

# STRATEGIC PLANNING

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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 considering 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 considers 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 2022 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 ADC which provides the mandatory funding for the retirement plan, the impact of grant awards, the use of technology, and the impact of new service delivery strategies.

## Five Year Projection

Revenues Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
<b>Local Taxes</b>					
Ad Valorem Tax - Current	\$255,000,000	\$258,213,000	\$261,466,000	\$264,760,000	\$268,096,000
Ad Valorem Tax - Current Sale of Receivables	6,000,000	6,000,000	5,750,000	5,500,000	5,000,000
Ad Valorem Tax Prior	3,500,000	3,544,000	3,589,000	3,634,000	3,680,000
PILOT's	5,000,000	5,063,000	5,127,000	5,192,000	5,257,000
Property Taxes Interest & Penalty	5,600,000	5,671,000	5,742,000	5,814,000	5,887,000
Bankruptcy Interest & Penalty	100,000	101,000	102,000	103,000	104,000
Interest & Penalty - Sale of Tax Rec	1,000,000	1,000,000	750,000	500,000	250,000
Special Assessment Tax	725,000	734,000	743,000	752,000	761,000
Local Sales Tax	130,000,000	131,638,000	133,297,000	134,977,000	136,678,000
Alcoholic Beverage Inspection Fee	6,600,000	6,683,000	6,767,000	6,852,000	6,938,000
Beer Sales Tax	15,000,000	15,189,000	15,380,000	15,574,000	15,770,000
Gross Rec Business Tax	12,000,000	12,151,000	12,304,000	12,459,000	12,616,000
Interest, Penalties & Commission	350,000	354,000	358,000	363,000	368,000
Business Tax Fees	1,300,000	1,316,000	1,333,000	1,350,000	1,367,000
Mixed Drink Tax	5,000,000	5,063,000	5,127,000	5,192,000	5,257,000
Excise Tax	2,000,000	2,025,000	2,051,000	2,077,000	2,103,000
State Apportionment TVA	7,800,000	7,898,000	7,998,000	8,099,000	8,201,000
Franchise Tax - Telephone	1,000,000	1,013,000	1,026,000	1,039,000	1,052,000
Cable TV Franchise Fees	4,200,000	4,253,000	4,307,000	4,361,000	4,416,000
Fiber Optic Franchise Fees	1,400,000	1,418,000	1,436,000	1,454,000	1,472,000
Misc. Franchise Tax	850,000	861,000	872,000	883,000	894,000
Misc. Tax Recoveries	300,000	304,000	308,000	312,000	316,000
MLGW Pipeline	270,000	273,000	276,000	279,000	283,000
<b>Total Local Taxes</b>	<b>\$464,995,000</b>	<b>\$470,765,000</b>	<b>\$476,109,000</b>	<b>\$481,526,000</b>	<b>\$486,675,000</b>
<b>State Taxes</b>					
State Sales Tax	64,000,000	66,112,000	68,294,000	70,548,000	72,876,000
Telecommunication Sales Tax	1,000,000	1,033,000	1,067,000	1,102,000	1,138,000
State Shared Beer Tax	300,000	310,000	320,000	331,000	342,000
Alcoholic Beverage Tax	450,000	465,000	480,000	496,000	512,000

