions to train approximately 500 users on the performance review on-line software.
- ALD's Knowledge Improvement Program (KIP) assisted three (3) Publics Works employees receive their GED in December of 2010. All three have expressed a desire to attend Southwest Tennessee Community College to pursue a college degree.
- Increased capacity and upgraded the ALD computer lab from 6 to 16 stations to accommodate in-house technical training.
- Developed and offered Basic and Refresher Keyboarding classes held at newly upgraded computer lab. There were 10 sessions held in 2010.
- Held the very successful 3rd Annual Administrative Professionals Day with a total attendance for both days of 225 secretaries, clerks and administrative assistants.
- Planned and administered the 2010 Police Lieutenant Colonel promotional process. The process included a Practice Test and a Final Test. Administered 168 tests and tested 86 candidates. (Administered April and June 2010)
- Planned and administered the Police Recruit Entry process - administered 1999 tests and tested 1,443 candidates. The breakdown of the various tests administered were: Battery of Written Tests: 834; Structured Oral Procedure: 281; 1.5 Mile Run: 609; Physical Ability Test (PAT): 275. (Administered June 2010 - July 2010)
- Planned and administered the Military Make-up #1 for the 2009/2010 Police Sergeant promotional process. The process included the administration of four training modules, a Practice Test, and a Final Test. Administered 122 tests and tested 13 candidates. (Administered July 2010 - November 2010)
- Planned and administered the 2010 Fire EMS and Air Rescue Chief Promotional Exams for four ranks. Administered 179 tests and tested 76 candidates. (Administered July 2010)
- Assisted over 140 employees with Tuition Reimbursement Program

FY2012 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 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
180100	Ensure HR policies and practices that support the city's strategic priorities	3	Policies Reviewed	100%
	Leverage the ROI of Oracle HRMS technology tool	4	Oracle HRMS ROI	100%
180200	Provide cost effective healthcare plan to the city employees	4	Cost per Employee (Healthcare participants)	\$848/ mo
	Decrease health care cost by promoting wellness programs for a healthier employee population	4	Decrease in Health care expense	5%
180300	Create a talent acquisition pipeline of the best qualified candidates	4	Decrease Turnover rate	5%
	Implement succession planning program	3	Internal promotions	25%
180600	Administer a Performance Management program for all employees	3	Performance Reviews conducted	70%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Gym Fees	(17,984)	(15,000)	(15,000)	(15,000)
Total Charges for Services	(17,984)	(15,000)	(15,000)	(15,000)

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,321,759	994,260	1,190,953	665,143
Materials & Supplies	255,098	198,512	211,223	194,542
Total Expenditures	1,576,857	1,192,772	1,402,176	859,685
Program Revenue	(519)	0	(126)	0
Net Expenditures	1,576,338	1,192,772	1,402,050	859,685
<i>Funded Staffing Level</i>	8.00	7.00	7.00	9.00
Authorized Complement				9

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	(21,211)	(23,940)	(12,337)	452,575
Materials & Supplies	3,108	1,500	3,262	131,500
Total Expenditures	(18,103)	(22,440)	(9,075)	584,075
Program Revenue	(17,465)	(15,000)	(14,874)	(15,000)
Net Expenditures	(35,568)	(37,440)	(23,949)	569,075
<i>Funded Staffing Level</i>			2.00	2.00
Authorized Complement				2

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	708,669	813,190	805,476	1,005,032
Materials & Supplies	635,499	404,928	628,552	2,775,066
Net Expenditures	1,344,168	1,218,118	1,434,028	3,780,098
<i>Funded Staffing Level</i>			11.50	12.00
Authorized Complement				14

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	942,461	1,006,499	993,843	751,601
Materials & Supplies	19,188	31,828	31,321	22,328
Net Expenditures	961,649	1,038,327	1,025,164	773,929
<i>Funded Staffing Level</i>			15.00	12.00
Authorized Complement				13



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	300,049	344,535	358,824	275,803
Materials & Supplies	59,411	46,002	46,186	42,052
Net Expenditures	359,460	390,537	405,010	317,855
<i>Funded Staffing Level</i>			4.25	3.00
Authorized Complement				3

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	284,001	289,407	302,242	375,134
Materials & Supplies	183,879	183,650	184,050	138,920
Net Expenditures	467,880	473,057	486,292	514,054
<i>Funded Staffing Level</i>			4.00	5.00
Authorized Complement				5

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	840,319	667,858	688,047	0
Materials & Supplies	2,234,204	2,468,203	2,203,763	0
Net Expenditures	3,074,523	3,136,061	2,891,810	0
<i>Funded Staffing Level</i>			0.00	0.00



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 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Materials & Supplies	2,280	0	1,469	0
Net Expenditures	2,280	0	1,469	0
<i>Funded Staffing Level</i>			0.00	0.00



HUMAN RESOURCES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Labor Relations</u>	
ASST ADMINISTRATIVE	1	COORD LABOR REL COMPLIANCE	
COORD HRIS	1	ADA	1
COORD HR LIBRARY	1	MGR LABOR REL EEO OFFICER	1
DIRECTOR HUMAN RESOURCES	1	SPEC EEO LABOR RELATIONS SR	1
DIRECTOR HUMAN RESOURCES DEP- UTY	1	Total Labor Relations	3
MGR EMPLOYEE SPEC SVCS	1	<u>Academy of Learning & Development</u>	
SECRETARY HR B	1	ANALYST LEARNING SR	1
SPEC HR ADMIN	1	COORD LEARNING	1
SPEC TECHNOLOGY	1	COORD PERFORMANCE REVIEW	1
Total Administration	9	OFFICER LEARNING	1
<u>Health, Wellness & Benefits Administration</u>		SECRETARY A	1
MGR BENEFITS OPERATIONS	1	Total Academy of Learning & Development	5
OFFICER BENEFITS	1	<u>TOTAL HUMAN RESOURCES</u>	
Total Benefits Administration	2	<u>46</u>	
<u>Recruitment & Selection</u>			
ANALYST EMPLOYMENT SR	5		
COORD TESTING RECRUIT	4		
MGR EMPLOYMENT	1		
MGR TESTING RECRUIT	1		
SECRETARY HR B	1		
SUPER CLERICAL OPER	1		
SUPER EMPLOYMENT	1		
Total Employment	14		
<u>Compensation/Records Administration</u>			
ANALYST COMPENSATION SR	2		
CLERK FILE	1		
COORD POSITION CONTROL DATA	2		
MGR COMPENSATION DATA MGMT	1		
SECRETARY HR B	1		
SPEC DATA MGMT	1		
SPEC DATA MGMT SR	1		
SUPER COMPENSATION	1		
SUPER DATA MGMT/RECORDS	1		
TECH DATA MGMT	1		
TECH RECORDS DATA	1		
Total Compensation/Records Administration	13		





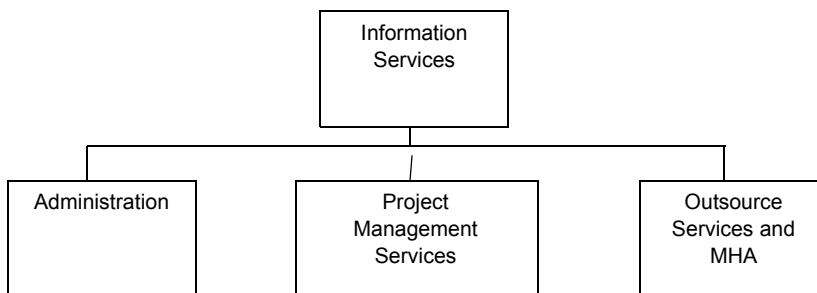
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	2,467,871	2,602,617	2,363,105	1,383,043
Materials & Supplies	15,811,469	16,616,965	16,804,576	15,826,419
Capital Outlay	570,246	255,130	255,130	0
Total Expenditures	18,849,586	19,474,712	19,422,811	17,209,462
Program Revenue	(836,299)	(1,200,000)	(876,040)	(800,000)
Net Expenditures	18,013,287	18,274,712	18,546,771	16,409,462
<i>Funded Staffing Level</i>	39.00	34.00	13.67	17.00
Authorized Complement				17

Mission

To leverage technology and provide business value through the deployment of emergir technologies which meet business goals, reduce operating costs and maximize efficier effectiveness.

Structure



Services

The Office of Information Services works with the City's operating divisions to support their technology needs to meet their business goals. Information Services supports the divisions' short and long-term information technology needs through effective business strategic planning, budget planning, business process, re-engineering and technology recommendations that address 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 & Trends

The City continues to focus on utilizing technology to improve the quality and efficient delivery of services. Keeping up with rapid changes in technology and deployment of services through the Internet and other web based services is still our primary focus. The transformation of the City government into a premier digital government remains a top priority. The electronic government will empower citizens, businesses, and government employees by providing online access to critical information and services around the clock. Minimizing the impact of the digital divide by providing access to online services remains a major challenge. Addressing this challenge will require the City to leverage various technologies.

FY2011 Budget Highlights

- Upgrade Oracle System to Release 12. This will provide system enhancements to our financial and human resources systems.
- Enhance city's website which will provide citizens with access to information and government services via the Internet

Number of desktop/laptop computers serviced	6,189
Miles of citywide fiber optic network	1,500
Number of major applications used to process work	30
Number of troubleshooting and service request calls received	26,000
Number of telephones supported	5,500+
Number of projects managed	30+

FY 2011 Performance Highlights

- Designed and implemented a network upgrade, which utilized over \$1.2 million in grant funds for Memphis Police facilities
- Designed and implemented VOIP telephone system for Memphis Fire Division
- Designed and implemented virtual Town Hall video conferencing system.
- Designed and implemented on-line load application system for HCD, which allowed for citizens to apply and track applications.
- Designed and implemented technology solutions for several government transparency initiatives such as, "contracts on the web", and real time camera access at Memphis Animal Shelter.
- Designed and implemented 911 Logging Recorder System for Memphis Fire Department.
- Designed and implemented Legal Files System to replace antiquated Litigation Claim and Management Systems utilized by City Attorney's Office and Claims Department.
- Designed and implemented Tire Redemption program which allowed citizens of Memphis the ability to dispose of scrap tires in a central repository location and receive cash benefits in return.
- Designed and implemented Print Shop Web Portal to receive internal request from City Divisions to place orders for envelopes, print jobs, copies, binding documents, and etc..

- Implemented a state of the art surveillance system for City Hall which allows City Hall Operations Management the ability to fully secure all entrance points into City Hall facility with a control mechanism via biometric readers, scanned Id Cards and camera's to identify approval prior to entering the building.
- Designed and implemented Sub-Contractor Tracking System for Contract Compliance Office that track ethnicity, detail sub-contractors data, and Federal dollars on all contracts.
- Created web portal to host information regarding Boards and Commissions. This portal allows citizens to search for boards and commissions, members and vacancies. Citizens can also apply for membership and sign-up to receive notifications on vacancies.
- Designed and implemented 4 Microsoft SilverLight Web-based GIS applications.
- Designed and Implemented Mobile GIS Enabling In-the-Field Infrastructure Data Management for Public Works Storm Water.

FY2012 Strategic Goals

- Reduction of costs through Outsourcing RFP, for City of Memphis Information Services Support
- Establish a City of Memphis Disaster Recovery Program
- Integrate GIS location and verification capabilities with City Treasury for tax revenue recovery
- Leveraging Services with Shelby County Information Services
- Data Center Consolidation
- Reduce cost and implement redundancy with new Oracle Hosting Solution

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
270100	Provide operation services that increase system application availability by 10% by 06-30-2012	4	Percent of time system application available to users in a fiscal year.	99%
	Provide free public internet and wireless access to the citizens of Memphis by increasing by 10% the time internet connectivity is available from City owned assets to users by 06-30-2012	4	Percent of time internet connectivity available from City owned assets to users in a fiscal year.	99%
	Manage and administer the Enterprise GIS Portal	4	Percent of time the Enterprise GIS infrastructure is available to users in a fiscal year	99%
	Manage technology components for Memphis Housing Authority (MHA)	4	Reduce technology spending	5%
	Provide excellent customer service	4	Percent of calls resolved on initial call in a fiscal year	80%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Outside Revenue	(150,586)	0	0	0
Local Shared Revenue	0	(1,200,000)	(68,040)	0
MHA	(685,673)	0	(783,000)	(800,000)
Miscellaneous Income	(40)	0	(25,000)	0
Total Charges for Services	(836,299)	(1,200,000)	(876,040)	(800,000)

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	2,467,871	2,602,617	2,363,105	1,383,043
Materials & Supplies	15,811,469	16,616,965	16,804,576	15,826,419
Capital Outlay	570,246	255,130	255,130	0
Total Expenditures	18,849,586	19,474,712	19,422,811	17,209,462
Program Revenue	(836,299)	(1,200,000)	(876,040)	(800,000)
Net Expenditures	18,013,287	18,274,712	18,546,771	16,409,462
<i>Funded Staffing Level</i>			13.67	17.00
Authorized Complement				17

Radio Maintenance moved to the Police Services Division in the FY2012 budget.

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		
COORD GIS TECHNICAL	1		
COORD INFORMATION TECH	1		
COORD TECHNOLOGY	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		
SECRETARY A	1		
SPEC COMPLIANCE IT	1		
SPEC MICROCOMPUTER A	1		
Total Administration	<u>17</u>		
<u>TOTAL INFORMATION SERVICES</u>	<u>17</u>		





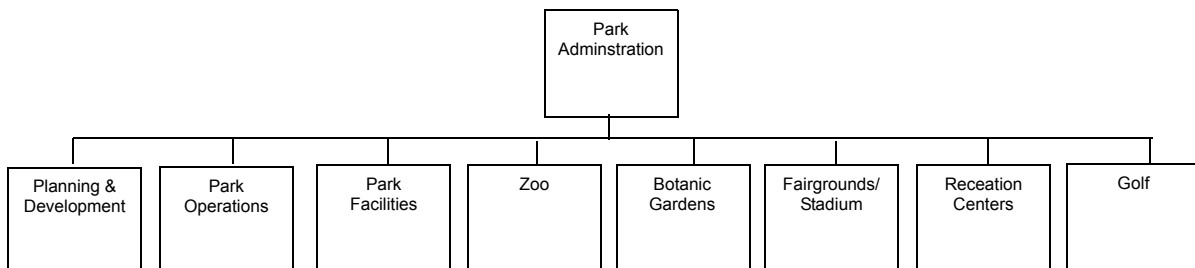
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	15,776,905	15,811,002	15,666,558	14,538,105
Materials & Supplies	13,453,388	11,719,277	12,902,275	11,704,383
Capital Outlay	95,752	113,240	113,240	59,930
Inventory	7,923	75,300	12,189	75,300
Transfers out	353,006	352,556	352,556	352,556
Total Expenditures	29,686,974	28,071,375	29,046,818	26,730,274
Program Revenue	(8,005,944)	(6,686,477)	(6,289,600)	(6,792,130)
Net Expenditures	21,681,030	21,384,898	22,757,218	19,938,144
<i>Funded Staffing Level</i>	261.00	248.00	248.00	218.00
Authorized Complement				237

Mission

Park Services promotes a healthy community and youth character development, provide diverse leisure activities and protect community resources.

Structure



Services

The Division of Park Services plays a key role in addressing four strategic functions of the City: culture and leisure, neighborhoods, youth and service to the senior population. Park Services is committed to enhancing the quality of life for all Memphis residents. The Division provides diverse services that range from the management and maintenance for museums, entertainment venues, green spaces, recreation and sports facilities. The Division offers a wide variety of leisure, cultural and educational programs serving youth, adults and senior citizens in areas such as sports, aquatics, performing and cultural arts, fitness, conservation, and education.

Issues & Trends

The Division of Park Services continues to focus on meeting citizen's expectations for service delivery, diverse programming, and well-maintained, safe facilities, while the City of Memphis is confronted with fiscal challenges. The Division is faced with satisfying annexation commitments, security, staffing, changing program demands, and aging or out dated facilities. Developing and maintaining an equitable distribution of facilities, services, and open spaces throughout the community is a priority goal of the Division of Park Services.

FY2011 Budget Highlights

- Scheduled to complete 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 first Memphis skate park at Tobey Park.
- Scheduled to complete the construction of the Fletcher Creek Park in Cordova.
- Recreation plans to increase the number collaborations with private not for profits in the area of education, health fitness, wellness and water safety.

Acres of Park Land	5,387
Liberty Bowl seating capacity	62,000
Fairgrounds Building (sq. ft.)	98,787
Miles of median/parkways/road bank	175
Walking trails	39
Playgrounds	109
Aquatic sites	17
Golf courses	8
Community centers	24
Special centers	7
Tennis centers	7
Zoo Acreage	36
Zoo Animals	3,000
Botanic garden - Acres of exhibit	96
Museum Exhibit space (sq. ft.)	171,000
Litcherman Nature Center Acreage	65

FY 2011 Performance Highlights

- The Pink Palace Museum was accredited by the American Association of Museums, a distinction held by less than 10% of the museums in America.
- Parks Recreation facilitated over 900 youth and adult swim lessons through collaboration with Make A Splash Mid-South and USA Swim Association.
- Completed the construction of the Wolf River Greenway between Walnut Grove and Shelby Grove Roads.
- Lester Community Center facilitated the GROW Program (Giving Readiness Opportunities Wellness) that emphasizes education, health, fitness and wellness enhancement of early childhood learners and their families through collaboration with the Junior League of Memphis for over 500 participants.
- Parks Recreation implemented a Basketball Fundamentals Program as its “core program” within the areas of health, fitness, and wellness .
- The Douglas swimming pool reopen to the public in June 2010.
- Completed the greens renovation project at the Links of Audubon.
- Completed the construction and installation of the new irrigation system at the Links of Pine Hill.

