

STRATEGIC PLANNING

This section is provided for a high level look at the projection of revenues and expenditures for long range planning purposes. The City of Memphis' budget is approved annually, therefore financial data in this section does not represent an approved long-range financial funding plan, and it does not represent the final form of a financial plan that will be presented to the City Council for future consideration.

Introduction

The Memphis City Budget Office developed a 5-year financial plan for the General Fund. The 5-year plan is a conservative projection of future revenues and expenditures over the 5-year forecast period. This year's 5 year plan does not reflect any ongoing impacts of COVID-19.

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 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 5-Year financial plan include the following:

- 1 Structure the city's annual budget into a 5-year planning horizon to facilitate prudent financial management.
- 2 Provide an environment for setting revenue and expenditure targets and for evaluating budget priorities in light of projected fiscal conditions.
- 3 Present a picture of the longer-term strategic financial issues facing the city while highlighting funding priorities and challenges for budget planning.
- 4 Identify potential structural budget imbalances, surpluses, or shortfalls.
- 5 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 5-year period. The City's key assumptions for revenues and expenditures are provided in the following paragraphs.

The revenue projections assume 1% growth in three primary revenues of our top ten revenue sources: property taxes, local sales taxes, and state sales taxes. Given the economic dependency of these two revenue categories with the financial climate, projections are very conservative. The state income tax will be completely phased out in fiscal year 2021.

Expenditure projections represent expenditure growth for most expenditure categories only if identified by the respective operating divisions. Most expenditures are planned at baseline amounts of the fiscal year 2020 budget unless there are known changes on the horizon. Personnel expenditures are held at ½% growth. Administrative strategies and employees subject to bargaining unit agreements will likely change long term personnel cost projections.

Financial data in this section *does not* represent an approved financial plan, and it *does not* represent the final form of a financial plan that will be presented to the Memphis City Council for a future consideration. This section is intended to provide a high level look at projected revenues and expenditures for long range planning purposes. Administrative planning is continuous. As a result, there are many 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.

Five Year Projection

Expenditure Types	FY 2021 Adopted	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
PERSONNEL SERVICES					
Full-Time Salaries	\$ 361,943,488	\$ 361,943,488	\$ 361,943,488	\$ 361,943,488	\$ 361,943,488
Overtime	37,591,088	37,591,088	37,591,088	37,591,088	37,591,088
Holiday Fire/Police	11,171,667	11,171,667	11,171,667	11,171,667	11,171,667
Out of Rank Pay	2,658,829	2,658,829	2,658,829	2,658,829	2,658,829
Hazardous Duty Pay	484,948	484,948	484,948	484,948	484,948
College Incentive Pay	6,683,380	6,683,380	6,683,380	6,683,380	6,683,380
Longevity Pay	2,227,765	2,227,765	2,227,765	2,227,765	2,227,765
Shift Differential	711,572	711,572	711,572	711,572	711,572
Bonus Days	1,772,200	1,772,200	1,772,200	1,772,200	1,772,200
PTO Final Pay	6,069,762	6,133,485	6,133,485	6,133,485	6,069,762
Job Incentive	1,276,500	1,276,500	1,276,500	1,276,500	1,276,500
Required Special License Pay	4,950	4,950	4,950	4,950	4,950
Pension	20,387,478	20,387,478	20,387,478	20,387,478	20,387,478
Supplemental Pension	133,189	133,189	133,189	133,189	133,189
Social Security	316,313	316,313	316,313	316,313	316,313
Pension ADC	36,630,668	36,630,668	36,630,668	36,630,668	36,630,668
Group Life Insurance	856,924	856,924	856,924	856,924	856,924
Unemployment	468,160	468,160	468,160	468,160	468,160
Pension 401a Match	69,678	69,678	69,678	69,678	69,678
Medicare	5,146,264	5,146,264	5,146,264	5,146,264	5,146,264
Long Term Disability	1,002,202	1,002,202	1,002,202	1,002,202	1,002,202
Health Insurance - Choice Plan	30,890,424	30,890,424	30,890,424	30,890,424	30,890,424
Benefits Adjustments	7,377,020	7,377,020	7,377,020	7,377,020	7,377,020
Health Insurance-Select Plan	17,689,752	17,689,752	17,689,752	17,689,752	17,689,752
Salaries - Part Time/Temporary	11,248,540	11,248,540	11,248,540	11,248,540	11,248,540
On the Job Injury	4,394,359	4,394,359	4,394,359	4,394,359	4,394,359
Tuition Reimbursement - New	201,500	201,500	201,500	201,500	201,500
Book Reimbursement - New	6,500	6,500	6,500	6,500	6,500
Student Loan Repayment	360,000	360,000	360,000	360,000	360,000
Payroll Reserve	100	100	100	100	100
Attrition	(18,450,292)	(18,419,500)	(18,419,500)	(18,419,500)	(18,419,500)
Bonus Pay	71,000	71,000	71,000	71,000	71,000
Expense Recovery - Personnel	(16,302,334)	(16,302,334)	(16,302,334)	(16,302,334)	(16,302,334)
Total Personnel Services	\$ 535,093,594	\$ 535,188,109	\$ 535,188,109	\$ 535,188,109	\$ 535,124,386
MATERIALS AND SUPPLIES					
City Hall Printing	\$ 233,600	\$ 233,600	\$ 233,600	\$ 233,600	\$ 233,600
City Hall Postage	8,500	8,500	8,500	8,500	8,500
Document Reproduction - City	2,000	2,000	2,000	2,000	2,000
City Storeroom Supplies	17,290	17,290	17,290	17,290	17,290
Facility Repair & Carpentry	234,269	234,269	234,269	234,269	234,269

