

INTRODUCTION



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 315 square miles, representing 45 percent of the total land area of Shelby County. Memphis ranks as the 28th largest city in the nation. The estimated population is 647,374.

Community Profile

GOVERNMENT

The City of Memphis was founded in 1819, and incorporated in 1826. The present Charter was adopted in 1968, establishing a Mayor-Council form of government. In 1995, the Council adopted a new district plan for the 13 Council positions. A total of nine districts were created. Seven districts have one representative each and two "super districts" have three representatives each.



GEOGRAPHY

Land Area (In Square Miles)

Memphis	315
Shelby (includes Memphis)	783
Crittenden	610
DeSoto	476
Tipton	458
Fayette	705
Marshall	375
Tate	405
Tunica	455
Total	4,562

Climate

Avg. Annual High Temp	72.4
Avg. Annual Low Temp	53.6

Avg. Annual Temp	63
Avg. Precipitation	53.67 Inches
Avg. Snowfall	3 Inches
Elevation	262 Feet

Source: U.S. Climate Data

DEMOGRAPHICS

Population (City of Memphis)

2020 (est.)	647,374
2023 (proj.)	668,033

Source: Greater Memphis Chamber

Sex (City of Memphis)

Male	47.4 %
Female	52.6 %

Source: Greater Memphis Chamber

Race (City of Memphis)

White	29.1 %
Black	64.2 %
Asian and Pacific Islander	1.6 %
Other	5.1 %

Source: Census.gov/quickfacts

Population by Age (City of Memphis)

0 to 4	7.8 %
5 to 14	15.8 %
15 to 24	15.2 %
25 to 34	15.8 %
35 to 44	14.9 %
45 to 54	12.4 %
55 to 64	7.2 %
65 to 74	5.7 %
75 to 84	3.8 %
85+	1.4 %

Source: Memphis Area Connect

ECONOMICS

Top 20 Major Employers

FedEx Corporation	30,000
Tennessee State Government	14,200

United State Government	13,200
Methodist Le Bonheur Healthcare	13,000
Shelby County Schools	11,500
The City of Memphis	7,000
Kroger Co.	6,927
Wal-Mart Stores Inc.	6,800
Baptist Memorial Healthcare	6,647
Naval Support Activity Mid-South	6,500
Shelby County Government	4,824
St. Jude Children’s Research Hospital	4,109
DeSoto County School District	3,959
University of Tennessee Health Science Center	3,667
Technicolor	3,500
Century Management	3,100
Memphis Light, Gas & Water	2,700
Nike Inc.	2,621
Regional Medical Center of Memphis	2,503
International Paper	2,500
The University of Memphis	2,438
Tenet Healthcare dba St. Francis Healthcare	2,430
Smith & Nephew	2,270
Veterans Affairs Medical Center	2,235
The Servicemaster Co.	2,200

Source: Memphis Regional Chamber

Unemployment Rates - 2020 Average

(Seasonally Adjusted)

City of Memphis	13.2 %
Shelby County	11.6 %
Memphis MSA	10.9 %
Tennessee	11.3 %
United States	11.1 %

(Source: Ychart/Greater Memphis Chamber/BLS)

Household Income - 2020 Average

Memphis	\$59,730
Shelby County	\$73,887
Memphis MSA	\$73,722

Source: ESRI Community Analyst

Sales Tax

Local (Shelby)	2.25 %
Memphis	.05 %
State	7.00 %

Property Tax Rates (2020)

(Per \$100 value)

Memphis City	\$3.19
Shelby County	\$4.05
Total in Memphis City Limits	\$7.24

Retail Sales

Shelby County

2002	\$11,441,954,452
2003	\$11,451,861,873
2004	\$12,758,664,548
2005	\$13,197,247,726
2006	\$13,058,548,293
2007	\$13,034,523,628
2008	\$12,901,168,397
2009	\$11,657,744,293
2010	\$12,075,122,671
2011	\$12,835,980,126
2012	\$13,455,478,568
2013	\$13,404,562,869
2014	\$13,214,986,705
2015	\$13,313,031,454
2016	\$14,185,582,323
2017	\$14,267,945,546
2018	\$14,058,178,287

