Council Members GFOA Award	
PREFACE	
How to Use this Book	xii
INTRODUCTION	
Introduction Community Profile • Memphis at a Glance A Message from the Mayor	. 2 . 7
FY 2020 Proposed to Adopted Budget Governmental Structure	
BUDGET OVERVIEW	
Budget Overview General Fund Discussion Other Funds Discussion Economic Outlook Budget Development Process Budget Calendar Budget Process and Policy Financial Summary Fund Summary Tax History Operating Budget Ordinance Authorized Complement Capital Improvement Program	16 18 21 28 31 32 41 42 57 59 77
General Fund Revenues Summary	102 103 109
GENERAL FUND EXPENDITURES	
1	120 121
· / · · · · / · · · · · · · /	132 136
· • • • • • • • • • • • • • • • • • • •	138 141

**2021 FISCAL YEAR** 

City Court Clerk	
City Court Clerk • Division Summary	. 144
City Court Clerk & TVB	
Automated Photo Enforcement	. 148
City Court ludges	
City Court Judges	150
City Court Judges • Division Summary	
City Court Judges	. 154
City Engineering	
City Engineering • Division Summary	. 154
Administration	. 162
Signs & Markings	. 163
Signal Maintenance	. 164
Executive	
	100
Executive • Division Summary	
,	
Chief Administrative Office	
Auditing	
311 Call Center	
Office of Youth Services	
Intergovernmental Affairs	
C.L.E.R.B.	
Memphis Animal Services	
Community Affairs	
Communications	
Office of Performance Management	
MPSC Memphis Public Service Corp	. 182
Finance	
Finance • Division Summary	184
Administration	
Financial Management	
Procurement	191
Budget Office	192
Debt Management	
City Treasurer	
Office of Financial & Strategic Planning	
Equal Business Opportunity & Development Program	
Office of Comprehensive Planning	
Finance - Grants	
	. 170
Fire Services	
Fire Services • Division Summary	. 200
Administration	. 208
Fire Apparatus Maintenance	. 209
Logistical Services	. 210
Fire - Training Services	. 211
Communications	212

Fire Prevention	213
Fire Fighting	214
Emergency Medical Services	215
Airport	216
General Services	
General Services • Division Summary	218
Administration	
Property Maintenance	
Real Estate	
Operation City Hall	
Fleet Management	
Grants & Agencies	
Grants & Agencies • Division Summary	
Grants and Subsidies	233
Housing & Community Development	
Housing & Community Development • Division Summary	236
Administration - HCD	240
Housing	241
Economic Development	242
Community Initiatives	243
Human Resources	
Human Resources • Division Summary	246
HR Administration Services	
Talent Management	
Compensation	
Equity, Diversity and Inclusion	254
HR Operations	255
HR Analytics and Performance	256
Information Technology	
Information Technology • Division Summary	258
Information Technology Invision Summary Information Technology	262
IT - Operations	263
·	203
Library Services	
Library Services • Division Summary	266
Library Services	270
Parks	
Parks • Division Summary	272
Administration	278
Planning & Development	279
Park Operations	280
Park Facilities	281
Memphis Zoo	282
Brooks Museum	283
Memphis Botanic Garden	284

Sports Centers	
Recreation Sports Services - Golf	
Sports Services Sports Services	
·	. 200
Police Services	
Police Services • Division Summary	
Executive Administration	
Support Services	
Precincts	
Investigative Services	
Special Operations	. 304
Public Works Public Works	
Public Works • Division Summary	
Administration	
Street Maintenance	
Neighborhood Improvements	. 315
OTHER GOVERNMENTAL FUNDS	
Debt Service Fund	
Introduction	
Debt Service Fund	. 319
PROPRIETARY FUNDS	
Special Revenue Funds	
Summary	. 328
Park Special Service Fund	. 329
Solid Waste Management Fund	. 330
Metro Alarm Fund	. 331
Hotel/Motel Occupancy Tax Fund	. 332
State Street Aid Fund	
New Memphis Arena Special Revenue Fund	
Drug Enforcement Fund	
Electronic Traffic Citation Fee	
Fire EMS	
Community Catalyst Fund	
Affordable Housing Fund	
Pre-K Fund	
HUB Community Impact Fund	
2019 Sales Tax Referendum	. 342
Enterprise Funds	
Summary	
Sewer Treatment & Collection - Operating Fund	
Storm Water Fund	. 346
Internal Service Funds	
Summary	348

Health Insurance Fund Unemployment Compensation Fund Fleet Management Fund	350
FIDUCIARY FUNDS	
Fiduciary Funds	
Summary	
Other Post Employment Benefit Trust Fund Library Retirement System Fund	355 357
STRATEGIC PLANNING	
Five Year Budget Projection	361
APPENDIX	
Glossarv and Acronyms	370

2021 FISCAL YEAR ADOPTED OPERATING BUDGET • İX