Five Year Projection *(continued)*

Expenditure Types	FY 2021 Adopted	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
City Shop Charges	13,451,964	13,451,964	13,451,964	13,451,964	13,451,964
Info Sys Comput/Off Mach	55,000	55,000	55,000	55,000	55,000
Info Sys Phone/Communication	16,824	16,824	16,824	16,824	16,824
City Shop Fuel	6,232,626	6,232,626	6,232,626	6,232,626	6,232,626
Outside Computer Services	4,641,619	4,641,646	4,641,618	4,641,618	4,641,597
City Computer Svc Equipment	2,627,123	2,627,123	2,627,123	2,627,123	2,627,123
Data/Word Processing Equipment	200,000	200,000	200,000	200,000	200,000
Data/Word Process Software	494,196	494,196	494,196	494,196	494,196
Pers Computer Software	5,345,592	5,345,592	5,345,592	5,345,592	5,345,592
Printing - Outside	238,068	238,068	238,068	238,068	238,068
Supplies - Outside	1,592,732	1,592,732	1,592,732	1,592,732	1,592,732
Food Expense	117,200	117,200	117,200	117,200	117,200
Hand Tools	101,200	101,200	101,200	101,200	101,200
Document Reproduction - Outside	28,500	28,500	28,500	28,500	28,500
Clothing	1,749,107	1,749,107	1,749,107	1,749,107	1,749,107
Household Supplies	802,117	802,117	802,117	802,117	802,117
Ammunition & Explosives	500,500	500,500	500,500	500,500	500,500
Safety Equipment	980,915	980,915	980,915	980,915	980,915
Drafting/Photo Supplies	33,450	33,450	33,450	33,450	33,450
Medical Supplies	2,630,252	2,630,252	2,630,252	2,630,252	2,630,252
Athletic/Recreational Supplies	196,300	196,300	196,300	196,300	196,300
Outside Postage	778,375	778,375	778,375	778,375	778,375
Asphalt Products	5,063,250	5,063,250	5,063,250	5,063,250	5,063,250
Lumber & Wood Products	26,500	26,500	26,500	26,500	26,500
Paints Oils & Glass	434,000	434,000	434,000	434,000	434,000
Steel & Iron Products	174,000	174,000	174,000	174,000	174,000
Pipe Fittings & Castings	149,000	149,000	149,000	149,000	149,000
Lime Cement & Gravel	29,400	29,400	29,400	29,400	29,400
Chemicals	203,539	203,539	203,539	203,539	203,539
Materials and Supplies	3,742,124	3,742,124	3,742,124	3,742,124	3,742,124
Miscellaneous Expense	115,024	115,024	115,024	115,024	115,024
Library Books	790,501	790,501	790,501	790,501	790,501
Tower Lease Expense - Library	25,285	25,285	25,285	25,285	25,285
WYPL Arkansas Tower Expense - Library	30,000	30,000	30,000	30,000	30,000
Operation Police Canine	40,800	40,800	40,800	40,800	40,800
Operation Police DUI Unit	78,000	78,000	78,000	78,000	78,000
Operation Police Traffic Unit	90,000	90,000	90,000	90,000	90,000
Operation Police Mounted	75,000	75,000	75,000	75,000	75,000
Operation Police TACT	195,000	195,000	195,000	195,000	195,000
Maintenance Traffic Signal System	250,995	250,995	250,995	250,995	250,995
Operation Police Aircraft	600,000	600,000	600,000	600,000	600,000
Outside Vehicle Repair	288,828	288,828	288,828	288,828	288,828
Outside Equipment Repair/Maintenance	2,358,429	2,358,429	2,358,429	2,358,429	2,358,429