Source: Tennessee Department of Revenue

Note: Data is for the fiscal year beginning July 1 of the previous year and ending June 30 of the year listed

Bond Rating (as of June 30, 2020)

General Obligation Bonds

Moody’s	Aa2
S & P Global Ratings	AA

Sanitary Sewerage System Revenue Bonds

Moody’s	Aa2
S & P Global Ratings	AA+

Storm Water System Revenue Bonds	
Moody's	Aa2
S & P Global Ratings	AA+



2020 Residential Real Estate

	Annual Average (\$)
Average New Home Sales Price	\$318,000
Average Existing Home Sale Price	\$271,900
Average Rent (2 bedroom)	\$844

Source: Memphis Area Association of Realtors and US Department of Housing and Urban Development

Commercial Office Space

Total Market Size (Sq. ft.)	43,900,000
Square Feet Available	4,900,000
Vacancy Rate	11.6 %
YTD Net Absorption (sq. ft.)	312,000
New Construction (sq. ft.)	144,000
Asking Direct Lease Rate (per sq. ft)	\$18.04

Source: Costar Data Q1 2000 City of Memphis

Industrial Space

Total Market Size (Sq. ft.)	174,000,000
New Construction (Sq. ft.)	5,400,000
Square Feet Available	19,500,000
Vacancy Rate	7.4 %
YTD Net Absorption (sq. ft.)	(2,800,000)
Asking Direct Lease Rate (per sq. ft)	\$3.49

Source: Costar Data Q1 2000 City of Memphis

Healthcare

Medical Doctors	17,922
Registered Nurses	13,180
Dentists	170
Hospitals	24
Ambulatory Surgical Centers	20

Source: Henry J Kaiser Family Foundation and Bureau of Labor Statistics/MemphisLibrary.org/

Education (2019-2020)

Primary School District	Shelby County Schools
Total Enrollment (2014-2015)	113,200
Number of Schools:	208
Elementary (including Pre-K)	80
Middle/Junior	26
K-8	10
High School	27
Charter School	56
Alternative	2
Career & Tech	4
Specialty Centers	2
Virtual	1

Sources: Tennessee Department of Education and Shelby County Schools <http://www.scsk12.org/about/>

College Entrance Exam Scores, 2019-2020 Average

ACT:	
Shelby County Schools	21
Tennessee	19.9
U.S.	20.8

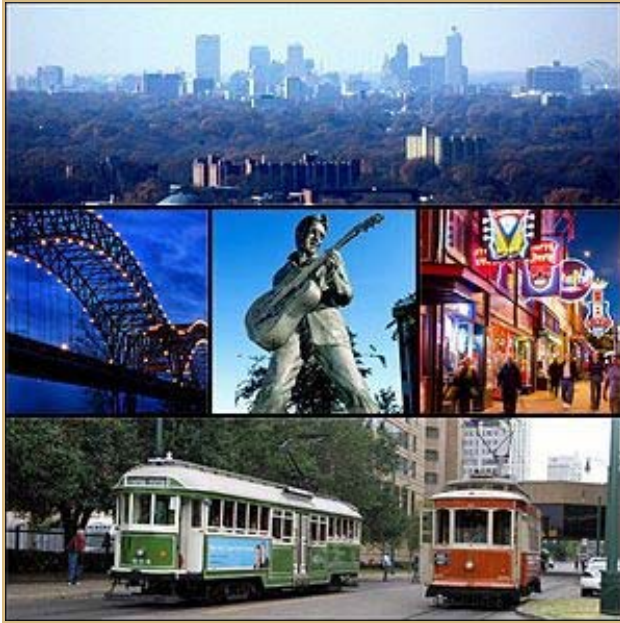
Source: Tennessee Department of Education and ACT, Inc.