FY2012 Strategic Goals

- 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 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
150500	Increase the attendance at the Museums by 2% by 6-30-2012	4	Attendance	100%
	Increase the customer satisfaction by 4.0 on a 5.0 scale for Planetarium, guest services, Nature Center, and security by 6-30-2012	4	Rating on Visitor Satisfaction Survey	100%
151500	Increase the number of rounds played at The Memphis Public Links golf courses from 1000 to 1500 by 06-30-2012	4	Number of rounds played	50%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Admissions - School Groups	0	(14,000)	(14,000)	(14,000)
Admissions - Groups	0	(2,900)	(2,900)	(2,900)
Admissions - Museum Workshops	(18,168)	(17,800)	(17,800)	(17,800)
Admissions - General	(217,114)	(269,900)	(269,900)	(269,900)
Museum Planetarium Fee	(63,679)	(67,000)	(67,000)	(67,000)
Parking	(305,642)	0	0	0
Senior Citizen's Meals	(116,930)	(135,000)	(135,000)	(135,000)
Concessions	(1,620,167)	(414,200)	(342,147)	(414,200)
Golf Car Fees	(956,567)	(1,124,000)	(958,581)	(1,126,000)
Pro Shop Sales	(60,646)	(107,500)	(80,980)	(107,500)
Green Fees	(1,410,897)	(1,850,400)	(1,688,835)	(1,850,400)
Outdoor Tennis	(39,552)	0	0	0
Softball	(75,266)	(67,250)	(67,250)	(119,850)
Basketball	(36,660)	(20,250)	(20,250)	(54,300)
Ballfield Permit	(20,191)	(14,400)	(14,400)	(28,750)
Class Fees	(95,904)	(92,200)	(92,200)	(92,200)
Rental Fees	(1,948,211)	(220,135)	(225,062)	(220,135)
Golf Surcharge	1,061	0	0	0
Day Camp Fees	(241,899)	(214,050)	(214,050)	(214,050)
After School Camp	(7,334)	(7,500)	(7,500)	(7,500)
Outside Revenue	(23,275)	(1,576,320)	(1,576,320)	(1,579,758)
St TN Highway Maint Grant	(111,186)	(111,372)	(111,372)	(111,372)
Local Shared Revenue	(255,840)	(332,500)	(332,500)	(332,500)
Miscellaneous Income	(227,544)	(26,500)	(49,259)	(26,550)
Cash Overage/Shortage	(10,248)	(1,300)	(2,294)	(465)
Donations - General	(4,085)	0	0	0
Coca - Cola Sponsorship	(140,000)	0	0	0
Total Charges for Services	(8,005,944)	(6,686,477)	(6,289,600)	(6,792,130)

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	562,709	596,205	571,097	494,593
Materials & Supplies	58,372	57,995	58,032	82,195
Net Expenditures	621,081	654,200	629,129	576,788
<i>Funded Staffing Level</i>			7.67	7.00
Authorized Complement				9

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	260,219	132,365	135,885	123,811
Materials & Supplies	15,229	15,100	15,137	15,100
Net Expenditures	275,448	147,465	151,022	138,911
<i>Funded Staffing Level</i>			4.00	3.00
Authorized Complement				4



Description

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,091,218	4,195,650	4,077,234	3,813,273
Materials & Supplies	1,639,075	1,512,206	1,609,932	1,540,006
Capital Outlay	45,752	63,240	63,240	24,930
Total Expenditures	5,776,045	5,771,096	5,750,406	5,378,209
Program Revenue	(117,181)	(112,572)	(117,499)	(112,572)
Net Expenditures	5,658,864	5,658,524	5,632,907	5,265,637
<i>Funded Staffing Level</i>	69.00	68.00	62.83	62.00
Authorized Complement				62

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,887,883	1,989,712	2,036,724	1,824,933
Materials & Supplies	1,328,356	1,336,642	1,477,039	1,323,492
Total Expenditures	3,216,239	3,326,354	3,513,763	3,148,425
Program Revenue	(316,605)	(418,600)	(418,600)	(418,600)
Net Expenditures	2,899,634	2,907,754	3,095,163	2,729,825
<i>Funded Staffing Level</i>	32.00	30.00	31.50	29.00
Authorized Complement				32

Legal level consolidation of *Historic Homes, Pink Palace Museum and Nature Center.*

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	82,950	0	0	0
Materials & Supplies	1,994,050	1,518,873	2,110,923	1,755,873
Capital Outlay	50,000	50,000	50,000	35,000
Net Expenditures	2,127,000	1,568,873	2,160,923	1,790,873
<i>Funded Staffing Level</i>			0.00	0.00



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Materials & Supplies	0	646,800	646,800	614,460
Net Expenditures	0	646,800	646,800	614,460
<i>Funded Staffing Level</i>			0.00	0.00



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	307,315	254,538	260,698	205,652
Materials & Supplies	387,383	324,126	388,169	315,406
Net Expenditures	694,698	578,664	648,867	521,058
<i>Funded Staffing Level</i>			6.00	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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Materials & Supplies	3,204,559	1,580,065	1,829,368	1,529,752
Transfers out	353,006	352,556	352,556	352,556
Total Expenditures	3,557,565	1,932,621	2,181,924	1,882,308
Program Revenue	(3,492,662)	(1,576,320)	(1,576,320)	(1,579,758)
Net Expenditures	64,903	356,301	605,604	302,550
<i>Funded Staffing Level</i>	0.00	0.00	0.00	0.00

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	6,442,348	6,070,817	6,402,272	6,016,113
Materials & Supplies	2,660,062	2,471,247	2,544,250	2,328,512
Total Expenditures	9,102,410	8,542,064	8,946,522	8,344,625
Program Revenue	(1,187,358)	(1,056,485)	(1,056,485)	(1,157,485)
Net Expenditures	7,915,052	7,485,579	7,890,037	7,187,140
<i>Funded Staffing Level</i>	115.00	105.00	105.00	92.00
Authorized Complement				101

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	2,142,263	2,571,715	2,182,648	2,059,730
Materials & Supplies	2,014,002	2,256,223	2,222,625	2,199,587
Inventory	7,923	75,300	12,189	75,300
Total Expenditures	4,164,188	4,903,238	4,417,462	4,334,617
Program Revenue	(2,892,138)	(3,522,500)	(3,120,696)	(3,523,715)
Net Expenditures	1,272,050	1,380,738	1,296,766	810,902
<i>Funded Staffing Level</i>	25.00	25.00	21.67	18.00
Authorized Complement				23

PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		COORD EXHIBITS GRAPHIC SVCS	1
ASST ADMINISTRATIVE	1	COORD FACILITIES	1
CLERK GENERAL B	1	CREWPERSON	4
DIRECTOR PARK SVCS	1	DIRECTOR MUSEUM	1
DIRECTOR PARKS OPERATIONS DEPUTY	1	MGR BUSINESS AFFAIRS	1
MGR ADMIN SVCS PARKS	1	MGR COLLECTIONS	1
MGR PUBLIC AFFAIRS	1	MGR EDUCATION	1
SECRETARY A	1	MGR EXHIBITS GRAPHICS	1
SUPER HR PARKS	1	MGR SCHOOL TEACHER SVCS	1
SUPER PAYROLL ACCOUNTING	1	RECEPTIONIST	1
Total Administration	9	REGISTRAR MUSEUM	1
<u>Planning & Development</u>		SPEC EXHIBITS MEDIA	1
ADMR PLANNING DEV	1	SUPER BOX OFFICE	1
ARCHITECT LANDSCAPE	1	SUPER EXHIBIT GRAPHIC SVCS	1
CLERK GENERAL A	2	SUPER PLANETARIUM	1
Total Planning & Development	4	TOTAL MUSEUM	22
<u>Park Operations</u>		<u>Historic Homes</u>	
ADMR PARK MAINT CONST	1	FOREMAN PARKS	1
CLERK PAYROLL A	1	MANAGER RNT ASST	1
CREWCHIEF	9	MGR HISTORIC PROPERTIES	1
CREWPERSON	1	Total Historic Homes	3
DRIVER TRUCK	30	<u>Nature Center</u>	
FOREMAN ZONE MNT	7	CURATOR BACKYARD WILDLIFE CTR	1
HORICULTURIST	1	FOREMAN GROUNDS MNT	1
MECH HEAVY EQUIP	1	MGR LICHTERMAN NATURE CTR	1
MECH MNT	4	RECEPTIONIST	1
OPER HEAVY EQUIP	1	SUPER GUEST RETAIL SVCS	1
OPER HEAVY EQUIP LD	1	SUPER OPERATIONS LNC	1
OPER SWEEPER	1	TEACHER NATURALIST CF	1
SUPER BUSINESS AFFAIRS	1	Total Nature Center	7
SUPER PARK CONST MAINT	1	<u>Memphis Botanic Garden</u>	
TRIMMER TREE	2	BOTANIST BOTANICAL CTR	1
Total Park Operations	62	CREWCHIEF	1
<u>Museum</u>		CREWPERSON	2
ADMR PROGRAMS	1	RECEPTIONIST	1
CLERK ACCOUNTING B	1	SUPER BOTANTICAL GRDNS	1
CLERK PAYROLL A	1	Total Memphis Botanic Garden	6
CONSERVATOR	1		



PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Senior Centers</u>		<u>Golf</u>	
COOK	3	ADMR GOLF ENTERPRISE	1
CUSTODIAN	4	FOREMAN GOLF COURSE MNT	6
DIRECTOR COMMUNITY CTR	5	MGR FACILITY GOLF I	3
DIRECTOR COMMUNITY CTR ASST	3	MGR FACILITY GOLF II	5
Total Senior Centers	<u>15</u>	SECRETARY B	1
<u>Skinner Center</u>		SUPER GOLF	4
CUSTODIAN	1	TRIMMER TREE	3
DIRECTOR COMMUNITY CTR	1	Total Golf	<u>23</u>
SPEC ATHLETIC	1		
Total Skinner Center	<u>3</u>	<u>TOTAL PARK SERVICES</u>	<u>237</u>
<u>Athletics</u>			
MGR ATHLETICS	1		
SPEC ATHLETIC	2		
Total Athletics	<u>3</u>		
<u>Recreation Operations</u>			
CLERK ACCOUNTING B	1		
DIRECTOR PARK RECREATION DEP- UTY	1		
SECRETARY A	1		
SPEC RECREATION ADMINISTRATIVE	1		
Total Recreation Operations	<u>4</u>		
<u>Community Centers</u>			
ADMR RECREATION SVCS	1		
CUSTODIAN	25		
DIRECTOR COMMUNITY CTR	24		
DIRECTOR COMMUNITY CTR ASST	19		
MGR RECREATION PROG	3		
SECRETARY B	2		
Total Community Centers	<u>74</u>		
<u>Aquatics</u>			
MGR AQUATIC	1		
SUPER AQUATIC	1		
Total Aquatics	<u>2</u>		





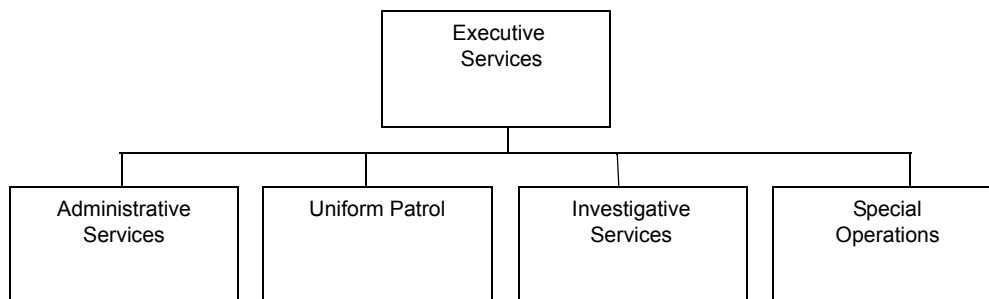
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	192,781,235	207,485,130	207,879,488	201,821,345
Materials & Supplies	19,543,914	18,385,943	18,545,618	20,934,563
Capital Outlay	166,292	83,000	83,000	67,875
Transfers out	2,151,350	2,581,200	2,581,200	3,375,217
Total Expenditures	214,642,791	228,535,273	229,089,306	226,199,000
Program Revenue	(2,574,720)	(2,562,456)	(2,491,075)	(4,641,694)
Net Expenditures	212,068,071	225,972,817	226,598,231	221,557,306
<i>Funded Staffing Level</i>	3023.00	2859.00	2,978.75	2,990.00
Authorized Complement				3,028

Mission

To 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 Services Division is an internationally recognized law enforcement leader. Leaders from across the globe come to Memphis in order to study the Blue Crush initiative, Real Time Crime Center and our C.I.T. program. The multi-dimensional agency strives to be progressive in preserving the public safety of all citizens and in developing strong partnerships within the community. Officers are expected to be highly trained and proficient, as well, as culturally sensitive. The Police Services Division responsibilities include preventing and reducing crime, addressing illegal drug activity, solving crimes against persons and property, vigorously enforcing traffic laws and providing specialized support units such as Canine, Harbor, Air Support, Mounted Patrol and Tactical Units. Current technology and partnerships between the public and MPD have

afforded us an enterprise surveillance system that reaches high crime areas and thereby allow us to more effectively combat crime.

Issues & Trends

Situated on the border of three states sub-divided by the Mississippi River, the City of Memphis has become a regional distribution center. The unique geography and growing metropolitan population has presented many public safety challenges. The technology explosion has created a criminal population that is mobile and well organized. Gang members often have elaborate networks, cell phones, pagers, and computers to assist them in their criminal enterprises. During recent years technology has driven increases in identity theft, fraud, and credit card theft. The Memphis Police Department has identified special needs for a growing Hispanic population. New resources are now being employed to address those needs such as hiring of bilingual officers, providing language translation services and translating forms into Spanish, which all support the ongoing successes of MPD. The violence committed against or perpetrated by the youngest members of the community is a reflection of larger societal issues such as poverty, family dissolution and indifference to this vulnerable population.

FY2011 Budget Highlights

- Adjust and redeploy manpower to better utilize tax dollars relating to police salaries
- Increase driver training and officer safety awareness
- Increase communication through monthly newsletters issued by the Memphis Police Department, Memphis Police Association and the Afro-American Police Association
- Increase productivity through effective use of technology by upgrading and leveraging MPD's report management system

Number of Precincts/Traffic	10
Number of Community Policing Offices	14
Hazardous material squads	1
Commissioned personnel	2,343
Total vehicles in fleet	1,563
Total calls dispatched for service	956,467

FY 2011 Performance Highlights

- The academy graduated four Memphis Police classes, two Lateral classes with a total of 149 Memphis Police Officers.
- The Memphis Police Department's success in solving homicides in 2010 was 94 percent with the solve rate for 2011 at 81.3 percent. The national clearance rate hovered around 66.6 percent last year according to the FBI.
- The City of Memphis experienced a 10.84% reduction in crime overall in 2010.
- Since April 2010, commissioned officers have been promoted to the ranks of Deputy Director, Deputy Chief, Colonel, Lieutenant Colonel, Major, Lieutenant and Sergeant.
- Memphis was chosen by the Department of Justice as one of six cities to participate in its forum on Youth Violence. The goal was to develop a strategic plan to reduce youth violence with the help of local leaders.
- As of January 1, 2011, the city has seen property crime decrease by 26.2% since 2006. Violent crime has shown a decrease of 23.6% (including a 40% drop in Homicides). Since the implementation of Blue Crush in 2006, all Part 1 crimes have decreased 26.5% - that is over 18,000 fewer offences.
- The Hispanic Action Response Team (HART) was created to reach out to the needs of the community.
- More emphasis has been placed on Neighborhood Watch groups where Colonels are engaged in the community at each precinct.
- The CyberWatch program is a model in community policing by directly connecting investigators and citizens via the Internet.