Five Year Projection *(continued)*

Expenditure Types	FY 2021 Adopted	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
Facilities Structure Repair - Outside	643,043	643,043	643,043	643,043	643,043
Horticulture	10,000	10,000	10,000	10,000	10,000
Internal Repairs and Maintenance	389,313	389,313	389,313	389,313	389,313
Special Investigations	50,000	50,000	50,000	50,000	50,000
Legal Services/Court Cost	4,853,234	4,853,234	4,853,234	4,853,234	4,853,234
Medical/Dental/Veterinary	552,700	552,700	552,700	552,700	552,700
Legal Contingency	150,000	150,000	150,000	150,000	150,000
Accounting/Auditing/Cons	316,299	316,299	316,299	316,299	316,299
Advertising/Publication	994,611	994,611	994,611	994,611	994,611
Outside Phone/Communications	4,211,374	4,211,374	4,211,374	4,211,374	4,211,374
Janitorial Services	1,492,289	1,492,289	1,492,289	1,492,289	1,492,289
Security	2,361,286	2,361,286	2,361,286	2,361,286	2,361,286
Weed Control/Chemical Service	278,300	278,300	278,300	278,300	278,300
Seminars/Training/Education	761,719	761,719	761,719	761,719	761,719
Fixed Charges	1,501,100	1,501,100	1,501,100	1,501,100	1,501,100
Misc Professional Services	38,704,536	40,577,852	40,433,496	40,433,496	40,433,496
Employee Activities	5,000	5,000	5,000	5,000	5,000
Rewards and Recognition	88,500	88,500	88,500	88,500	88,500
Staff Development	1,000	1,000	1,000	1,000	1,000
Textbooks	198,000	198,000	198,000	198,000	198,000
Travel Expense	648,702	648,702	648,702	648,702	648,702
Unreported Travel	1,350	1,350	1,350	1,350	1,350
Compliance Monitoring Sanctions	1,093,220	1,093,220	1,093,220	1,093,220	1,093,220
Auto Allowance	2,300	2,300	2,300	2,300	2,300
Outside Fuel	40,394	40,394	40,394	40,394	40,394
Mileage	294,144	294,144	294,144	294,144	294,144
Utilities	10,804,798	10,804,798	10,804,798	10,804,798	10,804,798
Sewer Fees	1,331,580	1,331,580	1,331,580	1,331,580	1,331,580
Demolitions	1,167,661	1,167,661	1,167,661	1,167,661	1,167,661
Insurance	6,062,132	6,062,132	6,062,132	6,062,132	6,062,132
Claims	980,130	980,130	980,130	980,130	980,130
Lawsuits	2,316,187	2,316,187	2,316,187	2,316,187	2,316,187
Hospitality	5,301	5,301	5,301	5,301	5,301
Dues/Memberships/Periodicals	324,354	324,354	324,354	324,354	324,354
Rent	2,262,445	2,262,445	2,262,445	2,262,445	2,262,445
Radio Trunking Lease	2,000	2,000	2,000	2,000	2,000
Misc Services and Charges	3,807,894	3,807,894	3,807,894	3,807,894	3,807,894
Urban Art Maintenance	35,000	35,000	35,000	35,000	35,000
Minor Equipment	100,000	100,000	100,000	100,000	100,000
Equipment Rental	2,005,243	2,005,243	2,005,243	2,005,243	2,005,243
Expense Recovery - Telephones	(804,149)	(804,149)	(804,149)	(804,149)	(804,149)
Expense Recovery - M & S	(12,418,844)	(12,318,844)	(12,318,844)	(12,318,844)	(12,318,844)
Catering	92,000	92,000	92,000	92,000	92,000