Airport, U.S. Flights Only

Annual Departures**	92,479
Major Airlines	6
Regional Commuters	17
Freight Carriers	8
Total Passengers**	2,299,805
Total Cargo Enplaned (lbs)	4,210,953,089

*Busiest cargo airport in North America since 1992

Sources: US Bureau of Transp. Statistics and the Memphis-Shelby County Airport Authority Stat. Reports



SERVICE STATISTICS

Fire

Uniform Personnel Strength	1,674
Fire Stations	57
Fire Divisions	2
Fire Battalions	11
Engine Companies	51
Quint Companies	4
Aerial Ladder Truck Companies	21
Rescue/Hazardous Material Squads	3
Air Crash Apparatus	3
EMS Units/Ambulance	34
Alternative Response Vehicle	12

Police

Uniform strength	2,052
Number of Precincts	9
Number of Squad Cars in fleet	1,641

SOLID WASTE

Solid Waste/Garbage Collection

Tons Solid Waste Disposed	230,451
Tons Solid Waste Diverted	298,748
Homes Recycling (curbside)	145,711

PUBLIC WORKS

Solid Waste/Garbage Collection

Tons Solid Waste Disposed	230,451
Tons Solid Waste Diverted	298,748
Homes Recycling (curbside)	145,711

Street Maintenance

Total Road Lane Miles	6,714
Curb & Gutter Miles	6,060
Tons Asphalt Produced	60,000
Lane Miles Resurfaced	85

Storm Drainage System

Roadside Ditches (miles)	512
Curb & Gutter (miles)	6,306
Underground Pipes (miles)	1,424
Concrete Channels (miles)	248
Storm Water Inlets	55,611

Sewer System

Sewer (miles)	3,171
Sewer Pump Stations	100
Daily Usage (gals/day)	177.6 million

Wastewater Treatment Plants

Wastewater Treated (gal.)	64.8 billion
Sludge Disposal (lbs.)	51.1 billion

Flood Control

Pumping Stations	7
Earth Levees (miles)	20
Flood Gates	30
Reservoirs (acres)	643
Flood Wall (linear ft.)	10,560

CITY ENGINEERING

Traffic Control

Signals repaired or replaced	12,000
Annually	7,250
Bicycle Lanes	114
Traffic Signals	787
Total Signal Devices (incl Street Lights)	1,082
Total City Roadways (miles)	3,445



PARK SERVICES

Recreation

Parks	164
Acreage	3,219
Golf Courses	8
Aquatic Sights	17
Community Centers	24
Tennis Centers	7
Walking Trails	57
Playgrounds	112
Liberty Bowl seating capacity	58,325
Zoo Acreage	76
Senior Centers	6
Libraries	18

Other Recreation Facilities

Liberty Bowl Memorial Stadium
Memphis Pink Palace Museum
Fairgrounds/Tiger Lane
Memphis Zoological Gardens
Memphis Botanic Garden
Lichterman Nature Center

Mud Island River Park

Brooks Museum

Levitt Shell

Services Provided by Other Governmental Units

Education

Shelby County School System

Health & Human Services

Memphis/Shelby County Health Department

Library Services

Memphis/Shelby County Public Library and Information Center

Public Housing

Memphis Housing Authority

Public Transportation

Memphis Area Transit Authority

Utilities

Memphis Light, Gas & Water Division



JIM STRICKLAND
MAYOR

June 26, 2020

Each year, we give our budget a theme that will set the tone for next year ahead. Last year, it was “A Budget to Accelerate our Momentum”. This year, the theme was “A Budget of Resiliency” because now, more so than any other recent time in our history, resiliency is a quality that will be a necessity as we move forward. Resilience is not an outcome, it is a process.

Cities across our state and across our nation are facing a major public health emergency, record unemployment, and an unprecedented financial crisis. The demand and the need for core local government services has and will continue to increase significantly, and at the same time, we are all projecting drastic levels of revenue shortages.