FY2012 Strategic Goals

- Department wide Blue Crush™ initiative reaching all communities.
- Increase recruiting efforts and reduce crime through the use of media advertising
- Aggressively pursue criminals involved with guns, gangs and drugs
- Reclaim neighborhood parks, libraries and community centers through the reduction of Part 1 Crimes and quality of life arrests
- Reduce youth violence in the schools and on the streets through cooperative efforts with the MCS and the District Attorney's Office
- Improve driver and passenger safety through strict enforcement of traffic laws especially seat belt and car seat usage
- Reduce offender recidivism through intensive monitoring of repeat offenders with tracking bracelets

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
140100	Meet or exceed the national crime solve rate (clearance rate) of 200 per 1000 population as reported by the FBI by 6-30-2012	3	FBI Reported Part 1 crimes solved nationally	10%
140300	Reduce property crimes by 10% from current 100 per day to 90 per day by 6-30-2012	3	Property crime rate decrease of 10%	90%
	Increase neighborhood watch groups by 5 groups by 6-30-2012	3	5 neighborhood watch groups established	80%
140400	Increase the number of investigators trained in computer fraud by 20 prior to 6-30-2012	3	New investigators trained in computer fraud	100%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Fines & Forfeitures	(41,421)	(54,106)	(54,106)	(40,000)
DUI BAC Fees	(5,667)	(4,500)	(4,500)	(4,500)
Sex Offender Registry Fees	(60,945)	(48,790)	(55,000)	(49,000)
Wrecker & Storage Charges	0	0	0	(1,028,920)
Sale Of Reports	(335,065)	(259,060)	(259,060)	(259,060)
Police Special Events	(746,897)	(850,000)	(750,000)	(850,000)
Tow Fees	0	0	0	(1,099,214)
Officers in the Schools	(924,218)	(1,067,000)	(975,000)	(1,067,000)
Federal Grants - Others	(305,487)	(240,000)	(279,678)	(200,000)
Department of Justice OT	(1,784)	0	0	0
City Property Damage Reim	(88,267)	0	0	0
Cash Overage/Shortage	48	0	0	0
Miscellaneous Revenue	(91,260)	(39,000)	(113,731)	(44,000)
Recovery Of Prior Year Expense	26,243	0	0	0
Total Charges for Services	(2,574,720)	(2,562,456)	(2,491,075)	(4,641,694)

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	31,132,872	33,574,609	28,568,550	29,520,890
Materials & Supplies	1,738,401	1,714,766	1,742,805	1,762,557
Capital Outlay	6,641	15,000	15,000	15,000
Total Expenditures	32,877,914	35,304,375	30,326,355	31,298,447
Program Revenue	(372,184)	(329,106)	(354,106)	(280,000)
Net Expenditures	32,505,730	34,975,269	29,972,249	31,018,447
<i>Funded Staffing Level</i>	570.00	526.00	417.33	470.00
Authorized Complement				479

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	15,423,287	17,516,316	17,459,222	16,912,407
Materials & Supplies	6,194,804	5,834,198	6,058,977	7,082,033
Capital Outlay	148,051	25,000	25,000	25,000
Transfers out	2,151,350	2,581,200	2,581,200	3,375,217
Total Expenditures	23,917,492	25,956,714	26,124,399	27,394,657
Program Revenue	(334,341)	(259,060)	(308,008)	(259,060)
Net Expenditures	23,583,151	25,697,654	25,816,391	27,135,597
<i>Funded Staffing Level</i>	297.00	290.00	288.58	299.00
Authorized Complement				302

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

Description

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	105,748,851	114,144,103	110,506,917	106,845,206
Materials & Supplies	9,558,885	8,409,711	8,230,880	8,228,304
Capital Outlay	0	0	0	7,500
Total Expenditures	115,307,736	122,553,814	118,737,797	115,081,010
Program Revenue	(844,159)	(850,000)	(754,283)	(850,000)
Net Expenditures	114,463,577	121,703,814	117,983,514	114,231,010
<i>Funded Staffing Level</i>	1516.00	1513.00	1,578.42	1,563.00
Authorized Complement				1,567

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	21,556,401	22,485,379	25,802,172	26,322,332
Materials & Supplies	491,850	691,892	705,760	2,251,395
Capital Outlay	11,600	43,000	43,000	20,375
Total Expenditures	22,059,851	23,220,271	26,550,932	28,594,102
Program Revenue	(72,528)	(48,790)	(94,678)	(2,177,134)
Net Expenditures	21,987,323	23,171,481	26,456,254	26,416,968
<i>Funded Staffing Level</i>	281.00	282.00	323.50	350.00
Authorized Complement				353

Impound Lot moved from the General Services Division to Police Services for FY2012 budget.

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	18,919,824	19,764,723	25,542,627	22,220,510
Materials & Supplies	1,559,974	1,735,376	1,807,196	1,610,274
Total Expenditures	20,479,798	21,500,099	27,349,823	23,830,784
Program Revenue	(951,508)	(1,075,500)	(980,000)	(1,075,500)
Net Expenditures	19,528,290	20,424,599	26,369,823	22,755,284
<i>Funded Staffing Level</i>	359.00	248.00	476.67	327.00
Authorized Complement				327

Legal level consolidation of *Special Operations* and *Traffic Bureau*.

POLICE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		COLONEL LIEUTENANT	2
ASST ADMINISTRATIVE	1	COORD TRAINING PSYCH	1
CHIEF POLIC SVCS DEPUTY	5	GUNSMITH FIREARMS INST	2
CLERK GENERAL A	1	LIEUTENANT POLICE	7
COLONEL LIEUTENANT	5	OFFICER POLICE II	34
DIRECTOR POLICE SVCS	1	OFFICER POLICE II PROB	1
DIRECTOR POLICE SVCS DEPUTY	1	OFFICER POLICE LEP II	8
LIEUTENANT POLICE	7	RECRUIT POLICE	100
MGR EARLY INTERVENTION PROG	1	SECRETARY B	1
MGR REAL TIME CRIME CTR SYSTEM	1	SERGEANT	5
NURSE OCCUPATIONAL HEALTH	1	SPEC VIDEO PRODUCTION	2
OFFICER POLICE II	39	Total Training Academy	167
SECRETARY A	6	<u>Research & Development</u>	
SECRETARY B	1	LIEUTENANT POLICE	3
SERGEANT	15	MAJOR	1
Total Administration	85	MGR GRANTS POLICE	1
<u>Vice & Narcotics</u>		OFFICER POLICE II	3
ANALYST CRIME	1	SERGEANT	2
CLERK GENERAL A	3	SPEC GRANT ADMIN	2
COLONEL POLICE	1	Total Research & Development	12
LIEUTENANT POLICE	18	<u>Support Services</u>	
OFFICER POLICE II	135	CLERK GENERAL A	1
OFFICER POLICE II PROB	4	MESSENGER	1
OFFICER POLICE LEP II	1	PRINTER SR	1
SECRETARY B	1	SUPER FLEET MAINT	1
SERGEANT	22	SUPER MATERIAL PUB	1
Total Vice & Narcotics	186	Total Support Services	5
<u>Inspectional Services</u>		<u>Communication Services</u>	
LIEUTENANT POLICE	2	ARTIST COMPOSITE	1
LIEUTENANT COLONEL	1	CLERK GENERAL A	1
OFFICER POLICE II	13	CLERK GENERAL B	12
SECRETARY C	1	DISPATCHER POLICE RADIO	146
SERGEANT	10	MGR COMMUNICATIONS POLICE	1
TRANSCRIPTIONIST	2	SUPER CENTRAL RECORDS	1
Total Inspectional Services	29	SUPER PHOTO GRAPHIC ARTS	1
<u>Training Academy</u>		SUPER RADIO DISPATCH	13
ANALYST POLICE EMPLOYMENT	2		
CLERK GENERAL A	2		
CLERK INVENT CONTROL	1		



POLICE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
TECH CAD SYSTEMS A	1	OFFICER POLICE II	19
TECH PHOTO LAB	2	SUPER CRIME ANALYSIS	1
Total Communication Services	179	Total Real Time Crime Center	37
<u>Financial Services</u>		<u>Radio Maintenance</u>	
ADMR POLICE FINANCE	1	CLERK, GENERAL. B	1
ANALYST ACCOUNTING	1	INSTALLER.COMM SAFETY EQUIP	4
ANALYST FINANCIAL POLICE SR	1	MGR. RADIO MAINT	1
SPEC POLICE PAYROLL	8	SPEC. PROCUREMENT	1
SUPER POLICE PAYROLL	1	SUPER.RADIO MAINT	3
Total Financial Services	12	TECH. POLICE RADIO	7
<u>Personnel Services</u>		TECH.POLICE RADIO.LO	1
ANALYST PERSONNEL POLICE	2	Total Radio Maintenance	18
CLERK GENERAL A	2	<u>Precincts</u>	
CLERK GENERAL B	1	CLERK GENERAL A	17
SPEC PERSONNEL	1	CLERK GENERAL B	8
SPEC PERSONNEL PAYROLL	1	CLERK INVENT CONTROL	18
SUPER POLICE PERSONNEL	1	COLONEL LIEUTENANT	8
Total Personnel Services	8	COLONEL POLICE	9
<u>Information Technology</u>		LIEUTENANT POLICE	143
ANALYST SYSTEM SOFTWARE LD	2	MAJOR	25
CLERK GENERAL A	1	OFFICER POLICE II	1112
LIEUTENANT POLICE	1	OFFICER POLICE II PROB	180
OFFICER POLICE II	3	OFFICER POLICE LEP II	1
PROGRAMMER SYSTEM SR	1	SECRETARY B	9
SERGEANT	3	SERGEANT	29
Total Information Technology	11	SUPER ARREST DATA ENTRY	1
<u>Property & Evidence</u>		SUPER CLERK STAT	1
ATTENDANT PROPERTY ROOM	19	SUPER CLERICAL OPER	6
LIEUTENANT POLICE	5	TECH PARKING ENFORCEMENT	1
SUPER PROPERTY EVID SHIFT	8	Total Precincts	1567
Total Property & Evidence	32	<u>Investigative Services</u>	
<u>Real Time Crime Center</u>		CLERK GENERAL A	9
ANALYST CRIME	9	CLERK GENERAL B	2
ANALYST PROGRAMMER	1	COLONEL POLICE	1
LIEUTENANT POLICE	6	COUNSELOR FAMILY TROUBLE CTR	2
MAJOR	1	CRIMINALIST II	1
		EXAMINER LATENT PRINT	5
		LIEUTENANT POLICE	38



POLICE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
MAJOR	7	<u>Traffic Bureau</u>	
MGR FLEET SVCS	1	CLERK GENERAL A	2
MGR VEHICLE SUPPORT SVCS	1	COLONEL LIEUTENANT	1
OFFICER POLICE II	31	COLONEL POLICE	1
REP VEHICLE STORAGE SVC	22	INVESTIGATOR TRAFFIC CRASH	25
REP VEHICLE SUPPORT SVCS	2	LIEUTENANT POLICE	19
SECRETARY B	2	MAJOR	6
SERGEANT	215	OFFICER POLICE II	37
SPEC INVESTIGATIVE PROC A	1	SERGEANT	38
SPEC INVESTIGATIVE PROC B	1		
SUPER SHIFT AUCTION LEAD	2	Total Traffic Bureau	129
SUPER VEHICLE STORAGE SVC	4		
TECH IDENTIFICATION	1	<u>TOTAL POLICE SERVICES</u>	<u>3028</u>
GEN CLERK	5		
Total Investigative Services	353		
<u>Special Operations</u>			
CLERK GENERAL A	2		
CLERK INVENT CONTROL	1		
COLONEL LIEUTENANT	2		
COORD TRAINING PSYCH	1		
LIEUTENANT POLICE	12		
LIEUTENANT POLICE TACT	2		
MAJOR	4		
MAJOR TACT	2		
MECH HELICOPTER LEAD	1		
OFFICER POLICE II	64		
OFFICER POLICE II PROB	74		
OFFICER POLICE TACT	18		
PILOT HELICOPTER	3		
RECRUIT POLICE	0		
SECRETARY B	1		
SERGEANT	10		
SUPER AVIATION SHOP	1		
Total Special Operations	198		





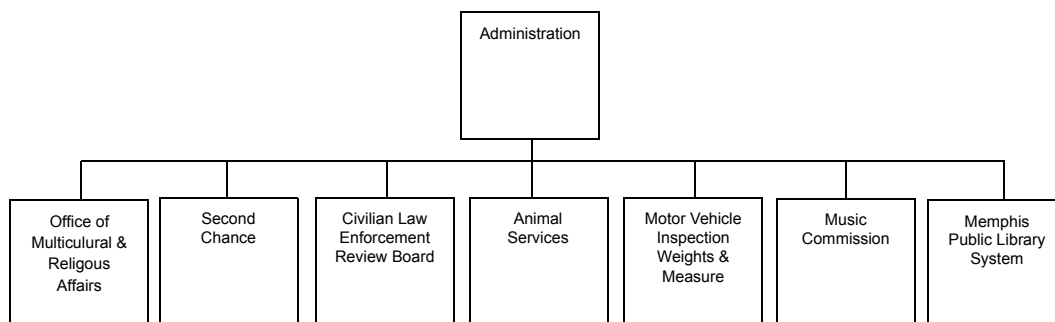
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	16,419,914	18,015,256	18,399,261	17,371,567
Materials & Supplies	5,395,615	5,782,045	6,232,504	5,810,362
Capital Outlay	4,866	3,000	3,000	3,000
Grants & subsidies	0	0	0	1,139,726
Total Expenditures	21,820,395	23,800,301	24,634,765	24,324,655
Program Revenue	(3,399,915)	(3,625,365)	(3,820,971)	(3,723,438)
Net Expenditures	18,420,480	20,174,936	20,813,794	20,601,217
<i>Funded Staffing Level</i>	375.00	368.00	368.00	377.00
Authorized Complement				377

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 service 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, inter-governmental agencies, and the private sector.

Structure



Services

The Division of Public Services and Neighborhoods supports an active civic culture reflective of the diversity of the community's voices. The Division handles animal control, religious and multicultural affairs, vehicle inspections, police conduct complaints, promoting the "Memphis Sound" locally and nationally, library services and second chance opportunities for individuals with single felony convictions.

■ Issues & Trends

The Division of Public Services and Neighborhoods continues to address issues crucial to the City's focus on public safety and the development of opportunities to engage its citizenry in common interests.

■ FY2011 Budget Highlights

- The Library was awarded the Broadband Technologies Opportunities Program grant from the State of Tennessee for the purchase of 200 laptop computers for GED preparation, job/career searches, and/or access to accurate health information
- The Library was awarded a grant from the State of Tennessee for the purchase of books and materials
- The Library was awarded grant funds from the H.W. Durham Foundation for the purchase of scooters and convenience carts for senior citizens and for the disabled who visit the Memphis Public Library
- The Library was awarded grant funds from the Dollar General Literacy Foundation and the American Library Association to purchase English as a Second Language materials, effectively increasing the number of branches with ESL Centers to 5
- The Animal Shelter was awarded a grant from the PETCO Foundation to provide affordable spay/neuter opportunities to the community
- The Motor Vehicle Inspection Bureau was awarded a CMAQ grant to provide vouchers for replacement gas caps on 1995 and older vehicles that fail the gas cap test

Number of vehicles inspected	390,000
Number of requests for service responded to by Animal Services Officers	22,587
Number of animals sheltered at the Memphis Animal Shelter	15,401
Number of visitors to library	2,923,541
Number of computers sessions offered through the library	1,162,652
Number of new borrowers at the library	40,189
Number of library cards issued	437,337
Approximate number of participants that have been placed in jobs since the creation of the Second Chance program	1,100

■ FY2011 Performance Highlights

- Opening of the Appling Road Motor Vehicle Inspection Station
- Implementation of On Board Diagnostics Testing for vehicles 1996 and newer
- 300 Private and Public Sector partnerships with Second Chance Program since its inception
- Produced comprehensive Memphis Animal Shelter Policy and Procedures Manual
- Partnered with Professor Paws on two Memphis City School Think Show education events

- Hosted a variety of animal adoption events in partnership with PetCo, Hollywood Feed, Memphis Redbirds, First United Methodist Church and others.
- 4.2% (i.e. 1,349 animals) reduction in the euthanasia rate
- 7.3% increase in adoptions of animals from the Memphis Animal Shelter
- 10 year anniversary celebration of the Central Library
- Library's free legal clinics partnering with 330 Attorneys and 109 Paralegals served 834 customers
- Library's WYPL hosted 49 authors on NPR-syndicated BookTalk
- WiFi installed at all library locations
- The Library partnered with the Society for Information Management to provide Teen Tech, a free, week-long camp that exposes 13 - 15 year olds to IT leaders and the latest technology
- Featured over 75 artists for Memphis Music Monday at the Hard Rock Café.
- 25 Generation Next artists were featured at the Levitt Shell for its summer youth programming.
- The Memphis Music Legal Clinic served 50 musicians during 2010. An additional 175 musicians have been served, thus far, in 2011.
- 15 Generation Next artists were featured in JabberBlabber Magazine in 2010.
- 12 artists were featured in Skirt magazine [distribution of 90,000]
- 12 artists were featured in Memphis Health + Fitness Magazine [distribution of 10,000]
- 36 artists were featured on Memphis Music Revealed, the Music Commission's TV show featured on Comcast. [audience of 750,000 in the tri-state area]
- 20 artists were featured weekly on the Memphis Music Revealed radio show on Soul Classics 103.5 FM.
- 15 artists were featured on Good Morning Memphis on Fox 13.
- Hosted eight-week run of Jam Session: America's Jazz Ambassadors Embrace the World exhibit that was viewed by 115,866 people
- Sponsored 5 Jam Session Companion Workshops featuring local and internationally known jazz artists, workshop attendance was 500 people
- Immigrant Integration Pilot City status with the National League of Cities focused on civic engagement and naturalization
- Hosted city service and community resource informational events for the multicultural community.
- Hosted a monthly show featuring multicultural events on Spanish-speaking radio.
- Partnered with Memphis City Schools to educate school children on appropriate behavior when confronted by Law Enforcement

FY2012 Strategic Goals

- Provide efficient vehicle inspections and increase the inspection capacity to better serve the growing number of registered vehicles in Memphis thereby ensuring a standard of air quality.
- 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 ethnic and religious communities in the growth of the City of Memphis
- Provide quality re-entry programs for persons who formally have been incarcerated

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
190200	To assist citizens with prior felony convictions reintegrate into society through job placement, training, case management, and mentoring by increasing the number of program recipients by 25% by 06-30-2012	3	Number of applicants applying and receiving program services	100%
190204	Increase the number of organizations that would be willing to employ program participants by 5% by 60-30-2012	3	Number of participants hired	100%
191200	Increase Memphis music locally, nationally and to the world by effecting a 25% increase in the number of radio stations, venues and businesses that accept our interaction and offers by 6-30-2012	3	Number of radio stations, venues and businesses	50%
190700	Increase business participation in the fleet program by 5% by 06-30-2012	3	Number of companies participating in program	50%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Dog License	(279,563)	(274,965)	(274,965)	(274,965)
County Dog License Fee	(83,568)	(83,568)	(83,568)	(83,568)
Library Fines & Fees	(711,145)	(850,000)	(700,000)	(700,000)
Misc Inspection Fees	(1,057)	0	(275)	0
Weights/Measures Fees	(168,679)	(200,000)	(200,000)	(540,000)
Fleet/Mobile Fees	(73,953)	(262,650)	(195,064)	(170,723)
Shelter Fees	(155,340)	(181,239)	(181,239)	(181,239)
Animal Vaccination	(16,745)	(18,234)	(18,234)	(18,234)
Pool Investment Income - Library	(5,955)	0	0	0
Federal Grants - Others	(5,000)	0	0	0
State Grant - Library	(91,000)	0	(389,917)	0
State Reimbursements	26,308	0	0	0
Local Shared Revenue	(651,169)	(654,709)	(654,709)	(654,709)
City of Bartlett	(1,019,657)	(1,034,000)	(1,034,000)	(1,034,000)
Miscellaneous Income	(100,000)	(50,000)	(50,000)	(50,000)
Donated Revenue	(20,956)	0	(23,000)	0
Grant Revenue - Library	(42,427)	(16,000)	(16,000)	(16,000)
Misc. Library Revenue	(9)	0	0	0
Total Charges for Services	(3,399,915)	(3,625,365)	(3,820,971)	(3,723,438)