Five Year Projection *(continued)*

Expenditure Types	FY 2021 Adopted	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
Total Materials and Supplies	\$ 135,785,139	\$ 137,758,482	\$ 137,614,098	\$ 137,614,098	\$ 137,614,077
CAPITAL OUTLAY					
Furniture/Furnishings	\$ 414,900	\$ 364,900	\$ 364,900	\$ 364,900	\$ 364,900
Prod/Constr/Maint Equipment	44,000	44,000	44,000	44,000	44,000
Equipment	652,514	652,514	652,514	652,514	652,514
Total Capital Outlay	\$ 1,111,414	\$ 1,061,414	\$ 1,061,414	\$ 1,061,414	\$ 1,061,414
GRANTS AND SUBSIDIES					
Payment To Subgrantees	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Aging Commission of the Mid-South	143,906	143,906	143,906	143,906	143,906
MIFA General Assistance	669,218	669,218	669,218	669,218	669,218
Community Initiatives Grants for Non-Profits	150,000	150,000	150,000	150,000	150,000
Community Development Grants	330,976	330,976	330,976	330,976	330,976
Homeless Initiative	282,500	282,500	282,500	282,500	282,500
Pensioners Insurance	8,373,569	8,373,569	8,373,569	8,373,569	8,373,569
Downpayment Assist/City	100,000	100,000	100,000	100,000	100,000
Planning & Development	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Memphis River Parks Partnership	3,024,003	3,024,003	3,024,003	3,024,003	3,024,003
Memphis Area Transit Authority	19,170,000	19,170,000	19,170,000	19,170,000	19,170,000
MLGW Citizen's Assistance - Grants	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
RBC Training/Certification Program	4,650	4,650	4,650	4,650	4,650
Social Services Administration	109,537	109,537	109,537	109,537	109,537
Tax Receivable Sale Vendor	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
MHA/HCD Community Development Projects	57,000	57,000	57,000	57,000	57,000
Middle Income Housing	400,000	400,000	400,000	400,000	400,000
Contr Assist Prog/Bonding	4,650	4,650	4,650	4,650	4,650
Black Business Association	300,000	300,000	300,000	300,000	300,000
Convention Center	2,425,060	2,425,060	2,425,060	2,425,060	2,425,060
Professional Services	540,871	540,871	540,871	540,871	540,871
Blight Authority of Memphis	75,000	75,000	75,000	75,000	75,000
Ambassador's Fellowship Pay	3,001,620	3,001,620	3,001,620	3,001,620	3,001,620
Innovate Memphis	330,500	330,500	330,500	330,500	330,500
Shelby County School Mixed Drink Proceeds	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
2015 Shelby County School Settlement	1,333,335	1,333,335	1,333,335	1,333,335	1,333,335
The 800 Initiative	500,000	500,000	500,000	500,000	500,000
River Parks Docking	350,000	350,000	350,000	350,000	350,000
Total Grants and Subsidies	\$ 50,001,396	\$ 50,001,396	\$ 50,001,396	\$ 50,001,396	\$ 50,001,396
INVENTORY					
Inventory Purchases	\$ 169,101	\$ 169,101	\$ 169,101	\$ 169,101	\$ 169,101
Food Inventory	284,498	284,498	284,498	284,498	284,498

