

# INTRODUCTION

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## 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 28<sup>th</sup> largest city in the nation. The estimated population is 633,104.

# Community Profile

## GOVERNMENT

The City of Memphis was founded in 1819 and incorporated in 1826. The present Charter was opted 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	72.6
Avg. Annual Low Temp	54.5
Avg. Annual Temp	63
Avg. Precipitation	55.70 Inches
Avg. Snowfall	0.7 Inches

Elevation 262 Feet

## DEMOGRAPHICS

### Population (City of Memphis)

Memphis	633,104
Shelby (includes Memphis)	929,744

Source: Greater Memphis Chamber

### Sex (City of Memphis)

Male	47.3%
Female	52.7%

Source: Greater Memphis Chamber

### Race (City of Memphis)

White	29.2%
Black	64.1%
Asian and Pacific Islander	1.7%
Other	5.0%

Source: Census.gov/quick facts

### Population by Age (City of Memphis)

0 to 4	6.8%
5 to 14	13.3%
15 to 24	13.8%
25 to 34	15.6%
35 to 44	12.9%
45 to 54	11.3%
55 to 64	11.8%
65 to 74	8.9%
75 to 84	3.9%
85+	1.6%

Source: Memphis Area Connect

## ECONOMICS

### Top 20 Major Employers

FedEx Corporation	30,000
Shelby County Schools	15,500
United States Government	13,600
Methodist Le Bonheur Healthcare	13,235

The City of Memphis	8,400
Baptist Memorial Healthcare	7,436
The Kroger Co.	6,708
Wal-Mart Stores Inc.	6,700
Shelby County Government	5,371
St. Jude Children’s Research Hospital	5,074
University of Tennessee Health Science Center	3,558
Technicolor	3,500
Nike, Inc.	3,300
Smith & Nephew Inc.	2,755
Regional One Health	2,727
Memphis, Light, Gas and Water	2,700
The University of Memphis	2,583
St. Francis Healthcare	2,562
AutoZone, Inc.	2,500

Source: Greater Memphis Chamber

**Unemployment Rates – 2021 Average**  
(Seasonally adjusted)

Memphis	8.1%
Shelby County	6.8%
Memphis MSA	6.3%
Tennessee	4.5%
United States	5.9%

Source: Ychart/Greater Memphis Chamber/BLS

**Household Income – 2021 Average**

Memphis	\$62,588
Shelby County	\$73,887
Memphis MSA	\$73,722

Source: ESRI Community Analyst

**Sales Tax**

Memphis	2.75%
Shelby County	2.25%
State	7.00%

**Property Tax Rates (2021)**  
(Per \$100 value)

Memphis City	\$2.71
Shelby County	\$3.45
Total in Memphis City Limits	\$6.16

**Retail Sales**  
**Shelby County**

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
2019	\$15,034,074,591
2020	\$14,897,453,177

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, 2021)**

**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	\$379,840
Average Existing Home Sale Price	\$251,890
Average Rent (2 bedroom)	\$911

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

**Commercial Office Space**

Total Market Size (Sq. Ft.)	22,461,305
Square Feet Available	3,638,731
Vacancy Rate	16.2%
YTD Net Absorption (Sq. Ft.)	-331,662
New Construction (Sq. Ft.)	296,221
Asking Direct Lease Rate (per Sq. Ft.)	\$19.30

*Source: CBRE, Q4 2020 MarketView Report*

**Industrial Space**

Total Market Size (Sq. Ft.)	273,267,930
Square Feet Available	12,570,324
Vacancy Rate	4.6%
YTD Net Absorption (Sq. Ft.)	4,620,944
New Construction (Sq. Ft.)	13,769,864
Asking Direct Lease Rate (per Sq. Ft.)	\$3.28

**Healthcare**

Physicians	2,653
Registered Nurses	13,931
Dentists	238
Hospitals	19
Ambulatory Surgical Centers	25