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	400,761	376,434	373,809	412,591
Materials & Supplies	41,710	41,301	41,352	132,643
Net Expenditures	442,471	417,735	415,161	545,234
<i>Funded Staffing Level</i>			4.00	5.00
Authorized Complement				5



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	437,946	472,815	474,478	630,646
Materials & Supplies	38,173	84,249	112,842	103,271
Grants & subsidies	0	0	0	1,139,726
Total Expenditures	476,119	557,064	587,320	1,873,643
Program Revenue	(20,000)	0	(20,000)	0
Net Expenditures	456,119	557,064	567,320	1,873,643
<i>Funded Staffing Level</i>	8.00	8.00	8.00	11.00
Authorized Complement				11

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

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	2,051,803	2,133,813	2,414,951	2,428,550
Materials & Supplies	436,181	414,796	425,699	519,451
Capital Outlay	4,866	3,000	3,000	3,000
Total Expenditures	2,492,850	2,551,609	2,843,650	2,951,001
Program Revenue	(537,341)	(562,715)	(565,715)	(562,715)
Net Expenditures	1,955,509	1,988,894	2,277,935	2,388,286
<i>Funded Staffing Level</i>			43.00	45.00
Authorized Complement				45

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	36,461	0	0	0
Materials & Supplies	104,586	0	0	0
Total Expenditures	141,047	0	0	0
Program Revenue	26,308	0	0	0
Net Expenditures	167,355	0	0	0
<i>Funded Staffing Level</i>			0.00	0.00

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,611,058	2,294,962	2,448,544	2,187,999
Materials & Supplies	169,102	276,556	277,998	303,888
Total Expenditures	1,780,160	2,571,518	2,726,542	2,491,887
Program Revenue	(243,689)	(462,650)	(395,339)	(710,723)
Net Expenditures	1,536,471	2,108,868	2,331,203	1,781,164
<i>Funded Staffing Level</i>			44.00	47.00
Authorized Complement				47

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	125,419	148,928	148,789	161,795
Materials & Supplies	47,693	50,000	50,000	48,700
Total Expenditures	173,112	198,928	198,789	210,495
Program Revenue	(100,000)	(50,000)	(50,000)	(50,000)
Net Expenditures	73,112	148,928	148,789	160,495
<i>Funded Staffing Level</i>			2.00	2.00
Authorized Complement				2

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	11,756,466	12,588,304	12,538,690	11,549,986
Materials & Supplies	4,558,170	4,915,143	5,323,942	4,702,409
Total Expenditures	16,314,636	17,503,447	17,862,632	16,252,395
Program Revenue	(2,525,193)	(2,550,000)	(2,789,917)	(2,400,000)
Net Expenditures	13,789,443	14,953,447	15,072,715	13,852,395
<i>Funded Staffing Level</i>			267.00	267.00
Authorized Complement				267

**PUBLIC SERVICES &
NEIGHBORHOODS**

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		TECH ANIMAL CARE SR	1
ASST ADMINISTRATIVE	1	VETERINARIAN ANIMAL SHELTER	1
COORD ADMIN BUDGET	1	Total Animal Services	45
DIRECTOR PUBLIC SVCS	1	<u>Motor Vehicle Inspections</u>	
DIRECTOR PUBLIC SVCS DEPUTY	1	CLERK GENERAL B	1
SECRETARY A	1	CREWPERSON	2
Total Administration	5	EXAMINER VEHICLE	26
<u>Multi-Cultural Affairs</u>		INSP WEIGHTS MEASURES	7
MGR COMMUNITY AFFAIRS	1	MGR VEHICLE INSP WGHTS	1
MGR MULTICULTURAL AFF	1	SECRETARY B	1
MGR NEIGHBORHOOD REL	1	SUPER BUSINESS AFFAIRS MVI	1
SECRETARY B	1	SUPER FLEET MOBILE UNIT	1
SPEC NEIGHBORHOOD OUTREACH	1	SUPER VEHICLE INSP STAT	4
Total Multi-Cultural Affairs	5	SUPER WEIGHTS MEASURES	1
<u>Second Chance</u>		TECH ELECTRONICS COMPUTER	1
CLERK GENERAL A	1	TECH INSPECTION STATION	1
COORD WORKFORCE DEV	1	Total Motor Vehicle Inspections	47
DIRECTOR EXECUTIVE	1	<u>Music Commission</u>	
SPEC WORKFORCE DEV	1	DIRECTOR EXEC MUSIC COMMIS-	1
Total Second Chance	4	SIONER	1
<u>Civilian Law Enforcement Board</u>		SPEC MUSIC COMMISSION	1
ADMR CLERB	1	Total Music Commission	2
RECEPTIONIST CLERB ASST	1	<u>Animal Services</u>	
Total Civilian Law Enforcement Board	2	ADMR ANIMAL SHELTER	1
<u>Animal Services</u>		CLERK GENERAL B	5
ADMR ANIMAL SHELTER	1	DIRECTOR VETERINARY MEDICAL	1
CLERK GENERAL B	5	MGR OPERATIONS ANIMAL SVCS	1
DIRECTOR VETERINARY MEDICAL	1	OFFICER ANIMAL SERVICES	18
MGR OPERATIONS ANIMAL SVCS	1	OFFICER ANIMAL SERVICES SR	1
OFFICER ANIMAL SERVICES	18	SECRETARY B	1
OFFICER ANIMAL SERVICES SR	1	SUPER ADMINISTRATIVE AS	1
SECRETARY B	1	SUPER FIELD AS	1
SUPER ADMINISTRATIVE AS	1	SUPER SHELTER	1
SUPER FIELD AS	1	TECH ANIMAL CARE	12
SUPER SHELTER	1		
TECH ANIMAL CARE	12		



**PUBLIC SERVICES &
NEIGHBORHOODS**

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Library Services</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 FINANCE LIBRARY	1
CLERK ACCOUNTS PAY A	1	MGR IT SUPPORT	1
CLERK ACQUISITION SR	3	MGR LIBRARY AGENCY I	5
CLERK DELIVERY & DIST	17	MGR LIBRARY AGENCY II	3
CLERK ITEM CONTROL	5	MGR LIBRARY AGENCY III	7
CLERK ITEM CONTROL SR	1	MGR LIBRARY AGENCY IV	5
CLERK LIBRARY DELIVERY	5	MGR LIBRARY MATERIAL SVC	1
CLERK LIBRARY DEPT	3	MGR PUBLIC SVCS CENTRAL	1
CLERK SERIALS	1	MGR REGIONAL LIBRARY	2
CLERK SERIALS SR	1	MGR STAFF DEVELOPMENT	1
CLERK SORTING ROOM	1	PROCESSOR LIBRARY MATERIAL	6
CLERK STANDING ORDER	1	PRODUCER EDITING GRAPHICS	1
COORD BROADCAST ENG	1	REP CIRCULATION	38
COORD BROADCAST PROGRAM	1	REP CIRCULATION SR	10
COORD HR LIBRARY	1	SECRETARY A	1
COORD INTEGRATED LIBRARY SYS	1	SPEC BENEFITS	1
COORD LIBRARY ADULT SVCS	1	SPEC CIRC SVC SUPPORT	1
COORD LIBRARY YOUTH SVCS	1	SPEC DEVELOPMENT I	1
COORD SECURITY	1	SPEC HRIS	1
COORD VOLUNTEER	1	SUPER CIRC ILL II	2
DIRECTOR COMM OUTREACH-SPEC PROJ ASST	1	SUPER CIRCULATION I	4
DIRECTOR LIBRARY COMMUNICATION ASST	1	SUPER CIRCULATION II	7
DIRECTOR LIBRARY	1	SUPER PAGE OPERATIONS	2
DIRECTOR LIBRARY DEPUTY	1	SUPER PUBLIC RELATIONS	1
HELPER BUILDING MNT	1	SUPER PUBLIC SVCS	6
KEEPER LIBRARY STOREROOM	1	TECH BROADCAST PRODUCTION	2
LIBRARIAN I	30	TECH COPIER	1
LIBRARIAN II	3	TECH LIBRARY BUILDING MNT	3
LIBRARIAN COLLECTION DEV	2	TECH LIBRARY	2
LIBRARIAN COMPUTER RESOURCES	1		
LIBRARIAN CUSTOMER SVC	7	Total Library Services	267
		<u>TOTAL PUBLIC SERVICES</u>	<u>377</u>





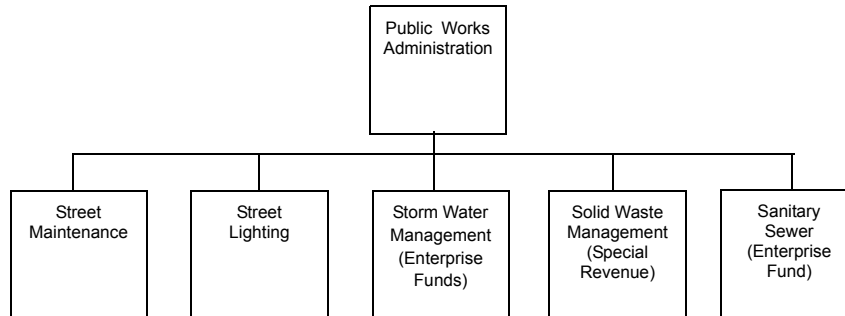
Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	5,086,488	5,644,520	5,643,322	4,465,028
Materials & Supplies	1,364,733	12,279,561	13,273,440	13,712,429
Capital Outlay	6,902	3,000	3,000	2,250
Total Expenditures	6,458,123	17,927,081	18,919,762	18,179,707
Program Revenue	(486,696)	(486,695)	(486,695)	(486,695)
Net Expenditures	5,971,427	17,440,386	18,433,067	17,693,012
<i>Funded Staffing Level</i>	140.00	137.00	131.33	116.00
Authorized Complement				128

Mission

Uses sound engineering, economic and management principles, constructs and maintains storm drain systems; collects and disposes of solid waste; and transports and treats wastewater; meeting community goals and stringent State and Federal regulations at the minimum cost.

Structure



Services

Services provided by the Division of Public Works are key to 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 such as asphalt paving, pothole and cut/patch repair, installation and care of streetlights, and the removal of snow and ice from bridges and streets. The Division operates and maintains the city's sewer system, including two treatment plants, and is responsible for protecting the city from flooding from localized storms and ensuring reduction of pollution from urban runoff.

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. The rising costs of essential supplies, such as fuel, asphalt binder and electrical energy greatly impact the Division's ability to meet expense goals.

FY2011 Budget Highlights

- Exceeded State of Tennessee waste reduction goal at Class I landfills by 14%
- Maintained lowest sewer rates in ranking of 150 largest U.S. cities
- Saved \$2.7 million in landfill fees through City's recycling programs

Solid Waste

Tons solid waste disposed	292,707
Tons solid waste diverted	113,845
Number of homes with curbside recycling	177,700
Dead animals disposed	20,719

Maintenance

Total road lane miles	6,750
Curb & gutter miles	3,590
Streetlights	83,500
Lane miles resurfaced	140
Miles of roadside ditches	580
Number of storm water inlets	70,000

Environmental Engineering

Miles of sewer	3,605
Gallons of waste water treated per day	161 million

FY 2011 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
- Reorganized solid waste collections by rerouting the city on an east to west daily progression in order to better utilize facilities, equipment and personnel.
- Expanded the Solid Waste Fee discount program for low income senior/disabled to include sewer fees.
- 74,280 tons of tree debris recycled into mulch, then sold.
- 27,854 tons of bagged leaves recycled into compost, then sold.
- Implemented latex paint recycling program at the Memphis/Shelby County Household Hazardous waste facility for use in graffiti abatement.
- 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 287 storm water pollution discharge sites by the end of FY 2010.
- Continued implementation of Storm Water Enterprise program and user fees generating approximately 22 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.
- The M.C. Stiles and the T.E. Maxson plants received the Silver Award from the National Association of Clean Water Agencies for outstanding regulatory compliance.
- Contract award to install cogeneration equipment at Stiles WWTP to process excess biogas produced at the plant to generate electricity and heat.
- Completed construction of \$3.6 million sludge lagoon cover replacement project at Maxson WWTP.
- Completed construction of \$2.6 million raw sewage header replacement project at Maxson WWTP which could require bypass pumping of approximately 100 millions of wastewater per day during the construction period.
- Initiated public education program focused on proper management of fats, oils, and grease to reduce sewer blockages.
- Completed Phase II of Storm Water GIS data migration project.
- \$5 million in drainage infrastructure rehabilitation.



FY2012 Strategic Goals

- Effectively and efficiently manage waste water, solid waste, and street maintenance programs
- Reduce landfill material by recycling and diversion
- Incorporate new technology to make services more efficient and effective
- Improve productivity and quality of maintenance programs
- Effective management of flood prone areas
- Further attract industry by maintaining the City's competitive sewer fee structure
- Meet or exceed all regulatory requirements

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
170100	Process all requests for vendor payments within 48 hours of receipts by 06-30-2012	3	Check requests processed within 48 hours	95%
170200	Improve the current level of paving to 5 % from current 1% for streets/roads, through in house paving operations and cost-effective measures by 6-30-2012	3	Level of in-house paving at 5%	95%
	Develop a a comprehensive 5 year resurfacing plan by 06-30-2012	4	Resurfacing Plan	100%
	Plan that will improve pothole response time from current 5 days to 2 days by 06-30-2012	3	Plan for pothole repair	85%
170500	Coordinate plans and strategies with MLGW to improve the efficiency of the existing street lighting system with new technologies that will reduce the average energy consumption of fixtures by 2% by 6-30-2012	4	Total Kilowatt hours (KWH) of energy used	100%
	Improve and promote the street light outage reporting process to educate the public and reduce repair completion time frames by developing annual awareness program explaining complaint process and need for citizen involvement in reporting knockdowns and street light outages by 6-30-2012	3	Annual awareness program	100%

■ charges for services

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
St TN Highway Maint Grant	(486,696)	(486,695)	(486,695)	(486,695)
Total Charges for Services	(486,696)	(486,695)	(486,695)	(486,695)

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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	623,742	702,787	823,088	578,829
Materials & Supplies	39,065	81,931	82,487	227,816
Total Expenditures	662,807	784,718	905,575	806,645
Program Revenue	(486,696)	(486,695)	(486,695)	(486,695)
Net Expenditures	176,111	298,023	418,880	319,950
<i>Funded Staffing Level</i>			13.50	13.00
Authorized Complement				13

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,462,746	4,941,733	4,820,234	3,886,199
Materials & Supplies	(3,064,980)	1,200,535	1,728,135	1,289,613
Capital Outlay	6,902	3,000	3,000	2,250
Net Expenditures	1,404,668	6,145,268	6,551,369	5,178,062
<i>Funded Staffing Level</i>			117.83	103.00
Authorized Complement				115

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Materials & Supplies	4,390,648	10,997,095	11,462,818	12,195,000
Net Expenditures	4,390,648	10,997,095	11,462,818	12,195,000
<i>Funded Staffing Level</i>			0.00	0.00



PUBLIC WORKS

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Administration</i>			
ADMR FINANCE/PERSONNEL	1		
ANALYST PERSONNEL PW	1		
ANALYST USER SUPPORT	1		
ASST ADMINISTRATIVE	1		
CLERK ACCOUNTING A	1		
COORD QUALITY PROGRAM	1		
COORD TITLE VI STREET LIGHT	1		
DIRECTOR MAINTENANCE DEPUTY	1		
DIRECTOR PUBLIC WORKS	1		
SECRETARY A	1		
SPEC PERSONNEL PAYROLL	1		
SUPER BUDGET ACCT PW	1		
SUPER PAYROLL PERSONNEL	1		
Total Administration	13		
<i>Street Maintenance</i>			
ADMR STREET MAINT	1		
CLERK GENERAL A	1		
CLERK INVENT CONTROL	1		
COORD ENG STREET MNT	1		
CREWPERSON SEMISKILLED	24		
DISPATCHER	2		
FOREMAN MNT PUB WKS	8		
FOREMAN POTHOLE CREW	4		
HELPER MECH HEAVY EQUIP	1		
MECH HEAVY EQUIP	2		
MECH MNT	1		
MGR STREET MAINT	2		
OPER ASPHALT PLANT	2		
OPER EQUIPMENT	28		
OPER HEAVY EQUIP	15		
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		
SUPER STREET MAINT	1		
Total Street Maintenance	115		
		<u>TOTAL PUBLIC WORKS</u>	<u>128</u>



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 regional sewer collection and treatment facilities operated by the City. Memphis continues to have the lowest residential, commercial and industrial waste water 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 storm water system operated by the Public Works, General Services and Engineering Divisions of the City. 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 all MLG&W utility bills and funds collected are used to fund federally mandated storm water requirements and to alleviate local flooding problems.