Five Year Projection *(continued)*

Expenditure Types	FY 2021 Adopted	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
Total Inventory	\$ 453,599	\$ 453,599	\$ 453,599	\$ 453,599	\$ 453,599
EXPENSE RECOVERY					
Expense Recovery - State Street Aid	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)
Total Expense Recovery	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)
SERVICE CHARGES					
Credit Card Fees - Expense	\$ 198,200	\$ 198,200	\$ 198,200	\$ 198,200	\$ 198,200
Total Service Charges	\$ 198,200	\$ 198,200	\$ 198,200	\$ 198,200	\$ 198,200
TRANSFERS OUT					
Oper Tfr Out - HUB Community Impact Fund	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Oper Tfr Out - Library Retirement Fund	1,536,484	1,536,484	1,536,484	1,536,484	1,536,484
Total Transfers Out	\$ 2,086,484	\$ 2,086,484	\$ 2,086,484	\$ 2,086,484	\$ 2,086,484
TOTAL EXPENDITURES	\$ 708,694,526	\$ 710,712,384	\$ 710,568,000	\$ 710,568,000	\$ 710,504,256
CONTRIBUTED FROM FUND BALANCE					
Contributed From Restricted Fund Balance	\$ 15,500,000	\$ 0	\$ 0	\$ 0	\$ 0
Contributed From Assigned Fund Balance	20,000,000	0	0	0	0
Contributed From Unassigned Fund Balance	17,944,170	0	0	0	0
Total Contributed from Fund Balance	\$ 53,444,170	\$ 0	\$ 0	\$ 0	\$ 0
LOCAL TAXES					
Ad Valorem Tax - Current	\$ 254,500,000	\$ 257,045,000	\$ 259,615,450	\$ 262,211,605	\$ 264,833,721
Ad Valorem Tax - Current Sale of Receivables	7,575,000	7,500,000	7,650,750	7,727,258	7,804,530
Ad Valorem Tax Prior	2,200,000	2,222,000	2,244,220	2,266,662	2,289,329
Ad Valorem Tax - Prior One Time Assessment	11,000	11,110	11,221	11,333	11,447
PILOT's	5,000,000	5,050,000	5,100,500	5,151,505	5,203,020
Property Taxes Interest & Penalty	5,600,000	5,656,000	5,712,560	5,769,686	5,827,382
Bankruptcy Interest & Penalty	98,000	98,980	99,970	100,969	101,979
Interest & Penalty - Sale of Tax Rec	1,200,000	1,212,000	1,224,120	1,236,361	1,248,725
Special Assessment Tax	650,000	656,500	663,065	669,696	676,393
Local Sales Tax	92,250,000	93,172,500	94,104,225	95,045,267	95,995,720
Alcoholic Beverage Inspection Fee	5,404,058	5,404,059	5,404,059	5,404,059	5,404,059
Beer Sales Tax	13,995,000	13,995,000	13,995,000	13,995,000	13,995,000
Gross Rec Business Tax	11,700,000	11,700,000	11,700,000	11,700,000	11,700,000
Interest, Penalties & Commission	298,000	298,000	298,000	298,000	298,000
Business Tax Fees	1,170,000	1,170,000	1,170,000	1,170,000	1,170,000
Mixed Drink Tax	6,375,000	6,375,000	6,375,000	6,375,000	6,375,000
Excise Tax	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
State Apportionment TVA	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000