This budget year, we were tasked with being fiscally responsible for spending money not only to address our current operations and core services, but also to address the coronavirus pandemic and the protection of our community. Because of these reasons, our General Fund Operating Budget for FY21 was adopted at \$708,694,526, and Capital Improvement (CIP) Budget was adopted at \$78,200,000.

During these unprecedented times, our team created a budget that at its core preserves most of the essential functions of government with limitations on new hires outside public safety, reduction in materials and supplies, no layoffs, no raises, and no tax increase. Through it all, we remain committed to working to improve the lives of all Memphians every day.

Sincerely yours,

Jim Strickland
Mayor

City of Memphis
FY 2021 PROPOSED TO ADOPTED BUDGET

Expenditure Type	FY2021 Proposed Budget	Amendments	FY2021 Adopted Budget
GENERAL FUND DIVISIONS			
Revenues			
All Revenue	\$655,062,384	\$187,973	\$655,250,357
Total Revenue	\$655,062,384	\$187,973	\$655,250,357
Expenditures			
City Attorney	\$14,557,640	(\$207,950)	\$14,349,690
City Council	\$2,358,417	\$310,000	\$2,668,417
City Court Clerk	\$6,735,562	(\$6,250)	\$6,729,312
City Court Judges	\$818,953	—	\$818,953
Engineering	\$7,732,159	(\$237,664)	\$7,494,495
Executive	\$19,882,231	\$95,898	\$19,978,129
Finance	\$13,766,981	(\$57,364)	\$13,709,617
Fire Services	\$191,850,669	(\$231,967)	\$191,618,702
General Services	\$23,219,375	\$100,000	\$23,319,375
Grants & Subsidies	\$35,156,467	\$493,906	\$35,650,373
Housing and Community Development	\$4,815,790	\$50,000	\$4,865,790
Human Resources	\$8,369,337	(\$6,288)	\$8,363,049
Information Technology (Services)	\$21,820,249	(\$16,000)	\$21,804,249
Library Services	\$22,658,593	(\$18,116)	\$22,640,477
Parks and Neighborhoods	\$35,848,991	\$265,157	\$36,114,148
Police Services	\$282,107,597	(\$628,101)	\$281,479,496
Public Works	\$17,124,897	(\$34,643)	\$17,090,254
Total Expenditures	\$708,823,908	(\$129,382)	\$708,694,526
Contribution (Use) of Fund Balance	(\$53,761,524)	(\$317,355)	(\$53,444,169)
Contribution from Fund Balance:			
Restricted Fund Balance (CARES Act)	\$14,700,000	\$800,000	\$15,500,000
Assigned Fund Balance	20,000,000		20,000,000
Unassigned Fund Balance	19,061,524	(1,117,355)	17,944,169
Total Contribution	\$53,761,524	(\$317,355)	\$53,444,169
CAPITAL IMPROVEMENT FUND			
Expenditures			
Total Expenditures	\$239,757,500	\$1,200,000	\$240,957,500