SEWER FUND

SUMMARY

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Revenues				
Sewer Fees	56,046,253	74,894,000	74,894,000	100,918,000
Sewer Connections	85,760	150,000	150,000	300,000
Special Sewer Connections	19,884	30,000	30,000	100,000
Rents	0	32,000	32,000	32,000
Other Revenues/Prior Year Expense Recovery	944,010	60,000	60,000	150,000
Subdivision Development Fees	132,293	400,000	400,000	500,000
 Total Charges for Services	 57,228,200	 75,566,000	 75,566,000	 102,000,000
 Interest on Investments	 187,074	 200,000	 200,000	 1,000,000
Total Revenue	57,415,274	75,766,000	75,766,000	103,000,000
Expenditures				
Environmental Inspection & Preventive Maintenance	4,638,359	5,353,099	4,988,775	5,752,657
TE Maxson Treatment Plant	10,858,886	14,508,761	13,318,716	14,761,631
Maynard C. Stiles Treatment Plant	11,531,123	14,022,925	13,395,204	14,987,636
Lift Stations	1,158,992	1,226,380	1,118,442	1,233,799
Environmental Administration	635,074	1,601,832	1,762,155	4,082,165
Environmental Maintenance	5,142,422	6,011,824	5,401,101	10,158,059
Sanitary Sewer Design	920,373	1,101,724	1,117,842	916,417
 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	4,000,000	4,000,000	4,000,000	4,000,000
Materials & Supplies	110,000	110,000	110,000	110,000
Payment on Debt Service	15,368,000	15,759,000	15,759,000	16,834,000
Pension Fees	1,000	1,000	1,000	1,000
Bond Sale	150,000	150,000	150,000	150,000
State Loan Principal & Interest	132,000	68,500	68,500	141,000
 Increase (Decrease) in Net Assets	 394,045	 9,475,955	 12,200,265	 27,496,636
Total Expenditures	57,415,274	75,766,000	75,766,000	103,000,000



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	17,725,594	18,715,596	16,940,952	17,973,380
Materials & Supplies	17,038,925	24,497,949	22,423,182	32,952,984
Capital Outlay	2,262,254	4,214,500	5,617,246	5,166,000
Transfer To Fixed Assets Capital	(2,143,544)	(3,601,500)	(3,879,145)	(4,200,000)
Total Expenditures	34,883,229	43,826,545	41,102,235	51,892,364
Program Revenue	(1,094,701)	(677,000)	(1,132,265)	(1,167,180)
Net Expenditures	33,788,528	43,149,545	39,969,970	50,725,184
<i>Funded Staffing Level</i>	290.00	290.00	261.42	289.00
Authorized Complement				289

FY 2012 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 06-30-2012	3	Calls responded to within 24 hrs.	80%
171000	Operate the plant cost-effectively with a 5% reduction in energy usage by 06-30-2012.	4	Reduction in energy usage	85%
171100	Operate the plant with a 5% reduction in energy usage by 06-30-2012.	4	Reduction in energy usage	85%
171200	Reduce the incidence of after hour call-outs by 5% (157) on sewage lift stations by scheduling monthly maintenance and inspections on the 100 lift stations by 06-30-2012	3	The number of after hour call-outs.	90%
171300	Ensure that no industrial billings go longer than 45 days unpaid by 06-30-2012	4	Unpaid industrial billings	100%
171400	Complete all sanitary sewer connection and mainline repairs within 30 days from the original date of the request on notification by 06-30-2012	3	Average number of days to complete repairs.	100%

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	3,005,139	3,129,249	2,849,989	3,232,557
Materials & Supplies	1,459,884	2,153,850	1,967,450	2,289,100
Capital Outlay	702,384	770,000	1,021,336	931,000
Transfer To Fixed Assets Capital	(531,048)	(700,000)	(850,000)	(700,000)
Net Expenditures	4,636,359	5,353,099	4,988,775	5,752,657
<i>Funded Staffing Level</i>			52.75	60.00
Authorized Complement				60

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	4,505,286	4,858,386	4,099,904	4,473,556
Materials & Supplies	6,130,300	9,450,375	8,526,785	10,088,075
Capital Outlay	464,682	1,540,000	2,032,027	1,940,000
Transfer To Fixed Assets Capital	(241,382)	(1,340,000)	(1,340,000)	(1,740,000)
Total Expenditures	10,858,886	14,508,761	13,318,716	14,761,631
Program Revenue	(36,906)	0	18,282	(17,180)
Net Expenditures	10,821,980	14,508,761	13,336,998	14,744,451
<i>Funded Staffing Level</i>			55.50	67.00
Authorized Complement				67

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	5,090,850	5,224,107	4,831,185	5,138,818
Materials & Supplies	6,431,039	8,698,818	8,101,281	9,698,818
Capital Outlay	438,593	850,000	1,212,738	1,300,000
Transfer To Fixed Assets Capital	(429,359)	(750,000)	(750,000)	(1,150,000)
Total Expenditures	11,531,123	14,022,925	13,395,204	14,987,636
Program Revenue	(1,019,159)	(677,000)	(1,150,000)	(1,150,000)
Net Expenditures	10,511,964	13,345,925	12,245,204	13,837,636
<i>Funded Staffing Level</i>			69.17	75.00
Authorized Complement				75

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	568,009	566,350	534,227	535,759
Materials & Supplies	570,850	644,030	562,215	676,040
Capital Outlay	50,582	247,500	421,145	52,000
Transfer To Fixed Assets Capital	(30,449)	(231,500)	(399,145)	(30,000)
Net Expenditures	1,158,992	1,226,380	1,118,442	1,233,799
<i>Funded Staffing Level</i>			8.00	8.00
Authorized Complement				8

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	722,575	807,468	754,721	777,726
Materials & Supplies	348,892	789,364	969,434	3,293,439
Capital Outlay	25,680	35,000	38,000	41,000
Transfer To Fixed Assets Capital	(462,073)	(30,000)	0	(30,000)
Total Expenditures	635,074	1,601,832	1,762,155	4,082,165
Program Revenue	(200)	0	(547)	0
Net Expenditures	634,874	1,601,832	1,761,608	4,082,165
<i>Funded Staffing Level</i>			9.50	10.00
Authorized Complement				10

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	3,084,280	3,287,278	3,028,730	3,157,513
Materials & Supplies	1,927,042	2,524,546	2,042,371	6,670,546
Capital Outlay	580,333	750,000	870,000	880,000
Transfer To Fixed Assets Capital	(449,233)	(550,000)	(540,000)	(550,000)
Total Expenditures	5,142,422	6,011,824	5,401,101	10,158,059
Program Revenue	(38,436)	0	0	0
Net Expenditures	5,103,986	6,011,824	5,401,101	10,158,059
<i>Funded Staffing Level</i>			53.50	58.00
Authorized Complement				58

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	749,455	842,758	842,196	657,451
Materials & Supplies	170,918	236,966	253,646	236,966
Capital Outlay	0	22,000	22,000	22,000
Net Expenditures	920,373	1,101,724	1,117,842	916,417
<i>Funded Staffing Level</i>			13.00	11.00
Authorized Complement				11

SEWER FUND

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<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 A	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
Total PW/Environmental Inspections	60	FOREMAN GEN WTP E I	1
<u>PW/T.E. Maxson Treatment Plant - South</u>		FOREMAN GEN WTP MECH	3
CLERK GENERAL B	1	MECH MNT WTP II	11
CLERK INVENT CONTROL SR	1	MECH SHOP	1
ELECT MNT WTP	2	MECHANIC MNT WTP I	1
FOREMAN GEN WTP E I	1	MGR WTP	1
FOREMAN GEN WTP MECH	3	MGR WTP MNT	1
MECH HEAVY EQUIP	2	MGR WTP PROCESSING	1
MECH MNT WTP II	11	OPER HEAVY EQUIP	3
MECH SHOP	1	OPER MECHANICAL	13
MECHANIC MNT WTP I	7	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	10	SUPER OM SHIFT	2
OPER WASTE TREAT I	1	SUPER WTP OPERATIONS	1
OPER WASTE TREAT II	8	TECH CONTROL WTP	3
PAINTER	1	TECH INDUSTRIAL PRETREAT	2
SECRETARY B	1	Total PW/Maynard C. Stiles Treatment Plant - North	75
SPREADER SLUDGE	5	<u>PW/Lift Stations</u>	
SUPER OM SHIFT	3	ENGINEER STATIONARY I	1
SUPER WTP OPERATIONS	1	ENGINEER STATIONARY II	2
TECH CONTROL WTP	3	HELPER MAINTENANCE	3
Total PW/T.E. Maxson Treatment Plant - South	67	MGR SEWER LIFT STAT MNT	1
		PAINTER	1
		Total PW/Lift Stations	8



SEWER FUND

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i><u>PW/Environmental Administration</u></i>			
ADMR ENGINEERING	1		
ADMR ENVIRON CONST ADMIN	1		
ADMR WASTE COLLECT FAC	1		
ADMR WTP FACILITIES	1		
CLERK ACCOUNTING B	2		
COORD SEWER CONSTRUCTION	1		
ENGINEER ENVIRONMENTAL	2		
SECRETARY A	1		
Total PW/Environmental Administration	10		
<i><u>PW/Environmental Maintenance</u></i>			
CLERK GENERAL A	1		
CLERK GENERAL B	1		
CLERK INVENT CONTROL SR	1		
COORD SEWER CONSTRUCTION	2		
DISPATCHER	1		
FOREMAN SEWER MNT	3		
HELPER MAINTENANCE	1		
MECH HEAVY EQUIP	3		
MGR ENVIRON PROJECT	1		
MGR ENVIRONMENTAL MNT	1		
OPER BACKHOE	1		
OPER HEAVY EQUIP	6		
PIPELAYER	23		
SCHEDULER PLANNER	1		
SUPER SEWER MAINT	1		
SUPER SHIFT PUB WKS	4		
WORKER CONCRETE	7		
Total PW/Environmental Maintenance	58		
<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		
Total ENG/Sanitary Sewer Design	11		
<u>TOTAL SEWER FUND</u>	<u>289</u>		



STORM WATER FUND

SUMMARY

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Revenues				
Storm Water Fees	21,909,000	20,400,000	24,275,500	24,275,500
Open Transfer-In	452,000	452,000	452,000	232,820
Fines & Forfeitures	5,000	135	5,000	5,000
Other	0	(193,663)	0	0
Total Revenue	22,366,000	20,658,472	24,732,500	24,513,320
Expenditures				
PW/Drain Maintenance	5,679,318	5,677,855	6,323,321	6,693,386
PW/Heavy Equipment Services	2,195,276	2,078,298	2,525,881	2,576,976
PW/Flood Control	1,335,401	1,343,502	1,382,580	1,368,695
PW/Storm Water	1,235,693	1,247,864	1,259,138	1,261,178
CE/Street Sweeping	2,312,819	2,472,141	2,378,996	2,416,749
Eng/Drainage Design	358,991	368,701	344,107	273,008
Cost Allocation - General Fund	300,000	300,000	300,000	300,000
MLG&W Billing	408,000	408,000	408,000	485,510
Material & Supplies	50,000	50,000	50,000	50,000
Depreciation	500,000	500,000	500,000	1,049,073
Transfer Out - Debt Service	4,412,440	4,412,440	4,412,440	4,412,440
Increase in Net Assets	3,578,062	1,799,671	4,848,037	3,626,305
Total Expenditures	22,366,000	20,658,472	24,732,500	24,513,320



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	8,118,575	8,869,916	8,462,975	8,723,525
Materials & Supplies	3,313,008	4,534,067	4,760,460	4,712,354
Capital Outlay	936,748	810,040	70,040	1,184,113
Transfer To Fixed Assets Capital	(9,480)	0	958,784	(30,000)
Total Expenditures	12,358,851	14,214,023	14,252,259	14,589,992
Program Revenue	(205,914)	(5,000)	(7,350)	(5,000)
Net Expenditures	12,152,937	14,209,023	14,244,909	14,584,992
<i>Funded Staffing Level</i>	147.00	147.00	141.75	149.00
Authorized Complement				146

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
171500	25% reduction in the recurrence of street flooding through storm drainage infrastructure inspections by 06-30-2012	4	Reduction in flooding	90%
171500	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.	4	Number of unacceptable ratings received.	100%

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	6,588,287	7,104,580	6,734,678	7,048,982
Materials & Supplies	2,566,912	3,578,340	3,744,363	3,699,180
Capital Outlay	936,748	808,000	68,000	1,182,073
Transfer To Fixed Assets Capital	(9,480)	0	958,784	(30,000)
Total Expenditures	10,082,467	11,490,920	11,505,825	11,900,235
Program Revenue	(378)	(5,000)	(7,350)	(5,000)
Net Expenditures	10,082,089	11,485,920	11,498,475	11,895,235
<i>Funded Staffing Level</i>			112.75	120.00
Authorized Complement				117

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	1,332,596	1,535,109	1,500,569	1,515,415
Materials & Supplies	628,903	843,887	879,861	901,334
Total Expenditures	1,961,499	2,378,996	2,380,430	2,416,749
Program Revenue	(205,536)	0	0	0
Net Expenditures	1,755,963	2,378,996	2,380,430	2,416,749
<i>Funded Staffing Level</i>			25.00	26.00
Authorized Complement				26

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	197,692	230,227	227,728	159,128
Materials & Supplies	117,193	111,840	136,236	111,840
Capital Outlay	0	2,040	2,040	2,040
Net Expenditures	314,885	344,107	366,004	273,008
<i>Funded Staffing Level</i>			4.00	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>		HELPER MAINTENANCE	5
ADMR DRAIN MAINT	1	MECH SHOP	<u>1</u>
AIDE POLLUTION CONTROL	1	Total PW/Flood Control	16
CLERK GENERAL A	1	<u>PW/Storm Water</u>	
COORD DRAIN MAINT	1	CLERK ACCOUNTING B	1
CREWPERSON SEMISKILLED	13	COORD STORMWATER PROJ	3
DISPATCHER	1	ENGINEER ENVIRONMENTAL	1
FINISHER CONCRETE	1	TECH ENVIRONMENTAL	<u>2</u>
FOREMAN MNT PUB WKS	11	Total PW/Storm Water	7
INSP POLLUTION CONTROL	1	<u>ENG/Drainage Design</u>	
MASON BRICK	3	OPER EQUIPMENT	2
MGR DRAIN MAINT	1	OPER HEAVY EQUIP	2
OPER EQUIPMENT	9	OPER SWEEPER	21
OPER HEAVY EQUIP	3	SUPER ZONE HEAVY EQUIP	<u>1</u>
OPER STOPPAGE SEWER	3	Total ENG/Drainage Design	26
PIPELAYER	12	<u>ENG/Drainage Design</u>	
SUPER RECORDS INVENTORY	1	CLERK GENERAL B	1
SUPER SHIFT PUB WKS	4	ENGINEER DESIGN SENIOR	1
WORKER CONCRETE	6	TECH ENGINEERING AA	<u>1</u>
Total PW/Drain Maintenance	<u>73</u>	Total ENG/Drainage Design	3
<u>PW/Heavy Equipment Services</u>		<u>TOTAL STORM WATER FUND</u>	
CLERK GENERAL A	1		<u>146</u>
DRIVER TRACTOR TRAILER	2		
GREASER	1		
MECH HEAVY EQUIP	3		
MGR HEAVY EQUIP SVCS	1		
OPER EQUIPMENT	5		
OPER HEAVY EQUIP	6		
SERVICEMAN VEHICLE	1		
SUPER HEAVY EQUIP	<u>1</u>		
Total PW/Heavy Equipment Services	21		
<u>PW/Flood Control</u>			
CLERK GENERAL A	1		
CREWPERSON	1		
ENGINEER STATIONARY I	5		
ENGINEER STATIONARY II	2		
FOREMAN GEN STATIONARY ENG	1		



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.

Fleet Management

This fund accounts for the maintenance and repair of all City vehicles and equipment. Fleet Management continues to be cost effective while providing maintenance and repairs.

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 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Operating Revenue	99,796,213	111,944,354	120,345,844	121,886,277
Personnel Services	721,082	612,740	568,144	669,781
Materials & Supplies	6,003,654	7,093,927	6,193,551	12,143,100
Capital Outlay/Other	467,951	5,000	4,964	5,000
Claims incurred	101,111,004	108,480,259	98,833,029	113,100,000
Transfers out	0	0	0	6,152,174
Total Operating Expenses	108,303,691	116,191,926	105,599,688	132,070,055
Operating Net Income (Loss)	(8,507,478)	(4,247,572)	14,746,156	(10,183,778)

HUMAN RESOURCES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
COORD BENEFITS	1		
COORD WELLNESS EDUCATION	1		
MGR BENEFITS WELLNESS PROG	1		
SECRETARY A	1		
SECRETARY HR B	1		
SPEC BENEFITS TECH	1		
SPEC BENEFITS	4		
SPEC LABOR-COMPLIANCE	1		
SPEC WELLNESS FITNESS	1		
	Total		<u>12</u>
		<u>TOTAL HUMAN RESOURCES</u>	<u>12</u>



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

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	11,036,757	12,122,047	11,937,269	11,009,730
Materials & Supplies	1,089,321	2,517,009	5,016,412	3,246,679
Capital Outlay	324,149	112,452	174,113	133,000
Transfer To Fixed Assets				
Capital	(4,827)	0	0	0
Inventory	15,771,496	17,921,757	21,968,728	18,736,250
Gain (loss) on sale of assets	4,410	0	4,500	4,500
Total Expenditures	28,221,306	32,673,265	39,101,022	33,130,159
Program Revenue	(26,686,052)	(32,673,265)	(28,475,914)	(28,819,300)
Net Expenditures	1,535,254	0	10,625,108	4,310,859
<i>Funded Staffing Level</i>	180.00	180.00	183.00	158.00
Authorized Complement				158

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
200800	Increase by 25% the number of vehicles sold by 06-30-2012	4	Vehicles processed and sold	75%
	Implement a fleet preventative maintenance schedule for each type of fleet vehicles by June 30, 2012. Increase by 30% the vehicle life expectancy by two (2) years by performing scheduled preventative maintenance.	4	Fleet preventative maintenance schedule implemented. Track the fleet through the M5 system preventative maintenance program to determine if scheduled preventative maintenance is being conducted in timely manner. Track the life expectancy of 2010-2011 fleet purchased for the next ten (10) years.	75%

GENERAL SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Fleet Management</i>			
ADMR FLEET SVCS	1		
CLERK INVENT CONTROL	3		
CLERK INVENT CONTROL SR	5		
CREWPERSON	3		
FOREMAN AUTO MECHANICS	9		
HELPER MECHANIC	38		
MECH HEAVY EQUIP	2		
MECH HEAVY EQUIP LD	1		
MECH MASTER	47		
MECH MASTER LO	20		
MGR FLEET SVCS	2		
MGR VEHICLE SUPPORT SVCS	2		
OPER SPECIAL EQUIP	1		
PAINTER	4		
REPAIRER AUTOBODY	4		
SECRETARY C	1		
SPEC FUEL MGMT	1		
SUPER BUSINESS AFFAIRS	1		
SUPER FUEL SUPPLIES & INV	1		
TECH ACCOUNTS PAYABLE	4		
WELDER MASTER	8		
Total Impound Lot	158		
 <u>TOTAL FLEET MANAGEMENT FUND</u>			<u>158</u>





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

Metro Alarm Fund revenues and expenditures.