Five Year Projection *(continued)*

Expenditure Types	FY 2021 Adopted	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
Franchise Tax - Telephone	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Cable TV Franchise Fees	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000
Fiber Optic Franchise Fees	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Misc Franchise Tax	850,000	850,000	850,000	850,000	850,000
Misc Tax Recoveries	350,000	350,000	350,000	350,000	350,000
MLGW Pipeline	270,000	270,000	270,000	270,000	270,000
Total Local Taxes	\$ 425,471,058	\$ 429,161,149	\$ 432,888,140	\$ 436,652,401	\$ 440,454,304
STATE TAXES					
State Income Tax	\$ 2,500,000	\$ 0	\$ 0	\$ 0	\$ 0
State Sales Tax	45,525,000	45,525,000	45,525,000	45,525,000	45,525,000
Telecommunication Sales Tax	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
State Shared Beer Tax	225,000	225,000	225,000	225,000	225,000
Alcoholic BeverageTax	300,000	300,000	300,000	300,000	300,000
Spec Petroleum Product Tax	1,285,000	1,285,000	1,285,000	1,285,000	1,285,000
Total State Taxes	\$ 50,835,000	\$ 48,335,000	\$ 48,335,000	\$ 48,335,000	\$ 48,335,000
LICENSES AND PERMITS					
Liquor By Ounce License	\$ 196,500	\$ 196,500	\$ 196,500	\$ 196,500	\$ 196,500
Taxi Drivers License	6,000	6,000	6,000	6,000	6,000
Gaming Pub Amus Perm Fee	3,750	3,750	3,750	3,750	3,750
Wrecker Permit Fee	20,500	20,500	20,500	20,500	20,500
Misc Permits	66,000	66,000	66,000	66,000	66,000
Beer Application	54,000	54,000	54,000	54,000	54,000
Auto Registration Fee	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000
Dog License	225,000	225,000	225,000	225,000	225,000
County Dog License Fee	60,000	60,000	60,000	60,000	60,000
Beer Permit Privilege Tax	127,800	127,800	127,800	127,800	127,800
Sidewalk Permit Fees	36,000	36,000	36,000	36,000	36,000
Total Licenses and Permits	\$ 13,795,550	\$ 13,795,550	\$ 13,795,550	\$ 13,795,550	\$ 13,795,550
FINES AND FORFEITURES					
Court Fees	\$ 4,300,000	\$ 4,300,000	\$ 4,300,000	\$ 4,300,000	\$ 4,300,000
Court Costs	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000
Fines & Forfeitures	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Seizures	27,000	27,000	27,000	27,000	27,000
Beer Board Fines	30,000	30,000	30,000	30,000	30,000
Vacant Property Registration Fee	35,000	35,000	35,000	35,000	35,000
Arrest Fees	57,000	57,000	57,000	57,000	57,000
DUI BAC Fees	2,000	2,000	2,000	2,000	2,000
Sex Offender Registry Fees	112,000	112,000	112,000	112,000	112,000
Total Fines and Forfeitures	\$ 11,763,000	\$ 11,763,000	\$ 11,763,000	\$ 11,763,000	\$ 11,763,000

Five Year Projection *(continued)*

Expenditure Types	FY 2021 Adopted	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
CHARGES FOR SERVICES					
Tax Sales Attorney Fees	\$ 425,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 425,000
Subdivision Plan Inspection Fee	150,000	150,000	150,000	150,000	150,000
Street Cut Inspection Fee	100,000	100,000	100,000	100,000	100,000
Traffic Signals	165,000	165,000	165,000	165,000	165,000
Parking Meters	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Signs-Loading Zones	45,000	45,000	45,000	45,000	45,000
Arc Lights	4,000	4,000	4,000	4,000	4,000
Wrecker & Storage Charges	650,000	650,000	650,000	650,000	650,000
Shelter Fees	200,000	200,000	200,000	200,000	200,000
Ambulance Service	22,500,000	22,500,000	22,500,000	22,500,000	22,500,000
Parking	500,000	500,000	500,000	500,000	500,000
Senior Citizen's Meals	75,000	75,000	75,000	75,000	75,000
Concessions	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
Golf Car Fees	750,000	750,000	750,000	750,000	750,000
Pro Shop Sales	110,000	110,000	110,000	110,000	110,000
Green Fees	900,000	900,000	900,000	900,000	900,000
Softball	26,000	26,000	26,000	26,000	26,000
Ballfield Permit	15,000	15,000	15,000	15,000	15,000
Class Fees	45,000	45,000	45,000	45,000	45,000
Rental Fees	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
MLG&W Rent	2,400	2,400	2,400	2,400	2,400
Rent Of Land	180,000	180,000	180,000	180,000	180,000
Police Special Events	500,000	500,000	500,000	500,000	500,000
Parking Lots	387,000	387,000	387,000	387,000	387,000
Outside Revenue	156,000	156,000	156,000	156,000	156,000
Tow Fees	600,000	600,000	600,000	600,000	600,000
HCD- Docking Fees	350,000	350,000	350,000	350,000	350,000
Easements & Encroachments	65,000	65,000	65,000	65,000	65,000
Total Charges for Services	\$ 33,950,400	\$ 33,950,400	\$ 33,950,400	\$ 33,950,400	\$ 33,950,400
USE OF MONEY AND PROPERTY					
Interest on Investments	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Net Income/Investors	445,000	445,000	445,000	445,000	445,000
State Litigation Tax Commission	60,000	60,000	60,000	60,000	60,000
Total Use of Money and Property	\$ 1,505,000	\$ 1,505,000	\$ 1,505,000	\$ 1,505,000	\$ 1,505,000
FEDERAL GRANTS					
Federal Grants - Others	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
FEMA Reimbursement	5,000,000	1,862,025	837,106	0	5,000,000
Total Federal Grants	\$ 5,250,000	\$ 2,112,025	\$ 1,087,106	\$ 250,000	\$ 5,250,000