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

**Education (2019-2020)**

**Shelby County Primary School District**

Number of Students	113,200
Number of Schools	214
Middle/Junior	26
K-8	10
High School	27
Charter School	56
Alternative	9
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	17.5
Tennessee	20.0
U.S.	20.7

*Source: Tennessee Department of Education and ACT, Inc.*

**Airport, U.S. Flights Only**

Annual Departures	82,238
Major Airlines	6
Regional Commuters	19
Freight Carrier	9
Total Passengers	1,925,000
Total Cargo Enplaned (lbs.)	4,910,766

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



**PUBLIC SAFETY**

**Fire**

Uniform Personnel Strength	1,721
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	40
Alternative Response Vehicle	12

**Police**

Uniform Personnel Strength	2,040
Number of Precincts	9
Number of Squad Cars in Fleet	1,699

**SOLID WASTE**

**Solid Waste/Garbage Collection**

Tons Solid Waste Disposed	248,670
Tons Solid Waste Diverted	184,376
Homes Recycling (curbside)	145,711

**PUBLIC WORKS**

**Street Maintenance**

Curb & Gutter (miles)	6,060
Total Road Lane (miles)	6,714
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.)	10,650

**CITY ENGINEERING**

**Traffic Control**

Signals repaired or replaced	12,000
Annually	7,250
Bicycle Lanes	300
Traffic Signals	785
Total Signal Devices (incl. School flashers)	1,082
Total City Roadways (miles)	3,445



**PARK SERVICES**

**Recreation**

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

**Other Recreation Facilities**

- Liberty Bowl Memorial Stadium
- Memphis Museum of Science and History
- Memphis Zoological Garden and Aquarium
- Memphis Botanic Garden
- Lichterman Nature Center
- Mud Island River Park

- Memphis Brooks Museum of Art
- 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
- Memphis/Shelby County Airport Authority

**Utilities**

- Memphis Light, Gas & Water



**JIM STRICKLAND**  
**MAYOR**

June 30, 2021

Each year, we give our budget a theme that sets the tone for the next year ahead. Last year, it was “A Budget of Resiliency”- because then and even now, resiliency is a quality that continues to be a necessity in keeping us moving forward. The theme for our FY2022 budget is, “A Budget of Hope”- hope that as we continue to navigate the pandemic and return to some sense of normalcy, we will preserve as many lives and livelihoods as humanly possible.

Cities across our state and across our nation continue to face major public health emergencies and increased crime rates that adversely impact their financial infrastructure. The City of Memphis is no different. As stated last fiscal year, the demand and the need for core local government services will continue to increase simultaneously as we continue to face uncertainty about the impact the pandemic will continue to have on our revenues.

No different than last year, 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. For FY22, our General Fund Operating Budget was adopted at \$715,991,924, and Capital Improvement (CIP) Budget was adopted at \$90,812,900.

While remaining somewhat flat over the prior fiscal year, our team has taken a unified approach to craft a budget that still strives to preserve the essential functions of government with consideration for public safety while simultaneously striving to prevent layoffs and tax increases. We remain hopeful that our commitment to improve the lives of all Memphians will be seen and felt throughout our City each and every day.