Zoo and Martin Luther King Park Improvements grant revenues and expenditures.

Solid Waste Management revenues and expenditures.

Office of Planning and Development which encompasses Federal, State and Local grant revenues and expenditures.

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	335,913	278,616	270,218	263,349
Materials & Supplies	118,706	143,618	101,142	139,006
Total Expenditures	454,619	422,234	371,360	402,355
Program Revenue	(461,091)	(486,863)	(381,904)	(402,355)
Revenue Over (Under) Expense	(6,472)	(64,629)	(10,544)	0
<i>Funded Staffing Level</i>			6.00	6.00
Authorized Complement				6

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
110600	Reduce false alarm calls/burglar alarm calls for service by 10% by June 30, 2012	4	False alarm calls/ burglar alarm calls	100%

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Materials & Supplies	0	95,000	95,000	95,000
Net Expenditures	0	95,000	95,000	95,000
<i>Funded Staffing Level</i>			0.00	0.00

PARK SERVICES

AUTHORIZED COMPLEMENT

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



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	201,225	258,754	226,729	217,246
Materials & Supplies	2,871	0	24	0
Capital Outlay	4,203	0	47,540	47,540
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	208,299	258,754	274,293	264,786
Program Revenue	(137,297)	(131,000)	(140,446)	(140,446)
Net Expenditures	71,002	127,754	133,847	124,340
<i>Funded Staffing Level</i>			3.00	3.00
Authorized Complement				3

PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>MLK Park Improvements</i>			
DRIVER TRUCK	2		
FOREMAN GROUNDS MNT	1		
Total MLK Park Improvements	3		
<u>TOTAL PARK SERVICES</u>	<u>3</u>		



Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	28,850,896	30,064,841	28,526,827	28,926,505
Materials & Supplies	7,831,104	9,013,852	8,966,705	9,330,931
Capital Outlay	368,287	414,775	387,775	475,000
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	13,452,671	13,995,136	13,237,943	14,169,393
Transfers out	0	2,693,215	2,693,215	5,093,215
Total Expenditures	50,502,958	56,181,819	53,812,465	57,995,044
Program Revenue	(50,637,937)	(59,171,170)	(58,606,008)	(59,325,402)
Net Expenditures	(134,979)	(2,989,351)	(4,793,543)	(1,330,358)
<i>Funded Staffing Level</i>	605.00	602.00	565.17	604.00
Authorized Complement				604

FY 2012 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
170800	Reduce the amount of time required to investigate and resolve service related issues to no more than 12 days by 06-30-2012	3	Number of tasks	100%
170800	Increase collection proceeds by 10% from misuse of services.	4	Collection proceeds recovered through billing the responsible party	95%

PUBLIC WORKS

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Solid Waste Administration</u>		OPER HEAVY EQUIP	2
ACCOUNTANT ASSOCIATE A	1	SUPER DISPOSAL SP WASTE	1
ADMR SOLID WASTE OPER	1	SUPER TRANSFER STATION	3
CLERK ACCOUNTING B	1	TECH DISPOSAL	2
CLERK GENERAL B	5	TECH TRANSFER STATION	1
COORD FLEET MAINT	1	Total Solid Waste Disposal	43
CREWPERSON	2	<u>Solid Waste Recycling</u>	
DIRECTOR SOLID WASTE DEPUTY	1	ADMR RECYCLING	1
FOREMAN SOLID WASTE	2	CREWPERSON	1
INSP SERVICE FEE	2	DRIVER TRACTOR TRAILER	1
INSP SERVICE FEE SENIOR	2	MECH HEAVY EQUIP	3
MECH MNT	12	MGR COMPOST	1
MGR SOLID WASTE FEES	1	MGR RECYCLING	1
MGR SUPPORT SVCS SWM	1	REP RECYCLING	1
SECRETARY A	1	SECRETARY C	1
SECRETARY C	1	Total Solid Waste Recycling	10
SPEC HEALTH SAFETY	1	<u>TOTAL PUBLIC WORKS</u> <u>604</u>	
SPEC SOLID WASTE FEES	1		
SUPER CART CENTRAL	1		
Total Solid Waste Administration	37		
<u>Solid Waste Collections</u>			
ADMR SOLID WASTE SECTOR	2		
CLERK GENERAL A	1		
CLERK GENERAL B	10		
CREWCHIEF	154		
CREWPERSON	241		
DISPATCHER	1		
DRIVER TRUCK	57		
MGR SANITATION AREA	5		
OPER HEAVY EQUIP LD	5		
OPER SPEC EQUIP II	13		
SUPER AREA IMPROVEMENT	5		
SUPER CLERICAL OPER	2		
SUPER ZONE SANITATION	18		
Total Solid Waste Collections	514		
<u>Solid Waste Disposal</u>			
CREWPERSON	5		
DRIVER TRACTOR TRAILER	20		
DRIVER TRUCK	9		



PLANNING & DEVELOPMENT

Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Grant Expenditures				
Depot Redevelopment Agency	102,347	107,235	107,235	107,235
Industrial Development Board	585,953	600,000	600,000	414,838
Neighborhood Planning/CRA	190,964	490,561	490,561	486,173
CRA/Projects	4,327,231	3,618,849	3,618,849	3,569,500
Tree Bank	0	27,959	27,959	27,959
Total Expenditures	5,206,495	4,844,604	4,844,604	4,605,705
Grant Revenues				
Depot Redevelopment Agency	0	(107,235)	(107,235)	(107,235)
Industrial Development Board	0	(600,000)	(600,000)	(414,838)
Neighborhood Planning/CRA	(171,902)	(490,561)	(490,561)	(201,600)
CRA Projects	(2,964,835)	(3,618,849)	(3,618,849)	(3,569,500)
Tree Bank	(500)	(27,959)	(27,959)	(27,959)
Total Revenues	(3,137,237)	(4,844,604)	(4,844,604)	(4,321,132)



DEBT SERVICE FUND OVERVIEW

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 will be 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 Debt Service Fund.



DEBT SERVICE FUND OVERVIEW

DEBT SERVICE FUND OVERVIEW

Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Forecast	FY 2012 Proposed
Revenues				
Current Property Taxes	80,003,074	80,213,461	79,483,206	77,213,461
Delinquent Property Taxes	2,705,031	2,000,000	1,653,136	1,550,000
Local Option Sales Tax	0	0	0	7,000,000
In Lieu Of Taxes-Contractual	1,579,261	1,700,000	1,765,100	1,100,000
Hotel-Motel Tax	399,533	401,270	401,270	402,270
Use of Money	253,580	2,000,000	65,000	65,000
Intergovernmental Revenues				
Memphis Shelby County Airport Authority	2,074,268	2,072,243	2,072,243	2,072,428
Memphis Shelby County Port Commission	273,278	0	0	0
Other	6,599,631	3,305,194	1,581,294	3,888,921
Total Revenues	93,887,656	91,692,168	87,021,249	93,292,079
Other Sources				
Transfer in General Fund	2,820,356	2,933,756	3,286,311	4,042,448
Municipal State Aid Fund	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	4,412,440
Solid Waste Management Fund	0	1,662,215	1,662,215	3,962,215
Hotel Motel fund	1,026,845	1,182,896	2,370,451	1,186,430
Operating transfers in components units:				
Board of Education	0	0	0	0
Proceeds From Refunding Bonds	175,209,405	0	0	75,400,000
Total Other Sources	185,237,346	11,959,607	13,499,717	90,771,832
Total Revenue/Other Sources	279,125,002	103,651,775	100,520,966	184,063,911



DEBT SERVICE FUND OVERVIEW

DEBT SERVICE FUND OVERVIEW

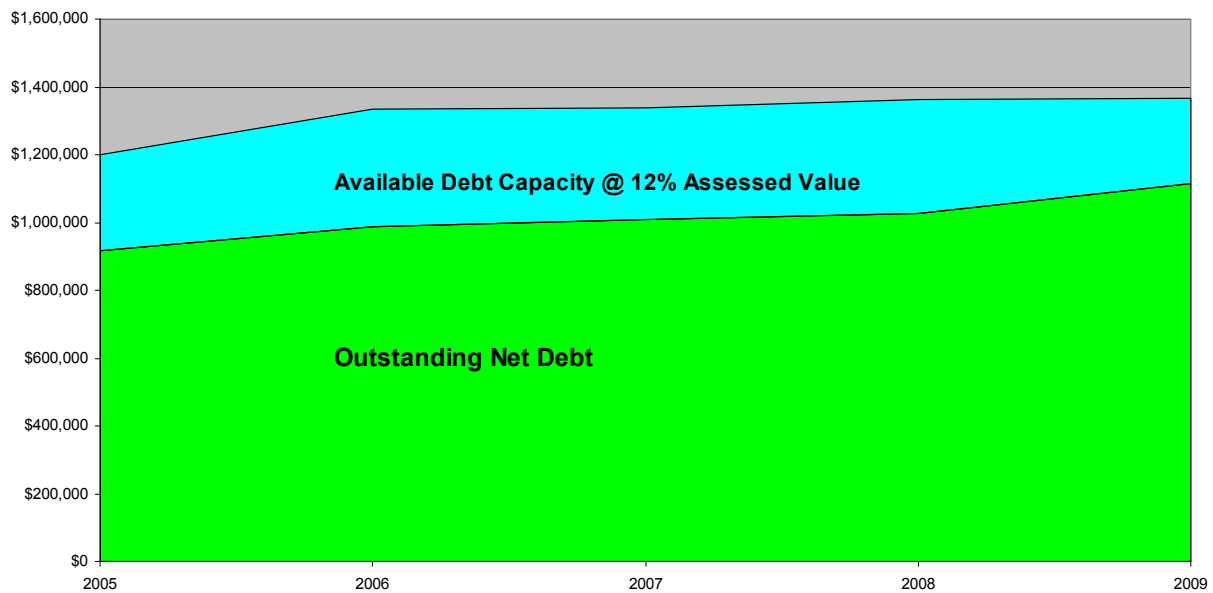
Category	FY 2010 Actual	FY 2011 Budget	FY 2011 Forecast	FY 2012 Proposed
Expenditures				
Redemption of serial bonds and notes	61,803,016	24,099,970	24,099,970	36,475,000
Interest	53,865,543	55,211,265	50,030,000	58,777,000
Other	1,247,706	350,000	315,000	315,000
Operating Transfer Out (Sewer Fund)	0	0	0	272,000
Operating Transfer Out (Port Commission Fund)				1,750,000
Operating Transfer Out (General Fund)	0	51,000,000	51,034,000	20,000,000
Retirement of Refunded Debt	174,017,191	0	0	0
Retirement of Refunded Note	0	0	0	75,400,000
Total Expenditures	290,933,456	130,661,235	125,478,970	192,989,000
Other use:				
Total Expenditures/Other Sources	290,933,456	130,661,235	125,478,970	192,989,000
Contribution(Use) of Fund Balance	(11,808,455)	(27,009,460)	(24,958,004)	(8,925,089)
Fund balance beginning of year	46,488,838	31,072,154	34,680,384	9,722,380
Fund balance end of year	34,680,384	4,062,694	9,722,380	797,291



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)**



DEBT SERVICE FUND OVERVIEW

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

	2010	2009	2008	2007	2006
Estimated Population	676,640	699,651	674,028	674,028	677,345
Appraised Property Valuation (3)	38,788,129	39,750,993	36,776,628	36,554,763	35,682,731
Assessed Valuation (3)	12,053,354	12,341,761	11,392,569	11,369,792	11,156,092
Total General Obligation Debt (1) (3)	1,224,521	1,201,802	1,127,812	1,042,744	1,031,071
Self-Supporting Debt (2) (3)	8,575	11,137	13,565	17,663	21,539
Net Debt (3)	1,215,946	1,190,665	1,114,247	1,025,081	1,009,532
Bonded Debt Per Capita - Total Debt	1,810	1,795	1,673	1,547	1,522
Bonded Debt Per Capita - Net Debt	1,797	1,778	1,653	1,521	1,490
Bonded Debt to Appraised Valuation - Total Debt	3.16%	3.02%	3.07%	2.85%	2.89%
Bonded Debt to Appraised Valuation - Net Debt	3.13%	3.00%	3.03%	2.80%	2.83%
Bonded Debt to Assessed Valuation - Total Debt	10.16%	9.74%	9.90%	9.17%	9.24%
Bonded Debt to Assessed Valuation - Net Debt	10.09%	9.65%	9.78%	9.02%	9.05%

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

(2) The self-supporting debt includes Port Commission Bonds, Airport Bonds, bonds sold for the Convention Center and State loans.

(3) In thousands of dollars.

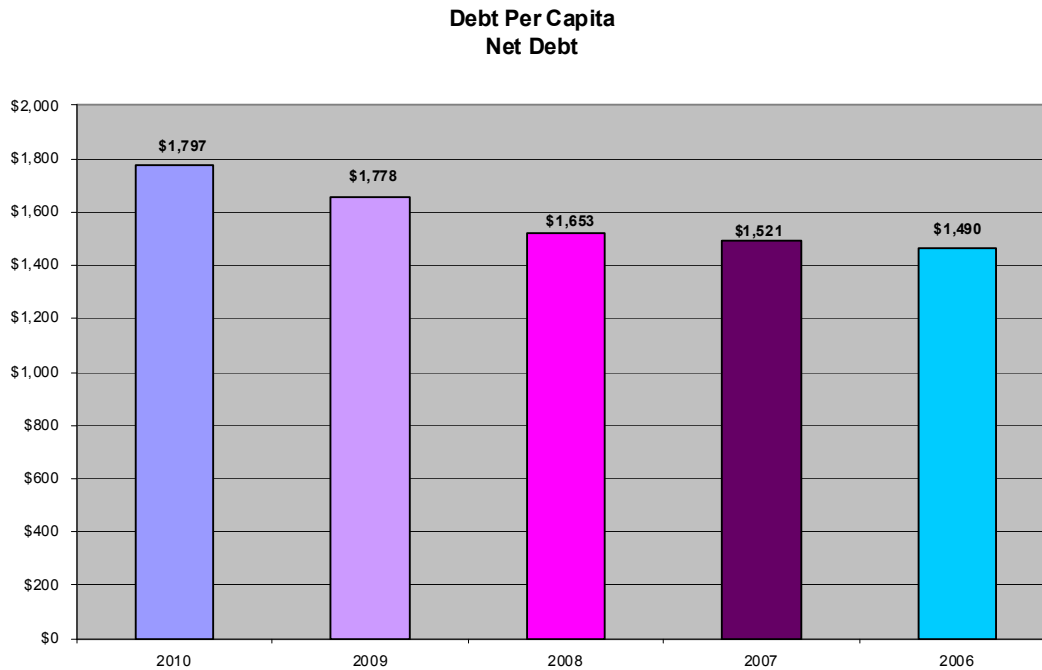
(4) Source-U.S. Census Bureau



DEBT SERVICE FUND OVERVIEW

DEBT SERVICE FUND OVERVIEW

Bonded debt per capita on a net debt basis has increased over the last five years. From 2006 through 2010, the City's net debt per capita has averaged approximately \$1,797 per person.