Five Year Projection *(continued)*

Revenues Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
Sports Betting	100,000	450,000	465,000	480,000	496,000
Spec Petroleum Product Tax	1,285,000	1,327,000	1,371,000	1,416,000	1,463,000
<b>Total State Taxes</b>	<b>\$67,135,000</b>	<b>\$69,697,000</b>	<b>\$71,997,000</b>	<b>\$74,373,000</b>	<b>\$76,827,000</b>
<b>Licenses and Permits</b>					
Liquor by Ounce License	\$240,000	\$236,000	\$232,000	\$228,000	\$224,000
Taxi Drivers License	6,000	6,000	6,000	6,000	6,000
Gaming Pub Amus Perm Fee	3,750	4,000	4,000	4,000	4,000
Wrecker Permit Fee	20,000	20,000	20,000	20,000	20,000
Misc. Permits	170,000	167,000	164,000	161,000	158,000
Beer Application	30,000	30,000	30,000	30,000	30,000
Auto Registration Fee	12,000,000	12,500,000	12,500,000	12,500,000	12,500,000
Dog License	225,000	221,000	217,000	214,000	211,000
County Dog License Fee	88,000	87,000	86,000	85,000	84,000
Beer Permit Privilege Tax	135,000	133,000	131,000	129,000	127,000
Sidewalk Permit Fees	35,000	34,000	33,000	32,000	31,000
<b>Total Licenses and Permits</b>	<b>\$12,952,750</b>	<b>\$13,438,000</b>	<b>\$13,423,000</b>	<b>\$13,409,000</b>	<b>\$13,395,000</b>
<b>Fines &amp; Forfeitures</b>					
Court Fees	\$4,200,000	\$4,300,000	\$4,400,000	\$4,500,000	\$4,500,000
Court Costs	4,000,000	5,000,000	5,050,000	5,150,000	5,250,000
Fines & Forfeitures	3,000,000	3,000,000	3,100,000	3,200,000	3,300,000
Seizures	20,000	25,000	30,000	35,000	40,000
Beer Board Fines	0	80,000	80,000	80,000	80,000
Library Fines & Fees	120,000	120,000	125,000	130,000	140,000
Vacant Property Registration Fee	35,200	40,000	42,000	45,000	50,000
Arrest Fees	70,000	100,000	101,000	102,000	105,000
DUI BAC Fees	2,000	2,000	2,000	2,000	2,000
Sex Offender Registry Fees	100,000	105,000	110,000	115,000	120,000
<b>Total Fines and Forfeitures</b>	<b>\$11,547,200</b>	<b>\$12,772,000</b>	<b>\$13,040,000</b>	<b>\$13,359,000</b>	<b>\$13,587,000</b>
<b>Charges for Services</b>					
Tax Sales Attorney Fees	\$600,000	\$597,000	\$594,000	\$591,000	\$588,000
Subdivision Plan Inspection Fee	250,000	249,000	248,000	247,000	246,000

Five Year Projection *(continued)*

Revenues Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
Street Cut Inspection Fee	50,000	50,000	50,000	50,000	50,000
Traffic Signals	175,000	174,000	173,000	172,000	171,000
Parking Meters	800,000	796,000	792,000	788,000	784,000
Signs-Loading Zones	30,000	30,000	30,000	30,000	30,000
Arc Lights	4,000	4,000	4,000	4,000	4,000
Wrecker & Storage Charges	800,000	796,000	792,000	788,000	784,000
Shelter Fees	300,000	299,000	298,000	297,000	296,000
Ambulance Service	20,400,000	20,306,000	20,213,000	20,120,000	20,027,000
Parking	150,000	149,000	148,000	147,000	146,000
Senior Citizen's Meals	50,000	50,000	50,000	50,000	50,000
Concessions	2,000,000	1,991,000	1,982,000	1,973,000	1,964,000
Golf Car Fees	1,000,000	995,000	990,000	985,000	980,000
Pro Shop Sales	125,000	124,000	123,000	122,000	121,000
Green Fees	1,300,000	1,294,000	1,288,000	1,282,000	1,276,000
Softball	25,000	25,000	25,000	25,000	25,000
Ball field Permit	15,000	15,000	15,000	15,000	15,000
Class Fees	500	0	0	0	0
Rental Fees	1,400,000	1,394,000	1,388,000	1,382,000	1,376,000
MLG&W Rent	2,400	2,000	2,000	2,000	2,000
Rent of Land	210,000	209,000	208,000	207,000	206,000
Police Special Events	350,000	348,000	346,000	344,000	342,000
Parking Lots	400,000	398,000	396,000	394,000	392,000
Outside Revenue	300,000	299,000	298,000	297,000	296,000
Tow Fees	600,000	597,000	594,000	591,000	588,000
HCD - Docking Fees	50,000	50,000	50,000	50,000	50,000
Easements & Encroachments	65,000	65,000	65,000	65,000	65,000
<b>Total Charges for Services</b>	<b>\$31,451,900</b>	<b>\$31,306,000</b>	<b>\$31,162,000</b>	<b>\$31,018,000</b>	<b>\$30,874,000</b>
<b>Use of Money and Property</b>					
Interest on Investments	\$400,000	\$250,000	\$300,000	\$400,000	\$450,000
Net Income/Investors	50,000	82,000	134,000	219,000	357,000
State Litigation Tax Commission	60,000	98,000	160,000	261,000	426,000
<b>Total Use of Money and Property</b>	<b>\$510,000</b>	<b>\$430,000</b>	<b>\$594,000</b>	<b>\$880,000</b>	<b>\$1,233,000</b>
<b>Federal Grants</b>					
Federal Grants	\$2,650,000	\$2,650,000	\$2,650,000	\$0	\$0
Federal Grants - Others	400,000	400,000	400,000	400,000	400,000
FEMA Reimbursement	2,023,006	2,000,000	3,000,000	4,000,000	4,000,000
<b>Total Federal Grants</b>	<b>\$5,073,006</b>	<b>\$5,050,000</b>	<b>\$6,050,000</b>	<b>\$4,400,000</b>	<b>\$4,400,000</b>