Sincerely yours,

Jim Strickland  
Mayor

**CITY OF MEMPHIS  
FY 2022 PROPOSED TO ADOPTED  
BUDGET**

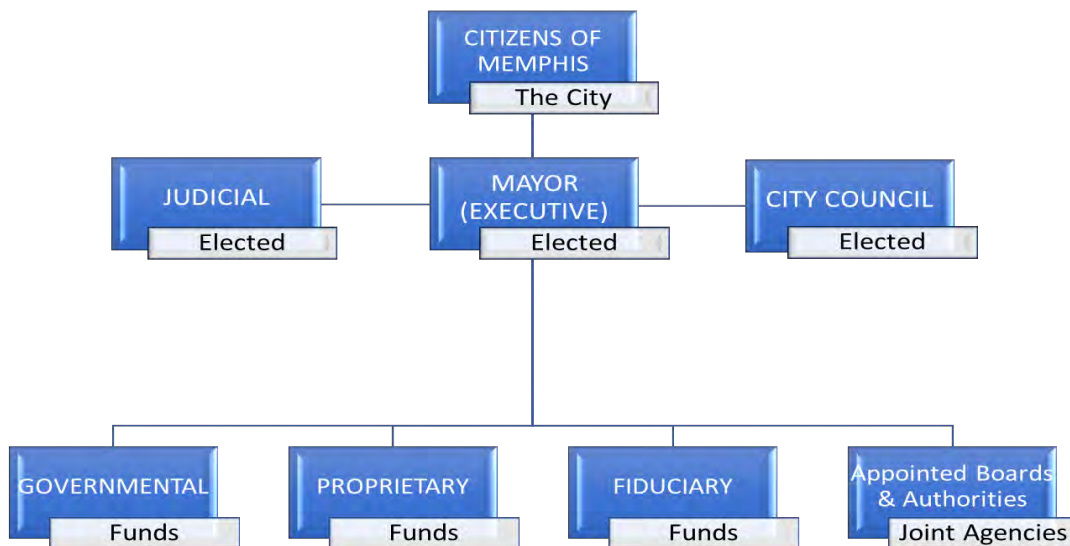
	FY22 Proposed	FY22 Amendments	FY22 Adopted
<b>General Fund Divisions</b>			
All Revenues	\$715,878,330	(\$23,061,917)	\$692,816,713
<b>Total Revenue</b>	<b>\$715,878,330</b>	<b>(\$23,061,917)</b>	<b>\$692,816,713</b>
<b>Expenditures</b>			
-			
City Attorney	\$14,505,331	0	\$14,505,331
City Council	\$2,682,286	82,210	\$2,764,496
City Court Clerk	\$7,249,725	0	\$7,249,725
City Court Judges	\$809,764	0	\$809,764
City Engineering	\$9,901,093	0	\$9,901,093
Executive	\$21,899,914	0	\$21,899,914
Finance & Administration	\$13,799,733	0	\$13,799,733
Fire Services	\$189,191,757	1,487,179	\$190,678,937
General Services	\$23,833,069	0	\$23,833,069
Grants & Subsidies	\$38,224,404	80,500	\$38,304,904
Housing and Community Development	\$4,832,736	0	\$4,832,736
Human Resources	\$8,530,923	0	\$8,530,923
Information Technology (Services)	\$23,827,760	0	\$23,827,760
Library Services	\$22,919,401	0	\$22,919,401
Parks	\$38,949,775	0	\$38,949,775
Police Services	\$275,888,265	(164,673)	\$275,723,593
Public Works	\$18,331,118	(1,020,000)	\$17,311,118
Investment Fees (Unallocated)	\$149,652	0	\$149,652
<b>Total Expenditures</b>	<b>\$715,526,706</b>	<b>\$465,216</b>	<b>\$715,991,924</b>
<b>Contribution (Use) of Fund Balance</b>	<b>\$351,624</b>	<b>(\$23,527,135)</b>	<b>(\$23,175,211)</b>
<b>Contribution from Fund Balance:</b>			
Restricted Fund Balance	0	0	0
Assigned Fund Balance	0	0	0
Unassigned Fund Balance	\$351,624	(\$23,527,135)	(\$23,175,211)
<b>Total Contribution (Use)</b>	<b>\$351,624</b>	<b>(\$23,527,135)</b>	<b>(\$23,175,211)</b>



## 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, exercise legislative powers, approve 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 seven (7) 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, Chief of Fire Services, 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 Technology; 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 Court Judges.