The ratio of annual debt service 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)

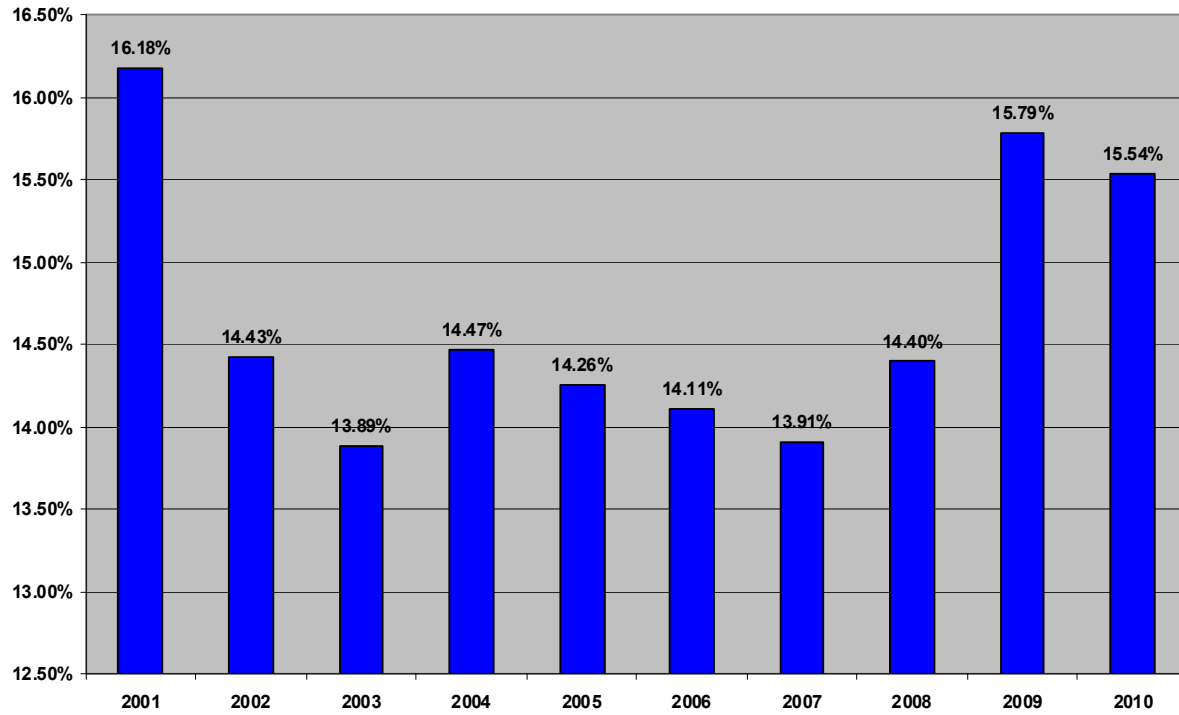
Fiscal Year	General Obligation Debt Service			Total General Fund Expenditures	Ratio of Debt Service to General Expenditures (%)
	Principal	Interest	Total		
2001	47,528	39,179	86,707	535,795	16.18%
2002	45,292	33,847	79,139	548,454	14.43%
2003	43,341	37,258	80,599	580,238	13.89%
2004	50,762	40,310	91,072	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%

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

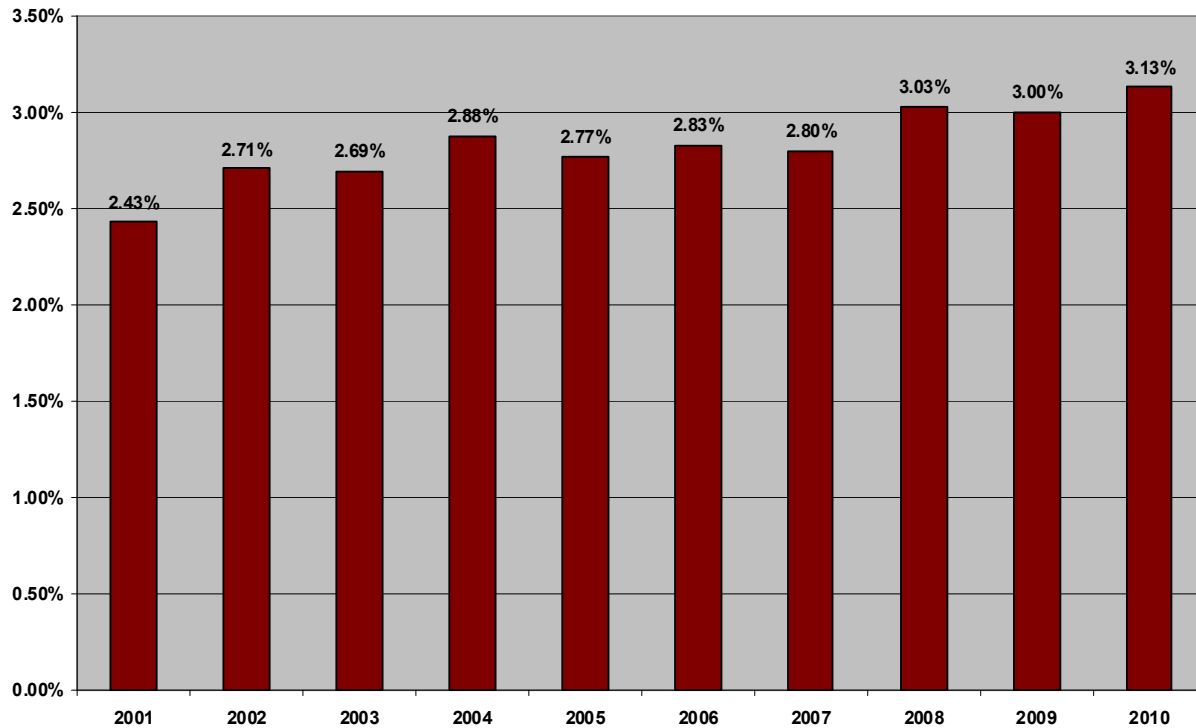


DEBT SERVICE FUND OVERVIEW

Debt Service % General Fund Expenditures



Net Debt % Appraisal Value



DEBT SERVICE FUND OVERVIEW

DEBT SERVICE FUND OVERVIEW

City of Memphis, Tennessee
 Outstanding General Obligation Debt
 April 1, 2011

Outstanding General Obligation Bonds	Outstanding Par Amount	Final Maturity Date
\$11,160,000 General Improvement Bonds, Series 2010F (RZEDB)	\$ 11,160,000	7/1/2034
\$55,295,000 General Improvement and Refunding Bonds, Series 2010E (Federally Taxable)	55,295,000	7/1/2018
\$121,205,000 General Improvement Refunding Bonds, Series 2010D	121,205,000	7/1/2023
\$62,550,000 General Improvement Bonds, Series 2010 C (Direct Pay Build America Bonds)	62,550,000	7/1/2032
\$39,950,000 General Improvement Bonds, Series 2010B (Direct Pay Build America Bonds)	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 General Improvement Refunding Bonds, Series 2006C	76,630,000	11/1/2022
\$38,185,000 General Improvement Refunding Bonds, Series 2006B	21,820,000	11/1/2014
\$76,930,000 General Improvement Refunding Bonds, Series 2006A	76,930,000	11/1/2025
\$115,635,000 General Improvement Refunding Bonds, Series 2005B	107,480,000	10/1/2018
\$166,880,000 General Improvement Refunding Bonds, Series 2005	149,870,000	10/1/2019
\$34,160,000 General Improvement Refunding Bonds, Series 2004	15,635,000	10/1/2017
\$125,000,000 General Improvement Bonds, Series 2004	86,060,000	10/1/2023
\$96,940,000 General Improvement Bonds, Series 2003	26,600,000	5/1/2022
\$92,985,000 General Improvement Refunding Bonds, Series 2001	49,605,000	11/1/2016
\$42,220,000 General Improvement Refunding Bonds, Series 1999	3,225,000	10/1/2012
\$19,290,000 General Improvement Refunding Bonds, Series 1998	2,015,000	7/1/2011
\$48,996,258 General Improvement Refunding Bonds, Series 1998	1,339,230	8/1/2011
Total General Obligation Bonds Outstanding	\$ 1,119,879,230	
Outstanding General Obligation Notes		
\$75,400,000 Bond Anticipation Notes, 2010	\$ 75,400,000	5/1/2012
Outstanding General Obligation Leases		
\$7,510,000 General Obligation Lease, 2007	\$ 3,142,748	8/1/2012
Total General Obligation Debt Outstanding	\$ 1,198,421,978	



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 annual growth based on specific assumptions relative to revenue types. The economic dependency of all revenue categories, especially the two main revenue categories of property and sales taxes, in this current financial climate, with high unemployment, and housing instability, effectively negate historical growth and collection trends. Consequently revenue trends for all categories in the general fund are modest.

Expenditure projections represent no expenditure growth for most expenditure categories, in each year. Any expenditure projection increases reflect the impact of known and proposed spending for personnel, or operating expenditures resulting from capital projects in the City's 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 could be presented to the City Council for 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.



REVENUE AND EXPENDITURE SUMMARY

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
<u>Revenues</u>					
Local Taxes	435,795,557	415,690,144	419,773,719	423,984,804	428,240,472
State Taxes	55,003,505	53,797,514	54,322,952	54,853,700	55,389,811
Licenses and Permits	9,775,288	9,767,875	9,767,875	9,767,875	9,767,875
Fines and Forfeitures	18,500,000	10,517,600	10,675,270	10,838,285	11,001,443
Charges for Services	1,017,400	917,400	917,400	917,400	917,400
Use of Money and Property	673,151	467,151	461,271	455,509	449,861
Federal Grants	0	0	0	0	0
Other Revenues	23,860,911	13,241,911	13,241,911	13,241,911	13,241,911
Transfers In	98,486,897	77,716,897	77,716,897	76,685,897	76,685,897
Total Revenues	<u>643,112,709</u>	<u>582,116,492</u>	<u>586,877,295</u>	<u>590,745,381</u>	<u>595,694,670</u>
<u>Net Division Expenditures</u>					
CITY ATTORNEY	13,129,398	13,611,469	13,611,469	13,611,469	13,610,469
CITY COUNCIL	1,537,715	1,537,715	1,537,715	1,537,715	1,537,715
CITY COURT CLERK	2,854,784	2,814,173	2,806,181	2,806,181	2,806,181
CITY COURT JUDGES	609,486	611,336	611,336	611,336	611,336
CITY ENGINEERING	6,357,378	6,188,782	6,247,382	6,309,982	6,418,582
COMMUNITY ENHANCEMENT	7,148,096	7,431,855	14,675,366	7,518,420	7,417,568
EXECUTIVE	4,746,849	4,974,008	4,974,008	4,974,008	4,974,008
FINANCE	4,909,560	5,114,810	5,090,326	5,090,596	5,090,872
FIRE SERVICES	129,965,381	136,951,057	137,955,547	137,857,932	138,041,317
GENERAL SERVICES	10,713,905	9,737,439	9,766,781	9,789,281	9,764,281
GRANTS & AGENCIES	124,718,944	118,974,949	118,974,949	118,974,949	118,974,949
HCD	5,824,548	4,313,145	3,297,457	3,389,454	2,840,320
HUMAN RESOURCES	6,814,696	6,797,834	6,814,120	6,830,473	6,846,922
INFORMATION SERVICES	16,409,462	16,821,008	17,454,284	17,486,143	17,828,720
PARK SERVICES	19,938,144	20,619,464	20,567,159	20,566,714	20,567,614
POLICE SERVICES	221,557,306	222,096,704	221,086,575	222,021,386	222,174,494
PUBLIC SERVICES & NEIGHBORHOODS	20,601,217	21,138,089	21,138,089	21,138,089	21,138,089
PUBLIC WORKS	17,693,006	17,791,843	18,136,951	18,470,379	18,804,834
Total Expenditures	<u>615,529,875</u>	<u>617,525,680</u>	<u>624,745,695</u>	<u>618,984,507</u>	<u>619,448,271</u>



UNALLOCATED REVENUE

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Local Taxes					
Subtotal	435,795,557	415,690,144	419,773,719	423,984,804	428,240,472
State Taxes					
Subtotal	55,003,505	53,797,514	54,322,952	54,853,700	55,389,811
Licenses and Permits					
Subtotal	9,775,288	9,767,875	9,767,875	9,767,875	9,767,875
Fines and Forfeitures					
Subtotal	18,500,000	10,517,600	10,675,270	10,838,285	11,001,443
Charges for Services					
Subtotal	1,017,400	917,400	917,400	917,400	917,400
Use of Money and Property					
Subtotal	673,151	467,151	461,271	455,509	449,861
Other Revenues					
Subtotal	23,860,911	13,241,911	13,241,911	13,241,911	13,241,911
Transfers In					
Subtotal	98,486,897	77,716,897	77,716,897	76,685,897	76,685,897
Total Revenues	<u>643,112,709</u>	<u>582,116,492</u>	<u>586,877,295</u>	<u>590,745,381</u>	<u>595,694,670</u>



CITY ATTORNEY

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	4,837,159	4,818,930	4,818,930	4,818,930	4,818,930
Materials & Supplies	8,292,239	8,792,539	8,792,539	8,792,539	8,791,539
Gross Expenditure	13,129,398	13,611,469	13,611,469	13,611,469	13,610,469
Total Expenditures	13,129,398	13,611,469	13,611,469	13,611,469	13,610,469
Net Expenditures	13,129,398	13,611,469	13,611,469	13,611,469	13,610,469
<i>Funded Staffing Level</i>	63	62	62	62	62



Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	1,274,494	1,274,494	1,274,494	1,274,494	1,274,494
Materials & Supplies	263,221	263,221	263,221	263,221	263,221
Gross Expenditure	1,537,715	1,537,715	1,537,715	1,537,715	1,537,715
Total Expenditures	1,537,715	1,537,715	1,537,715	1,537,715	1,537,715
Net Expenditures	1,537,715	1,537,715	1,537,715	1,537,715	1,537,715
<i>Funded Staffing Level</i>	25	25	25	25	25

CITY COURT CLERK

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	3,071,445	3,068,334	3,068,334	3,068,334	3,068,334
Materials & Supplies	1,599,839	1,559,839	1,607,847	1,607,847	1,607,847
Capital Outlay	7,500	10,000	10,000	10,000	10,000
Fines & forfeitures	1,824,000	1,824,000	1,880,000	1,880,000	1,880,000
Gross Expenditure	4,678,784	4,638,173	4,686,181	4,686,181	4,686,181
Total Expenditures	4,678,784	4,638,173	4,686,181	4,686,181	4,686,181
Program Revenue	(1,824,000)	(1,824,000)	(1,880,000)	(1,880,000)	(1,880,000)
Net Expenditures	2,854,784	2,814,173	2,806,181	2,806,181	2,806,181
<i>Funded Staffing Level</i>	59	59	59	59	59



CITY COURT JUDGES

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	559,166	561,016	561,016	561,016	561,016
Materials & Supplies	50,320	50,320	50,320	50,320	50,320
Gross Expenditure	609,486	611,336	611,336	611,336	611,336
Total Expenditures	609,486	611,336	611,336	611,336	611,336
Net Expenditures	609,486	611,336	611,336	611,336	611,336
<i>Funded Staffing Level</i>	5	5	5	5	5



CITY ENGINEERING

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	5,484,050	5,338,454	5,338,454	5,338,454	5,338,454
Materials & Supplies	1,757,691	1,762,691	1,821,291	1,883,891	1,992,491
Capital Outlay	31,200	3,200	3,200	3,200	3,200
Licenses & permits	88,000	88,000	88,000	88,000	88,000
Charges for services	718,200	718,200	718,200	718,200	718,200
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	7,272,941	7,104,345	7,162,945	7,225,545	7,334,145
Total Expenditures	7,272,941	7,104,345	7,162,945	7,225,545	7,334,145
Program Revenue	(915,563)	(915,563)	(915,563)	(915,563)	(915,563)
Net Expenditures	6,357,378	6,188,782	6,247,382	6,309,982	6,418,582
<i>Funded Staffing Level</i>	124	124	124	124	124



COMMUNITY ENHANCEMENT

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	5,616,897	6,044,296	6,044,357	6,072,719	5,954,483
Materials & Supplies	2,403,199	2,425,559	9,669,009	2,483,701	2,501,085
Capital Outlay	276,000	110,000	110,000	110,000	110,000
Local taxes	398,000	398,000	398,000	398,000	398,000
State grant	750,000	750,000	750,000	750,000	750,000
Gross Expenditure	8,296,096	8,579,855	15,823,366	8,666,420	8,565,568
Total Expenditures	8,296,096	8,579,855	15,823,366	8,666,420	8,565,568
Program Revenue	(1,148,000)	(1,148,000)	(1,148,000)	(1,148,000)	(1,148,000)
Net Expenditures	7,148,096	7,431,855	14,675,366	7,518,420	7,417,568
<i>Funded Staffing Level</i>	106	106	106	106	106



Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	2,687,797	2,889,956	2,889,956	2,889,956	2,889,956
Materials & Supplies	1,433,808	1,433,808	1,433,808	1,433,808	1,433,808
Capital Outlay	28,837	53,837	53,837	53,837	53,837
Grants & subsidies	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Federal grants	150,000	150,000	150,000	150,000	150,000
Other revenues	303,593	303,593	303,593	303,593	303,593
Gross Expenditure	5,200,442	5,427,601	5,427,601	5,427,601	5,427,601
Total Expenditures	5,200,442	5,427,601	5,427,601	5,427,601	5,427,601
Program Revenue	(453,593)	(453,593)	(453,593)	(453,593)	(453,593)
Net Expenditures	4,746,849	4,974,008	4,974,008	4,974,008	4,974,008
<i>Funded Staffing Level</i>	42	42	42	42	42

FINANCE**FIVE YEAR PROJECTION**

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	3,863,526	4,044,266	4,044,266	4,044,266	4,044,266
Materials & Supplies	1,056,034	1,080,544	1,056,060	1,056,330	1,056,606
Other revenues	10,000	10,000	10,000	10,000	10,000
Gross Expenditure	4,919,560	5,124,810	5,100,326	5,100,596	5,100,872
Total Expenditures	4,919,560	5,124,810	5,100,326	5,100,596	5,100,872
Program Revenue	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Net Expenditures	4,909,560	5,114,810	5,090,326	5,090,596	5,090,872
<i>Funded Staffing Level</i>	76	76	76	76	76



FIRE SERVICES

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	136,760,986	143,259,077	144,079,182	143,799,182	143,799,182
Materials & Supplies	14,929,916	15,566,476	15,839,161	16,109,846	16,381,531
Capital Outlay	483,000	749,700	761,400	773,100	784,800
Transfers out	315,675	0	0	0	0
Charges for services	18,500,000	18,600,000	18,700,000	18,800,000	18,900,000
Intergovernmental revenues	3,802,196	3,802,196	3,802,196	3,802,196	3,802,196
Other revenues	222,000	222,000	222,000	222,000	222,000
Gross Expenditure	152,489,577	159,575,253	160,679,743	160,682,128	160,965,513
Total Expenditures	152,489,577	159,575,253	160,679,743	160,682,128	160,965,513
Program Revenue	(22,524,196)	(22,624,196)	(22,724,196)	(22,824,196)	(22,924,196)
Net Expenditures	129,965,381	136,951,057	137,955,547	137,857,932	138,041,317
<i>Funded Staffing Level</i>	1,862	1,866	1,866	1,866	1,866