Five Year Projection *(continued)*

Revenues Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
<b>State Grants</b>					
State Grants	\$5,000,000	\$0	\$0	\$0	\$0
<b>Total State Grants</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Intergovernmental Revenues</b>					
International Airport	\$4,119,982	\$4,862,000	\$5,737,000	\$6,770,000	\$7,989,000
<b>Total Intergovernmental Revenues</b>	<b>\$4,119,982</b>	<b>\$4,862,000</b>	<b>\$5,737,000</b>	<b>\$6,770,000</b>	<b>\$7,989,000</b>
<b>Other Revenues</b>					
Anti-Neglect Enforcement Program	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Property Insurance Recoveries	135,000	154,000	176,000	201,000	229,000
Rezoning Ordinance Publication Fees	5,000	6,000	7,000	8,000	9,000
Sale of Reports	435,000	496,000	566,000	646,000	737,000
Local Shared Revenue	675,000	770,000	879,000	1,003,000	1,145,000
City of Bartlett	1,034,000	1,180,000	1,347,000	1,537,000	1,754,000
Utility Warranty Program	135,000	154,000	176,000	201,000	229,000
Miscellaneous Income	300,000	342,000	390,000	445,000	508,000
Subdivision Sidewalk Fees	25,000	29,000	33,000	38,000	43,000
Sewer Fund Cost Allocation	1,075,000	1,227,000	1,400,000	1,598,000	1,824,000
Miscellaneous Auctions	2,500,000	2,853,000	3,256,000	3,716,000	4,241,000
Fire - Misc. Collections	45,000	51,000	58,000	66,000	75,000
Donated Revenue	600,000	685,000	782,000	892,000	1,018,000
Corporate Sponsorship	100,000	114,000	130,000	148,000	169,000
Vendor Rebates	10,000	11,000	13,000	15,000	17,000
FNMA Service Fees	875	1,000	1,000	1,000	1,000
Claims	50,000	57,000	65,000	74,000	84,000
<b>Total Other Revenues</b>	<b>\$7,127,875</b>	<b>\$8,133,000</b>	<b>\$9,282,000</b>	<b>\$10,592,000</b>	<b>\$12,086,000</b>
<b>Transfers In</b>					
In Lieu Of Taxes-MLGW	\$56,411,000	\$61,934,000	\$67,997,000	\$74,654,000	\$81,963,000
In Lieu Of Taxes-Sewer	10,300,000	11,308,000	12,415,000	13,630,000	14,964,000
Oper Tfr In - Solid Waste Fund	750,000	823,000	904,000	993,000	1,090,000
Oper Tfr in - Sales Tax Referendum 2019	12,000,000	13,175,000	14,465,000	15,881,000	17,436,000
Oper Tfr In - Sewer Operating/CIP	1,737,000	1,907,000	2,094,000	2,299,000	2,524,000
Oper Tfr In - Metro Alarm	1,600,000	1,757,000	1,929,000	2,118,000	2,325,000
Oper Tfr In - Storm Water	106,000	116,000	127,000	139,000	153,000
<b>Total Transfers In</b>	<b>\$82,904,000</b>	<b>\$91,020,000</b>	<b>\$99,931,000</b>	<b>\$109,714,000</b>	<b>\$120,455,000</b>