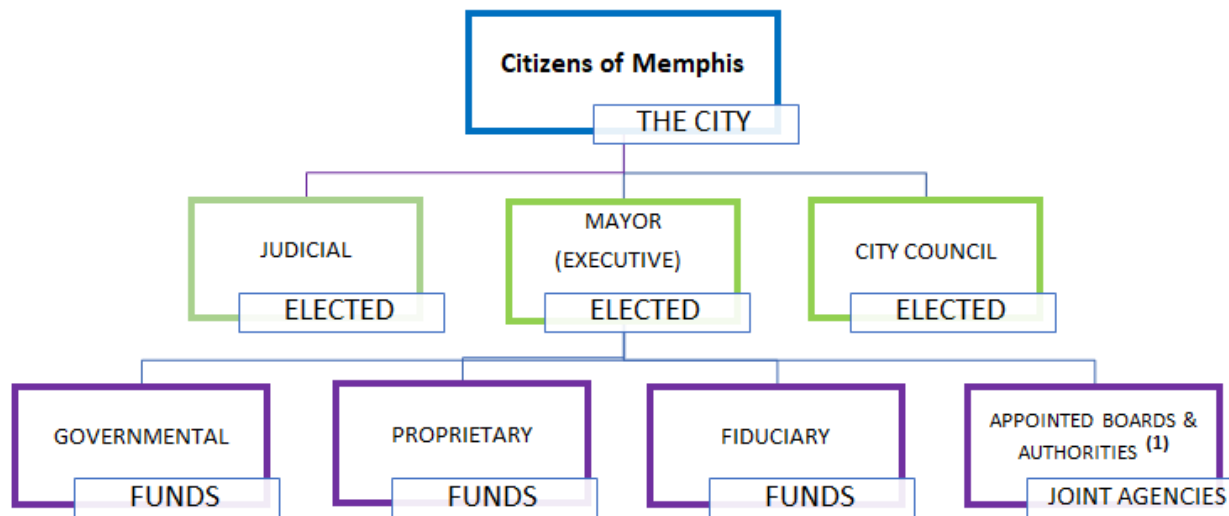
Governmental Structure

The City of Memphis was founded in 1819, and incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968, when a Mayor – Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year terms. Six (6) council members are elected at large in multi-member districts, with territorial boundaries determined by dividing the City in half with each multi-member district consisting of three (3) council member positions. The remaining seven (7) members are elected by single member districts, numbers 1-7. The Council elects its own chairperson, exercises legislative powers, approves budgets and establishes the tax rate. The Mayor is elected to a four-year term. The Mayor carries out the policies of the City and appoints board members to various related organizations, joint owned ventures and board authorities. These include the boards of the Memphis Light, Gas and Water Division (MLG&W); Memphis Area Transit Authority; Memphis Housing Authority; Downtown Memphis Commission; Renasant Convention Center; Memphis Brooks Museum of Art; Memphis & Shelby County Building Code Advisory Board; and the Memphis & Shelby County Public Library Board. The Mayor

appoints five of the seven members of the Board of the Memphis & Shelby County Airport Authority. Most of the members of these boards are private citizens giving their time to the City without compensation.

The City’s Operating Divisions are organized under Division Directors who report to one of six (6) Chiefs. All Division Directors and Chiefs are appointed by the Mayor and approved by the Council. The Chiefs who coordinate the activities of all administrative divisions of City government are as follows: Chief Financial Officer, Chief Operating Officer, Chief Communications Officer, Chief Human Resources Officer, Chief Legal Officer, and Chief of Police. The Chiefs act as liaisons between the Mayor and all divisions, bureaus, boards, commissions and authorities.

The administrative divisions of the City include: Engineering; Executive; Finance; Fire; General Services; Information Services; Housing and Community Development; Human Resources; Legal; Libraries; Parks; Office of Planning and Development, Police Services; and Public Works. There are three divisions with elected leadership: City Council; City Court Clerk and City Judges.