GENERAL SERVICES**FIVE YEAR PROJECTION**

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	6,176,464	6,566,844	6,566,844	6,566,844	6,566,844
Materials & Supplies	4,952,176	3,760,673	3,790,015	3,812,515	3,787,515
Inventory	150,000	0	0	0	0
Local taxes	466,026	466,026	466,026	466,026	466,026
Charges for services	124,052	124,052	124,052	124,052	124,052
Gross Expenditure	11,303,983	10,327,517	10,356,859	10,379,359	10,354,359
Total Expenditures	11,303,983	10,327,517	10,356,859	10,379,359	10,354,359
Program Revenue	(590,078)	(590,078)	(590,078)	(590,078)	(590,078)
Net Expenditures	10,713,905	9,737,439	9,766,781	9,789,281	9,764,281
<i>Funded Staffing Level</i>	125	125	125	125	125



GRANTS & AGENCIES

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	164,608	165,718	165,718	165,718	165,718
Materials & Supplies	10,000	10,000	10,000	10,000	10,000
Grants & subsidies	68,484,543	63,209,543	63,209,543	63,209,543	63,209,543
Transfers out	57,606,293	57,136,188	57,136,188	57,136,188	57,136,188
State taxes (local share)	1,545,000	1,545,000	1,545,000	1,545,000	1,545,000
Other revenues	1,500	1,500	1,500	1,500	1,500
Gross Expenditure	126,265,444	120,521,449	120,521,449	120,521,449	120,521,449
Total Expenditures	126,265,444	120,521,449	120,521,449	120,521,449	120,521,449
Program Revenue	(1,546,500)	(1,546,500)	(1,546,500)	(1,546,500)	(1,546,500)
Net Expenditures	124,718,944	118,974,949	118,974,949	118,974,949	118,974,949
<i>Funded Staffing Level</i>	3	3	3	3	3



Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	267,269	269,119	269,119	269,119	269,119
Materials & Supplies	148,400	148,400	148,400	148,400	148,400
Grants & subsidies	5,408,879	3,895,626	2,879,938	2,971,935	2,422,801
Gross Expenditure	5,824,548	4,313,145	3,297,457	3,389,454	2,840,320
Total Expenditures	5,824,548	4,313,145	3,297,457	3,389,454	2,840,320
Net Expenditures	5,824,548	4,313,145	3,297,457	3,389,454	2,840,320
<i>Funded Staffing Level</i>	5	5	5	5	5

HUMAN RESOURCES

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	3,525,288	3,546,184	3,546,184	3,546,184	3,546,184
Materials & Supplies	3,304,408	3,266,650	3,282,936	3,299,289	3,315,738
Other revenues	15,000	15,000	15,000	15,000	15,000
Gross Expenditure	6,829,696	6,812,834	6,829,120	6,845,473	6,861,922
Total Expenditures	6,829,696	6,812,834	6,829,120	6,845,473	6,861,922
Program Revenue	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Net Expenditures	6,814,696	6,797,834	6,814,120	6,830,473	6,846,922
<i>Funded Staffing Level</i>	42	44	44	44	44



INFORMATION SERVICES**FIVE YEAR PROJECTION**

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	1,383,043	1,371,770	1,371,770	1,371,770	1,371,770
Materials & Supplies	15,826,419	15,449,238	16,082,514	16,114,373	16,456,950
Intergovernment Exp.	800,000	0	0	0	0
Gross Expenditure	17,209,462	16,821,008	17,454,284	17,486,143	17,828,720
Total Expenditures	17,209,462	16,821,008	17,454,284	17,486,143	17,828,720
Program Revenue	(800,000)	0	0	0	0
Net Expenditures	16,409,462	16,821,008	17,454,284	17,486,143	17,828,720
<i>Funded Staffing Level</i>	17	17	17	17	17



PARK SERVICES

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	14,538,105	14,768,517	14,768,517	14,768,517	14,768,517
Materials & Supplies	11,704,383	12,026,109	11,976,860	11,975,960	11,976,860
Capital Outlay	59,930	117,841	115,240	115,240	115,240
Inventory	75,300	75,300	75,300	75,300	75,300
Transfers out	352,556	352,556	352,556	352,556	352,556
Charges for services	6,321,243	6,249,972	6,250,427	6,249,972	6,249,972
State grant	111,372	111,372	111,372	111,372	111,372
Other revenues	359,515	359,515	359,515	359,515	359,515
Gross Expenditure	26,730,274	27,340,323	27,288,473	27,287,573	27,288,473
Total Expenditures	26,730,274	27,340,323	27,288,473	27,287,573	27,288,473
Program Revenue	(6,792,130)	(6,720,859)	(6,721,314)	(6,720,859)	(6,720,859)
Net Expenditures	19,938,144	20,619,464	20,567,159	20,566,714	20,567,614
<i>Funded Staffing Level</i>	237	237	237	237	237



POLICE SERVICES

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	201,821,345	203,140,926	203,231,324	203,231,324	203,231,324
Materials & Supplies	20,934,563	20,625,447	20,766,895	20,790,181	20,918,289
Capital Outlay	67,875	60,375	60,375	60,375	85,375
Transfers out	3,375,217	2,911,650	1,669,675	2,581,200	2,581,200
Fines & forfeitures	93,500	93,500	93,500	93,500	93,500
Charges for services	4,045,134	4,045,134	4,045,134	4,045,134	4,045,134
Federal grants	200,000	200,000	200,000	200,000	200,000
Other revenues	303,060	303,060	303,060	303,060	303,060
Gross Expenditure	226,199,000	226,738,398	225,728,269	226,663,080	226,816,188
Total Expenditures	226,199,000	226,738,398	225,728,269	226,663,080	226,816,188
Program Revenue	(4,641,694)	(4,641,694)	(4,641,694)	(4,641,694)	(4,641,694)
Net Expenditures	221,557,306	222,096,704	221,086,575	222,021,386	222,174,494
<i>Funded Staffing Level</i>	3,028	3,028	3,028	3,028	3,028



**PUBLIC SERVICES &
NEIGHBORHOODS**

FIVE YEAR PROJECTION

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	17,371,567	17,993,354	17,993,354	17,993,354	17,993,354
Materials & Supplies	5,810,362	5,862,447	5,862,447	5,862,447	5,862,447
Capital Outlay	3,000	66,000	66,000	66,000	66,000
Grants & subsidies	1,139,726	1,139,726	1,139,726	1,139,726	1,139,726
Licenses & permits	358,533	358,533	358,533	358,533	358,533
Fines & forfeitures	700,000	700,000	700,000	700,000	700,000
Charges for services	910,196	1,110,196	1,110,196	1,110,196	1,110,196
Other revenues	1,754,709	1,754,709	1,754,709	1,754,709	1,754,709
Gross Expenditure	24,324,655	25,061,527	25,061,527	25,061,527	25,061,527
Total Expenditures	24,324,655	25,061,527	25,061,527	25,061,527	25,061,527
Program Revenue	(3,723,438)	(3,923,438)	(3,923,438)	(3,923,438)	(3,923,438)
Net Expenditures	20,601,217	21,138,089	21,138,089	21,138,089	21,138,089
<i>Funded Staffing Level</i>	377	377	377	377	377



PUBLIC WORKS**FIVE YEAR PROJECTION**

Category	FY 2012 Adopted	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Personnel Services	4,465,028	4,493,532	4,536,714	4,539,992	4,543,367
Materials & Supplies	13,712,423	13,754,916	14,083,749	14,413,804	14,744,785
Capital Outlay	2,250	30,090	3,183	3,278	3,377
State grant	486,695	486,695	486,695	486,695	486,695
Gross Expenditure	18,179,701	18,278,538	18,623,646	18,957,074	19,291,529
Total Expenditures	18,179,701	18,278,538	18,623,646	18,957,074	19,291,529
Program Revenue	(486,695)	(486,695)	(486,695)	(486,695)	(486,695)
Net Expenditures	17,693,006	17,791,843	18,136,951	18,470,379	18,804,834
<i>Funded Staffing Level</i>	128	128	128	128	128



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 -	346.6 sq. miles
Counties:.....	Sq. Miles
Shelby (includes Memphis).....	755
Crittenden.....	610
DeSoto	478
Tipton	459
Fayette	704
Marshall.....	375
Tate	404
Tunica	455
Total	4,240

Population

2010 (est.).....	646,889
2015 (proj.).....	575,658

Age

Under 5	8.4%
5 - 14	14.1%
15 - 19.....	7.4%
20 - 24.....	7.8%
25 - 34.....	12.7%
35 - 44.....	12.5%
45 - 54.....	13.6%
55 - 64.....	11.6%
65 - 75.....	6.6%
75+ years	3.6%

Sex

Male	47.1%
Female	52.9%

Race

White	30.1%
Black	62.9%
Asian & Pacific Islander	2.1%
Other	4.9%

Climate

Avg. Summer Temp	81
Avg. Winter Temp	43
Avg. Annual Temp	62
Avg. Precipitation	55 inches
Avg. Snowfall	5.1 inches
Elevation	337 feet

Economics

Major Employers

FedEx.....	30,000
Memphis Bd. of Education	15,991
U.S. Government	15,500
Methodist Healthcare	8,700
Memphis City Government	7,231
Baptist Memorial Healthcare.....	6,845
Shelby County Government.....	6,336
Naval Support Activity.....	4,076
Wal-Mart	6,000
Shelby Co. Bd. of Education	5,200
Tennessee State Government.....	9,000
University of UT – Memphis.....	3,500
Kroger Delta Marketing	3,500
Memphis Light Gas & Water	2,836
Technicolor	2,800
First Horizon National Corp.....	4,000
St. Jude Hospital.....	3,200

Unemployment Rates

(2009 Avg.)	
Memphis MSA.....	10.0%
Shelby County.....	10.1%
Tennessee	10.9%
United States	9.3%

Household Income

(2009 Est. avg.)	
Memphis	\$53,511
Shelby County.....	\$64,860
Memphis MSA.....	\$63,156

Sales Tax

Local	2.25%
State.....	7.00%

Property Tax Rates

(Per \$100 value)	
Memphis City	\$3.19
Shelby County.....	\$4.06
Total in Memphis City Limits	\$7.25



Memphis at a Glance

Retail Sales

Memphis MSA (In Billions)

2001	\$13.85
2002	\$13.97
2003	\$14.46
2004	\$16.13
2005	\$17.06
2006	\$17.86

Bond Rating

General Obligation Bonds

Moody's	Aa2
Standard & Poor	AA
Fitch	AA-

Sewer Bond

Moody's	Aa3
Standard & Poors	AA
Fitch	AA-

Real Estate

Real Estate	Sq. Feet
Office Space.....	19,581,288
Vacancy Rate.....	19.5%
Industrial Space	173,460,272
Vacancy Rate.....	13.4%

Office Space

Total Market Size (sq.ft.) ...	19,581,288
New Construction (sq.ft.).....	not avail.
Square Feet Available.....	not avail.
Vacancy Rate.....	13.4%
Net Absorption (sq.ft.)	427,491
Avg. Gross Lease Rate	
100,00+Sq. ft.(\$/sq.ft.)	\$2.37

Industrial Space

Total Market Size (sq.ft.) .	184,178,684
New Construction (sq.ft.).....	952,743
Square Feet Available.....	25,113,235
Suburban Vacancy Rate	13.6%
Net Absorption (sq.ft.)	(959,232)
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	105,000
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Number of Schools:

Elementary	112
Middle/Junior.....	36
High School.....	35
Specialty Centers	26

College Entrance Exam Scores

ACT:

Memphis City Schools	16.6
Shelby County Schools.....	21.0
Tennessee	19.6
U.S.....	21.1

Service Statistics

Fire

Uniform strength	1,874
Fire Stations.....	57
Divisions.....	2
Battalions	14
Number of engine companies	56
Number of truck companies	27
Hazardous Materials Squads.....	3
Air Crash Apparatus.....	3
Emergency Medical Units	33

Police

Uniform strength	2,343
Number of Precincts	10
Number of Community Policing	
Offices	14
Number of Squad cars	
in fleet	1,563

Airport

Annual Departures/Arrivals	336,016
Airlines	7
Freight Carriers	8
Total Passengers	10,070,483
Total Cargo (lbs.)	8,501,612
(Busiest cargo airport in the world)	



Memphis at a Glance

Public Works

Solid Waste/Garbage Collection

Tons Solid Waste Disposed ... 292,707
 Tons Solid Waste Diverted..... 113,845
 Homes Recycling (curbside) .. 177,700
 Animals Collected/Disposed 20,719

Street Maintenance

Total Road Lane Miles 6,750
 Curb & Gutter Miles..... 3,590
 Street Lights 83,500
 Tons Asphalt Produced..... 47,700
 Lane Miles Resurfaced 140

Storm Drainage System

Roadside Ditches (miles) 580
 Underground Pipes 2,350 miles
 Storm Water Inlets 70,000

Sewer System

Sewer (miles) 3,605
 Sewer Pump Stations..... 102
 Daily Usage (gals/day)..... 160 million

T.E. Maxson Treatment Plant

Wastewater Treated (gal.).. 25.9 billion
 Sludge Disposal (lbs.) 43.7 million

M. C. Stiles Treatment Plant

Wastewater Treated (gal.).. 32.6 billion
 Sludge Disposal (lbs.) 64.7 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 4,927

Park Services

Recreation

Parks 166
 Acreage..... 5,387
 Golf Courses 8
 Aquatic Sights 18
 Community Centers 24
 Tennis Centers..... 7
 Walking Trails..... 34

Playgrounds 109
 Fairgrounds Building (sq. ft. 98,787
 Liberty Bowl seating capacity... 62,000
 Zoo Acreage 36
 Special Centers..... 7

Other Recreation Facilities

Liberty Bowl Memorial Stadium
 Memphis Pink Palace Museum
 Memphis Zoological Gardens
 Children's Museum
 Memphis Botanic Garden
 Mallory-Neely House
 Lichterman Nature Center
 Mud Island River Park
 FedEx Forum

Services Provided By Other Governmental Units

Education

Memphis Board of Education

Health & Human Services

Memphis/Shelby County Health Department

Library Services

Memphis 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.

ARBITRAGE. The simultaneous sale of the same security in different markets to profit from unequal prices.

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.

BALANCED BUDGET. A budget is balanced when current expenditures are equal to receipts. There is neither a budget deficit or a budget surplus.

BDC. Business Development Center

BLS. Basic Life Support

BUDGET. An annual financial plan to allocate resources in order to achieve the City's goals. Must be submitted to Council by the third Tuesday in April and approved prior to July 1.

CAFR. Comprehensive Annual Financial Report. A report that reflects the financial position of the funds and account groups of the City of Memphis and the result of operations for a year. The report also provides information on the economic condition of the City.

CCE. Construction Code Enforcement

CDBG. Community Development Block Grant
The U.S. Department of Housing and Urban Development provides CDBG funds to the Division of Housing and Community Development for programs that eliminate slum and blight from a community and for economic and residential development activities that benefit low and moderate-income residents of the City.

CDC. Center for Disease Control

CE. Continuing Education

CFS. Calls for Service

CIP. Capital Improvement Program. Adopted plan of public improvements, scheduled on a priority basis, for the current fiscal year and the succeeding four years, including estimated costs and funding sources.

C.L.E. Continuing Legal Education Credits

CLERB. Citizens' Law Enforcement Review Board

CO-ACT. Community Action. Mini-precincts based within the community.

CSFP. Commodity Supplemental Food Program

CAPITAL IMPROVEMENT BUDGET. The first fiscal year allocations of the CIP and reprogrammed allocations from prior year's CIP.

CAPITAL REPLACEMENT BUDGET. Adopted program for replacement of vehicles and equipment.

CHARGES FOR SERVICES. Fees received from fee-based public services.

CITIZENS POLICE ACADEMY. Training session that citizens can attend so they will have a better understanding of policing.

COMMUNITY BASED POLICING. A cooperative effort and communication between citizens and police officers in order to keep their community safe.

COUNTY ASSESSOR. Appraises all real and personal property in Shelby County and maintains the necessary data to provide the taxing jurisdictions with the certified assessments and any changes made as prescribed by Tennessee Code Annotated.

COUNTY TRUSTEE. State constitutional office, the banker, principal tax collector, and revenue agent for all of Shelby County Government.

DOT. Department of Transportation. Agency designated to oversee all areas of transportation.

DRA. Depot Redevelopment Agency

DRS. Department of Regional Services

DEBT SERVICE FUND. Used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

DIVISION. A major unit of the City designated by the type of service provided.

DEPRECIATION. The decrease in the value of physical assets due to use and passage of time.

DEBT SERVICE. The payments of principal and interest on loans, notes, and bonds.

DOWN PAYMENT ASSISTANCE. Program that provides down payment and closing cost grants up to \$3,500 for qualified low and moderate-income home buyers in the Memphis City limits.

E.A.P. Employee Assistance Program. Program to assist employees with medical, mental, or personal problems.

EEOC. Equal Employment Opportunity Commission

EMD. Emergency Medical Dispatching. A system where fire dispatchers are trained and certified to give life saving instructions to citizens who call and request ambulance service.



EMS. Emergency Medical Services
Fire service center that provides emergency lifesaving procedures and pre-hospital care to the sick and injured.

EMT. Emergency Medical Technician. 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.

FUND. An independent accounting entity with self-balancing set of accounts.

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.

GOVERNMENTAL FUND. Funds through which most governmental functions typically are financed, e.g. general, special revenue, capital projects, and debt services.

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.

MEASURES. The regular and systematic collection, analysis and reporting of data as a means to track resources used, work produced and whether specific outcomes are achieved.

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.

METRICS. A measure of an organization's activities and performance.

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 2009 tax rate is \$3.25 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 \$0.1900; General Purposes of the City of Memphis \$2.3427; Debt Service of the City of Memphis \$0.7141; Capital Pay-Go \$0.0032

PROPRIETARY FUND. An account in which certain transactions by the government are handled. This fund call for the services rendered under these accounts to be paid for by their patrons who use them.

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