Five Year Projection *(continued)*

Revenue Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
<b>Contributed from Fund Balance</b>					
Contributed from Unassigned Fund Balance	\$23,175,211	\$0	\$0	\$0	\$0
<b>Total Contributed from Fund Balance</b>	<b>\$23,175,211</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$715,991,924</b>	<b>\$707,473,000</b>	<b>\$727,325,000</b>	<b>\$746,041,000</b>	<b>\$767,521,000</b>
<b>Expenditure Types</b>					
<b>Personnel Services</b>					
Full-Time Salaries	\$340,242,723	\$347,388,000	\$354,683,000	\$362,131,000	\$369,736,000
Overtime	37,229,112	38,011,000	38,809,000	39,624,000	40,456,000
Holiday Fire/Police	11,353,000	11,591,000	11,834,000	12,083,000	12,337,000
Out of Rank Pay	2,683,169	2,740,000	2,798,000	2,857,000	2,917,000
Hazardous Duty Pay	480,363	490,000	500,000	511,000	522,000
College Incentive Pay	6,976,572	7,123,000	7,273,000	7,426,000	7,582,000
Longevity Pay	2,234,328	2,281,000	2,329,000	2,378,000	2,428,000
Shift Differential	716,958	732,000	747,000	763,000	779,000
Bonus Days	2,000,000	2,042,000	2,085,000	2,129,000	2,174,000
PTO Final Pay	5,182,107	5,291,000	5,402,000	5,515,000	5,631,000
Job Incentive	1,379,389	1,408,000	1,438,000	1,468,000	1,499,000
Required Special License Pay	4,950	5,000	5,000	5,000	5,000
MPD Retention Bonus Program	12,551,000	12,815,000	13,084,000	0	0
MFD Retention Bonus Program	9,439,000	9,637,000	9,839,000	0	0
Pension	20,585,981	21,018,000	21,459,000	21,910,000	22,370,000
Supplemental Pension	117,335	120,000	123,000	126,000	129,000
Social Security	316,313	323,000	330,000	337,000	344,000
Pension ADC Funding	28,134,517	28,725,000	29,328,000	29,944,000	30,573,000
Group Life Insurance	959,472	980,000	1,001,000	1,022,000	1,043,000
Unemployment	456,320	466,000	476,000	486,000	496,000
Pension 401a Match	69,678	71,000	72,000	74,000	76,000
Medicare	5,148,695	5,257,000	5,367,000	5,480,000	5,595,000
Long Term Disability	1,002,383	1,023,000	1,044,000	1,066,000	1,088,000
Health Insurance - Choice Plan	28,470,204	29,068,000	29,678,000	30,301,000	30,937,000
Benefits Adjustments	7,846,543	8,011,000	8,179,000	8,351,000	8,526,000
Health Insurance - Select Plan	21,511,140	21,963,000	22,424,000	22,895,000	23,376,000
Salaries - Part Time/Temporary	17,155,935	17,516,000	17,884,000	18,260,000	18,643,000
On the Job Injury	4,448,252	4,542,000	4,637,000	4,734,000	4,833,000

Five Year Projection *(continued)*

Expenditure Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
Tuition Reimbursement - New	201,500	206,000	210,000	214,000	218,000
Book Reimbursement - New	6,500	7,000	7,000	7,000	7,000
Student Loan Repayment	360,000	368,000	376,000	384,000	392,000
Payroll Reserve	100	0	0	0	0
Bonus Pay	\$62,710	\$64,000	\$65,000	\$66,000	\$67,000
MPD Retention Bonus Recovery	(12,551,000)	(12,815,000)	(13,084,000)	0	0
MFD Retention Bonus Recovery	(9,439,000)	(9,637,000)	(9,839,000)	0	0
Expense Recovery - Personnel	(17,120,162)	(17,480,000)	(17,847,000)	(18,222,000)	(18,605,000)
<b>Total Personnel Services</b>	<b>\$530,216,087</b>	<b>\$541,350,000</b>	<b>\$552,716,000</b>	<b>\$564,325,000</b>	<b>\$576,174,000</b>
<b>Materials and Supplies</b>					
City Hall Printing	\$158,000	\$166,000	\$174,000	\$183,000	\$192,000
City Hall Postage	8,500	9,000	9,000	9,000	9,000
Document Reproduction - City	4,750	5,000	5,000	5,000	5,000
City Storeroom Supplies	37,290	39,000	41,000	43,000	45,000
Facility Repair & Carpentry	252,306	265,000	278,000	292,000	307,000
City Shop Charges	13,393,996	14,064,000	14,767,000	15,505,000	16,280,000
Info Sys Phone/Communication	16,824	18,000	19,000	20,000	21,000
City Shop Fuel	6,162,601	6,471,000	6,795,000	7,135,000	7,492,000
Outside Computer Services	4,956,331	5,204,000	5,464,000	5,737,000	6,024,000
City Computer Svc Equipment	2,896,840	3,042,000	3,194,000	3,354,000	3,522,000
Data/Word Processing Equipment	135,000	142,000	149,000	156,000	164,000
Data/Word Process Software	825,396	867,000	910,000	956,000	1,004,000
Pers Computer Software	5,380,687	5,650,000	5,933,000	6,230,000	6,542,000
City Telephone/Communications	4,452	5,000	5,000	5,000	5,000
Printing - Outside	261,178	274,000	288,000	302,000	317,000
Supplies - Outside	1,526,522	1,603,000	1,683,000	1,767,000	1,855,000
Food Expense	108,000	113,000	119,000	125,000	131,000
Hand Tools	94,200	99,000	104,000	109,000	114,000
Document Reproduction - Outside	28,500	30,000	32,000	34,000	36,000
Clothing	1,991,102	2,091,000	2,196,000	2,306,000	2,421,000
Household Supplies	787,179	827,000	868,000	911,000	957,000
Ammunition & Explosives	500,500	526,000	552,000	580,000	609,000
Safety Equipment	1,091,116	1,146,000	1,203,000	1,263,000	1,326,000