Five Year Projection *(continued)*

Expenditure Types	FY 2021 Adopted	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
STATE GRANTS					
State Grants	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000
Total State Grants	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000
INTERGOVERNMENTAL REVENUES					
International Airport	\$ 4,265,973	\$ 4,265,973	\$ 4,265,973	\$ 4,265,973	\$ 4,265,973
MATA	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000
Total Intergovernmental Revenues	\$ 10,965,973	\$ 10,965,973	\$ 10,965,973	\$ 10,965,973	\$ 10,965,973
OTHER REVENUES					
Anti-Neglect Enforcement Program	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000
Property Insurance Recoveries	65,000	65,000	65,000	65,000	65,000
Rezoning Ordinance Publication Fees	3,000	3,000	3,000	3,000	3,000
Sale Of Reports	425,000	425,000	425,000	425,000	425,000
Local Shared Revenue	650,000	650,000	650,000	650,000	650,000
City of Bartlett	1,034,000	1,034,000	1,034,000	1,034,000	1,034,000
Utility Warranty Program	75,000	75,000	75,000	75,000	75,000
Subdivision Sidewalk Fees	6,500	6,500	6,500	6,500	6,500
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000
Miscellaneous Auctions	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Unclaimed Property	32,000	32,000	32,000	32,000	32,000
Fire - Misc Collections	55,000	55,000	55,000	55,000	55,000
Donated Revenue	500,001	500,000	500,000	500,000	500,000
Corporate Sponsorship	95,000	95,000	95,000	95,000	95,000
FNMA Service Fees	875	875	875	875	875
Claims	100,000	100,000	100,000	100,000	100,000
Total Other Revenues	\$ 5,976,376	\$ 5,976,375	\$ 5,976,375	\$ 5,976,375	\$ 5,976,375
TRANSFERS IN					
In Lieu Of Taxes-MLGW	\$ 56,411,000	\$ 56,411,000	\$ 56,411,000	\$ 56,411,000	\$ 56,411,000
In Lieu Of Taxes-Sewer	9,134,000	9,134,000	9,134,000	9,134,000	9,134,000
Oper Tfr In - Solid Waste Fund	750,000	750,000	750,000	750,000	750,000
Oper Tfr In - 2019 Sales Tax Referendum	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
Oper Tfr In - Sewer Operating/CIP	1,737,000	1,737,000	1,737,000	1,737,000	1,737,000
Oper Tfr In - Metro Alarm	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Oper Tfr In - Storm Water	106,000	106,000	106,000	106,000	106,000
Total Transfers In	\$ 81,738,000	\$ 81,738,000	\$ 81,738,000	\$ 81,738,000	\$ 81,738,000
TOTAL REVENUES	\$ (708,694,526)	\$ (653,302,472)	\$ (656,004,544)	\$ (658,931,699)	\$ (667,733,602)
NET EXPENDITURES	\$ 0	\$ 57,409,912	\$ 54,563,456	\$ 51,636,301	\$ 42,770,654