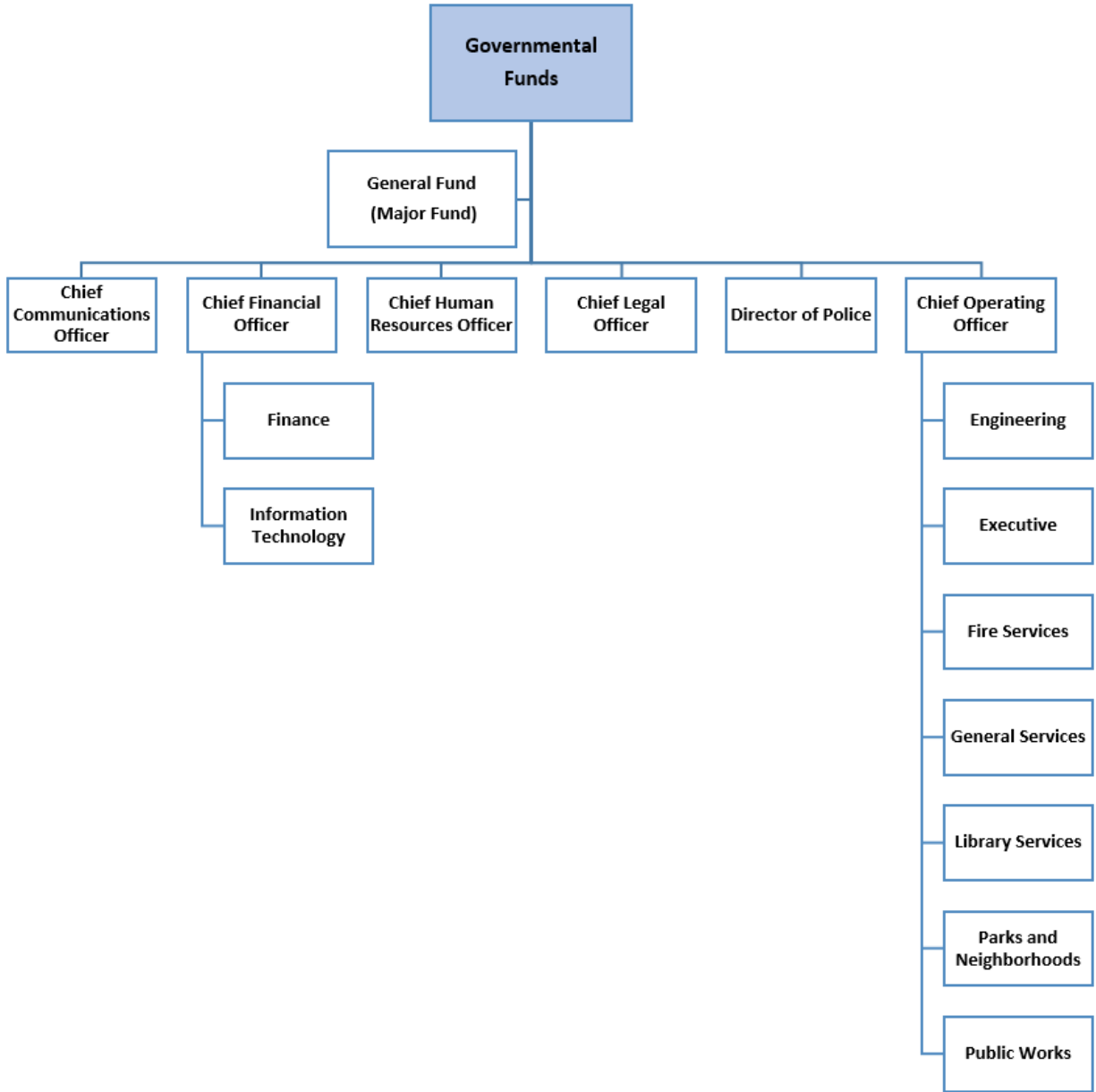


City of Memphis, Tennessee Organization Chart

Governmental Funds *(part 1 of 2)*

The City's **General Fund** is the general operating fund and supports the essential City services and activities. Fund revenues come primarily from a vari-

ety of Local and intergovernmental taxes, fees and fines.