Five Year Projection *(continued)*

Expenditure Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
Drafting/Photo Supplies	36,950	39,000	41,000	43,000	45,000
Medical Supplies	2,630,252	2,762,000	2,900,000	3,045,000	3,197,000
Athletic/Recreational Supplies	196,300	206,000	216,000	227,000	238,000
Outside Postage	776,595	815,000	856,000	899,000	944,000
Asphalt Products	5,116,250	5,372,000	5,641,000	5,923,000	6,219,000
Lumber & Wood Products	29,500	31,000	33,000	35,000	37,000
Paints Oils & Glass	433,000	455,000	478,000	502,000	527,000
Steel & Iron Products	174,000	183,000	192,000	202,000	212,000
Pipe Fittings & Castings	117,000	123,000	129,000	135,000	142,000
Lime Cement & Gravel	65,643	69,000	72,000	76,000	80,000
Chemicals	319,348	335,000	352,000	370,000	389,000
Materials and Supplies	3,712,954	3,899,000	4,094,000	4,299,000	4,514,000
Miscellaneous Expense	116,398	122,000	128,000	134,000	141,000
Library Books	790,501	830,000	872,000	916,000	962,000
Tower Lease Expense - Library	25,285	27,000	28,000	29,000	30,000
WYPL Arkansas Tower Expense - Library	30,000	32,000	34,000	36,000	38,000
Operation Police Canine	60,000	63,000	66,000	69,000	72,000
Operation Police DUI Unit	78,000	82,000	86,000	90,000	95,000
Operation Police Traffic Unit	90,000	95,000	100,000	105,000	110,000
Operation Police Mounted	68,000	71,000	75,000	79,000	83,000
Operation Police TACT	275,000	289,000	303,000	318,000	334,000
Maintenance Traffic Signal System	262,347	275,000	289,000	303,000	318,000
Operation Police Aircraft	375,000	394,000	414,000	435,000	457,000
Outside Vehicle Repair	258,218	271,000	285,000	299,000	314,000
Outside Equipment Repair/Maintenance	2,298,671	2,414,000	2,535,000	2,662,000	2,795,000
Facilities Structure Repair - Outside	743,043	780,000	819,000	860,000	903,000
Horticulture	10,000	11,000	12,000	13,000	14,000
Internal Repairs and Maintenance	389,313	409,000	429,000	450,000	473,000
Special Investigations	50,000	53,000	56,000	59,000	62,000
Legal Services/Court Cost	4,855,000	5,098,000	5,353,000	5,621,000	5,902,000
Medical/Dental/Veterinary	564,000	592,000	622,000	653,000	686,000
Legal Contingency	150,000	158,000	166,000	174,000	183,000
Accounting/Auditing/Cons	316,299	332,000	349,000	366,000	384,000
Advertising/Publication Outside	1,000,761	1,051,000	1,104,000	1,159,000	1,217,000
Phone/Communications	5,546,752	5,824,000	6,115,000	6,421,000	6,742,000