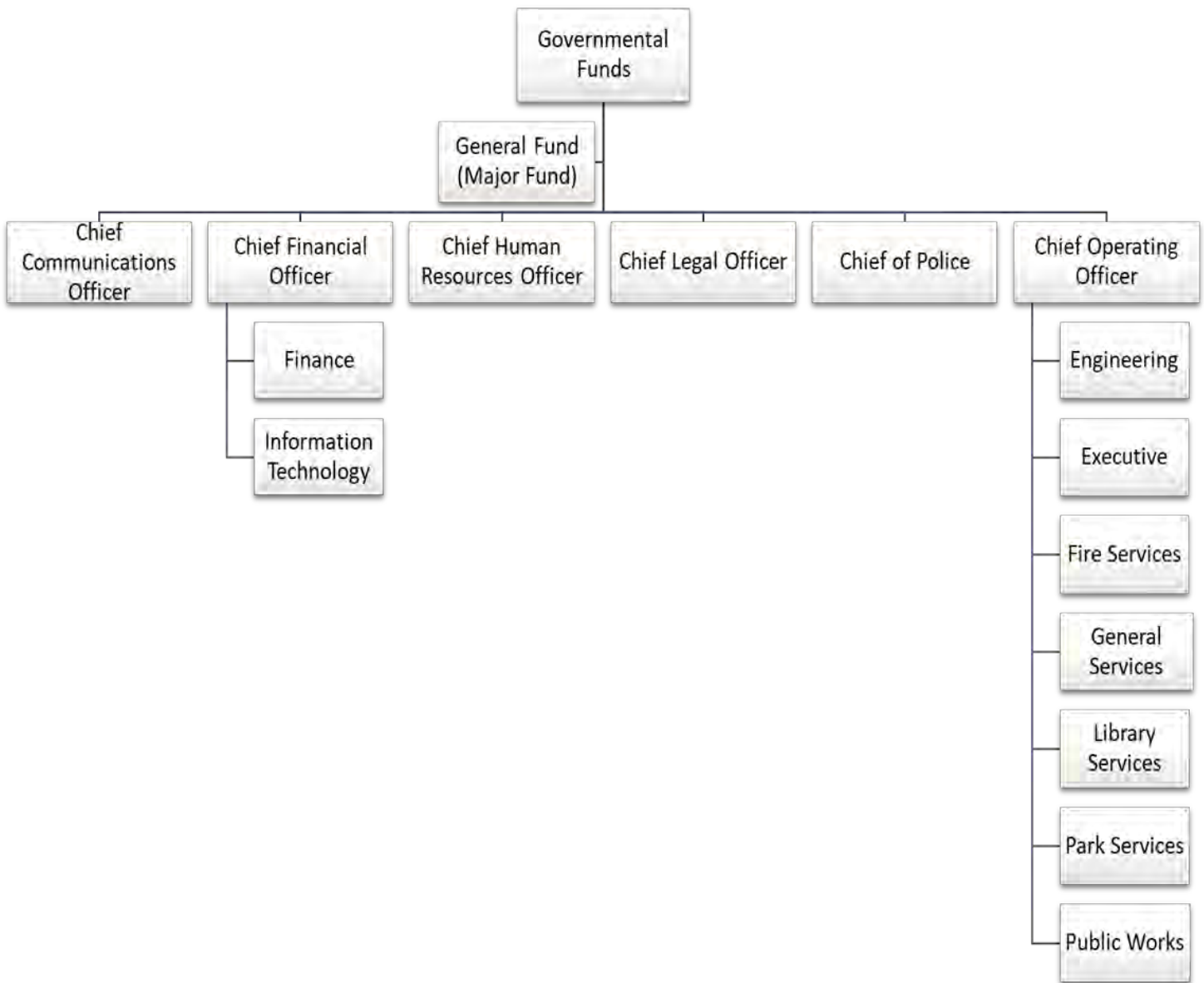


# City of Memphis, Tennessee

## Fund Structure

### 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 variety of Local and intergovernmental taxes, fees, and fines.



## Fund Structure

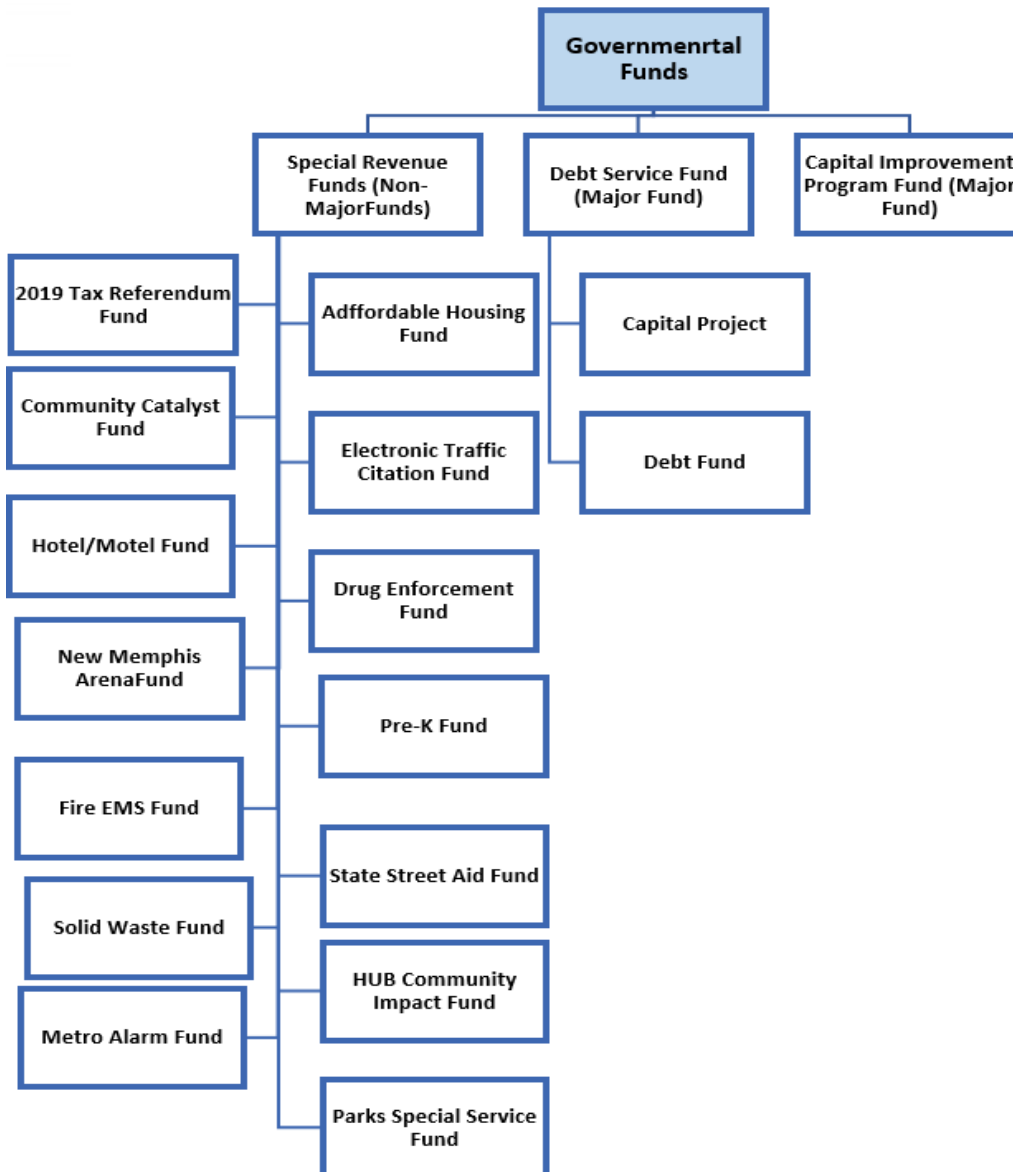
### Governmental Funds *(part 2 of 2)*

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 obligation 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.



## Fund Structure

### 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.