Organization Chart

Governmental Funds *(part 2 of 2)*

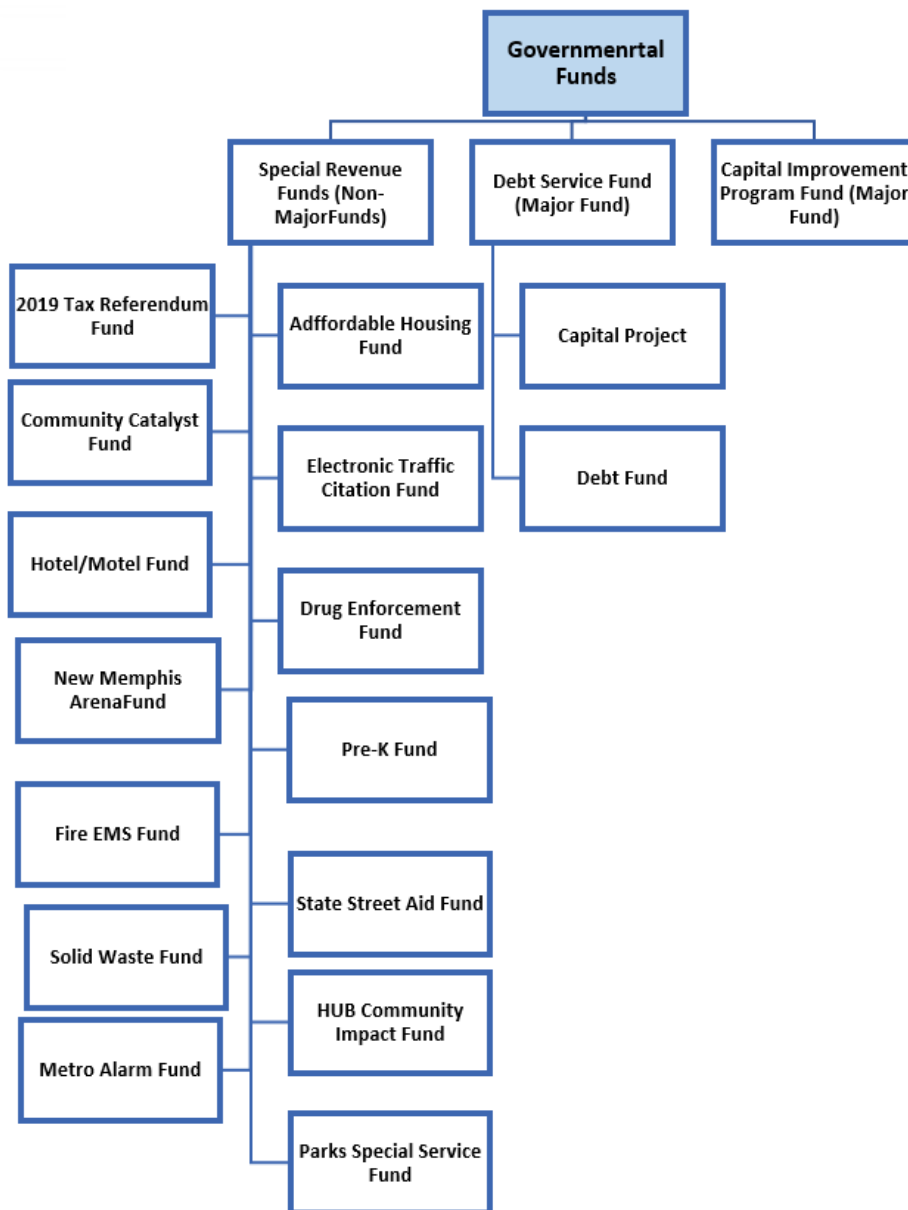
The City’s **Special Revenue Funds** are used to account for revenues from specific sources that are designated to finance specific functions within the city.

The City’s **Debt Fund** is used to account for resources that are restricted, committed, or assigned

for payment of certain debt obligations and related costs.

Capital improvements are funded with the proceeds of bond issuances and state and federal grant funds.

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



Organization Chart

Proprietary Funds

Enterprise Funds are self - supporting, in that each fund derives its revenue from charges and associated user fees.

Internal Service Funds are used to budget for the costs of goods or services provided by one Division or service center to another Division of the City.

Fiduciary Funds

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

Agency Funds

The City has one **Agency Fund**. This fund accounts for assets and liabilities held for the purchaser of delinquent property tax receivables.