Five Year Projection *(continued)*

Expenditure Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
Janitorial Services	1,656,388	1,739,000	1,826,000	1,917,000	2,013,000
Security	2,835,894	2,978,000	3,127,000	3,283,000	3,447,000
Weed Control/Chemical Service	278,300	292,000	307,000	322,000	338,000
Seminars/Training/Education	860,744	904,000	949,000	996,000	1,046,000
Fixed Charges	1,501,100	1,576,000	1,655,000	1,738,000	1,825,000
Misc. Professional Services	42,507,078	44,632,000	46,864,000	49,207,000	51,667,000
Employee Activities	4,000	4,000	4,000	4,000	4,000
Rewards and Recognition	92,700	97,000	102,000	107,000	112,000
Staff Development	1,000	1,000	1,000	1,000	1,000
Textbooks	195,800	206,000	216,000	227,000	238,000
Travel Expense	568,974	597,000	627,000	658,000	691,000
Unreported Travel	1,350	1,000	1,000	1,000	1,000
Relocation Expense	20,000	21,000	22,000	23,000	24,000
Compliance Monitoring	1,000,000	1,050,000	1,103,000	1,158,000	1,216,000
Auto Allowance	2,300	2,000	2,000	2,000	2,000
Outside Fuel	41,930	44,000	46,000	48,000	50,000
Mileage	295,633	310,000	326,000	342,000	359,000
Utilities	11,251,086	11,814,000	12,405,000	13,025,000	13,676,000
Sewer Fees	1,331,580	1,398,000	1,468,000	1,541,000	1,618,000
Demolitions	1,167,661	1,226,000	1,287,000	1,351,000	1,419,000
Insurance	8,485,320	8,910,000	9,356,000	9,824,000	10,315,000
Claims	1,130,252	1,187,000	1,246,000	1,308,000	1,373,000
Lawsuits	2,464,640	2,588,000	2,717,000	2,853,000	2,996,000
Hospitality	4,000	4,000	4,000	4,000	4,000
Dues/Memberships/Periodicals	420,051	441,000	463,000	486,000	510,000
Rent	2,623,621	2,755,000	2,893,000	3,038,000	3,190,000
Radio Trucking Lease	2,000	2,000	2,000	2,000	2,000
Misc. Services and Charges	4,306,452	4,522,000	4,748,000	4,985,000	5,234,000
Urban Art Maintenance	35,000	37,000	39,000	41,000	43,000
Minor Equipment	87,500	92,000	97,000	102,000	107,000
Equipment Rental	2,232,410	2,344,000	2,461,000	2,584,000	2,713,000
Expense Recovery - Telephones	(805,000)	(845,000)	(887,000)	(931,000)	(978,000)
Expense Recovery - M & S	(13,731,749)	(14,418,000)	(15,139,000)	(15,896,000)	(16,691,000)
Catering	87,900	92,000	97,000	102,000	107,000
<b>Total Materials &amp; Supplies</b>	<b>\$145,537,565</b>	<b>\$152,821,000</b>	<b>\$160,467,000</b>	<b>\$168,487,000</b>	<b>\$176,909,000</b>

Five Year Projection *(continued)*

Expenditure Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
<b>Capital Outlay</b>					
Furniture/Furnishings	\$353,900	\$265,000	\$265,000	\$257,000	\$257,000
Prod/Constr/Maint Equipment	44,000	25,000	25,000	25,000	25,000
Equipment	652,514	550,000	550,000	550,000	550,000
<b>Total Capital Outlay</b>	<b>\$1,050,414</b>	<b>\$840,000</b>	<b>\$840,000</b>	<b>\$832,000</b>	<b>\$832,000</b>
<b>Grants and Subsidies</b>					
Expense Recovery - Grants	\$(100,000)	\$0	\$0	\$0	\$0
Payment to Subgrantees	125,000	125,000	125,000	125,000	125,000
Aging Commission of the Mid-South	144,000	146,000	148,000	150,000	152,000
Elections	0	0	1,200,000	0	0
MIFA General Assistance	669,218	675,000	675,000	675,000	675,000
Community Initiatives Grants for Non-Profits	2,750,000	2,750,000	2,750,000	2,750,000	2,750,000
Community Development Grants	330,976	335,000	339,000	343,000	347,000
Blight Authority of Memphis Memphis & Shelby County	400,000	405,000	410,000	415,000	420,000
Film and Television Commission	225,000	228,000	231,000	234,000	237,000
Homeless Initiative	282,500	286,000	290,000	294,000	298,000
Pensioners Insurance	8,373,569	8,478,000	8,584,000	8,691,000	8,800,000
Down Payment Assistance / City	200,000	203,000	206,000	209,000	212,000
Planning & Development	1,500,000	1,519,000	1,538,000	1,557,000	1,576,000
Memphis River Parks Development	3,024,000	3,062,000	3,100,000	3,139,000	3,178,000
Memphis Area Transit Authority	19,170,000	19,410,000	19,653,000	19,899,000	20,148,000
MLGW Citizen's Assistance - Grants	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Family Safety Center of Memphis and Shelby County	350,000	350,000	350,000	350,000	350,000
RBC Training/Certification Program	4,650	5,000	5,000	5,000	5,000
Social Services Administration	109,537	111,000	112,000	113,000	114,000
Tax Receivable Sale Vendor	1,800,000	1,823,000	1,846,000	1,869,000	1,892,000

Five Year Projection *(continued)*

Expenditure Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
MHA/HCD Community Development Projects	57,000	58,000	59,000	60,000	61,000
Urban Art	150,000	150,000	150,000	150,000	150,000
Juvenile Intervention and Faith-Based Follow Up (JIFF)	250,000	250,000	250,000	250,000	250,000
Middle Income Housing	500,000	500,000	500,000	500,000	500,000
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	2,425,000	2,455,000	2,486,000	2,517,000	2,548,000
Professional Services	537,500	544,000	551,000	558,000	565,000
Ambassador's Fellowship Pay	2,896,620	2,933,000	2,970,000	3,007,000	3,045,000
Innovate Memphis	300,000	300,000	300,000	310,000	310,000
Exchange Club	110,000	110,000	110,000	110,000	110,000
Shelby County School Mixed Drink Proceeds	2,500,000	2,531,000	2,563,000	2,595,000	2,627,000
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	0	0	0	0
River Parks Docking	250,000	250,000	250,000	250,000	250,000
<b>Total Grants and Subsidies</b>	<b>\$52,472,555</b>	<b>\$52,629,985</b>	<b>\$54,388,985</b>	<b>\$53,762,985</b>	<b>\$54,332,985</b>
<b>Inventory</b>					
Inventory Purchases	\$118,854	\$118,000	\$117,000	\$116,000	\$115,000
Food Inventory	195,013	194,000	193,000	192,000	191,000
<b>Total Inventory</b>	<b>\$313,867</b>	<b>\$312,000</b>	<b>\$310,000</b>	<b>\$308,000</b>	<b>\$306,000</b>
<b>Expense Recovery</b>					
Expense Recovery - State Street Aid	(\$16,035,300)	(\$22,000,000)	(\$22,873,000)	(\$23,781,000)	(\$24,725,000)
<b>Total Expense Recovery</b>	<b>(\$16,035,300)</b>	<b>(\$22,000,000)</b>	<b>(\$22,873,000)</b>	<b>(\$23,781,000)</b>	<b>(\$24,725,000)</b>
<b>Investment Fees</b>					
Investment Fee	\$149,652	\$150,000	\$150,000	\$150,000	\$150,000
<b>Total Investment Fees</b>	<b>\$149,652</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>

Five Year Projection *(continued)*

Expenditure Types	FY22 Adopted	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
<b>Service Charges</b>					
Credit Card Fees - Expense	\$200,600	\$197,000	\$193,000	\$189,000	\$185,000
<b>Total Service Charges</b>	<b>\$200,600</b>	<b>\$197,000</b>	<b>\$193,000</b>	<b>\$189,000</b>	<b>\$185,000</b>
<b>Transfers Out</b>					
Oper Tfr Out - HUB Community Impact Fund	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000
Tfr Out Library Retirement Fund	1,536,484	1,536,484	1,536,484	1,536,484	1,536,484
<b>Total Transfers Out</b>	<b>\$2,086,484</b>	<b>\$2,086,484</b>	<b>\$2,086,484</b>	<b>\$2,086,484</b>	<b>\$2,086,484</b>
<b>Total Expenditures</b>	<b>\$715,991,924</b>	<b>\$728,386,469</b>	<b>\$748,278,469</b>	<b>\$766,359,469</b>	<b>\$786,250,469</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>20,913,469</b>	<b>20,953,469</b>	<b>20,318,469</b>	<b>18,729,469</b>

